

## GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

**DATE:** Monday, 20th November, 2023

**TIME:** 1.00pm

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

### AGENDA

**1. Apologies**

**2. Chairs Announcements and Urgent Business**

**3. 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 at the start of the meeting.

**4. Minutes of the Meeting of 18th September 2023** 5 - 12

To consider the approval of the minute of the meeting held on 18<sup>th</sup> September 2023.

**5. GMFRS Fire Cover Review - Consultation Activities & Outcomes** 13 - 52

A report to be presented by DCFO Ben Norman.

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

- |            |  |           |
|------------|--|-----------|
| <b>6.</b>  | <b>GMFRS Manchester Arena Inquiry Update</b><br>A report to be presented by ACFO Barry Moore.  | 53 - 64   |
| <b>7.</b>  | <b>GMP Local Policing Update – To Follow</b>   |           |
| <b>8.</b>  | <b>Police &amp; Crime Plan - Priority 3 Report &amp; Performance Scorecard Year 2 Update</b><br>A report to be presented by Neil Evans, Director – Police, Crime, Criminal Justice and Fire, GMCA                              | 65 - 74   |
| <b>9.</b>  | <b>Reducing Harm and Offending Strategy - Year 2 Update</b><br>A report to be presented by Alison Connelly, Criminal Justice & Victims Lead, GMCA & Chris Edwards, Regional Director of Greater Manchester, Probation Service. | 75 - 100  |
| <b>10.</b> | <b>Tackling Hate Crime - Backward &amp; Forward Look</b><br>A report to be presented by CI Steph Parker, GMP, Samantha Stabler & Dave Byrne, GMCA  | 101 - 116 |
| <b>11.</b> | <b>Organised Crime Annual Update and Forward Look (Challenger, Modern Slavery &amp; Trafficking)</b><br>A report to be presented by Neil Evans, Director, Police, Crime, Fire & Criminal Justice, GMCA.                        | 117 - 144 |
| <b>12.</b> | <b>Finance - Precept Process</b><br>A report to be presented by Steve Wilson, GMCA Treasurer.  | 145 - 150 |

**For Information**

- |  |           |
|--|-----------|
| <b>Work Plan / Forward Look</b>            | 151 - 162 |
| <b>Decisions Taken by the Deputy Mayor</b> | 163 - 176 |

For copies of papers and further information on this meeting please refer to the website [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following

Governance & Scrutiny Officer: Lee Teasdale  
✉ Lee.Teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 10th November 2023 on behalf of Julie Connor, Secretary to  
the  
Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street,  
Manchester M1 6EU

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**POLICE FIRE AND CRIME PANEL – 20 NOVEMBER 2023**

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

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

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 4

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL  
MINUTES OF A MEETING HELD ON 18 SEPTEMBER 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 Amy Cowen	Bolton Council
Councillor Rabiya Jiva	Bolton Council
Councillor Ummrana Farooq	Bury Council
Councillor Luthfur Rahman	Manchester City Council
Councillor Dave Arnott	Oldham Council
Councillor Chris Goodwin	Oldham Council
Councillor Barbara Bentham	Salford Council
Councillor David Lancaster	Salford Council
Councillor Tom Morrison	Stockport Council
Councillor Vimal Choksi	Tameside Council

**Also in attendance:**

Kate Green	GM Deputy Mayor
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**Officers Present:**

Ian Cosh	Chief Finance Officer, GMP
Damian Dallimore	Assistant Director, Deputy Mayors Office for Policing & Crime, GMCA
David Minto	Group Manager, GMFRS
ACFO Leon Parkes	GMFRS
Lee Rawlinson	Chief Resources Officer, GMP
Rachel Rosewell	Deputy Treasurer, GMCA
Jeanette Staley	Advisor to Panel & Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Sandra Stewart	Chief Executive, Tameside Council
ACC Chris Sykes	GMP
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA

**PFCP/46/23            APOLOGIES**

Apologies were received from Councillor Rosemary Barratt (Stockport), Councillor Richard Gold (Bury), Independent Member Majid Hussain, Assistant Deputy Mayor Baroness Beverley Hughes and GMCA Deputy Monitoring Officer Gwynne Williams.

**PFCP/47/23            DECLARATIONS OF INTEREST**

No declarations were received.

**PFCP/48/23            MINUTES OF THE MEETING OF 24<sup>TH</sup> JULY 2023 & CHAIRS  
ANNOUNCEMENTS**

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

- In reference to PFCP/40/23 – the further details on ethnic minority breakdowns had been forwarded to members on 27<sup>th</sup> July.
- In reference to PFCP/44/23 – a meeting would be arranged to further consider taxi licensing issues.

The Chair invited Deputy Mayor Kate Green to provide an update on the ongoing work around the Baird Review of custody in GMP. It was advised that the review had commenced following the Sky News broadcast during the summer, through which three women had come forward with serious allegations of mistreatment during custody in the Pendleton custody suite. Dame Vera Baird had met with a number of people who wished to talk about their experience of strip searches in GMP cells and had plans to meet with several more people who had come forward. It was hoped that the report would be ready for full publication in November, as there had been some delays in arranging meetings so that all who wished to share their experiences could do so.

GMP officers provided an update to members following the announcement of a breach of GMP officer data on 14<sup>th</sup> September. Clarity was provided that the breach had not taken place within GMP, but rather that a contracted third-party firm had seen their data breached. An investigation was ongoing as several police forces and government departments across the country had been impacted by this breach. The Information Commissioner had been informed as per duty bound requirements. The information that

had been potentially breached was relatively low risk but did pertain to some officer names and in some cases photo identification. All staff had been notified and any potential risks identified.

Members were updated on the tendering of the GM Victims Services (GMVS) contract. As of Monday 18<sup>th</sup> September 2023, 'Catch 22' would be the new provider for the contract. The contract formed the baseline support offer for victims and witnesses of both reported and unreported crime from across the city-region. Independent Victim Care Coordinators positioned within the GMVS would provide comprehensive and tailored support to individuals affected by crime, ensuring they received the care and assistance they deserved during their journey towards recovery. The refreshed service would support GM's commitment to improving services for victims of crime and would also focus on strengthening local partnerships and fostering greater collaboration with GMP, as this was the first time that the service has been co-located with them.

Catch22 were awarded the contract as it was felt they best demonstrated alignment with GMCA's own priorities, such as developing a victim centred approach that builds aspiration and resilience in people and communities, whilst offering best value for money. The Provider had a proven track record of delivering impactful services and unwavering commitment to empowering communities.

Members were reminded that a site visit would be taking place at GMP Headquarters on Thursday 28<sup>th</sup> September. A date would be made available soon for a site visit to GMFRS Bury Fire Training Centre.

## **RESOLVED/-**

1. That the minutes of the meeting held on 24 July 2023 be agreed as a true and correct record.
2. That the update from the Deputy Mayor on the ongoing Baird Review of custody within GMP be received.
3. That the update from GMP following a recent third-party data breach be received.
4. That an update be received on the recent re-tendering of the GM Victims Services, with Catch 22 confirmed as the new provider.

ACC Chris Sykes introduced an update on the areas of business within Greater Manchester Police (GMP) that had been subject to inspection by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) during 2023. It also provided an overview of HMICFRS published reports, progress against recommendations arising from those inspections and providing a look forward to future inspections and preparatory activities. Points highlighted included:

- The latest Peel Report and Victims Services Assessment had just concluded and the reports arising from these were expected to be published in November 2023. A GMP Custody Suite re-visit was expected soon following an initial visit a couple of years previously.
- As at the end of August, GMP had 80 ongoing recommendations, 26 areas for improvement and 7 causes for concern. However, these had now reduced to 70, 23 and 6 respectively. The 6 causes for concern all related to custody, and a team was in place working on these specific areas. These included how medication was looked after; how risk was monitored and governance oversight.
- It was hoped that the Peel Report outcomes would explicitly show the level of progress made in the two years since the Report recommending that GMP enter special measures.

### **Comments and Questions**

- Members asked about the measures put in place to ensure that none of the ongoing causes of concern 'slipped off the agenda'. It was advised that a strong internal governance process had been put in place to ensure that this were monitored closely across the entire range of areas to which the causes of concern related. Each month all of the recommendations were reviewed with chief officer leads. All were included on a portal that could be shared with members to allow them to see all ongoing recommendations. The Deputy Mayor advised that she also closely monitored all HMICFRS recommendations through the Deputy Mayors Executive.

### **RESOLVED/-**

1. That the contents of the report be noted.

2. That members be provided with the details needed to access the GMP portal detailing all ongoing recommendations.

## **PFCP/50/23            GMP PLAN ON A PAGE UPDATE**

CRO Lee Rawlinson introduced a report providing a mid-point progress update on the Plan on a Page (PoaP) improvement portfolio and its associated programmes and projects which put in place the building blocks for long term sustainability of improvements within GMP.

It was advised that work was taking place now on the arrangements that would be put in place following the conclusion of the PoaP to ensure that very long-term business planning was in place to maintain this sustainability in the future.

### **RESOLVED/-**

1. That the contents of the report be noted.

## **PFCP/51/23            GMMFRS ANNUAL DELIVERY REPORT 2022/23**

ACDO Leon Parkes presented a report providing an overview of the Service's achievements and performance against the six strategic priorities detailed within the Annual Delivery Plan 2022-23, and the overarching Fire Plan 2021-25.

Members were also shown a GMFRS promotional video highlighting many of the other achievements of the service throughout 2022/23.

### **Comments and Questions**

- Members referenced cadet training and asked if there was a way to extend the age offer beyond the current 14–16-year-old parameters. It was advised that the national programme set the age profile, and this had to be aligned to. The programme concluded at 16 years old as the aim was that these cadets would then develop to become young firefighters.

- Members sought further detail on inclusivity key performance indicators. It was advised that the number of female firefighters had risen in the past year by 1.04% and ethnic minority firefighters had risen by 0.64% in the same period. It was asked if the exact numbers of firefighters could be provided.

## **RESOLVED/-**

1. That the contents of the Annual Delivery Report 2022/23 be noted.
2. That the contents of the Annual Delivery Summary Report 2022/23 be noted.
3. That the numbers of female and ethnic minority firefighters be provided to give context to the percentages.

## **PFCP 52/23                    POLICE & CRIME PLAN – PRIORITY 2 REPORT & PERFORMANCE SCORECARD YEAR 2 UPDATE**

Damian Dallimore (Assistant Director, Deputy Mayors Office for Policing & Crime, GMCA) introduced a Year 2 progress update on the work to support Priority 2 of the Police and Crime Plan 2022 – 25. This being Priority 2 - Reducing Harm and Offending. Points highlighted included:

- Reference was made to the increased arrest rate seen at GMP over the previous 12 months, with further detail provided on the types of arrests that had seen the highest levels of increase. These included a 22.5% increase in burglary related arrests, a 66% increase in domestic abuse arrests, 35% on sexual offences and a 40% increase in relation to thefts from a person.
- Improvements in outcome rates were also highlighted. Of particular note were the increased charges and convictions around burglary, up from just 3% to 6.6%, with May alone standing at 7.5%. GMP was now third placed amongst the eight most similar comparator authorities.
- Operation Challenger continued to operation and had surpassed its target of closing 75 county lines operations by March 2023. With a total of 85 having been shut down.
- The GMCA and Probation Services had jointly funded some reducing reoffending posts. These focussed upon child centred policing work, which was crucial in addressing young people at risk of harm and a life of criminality.

- Reference was made to restorative justice interventions, with 429 such interventions having taken place in the previous 12 months.

## **Comments and Questions**

- Members made reference to women who were recent immigrants to the UK who may be victims of domestic abuse. Were interventions in place, possibly through advice via the airport to tackle this issue as quickly as possible upon arrival in the UK? It was advised that this was a recognised issue and was particularly challenging to tackle at the present time. Operation Challenger had a dedicated human trafficking and slavery team which included a series of co-located partners across GM. GMP had a dedicated officer for immigration crime as part of a national drive to tackle these issues, and the 'Navigator' scheme had also been set up to assist immigrants in tackling the police and crime system.

It was stated that a contact card being made available would be very helpful. It was advised that in collaboration with Border Force relevant contact information was made available – and that further detail on this could be made available to members.

- Members referenced work with probation on mental health treatment. It was advised that a significant amount of work was taking place in collaboration with probation and health services – with Right Care, Right Person (RCRP) being a key part of this. RCRP was due to be piloted in a small scale towards the end of the year to examine how it works in practice in terms of triaging and the GMP function. If successful in terms of capacity within the system, it was intended to be fully introduced in the spring of 2024. It was agreed that in the new year a report would be brought to the Panel following the pilot.

## **RESOLVED/-**

1. That the report be noted.
2. That a further report be brought to the Panel at the appropriate time on Right Care, Right Person.

Deputy Mayor Kate Green was invited to introduce the finalised fully designed version of the Deputy Mayor's Annual Report for 2022/23.

**RESOLVED/-**

1. That the Deputy Mayor's Annual Report 2022/23 be endorsed.



## Greater Manchester Police, Fire & Crime Panel

Date: 20th November 2023

Subject: GMFRS Fire Cover Review – Consultation Activities & Outcomes

Report of: DCFO Ben Norman

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### PURPOSE OF REPORT

The purpose of this paper is to provide an overview of the Fire Cover Review 2023, the approach to the consultation and key headlines. It details the proposals selected for implemented based on the feedback received during the consultation process.

### RECOMMENDATIONS:

Members are asked to:

- Note the contents of the report and the supporting Consultation Report on the Fire Cover and Special Appliance Reviews found at Appendix A.
- Support the implementation of the below proposals following the consideration of the consultation feedback:

#### **GMFRS will:**

- ✓ Introduce one additional wholetime fire appliance at Manchester Central fire station.
- ✓ Implement Enhanced Rescue Station proposals at Leigh and Ashton fire stations.
- ✓ Implement all Special Appliance proposals.
- ✓ Invest £340K in Prevention and Protection.

#### **GMFRS will not:**

- ✗ Implement Day Crewing Arrangements at Sale fire station.
  - ✗ Implement Day Crewing Arrangements at Offerton fire station.
  - ✗ Introduce one additional wholetime fire appliance at Moss Side fire station.
- Note the Mayoral Decision Notice found at Appendix B

## CONTACT OFFICERS:

CFO Dave Russel – [dave.russel@manchesterfire.gov.uk](mailto:dave.russel@manchesterfire.gov.uk)

DCFO Ben Norman, Director of Strategy, Performance and Workforce – [ben.norman@manchesterfire.gov.uk](mailto:ben.norman@manchesterfire.gov.uk)

## Equalities Impact, Carbon, and Sustainability Assessment:

N/A

## Risk Management

N/A

## Legal Considerations

N/A

## Financial Consequences - Capital

N/A

## Financial Consequences - Revenue

N/A

Number of attachments included in the report:

## BACKGROUND PAPERS:

[Fire Cover and Special Appliance Reviews Consultation \(gmconsult.org\)](http://gmconsult.org)

[Fire Cover Review 2023 - Greater Manchester Fire and Rescue Service](#)

<b>TRACKING/PROCESS</b>		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes/No
<b>EXEMPTION FROM CALL IN</b>		
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	

## **BACKGROUND**

1. The 2018 Fire and Rescue National Framework for England places a statutory responsibility on GMFRS, and all fire services, to ensure we identify and assess the risks facing our communities and constantly evolve to respond to these effectively.
2. Our community risk management planning activities help us to understand the risks facing our communities and how we can safely and effectively address them. As part of this process we produce an annual Strategic Assessment of Risk (SAoR) and PESTLE document, that assess changes in population, infrastructure, legislation and identify potential emerging risks to the Service.
3. Every four years we undertake a Fire Cover Review (FCR) to ensure our fire cover remains as effective as possible. This activity assesses our current fire cover arrangements ensuring we have the appropriate level of resources available to respond to fires and other emergencies and clarifies the impact of any potential / proposed changes.
4. By conducting these reviews periodically, we can identify areas of potential risk and adjust our resource allocation to ensure we are able to respond to emergencies as effectively and efficiently as possible.

## **FIRE COVER REVIEW - PROPOSALS**

5. Our annual SAoR and PESTLE underpin the development of our Fire Plan and Annual Delivery Plans. These plans and supporting strategies set out how we respond to the risks across Greater Manchester and keep our communities safe.
6. Our Annual Delivery Plan 2023/24 detailed our intention to consult with staff, partners and the public on proposals to make changes to our fire cover, allowing us to increase our capacity and capability and ensure we invest our resources in areas of the highest need.
7. The proposals set out in our Fire Cover Review were based on extensive data and insight, and we believe are the best way for us to build a stronger, more resilient fire and rescue service while maintaining the highest levels of safety and lowest levels of risk as we protect our communities, work together and save lives.

8. The proposals that have been consulted upon are detailed below:
- Implement Day Crewing Arrangements at Sale fire station.
  - Implement Day Crewing Arrangements at Offerton fire station.
  - Introduce one additional wholetime fire appliance at Manchester Central fire station.
  - Introduce one additional wholetime fire appliance at Moss Side fire station.
  - Implement Enhanced Rescue Station proposals at Leigh and Ashton fire stations.
  - Implement all Special Appliance proposals.
  - Invest £340K in Prevention and Protection.

## **CONSULTATION**

9. There is no legal requirement for us to consult on the proposed changes. GMFRS was nevertheless committed to do so, recognising that effective engagement with our staff, residents and partners leads to better decision-making, improved trust and confidence and further enhanced professional judgement.
10. The non-statutory consultation process commenced internally on the 8th May, and externally on the 5th June, concluding on the 24th July 2023. The consultation process aimed to gain an understanding of the views of the staff, residents, trade unions and partners of Greater Manchester on our fire cover proposals and our special appliance review.
11. The consultation sought views on a number of proposed changes, which included extending day crewing arrangements to two additional stations, a new operating model and staffing structure for Enhanced Rescue Stations and increasing the fleet with two new fire engines. There was also the opportunity to feedback about the special appliance cover review as well which included changing locations for our turntable ladder enhancing Water Incident Units and improving Wildfire capability.

## **CONSULTATION ACTIVITIES**

12. For internal engagement (initially from Monday 8 May to Monday 5 June, but then continuing throughout the subsequent external engagement period), managers from across the Service held 140 sessions with their watches or teams. Each manager provided feedback about the main issues raised in these discussions and any questions that had been asked.

13. During the external engagement period (Monday 5 June to Monday 24 July), 830 people responded to an online survey, leaving a total of 1,100 comments about the proposals.
14. Opportunities were also provided for people to respond in-person. Public events were held in the areas most directly covered by the proposals Offerton in Stockport, and Sale and Partington in Trafford. A total of 180 people attended these three events.
15. Senior GMFRS officers also attended Council Scrutiny meetings in both Stockport and Trafford, where they outlined the proposals to local Councillors and took questions about the potential local impacts.
16. Feedback on the proposals was also received from a number of key stakeholders, either through the online survey or separate letters / emails to our service. This included submissions from the Fire Brigades Union, Trafford and Stockport Councils and their individual councillors, and local MPs.
17. Two petitions were also received which, combined, had signatures from 2,043 people.

## **CONSULTATION HEADLINES**

18. The headline feedback from this internal and external engagement is that:
19. The proposals to move to “day crewing” in Sale and Offerton fire stations are strongly opposed by local residents and their representatives. This opposition is driven largely by concerns and fears for safety, including for older and more vulnerable residents and in response to local risks and developments.
20. The day crewing proposals are also opposed by many GMFRS staff and the Fire Brigades Union. Safety concerns shared with residents are also added to by questions over the deliverability of the proposed staffing model.
21. There is support for the addition of two new fire engines (or appliances) for the city region to be located in Manchester – but this support turns to opposition when it comes at the cost of a move to day crewing in other areas. Many respondents spoke of “robbing Peter to pay Paul” and feelings of unfairness of reducing cover in one part of Greater Manchester to increase cover in another.
22. The Enhanced Rescue Unit proposal received mixed reviews from both the public and staff. While the broader range of incident response provided was often welcomed, there were questions about the cover levels provided, identified locations of the units and deliverability of the staffing model.

23. There was significantly less feedback on the Special Appliance Review than on the other proposals. There was broad support for the proposals outlined, but with some limited localised opposition – predominantly from staff – from some areas where appliances are proposed to be moved elsewhere.
24. Consulting on the Fire Cover Review proposals as a single combined package has complicated analysis of how people feel about each of the proposals individually. Where there is opposition to the Enhanced Rescue Station, additional fire engine and Special Appliance proposals, accompanying free text comments often (but not always) link this back to the individual's opposition to the day crewing proposals.
25. Overall there is recognition that GMFRS is facing a difficult challenge in achieving its aims within the resources available to it. A number of responses spoke of the proposals being driven by financial pressures, while enthusiasm for the two additional appliances was tempered by a belief that this was not 'new' cover but replacing resources previously removed. People called for GMFRS and the Mayor to seek additional funding to keep communities safe, rather than changing current service levels to deliver within what is currently affordable.
26. The full consultation report can be found at Appendix A.

## **FIRE COVER REVIEW DECISIONS**

27. GMFRS is a service that recognises the importance of listening to communities and its people, taking their thoughts and attitudes into consideration when developing future plans.
28. The detailed feedback from the consultation, alongside the service's data modelling and professional insight, has been considered and utilised to refine the original proposals. Following this a revised plan has been determined that will see a reduced number of the proposals being recommended for implementation, whilst still creating a more efficient and effective use of resources while considering and protecting residents' and partners' feelings of safety and wellbeing.
29. The below sets out the final recommendations on the proposals consulted upon:  
**GMFRS will:**
  - ✓ Introduce one additional wholetime fire appliance at Manchester Central fire station.
  - ✓ Implement Enhanced Rescue Station proposals at Leigh and Ashton fire stations.
  - ✓ Implement all Special Appliance proposals.
  - ✓ Invest £340K in Prevention and Protection.

**GMFRS will not:**

- ✘ Implement Day Crewing Arrangements at Sale fire station.
- ✘ Implement Day Crewing Arrangements at Offerton fire station.
- ✘ Introduce one additional wholetime fire appliance at Moss Side fire station.

30. The formal Mayoral Decision Notice capturing the above final proposals to be implemented and supporting rationale can be found at Appendix B.

**NEXT STEPS**

31. To obtain formal approval of the decision notice by the Mayor to commence the implementation of the final agreed Fire Cover Review and Special Appliance Review proposals.

32. Following the approval of the decision notice by the Mayor, a statement will be published on the external website informing the public of the outcome of the consultation process and the proposals we are planning to implement.

33. Implementation of the approved proposals set out in the Mayoral Decision Notice will be managed as one of our Priority Improvement Projects. This project will be formally monitored and scrutinised through our Governance Framework, with regular progress reporting via Improvement Board and Deputy Mayor's Fire Executive meetings.

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**GREATER  
MANCHESTER**  
**FIRE AND RESCUE SERVICE**

# Consultation Report: Fire Cover Review and Special Appliance Review

September 2023

Communications and Engagement Team

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# 1. Executive Summary

The Fire Cover Review is a process carried out by Greater Manchester Fire and Rescue Service (GMFRS) every four years to make sure that our available resources are used most effectively and efficiently across the city-region.

Our latest Fire Cover Review, accompanied by a Special Appliance Review, is being undertaken in 2023/24. This includes proposals around crewing models in two fire stations (Offerton and Sale), Enhanced Rescue Stations in two locations (Ashton and Leigh), and additions and changes to our frontline fleet.

There is no legal requirement to consult on these proposed changes. But we recognise that good quality engagement with our people, our residents and our partners leads to better decision making, improved trust and confidence and further enhanced professional judgement. We have therefore undertaken a process of internal and external engagement on the proposals over a total of eleven weeks, from Monday 8 May to Monday 24 July 2023.

For internal engagement (initially from Monday 8 May to Monday 5 June, but then continuing throughout the subsequent external engagement period), managers from across the Service held 140 sessions with their watches or teams. Each manager provided feedback about the main issues raised in these discussions and any questions that had been asked.

During the external engagement period (Monday 5 June to Monday 24 July), 830 people responded to an online survey, leaving a total of 1100 comments about the proposals.

Opportunities were also provided for people to respond in-person. Public events were held in the areas most directly covered by the proposals Offerton in Stockport, and Sale and Partington in Trafford. A total of 180 people attended these three events.

Senior GMFRS officers also attended Council Scrutiny meetings in both Stockport and Trafford, where they outlined the proposals to local Councillors and took questions about the potential local impacts.

Feedback on the proposals was also received from a number of key stakeholders, either through the online survey or separate letters / emails to our service. This included submissions from the Fire Brigades Union, Trafford and Stockport Councils and their individual councillors, and local MPs.

Two petitions were also received which, combined, had signatures from 2,043 people.

The headline feedback from this internal and external engagement is that:

- The proposals to move to "day crewing" in Sale and Offerton fire stations are strongly opposed by local residents and their representatives. This opposition is driven largely by concerns and fears for safety, including for older and more vulnerable residents and in response to local risks and developments.

- The day crewing proposals are also opposed by many GMFRS staff and the Fire Brigades Union. Safety concerns shared with residents are also added to by questions over the deliverability of the proposed staffing model.
- There is support for the addition of two new fire engines (or appliances) for the city region to be located in Manchester – but this support turns to opposition when it comes at the cost of a move to day crewing in other areas. Many respondents spoke of “robbing Peter to pay Paul” and feelings of unfairness of reducing cover in one part of Greater Manchester to increase cover in another.
- The Enhanced Rescue Unit proposal received mixed reviews from both the public and staff. While the broader range of incident response provided was often welcomed, there were questions about the cover levels provided, identified locations of the units and deliverability of the staffing model.
- There was significantly less feedback on the Special Appliance Review than on the other proposals. There was broad support for the proposals outlined, but with some limited localised opposition – predominantly from staff – from some areas where appliances are proposed to be moved elsewhere.
- Consulting on the Fire Cover Review proposals as a single combined package has complicated analysis of how people feel about each of the proposals individually. Where there is opposition to the Enhanced Rescue Station, additional fire engine and Special Appliance proposals, accompanying free text comments often (but not always) link this back to the individual’s opposition to the day crewing proposals.
- Overall there is recognition that GMFRS is facing a difficult challenge in achieving its aims within the resources available to it. A number of responses spoke of the proposals being driven by financial pressures, while enthusiasm for the two additional appliances was tempered by a belief that this was not ‘new’ cover but replacing resources previously removed. People called for GMFRS and the Mayor to seek additional funding to keep communities safe, rather than changing current service levels to deliver within what is currently affordable.

## 2. Overview of the consultation

This report summaries non-statutory consultation activity undertaken by Greater Manchester Fire and Rescue Service (GMFRS) over eleven weeks between May and July 2023 to inform our latest Fire Cover Review (FCR). It covers both internal and external engagement activities.

Every four years, GMFRS carries out a review of how we manage our operational resources. Using data and modelling on recent and current incidents and on future spatial planning and developments across the city region, the review considers how we best keep Greater Manchester safe by managing the differing risks each individual community faces while delivering within a balanced overall budget.

The most recent Fire Cover Review is taking place during 2023-24, alongside a review of our “special appliances” which respond to more specialist and complex incidents.

Recommendations for changes that were identified formed the basis of the non-statutory consultation and engagement activity carried out internally with staff and externally with residents and partners. While there is no legal requirement of us to consult on these proposed changes, we committed to engage with people likely to be affected out of a recognition that good quality engagement with our staff, our residents and our partners leads to better decision making, improved trust and confidence and further enhanced professional judgement.

The proposed changes set out in this Fire Cover Review and Special Appliances Review include:

- Introducing two additional “day crewing” fire stations at Offerton and Sale, moving them from their current ‘wholetime’ model (where crews are based on the stations 24 hours a day) to an alternative already used in six other Greater Manchester stations, where firefighters combine daytime hours in the station with on-call hours from their homes nearby at night-time and weekend afternoons.

NB – during engagement on the proposals, we received comments on the accuracy and credibility of the headline summary of this proposal, as “Introducing two additional “day crewing” fire stations at Offerton and Sale”. This had been interpreted initially in some cases as adding two stations to our overall number of stations, rather than adding two current stations to our existing number of day crewed stations. While not intended to mislead, and clearly explained in supporting information, this headline will be reworded in any future description; we are maintaining this summary description in this report for consistency with how the headline was presented in the consultation documentation.

- Introducing two Enhanced Rescue Stations, in Leigh (Wigan) and Ashton (Tameside). These would build on the Technical Response Units (TRUs) currently based at these stations, but with an alternative operating model and

staffing structure to increase the response and resilience while bringing cost savings.

- Increasing our frontline fleet by adding two new fire engines for our city region, based in and around Manchester city centre (Manchester Central and Moss Side Fire Stations), which would also increase service capacity for prevention and protection-focused outreach and engagement
- Proposed changes to upgrade, replace and relocate some of our specialist fire and rescue equipment (“Special Appliances”), including relocating one Turntable Ladder (from Stretford in Trafford to Oldham), replacing three Hydraulic Platform Vehicles with new High Reach Extendable Turrets, and enhancing our Water Incident Units’ capabilities.

A more detailed summary of each of these proposals, and the data and modelling informing them, is available in a separate [summary document](#) and on GMFRS’ [Fire Cover Review webpages](#).

This consultation summary report outlines:

- The [planning](#) that took place before the engagement activity – including the development of a communications and engagement plan, events plan, Equality Impact Assessment, supporting materials and a dedicated digital consultation space.
- The [mapping of stakeholders and audiences](#) that we considered to make our engagement as inclusive as possible for people and communities potentially affected if the proposed changes were to go ahead
- The [external](#) and [internal engagement](#) that took place within the overall eleven week non-statutory consultation period from Monday 8 May (internal) and Monday 5 June (external) to Monday 24 July 2023.
- The [responses](#) to each specific proposal of the Fire Cover Review and to the Special Appliances Review, received from residents, community members, stakeholders and GMFRS staff.

# 3. Consultation approach

## Planning

Our [Equality Impact Assessment](#) outlines how we considered the Fire Cover Review and Special Appliance Review proposals, their potential impacts on different communities, and how all those potentially affected – including those with protected characteristics – could be informed and engaged about them. This identified suitable activities to mitigate any risks that people from across the city-region might not have appropriate and relevant opportunity to hear about and help inform the proposals.

In particular, the Equality Impact Assessment (EIA) drew on recent findings from Greater Manchester Combined Authority's (GMCA's) [regular residents' surveys](#), showing that over a third (37%) of Greater Manchester's population experiences one or more aspect of digital exclusion, with this proportion higher among parts of the population including older and disabled residents. It was therefore made a key consideration when developing our communications and engagement plan that both digital and non-digital methods of engagement should be provided for people to hear about the proposals and respond if they wished.

The overall approach included a range of tactics to help to engage as wide an audience as possible, through both GMFRS' own networks and those of partners and communities.

## Stakeholder mapping

Through a process of stakeholder mapping prior to beginning our external engagement, we identified a range of key people and partners with potential interests or impacts related to the Fire Cover Review and Special Appliance Review proposals. This included:

- Greater Manchester Councils and their Leaders
- Local Councillors
- Greater Manchester MPs
- Greater Manchester's Police, Crime and Fire Panel
- North West Fire Control
- Our neighbouring fire and rescue services (and in particular those closest to Trafford and Stockport with whom we have 'mutual aid' provisions)
- Fire Brigades Union
- Greater Manchester Police
- Representatives of the VCSE sector (including the VCSE Leadership Group)

- Greater Manchester’s Equality Panels, focused on engaging with and improving outcomes for Greater Manchester’s diverse communities - including young people, disabled people, LGBTQ+, women and girls, races, faiths and beliefs and older people.

Each of these key groups was invited to share and respond directly to the consultation, for both themselves and those whose interests they represent.

The consultation was also promoted through the weekly information bulletin provided for the seven organisations commissioned by GMCA to facilitate the Greater Manchester Equality Panels. These organisations in turn disseminate the information received to over 100 organisations, representing a diverse range of people and communities.

Key communications and engagement and policy contacts from Greater Manchester’s wider partner networks – including local authorities – were also provided information and materials to raise awareness of the proposals and their consultation among people they regularly engage.

## **Key external engagement - online**

Dedicated [Fire Cover Review webpages](#) were created on the GMFRS website, providing summaries and access to more detailed information about the proposals and the engagement activity. These were intended as the main online hub of information, which could be regularly reviewed and added to in response to key questions or issues as the engagement activity progressed.

This was supported by the use of [gmconsult.org](#) to host the main online feedback survey on the proposals. This is the established standard platform used by GMFRS, GMCA and partners for Greater Manchester-wide surveys and consultations, which received over 76,000 visitors during 2022. The Fire Cover Review survey appeared as a main featured item on the portal’s homepage for the duration of the external engagement period (5 June to 24 July)

Social media toolkits were created with recommended messaging and visual assets for use on GMFRS and GMCA corporate channels (Facebook, Instagram, Twitter), including by all GMFRS borough-level accounts. This content was also shared with counterparts from Greater Manchester partners and local authorities, so that they could make use of the content and messaging to extend reach wider to their networks and audiences.

Organic social media posts were supported by boosted / paid-for promotion via Facebook and Instagram.

Two online community events were held via MS Teams (19 and 21 June) so that people and partners could dial in from where they live or work to hear from GMFRS Senior Officers about the proposals.



The Fire Cover Review and Special Appliances Review was also promoted through GMFRS and GMCA's established digital communication channels, including the June and July monthly email bulletins sent to around 3,200 residents and partners from across Greater Manchester.

## **Online engagement impacts and outcomes**

The Fire Cover Review and Special Appliances Review survey on gmconsult.org received 830 responses

- Further detail on these responses is included in [section 4 below](#)

During the consultation period, the gmconsult.org platform was accessed by 3,661 unique users. Of these:

- 33% came directly to the consultation portal, e.g. by using the web address featured on communications materials
- 44% came by clicking through from Facebook, through which paid-for advertising was undertaken
- 7% linked through from the GMFRS website
- 6% clicked through from posts on Twitter.

In addition, the dedicated GMFRS webpages on the Fire Cover Review proposals were visited by 946 unique users.

- Around a third of these (34%) accessed the pages through google
- A similar proportion (29%) came directly to the page
- Around 1 in 5 (21%) accessed the pages through social media posts – 11% via Twitter and 10% via Facebook.

The combination of organic and paid-for social media posts resulted in reach / impressions totalling 118,998:

- 63,192 users were reached via GMFRS Facebook, with 2,415 engagements (reactions, link clicks, shares) including 492 people linking through to the gmconsult.org consultation platform or GMFRS Fire Cover Review webpages from paid-for posts.
- 21,780 users were reached via GMFRS Instagram, with 577 engagements including 391 people linking through to the gmconsult.org consultation platform or GMFRS Fire Cover Review webpages from paid-for posts.
- 34,026 impressions were made via GMFRS Twitter via organic posts only, with 938 engagements.

The GMCA email bulletins featuring the Fire Cover Review and Special Appliances Review proposals and feedback information had an open rate of around 40%. This meant that information was seen by 1,195 readers in June and 1,235 readers in July.

## Key external engagement - offline

Three face to face community events were hosted so that people could meet GMFRS Senior Officers (Chief Fire Officer or Deputy Chief Fire Officer, plus Assistant Chief Fire Officer / Director of Service Delivery) to hear, ask questions and provide feedback about how the day crewing proposals might impact on their local communities. These took place in easy to access fire stations (Offerton on 12 June, Sale on 14 June) and a central community location (Partington on 4 July), in early evening timeslots identified with local partners as most suitable for residents' attendance.

Posters were put up in shop windows and distributed in local areas to promote the engagement events, especially around the Partington area when it became apparent that there was a gap in the information getting to that particular community that could be impacted by the proposals.

A paper version of the online survey was available at the events and community locations so that people could complete their feedback outside of the events themselves without using a digital device.

Alternative methods for responding to the proposals were also accepted, beyond the main online and paper survey. This included through letters and emails, petitions and submissions collected by member organisations and groups on behalf of people they represent.

Greater Manchester and local media were targeted at key points during the engagement. Two press releases were issued during the public consultation period, [setting out the proposals](#) on 5 June and announcing an [extension of the consultation period](#) on 26 June. Regular media enquiries were also supported.

Chief Fire Officer and Assistant Chief Fire Officer / Director of Service Delivery attended public Scrutiny Committee sessions with [Stockport Council](#) (29 June) and [Trafford Council](#) (10 July) to discuss the day crewing proposals in each borough with committee members and other interested councillors. The sessions were open to the public, and available to watch back online afterwards. The discussions informed each Council's formal responses to the consultation on behalf of local residents and communities.

Multiple Freedom of Information requests were received throughout the consultation period; these were responded to within the statutory time limits whenever the information was held. These were accompanied by less formal requests for information from MPs, councillors, media and other stakeholders, which were replied to in a similar manner.

## Offline engagement impacts and outcomes

Three community events were attended by a total of 180 residents and partners. This included:

- 83 attendees at the Offerton Fire Station event – including 12 staff members and 3 Fire Brigades Union (FBU) representatives
- 47 attendees at the Sale Fire Station event – including 7 staff members and 1 Trafford local councillor
- 50 attendees at the Partington Community Centre event – including Andrew Western MP and 3 Trafford local councillors

Media engagement activities secured six pieces of news coverage in Manchester Evening News between 5 June and 19 July, with further coverage in local titles including Wigan Today and The Messenger (Trafford).

## Key internal engagement

Colleagues from across GMFRS were told and given opportunities to ask and provide feedback about the proposals one month before the public consultation started – from Monday 8 May to Monday 5 June.

This period of internal pre-engagement was increased to one month from an originally intended two weeks, following a high volume of interest from colleagues across the Service, and the detailed nature of their comments. This increase was to ensure that everyone in the Service who wanted to hear about and discuss the proposals before they were presented publicly had the opportunity to do so.

During this internal pre-engagement, line managers from across GMFRS hosted sessions with their teams and Watches to discuss the plans. They were supported to do this by being provided:

- A key information presentation to guide discussions and provide consistent and accurate information on the proposals and evidence for their rationale.
- A standard feedback form to complete after the session, so that all information, insight and queries raised from all staff during the sessions could be routinely captured and followed-up.

In addition to these manager-led sessions, Executive Board members and the Deputy Mayor made targeted visits at several points through the internal and external engagement periods, to hold discussions with colleagues from stations most directly covered by the proposals, including Offerton, Sale and Stretford.

Central internal communication activities were provided and updated throughout the internal and external engagement periods. These included a dedicated intranet page with key messages and FAQs, regular newsletters, and senior leadership videos.

At key points of the engagement period, a total of ten targeted emails were sent from the Assistant Chief Fire Officer / Director of Service Delivery to Service Leadership Team members, middle managers and other colleagues whose teams were particularly featured in the proposals. These messages were intended for wider cascade and discussion by managers with their teams.

Information and updates on the Fire Cover Review and Special Appliances Review were also regularly featured in the monthly GMFRS Leaders' Core Brief document, provided to Executive Board and Service Leadership Team members and borough managers to support them in having conversations with their teams about key issues affecting the service.

In addition to this bespoke engagement, internal colleagues had access to information and response opportunities provided more widely through external approaches set out above.

## **Internal engagement impacts and outcomes**

During the month-long internal pre-engagement period ahead of external consultation, 140 manager-led sessions took place across the organisation:

- 85% (119) of these took place on fire stations with operational colleagues.
- 15% (21) were in offices and other locations with non-operational staff.
- All stations received at least one briefing on the proposals; there was a mixed approach to delivering these, with some managers choosing to combine briefings for multiple watches, and others providing multiple, individual briefings. In general, more briefings were held in those stations most directly featured in the proposals.

Information on the Fire Cover Review and Special Appliances Review was featured in 15 editions of the GMFRS weekly email newsletter – sent to all operational, non-operational and shared-service staff – between 24 April and 15 August.

- These articles were viewed a combined total of 1,622 times

Four video updates were provided, from the Deputy Chief Fire Officer (24 April) and Assistant Chief Fire Officer / Director of Service Delivery (3 May, 28 July, 2 August). These were shared to all GMFRS staff via the intranet, weekly email newsletter and an all-staff email, and displayed on AV screens across GMFRS stations, offices and other locations.

- These videos received a total of 1,212 trackable views (intranet and newsletter), alongside those views which cannot be counted (AV screens)

The Fire Cover Review and Special Cover Review was also featured in a monthly update briefing and Q&A for wider GMCA staff, including those from GMFRS. This was hosted by GMCA Chief Executive and Chief Fire Officer on 28 June.

- This additional GMCA briefing was attended by 167 colleagues

## 4. Consultation responses

### Overview of public / partner survey responses

The gmconsult.org feedback survey received 830 responses.

The majority of these respondents stated they have no direct current connection with GMFRS:

Relationship to GMFRS	Total	Percent
I have no past or current work or volunteering relationship with GMFRS	721	87%
I am a current member of staff	66	8%
I used to work or volunteer for GMFRS	43	5%
I am a current volunteer with GMFRS	0	0%
Not Answered	0	0%

Respondents were given the opportunity to provide both tick box (quantitative) and free text (qualitative) responses to each proposal.

For the free text responses, all individual comments have been read, reviewed and coded, to provide both a theme and a sentiment (supportive, opposing or neutral) of the response. This process allows us to identify key themes and trends coming from the qualitative data. Whilst there is a level of subjectivity to this process, all coding has been peer reviewed to ensure consistency across comments.

### Overview of wider engagement

Day crewing was the dominant theme in each of the three face-to-face community events held – not surprisingly given these Fire Cover Review proposals would have the biggest local impacts.

A number of detailed responses from a range of specific people, groups and organisations were also received. Summaries of each are included in the relevant thematic sections below.

196 specific comments on the proposals were also received via social media. While not included in the thematic analysis of free-text survey responses, there are some common and consistent themes, reflecting a largely oppositional viewpoint and varying degree of awareness of the detail of the proposals:

*“Some things are a good idea and I say some! But others which are quite a few a bad idea. To be honest we need more and not robbing Peter to pay Paul! Just to cover Manchester City centre!”*

*“You seem to be doing a lot already. I have noticed teams of you going to bad road accidents helping to free (cutting people out), from cars which seems a*

*great idea and helping carrying them to the ambulance. You are all (teams) doing a great job, very great full.”*

*“More appliances for City but less cover for wealthy suburbs.... Makes some sense on paper, but fire location is unpredictable...”*

*“The people who do the job, should be those you should be asking. What does the public know about fighting a fire. All we want to know is, will the service be there when we need it.”*

## Overview of staff engagement sessions

Feedback was received from 117 of the 140 sessions held by managers with their watches / teams (84%).

The most frequently discussed issues in these sessions were the proposals:

- to introduce day crewing - at Offerton (discussed in 70 sessions, 50%) and Sale (64 sessions, 46%)
- around aerial appliances (turntable ladders and hydraulic platform vehicles / high reach extendable turrets) in the Special Appliances Review (45 sessions, 32%)
- to introduce two new fire engines based in Manchester (42 sessions, 30%)
- to introduce Enhanced Rescue Stations – at Ashton (37 sessions, 26%) and Leigh (34 sessions, 24%)

107 specific comments and 224 questions were received from these staff sessions. Key issues include:

- a genuine interest in having a say about the operational fleet and its Special Appliances (in particular the turntable ladders and water incident unit)
- concerns about impacts on staffing and welfare facilities should the new fire engines be introduced in Manchester Central and Moss Side
- questions on if the proposed remuneration for working on an Enhanced Rescue Station is sufficient
- feelings of a lack of recognition about all the work done by a shift duty system (ie, non-day crewed) station
- calls for staff to be routinely engaged and have their voices heard – as people and ‘not just numbers’ – as an important part of transforming organisational culture.
- requests to be provided additional information to be able to make an informed response to the proposals
- concerns around how staff will be managed and supported through any changes

- questions around crewing models and staffing numbers on different appliances
- questions around the location and turnout of various specialist equipment
- requests for details of the subsequent public consultation and how public will be helped to hear about and understand what is proposed.

## Responses on proposal 1 – Introduction of day crewing at Sale (Trafford) and Offerton (Stockport)

### Consultation survey responses

The day crewing proposals were opposed for both Sale and Offerton:

- For Sale, 86% of respondents opposed the proposal, including 77% who strongly disagree. This compares with 8% of people who agree with the proposal.
- For Offerton, 78% of respondents opposed the proposal, including 67% who strongly disagree. Similar to Sale 9% of people agree with the proposal (with a larger proportion of Offerton respondents neither agreeing or disagreeing with the proposal, or leaving the question unanswered)

Opinions on day crewing proposals – public	Sale	Offerton
Strongly agree	4% (33)	4% (36)
Agree	4% (35)	4% (37)
Disagree	9% (73)	10% (82)
Strongly disagree	77% (641)	68% (562)
Neither agree or disagree	5% (42)	9% (72)
Not Answered	1% (6)	5% (41)

Among survey respondents who say they currently work for GMFRS, support for the day crewing proposals appears higher than among the public overall – although this is based off a much smaller number of responses:

Opinions on day crewing proposals – public / staff	All responses (830)	Staff only responses (66)
Agree / Agree Strongly - Sale	8% (68)	17% (11)
Neither agree or disagree - Sale	5% (42)	7.5% (5)
Agree / Agree Strongly - Offerton	9% (73)	20% (13)
Neither agree or disagree - Offerton	9% (72)	7.5% (5)

There is also a majority of opposition to the proposed reallocating of funding to other operations from any move to day crewing at Sale and Offerton stations.

Opinions on reallocation of funding – public	Total
Strongly agree	5% (43)
Agree	5% (40)
Disagree	14% (119)
Strongly disagree	63% (527)
Neither agree or disagree	12% (96)
Not Answered	1% (5)

As with the individual station proposals, agreement for this proposal is higher among people identifying as GMFRS staff – with 21% of staff (14 responses out of 66) supporting it, compared to 10% of all responses (83 out of 830).

## Respondent comments

*(NB – quoted comments appear throughout this document as they were submitted. For accuracy, we have not corrected any spelling or grammar)*

515 free text comments were received in response to the day crewing proposals.

Comment analysis found significantly more negative comments specifically about the proposal for Sale (58) than for Offerton (22). However, there were many comments about community and personal safety (99) which could be applied to day crewing in either station, reflecting the strong overall opposition to the proposals seen in the quantitative results:

*“The idea to take away coverage to local residents at night is offensive and could be catastrophic”*

*“It beggars belief that you are even considering such a proposal. You are telling the residents & businesses locally that they are not worthy of maintaining a night service so you can support more “worthy” areas”*

*“Gambling with public safety, yet again further demise of our public services”*

A large proportion of comments (127 of the 515) related to response times, with 94% of these being negative. Many related specifically to increased response times in areas of Trafford that would result from the move of Sale to day crewing - citing



traffic along the roads in Sale which could prevent on-call crews mobilising within four minutes, and limited access routes in and out of Partington which already impact on response times to the area:

*“Sale would not make the turn out time due to the traffic of washeay road [sic] at peak times and when sporting events or concerts are taking place at old Trafford cricket group or old Trafford football stadium”*

*“The residents of Partington are effectively being told their fire cover isn't important. They already have to put up with excessive turnout times from trafford remaining pumps.”*

Some specific local risks were raised at the in-person community events, and in stakeholder responses – most notably associated with hydrogen storage and other industrial sites in Partington and Carrington (in relation to the Sale proposal) and Stepping Hill Hospital access (in relation to Offerton). These issues did not feature heavily in the public survey responses.

85 comments related specifically to budgets, and how GMFRS receives and spends its money. 92% of these comments were negative. They included regular calls for GMFRS to lobby national government for additional funding:

*“This is a bad idea. Go back to the govt and get them to give you the extra money. Support the Fire Service by giving them ALL the resources they need!!”*

There were also many comments related to the perceived unfairness of local council tax payers in one area subsidising the fire and rescue service provision in other local authorities. Rather than viewing GMFRS as a city region-wide service, these respondents feel that if people pay the same amount, they should receive the same level of service – regardless of local levels of risk or demand.

Of the 515 comments, there were 5 positive comments, including:

*“With the extra money coming off of the day crewing scheme, it would also be amazing if you could restart the community fire cadets. I know plenty of people who would love to join and would like to join GMFRS in the future”*

*“If the resource saved by the proposals is used to enhance business support in fire safety and improve compliance with regulatory requirements this is positive. The investment in time for prevention of fires and personal responsibility is invaluable.”*

## Issues raised at community events

Day crewing was the dominant theme in each of the three face-to-face community events held – not surprisingly given these Fire Cover Review proposals would have the biggest local impacts.

Attendees at the Sale community event highlighted in particular:

- Increased response times across Sale and Trafford should the proposal go ahead
- Queries around the accuracy of modelling data being used for the Sale proposal, including whether it is appropriate to look at averages across the Sale area as a whole rather than smaller “lower super output areas” (typically containing around 625 households or a population of around 1,500), which will show a greater range of variance in impacts
- Low likelihood of crews meeting the 4-minute turnout time, when considering the current traffic in and around Sale station and the current home locations of staff based at the station.
- Personal circumstances and local traffic will affect the crews going out from the station. The need to understand the locality crews are located and proximity to station.
- Increased training needs and how they will be met with the change in moving appliances
- Various funding concerns raised as Sale is an area with predominant growth in both economy and housing, however this proposal is a reduction/cut for Sale.
- Community safety at night and anti-social behaviour concerns raised.
- Concerns raised around community engagement and if all communities and businesses know about Fire Cover Review proposals.

An additional community event was organised in Partington in response to particular potential impacts for the area that could result from the Sale proposal that were highlighted during initial weeks of the consultation. Issues raised at this event included:

- Increased proposed response times, and the further challenges of local road infrastructure such as access routes in and out of the village.
- Lack of consideration for future developments in and around the area, such as major housing and employment projects in Carrington, and perceived ‘high risk’ businesses such as Trafford Park and nearby hydrogen storage.
- Lack of local buy-in to the need for additional prevention activity, with perceptions that this is already being done to the maximum extent and extra

activity would struggle to reach any further households not already being engaged.

- Dissatisfaction with the station-area (rather than lower super output area) level of data and modelling to calculate response times
- Whether on-call firefighters would be able to turn out to Sale within the required four minutes (due to local traffic and one-way systems) to meet response times

Attendees at the Offerton community event highlighted:

- The need for transparency around modelling of data for the day crewing model and the 4-minute response time
- The need to listen and understand staff concerns about all the proposals and how they will impact their personal life and wellbeing also. [OBJ]
- Reduction or displacement of staff results in loss of expertise and skills.
- Concerns raised around why the fleet was being moved back to the city centre.
- Staff training needs would need to be met and those who have these specialist skills may not be able to relocate
- Safety of the station once reduced to day crewing only.
- Concerns raised for the lack of funding for Stockport as the borough is growing in population and has seen a substantial growth in the last 4 years.
- Dissatisfied with the long-term effect this will have on future fire fighters and service or those aspiring to join as this is a cut in service not an increase.
- FBU narrative questioned why every fire cover review was a cut in service not a positive increase.

## Stakeholder responses

The Fire Brigades Union (FBU) response stated it does not support the introduction of the two-day crewing stations, on the basis of it being a downgrade for the station area which will lead to an increase in response times, impacting on both firefighter and public safety.

Andrew Western MP (Stretford and Urmston) stated strong opposition to the introduction of day crewing, arguing that managing the growth of the city centre should not be to the detriment of the service provided in Sale. Specific concerns raised include:

- Unfeasibility of a four-minute turnout time for staff, considering traffic conditions and road infrastructure around the station.

- Impacts of the proposals on Partington residents – an area where there is existing inequality, is densely populated and comparatively disadvantaged compared to other areas currently served by day crewing.

Trafford Council acknowledged that GMFRS needs to review its service provision periodically, and that it is right for the Service to be planning for the growth of Manchester city centre and supporting the training and development of firefighters to deal with the changing nature of risks and incidents across the city region. But a number of concerns were raised in its response:

- Trafford would be disproportionately affected by the Fire Cover Review, experiencing two significant proposals with the introduction of day crewing in Sale and the moving of a turntable ladder from Stretford to Oldham.
- Whether the data and evidence support the day crewing proposal, and an overall lack of concrete rationale for Sale being proposed as one of the two stations.
- The potential impacts on Partington, with specific reference to complex industrial activity and upcoming significant housing growth.

A separate response was received from Trafford Council Scrutiny Committee, following the evidence session held with Chief Fire Officer, Assistant Chief Fire Officer / Director of Service Delivery and representatives from Fire Brigades Union (FBU). This set out the Committee's unanimous decision, supported by local Ward Councillors, to oppose the proposal for Sale due to the increased risk and danger it would present to local people. Specific issues raised in the response include:

- Growth in Trafford, including planned new developments which would increase existing traffic on key roads, causing further challenges to firefighters being able to respond within the required timeframe.
- The lack of any alternate options within the consultation, leaving a feeling that the options for changes were 'all or nothing'.

A response from Stockport Council set out their opposition to the proposals for day crewing at Offerton, and referenced local potential risks. There was also a focus on the methodology of response times if the proposal for day crewing was adopted, with a view that it wasn't calculated accurately or presented in a transparent way. The response also contained criticism of firefighters ability to turnout in the proposed time (if they lived in the area). Reference to being pleased about the investment of a new fire station in the Borough in the next 18 months

A further response was provided by Stockport Council's Labour Group. This reflected a view that the day crewing proposal for Offerton is a 'significant downgrade' for the borough of Stockport – especially as Marple is already day crewed, resulting in the east of the area being without suitable fire cover. Further issues raised include:

- the evidence and data which have driven the proposals
- the need to talk to the affected staff about the process (and any personal implications that might occur should the changes go ahead)

- presentation of some proposals, with some information – particularly around response times at night – felt to be misleading

Two local petitions with over 2,000 signatures were submitted in opposition to the Offerton day crewing proposal. As these signatures were not submitted directly in response to GMFRS-led activity, it is not clear what information had been provided to people ahead of their supporting the petition. But the calls behind each petition and number of signees are presented in this report as part of consideration of the responses received:

- 1,253 responses submitted by Hazel Grove Liberal Democrats, in support of the statement that “we call on Greater Manchester Fire and Rescue Service to scrap plans to cut night cover at Offerton fire station [and] believe that we need full time crews based at Offerton, rather than relying on ‘on call’ firefighters.”
- 800 signatures from residents around the Offerton area, submitted in opposition to the proposals which “intend to reduce staff between 6.30pm – 8.30am and close at weekends at 1pm. If there was a fire during these closed hours there would be delays as the crews would have to travel from homes – by that time your house could have burnt down.”

A letter was also received from William Wragg MP (Hazel Grove) seeking clarifications around the Offerton day crewing proposal, following a visit he had made to the local fire station. These clarifications were provided. No subsequent formal response to the consultation was received.

## Responses on proposal 2 – Enhanced Rescue Stations

### Consultation survey responses

Overall, more than half of respondents (58%) were opposed to the proposed changes to our existing Technical Response Units to create two new Enhanced Response Stations. This included around 4 in 10 (40%) who were strongly opposed:

Opinions on proposed introduction of Enhanced Rescue Stations – public	Total
Strongly agree	7% (59)
Agree	10% (83)
Disagree	18% (149)
Strongly disagree	40% (330)
Neither agree nor disagree	24% (196)
Not Answered	1%

	(13)
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Half of respondents specifically felt the proposed change to the existing Technical Response Unit staffing model was a negative move. Around 1 in 3 (34%) respondents were undecided, leaving 1 in 6 (16%) who felt the change would be a positive move.

<b>Opinions on Enhanced Rescue Station proposed staffing model – public</b>	<b>Total</b>
<b>A positive move</b>	16% (132)
<b>A negative move</b>	50% (417)
Undecided	34% (281)
Not Answered	0% (0)

As with the day crewing proposals, and with the same caveat about relative response sizes, support for the Enhanced Rescue Station proposals was higher from respondents who stated they currently work for GMFRS, than from the public as a whole:

<b>Opinions on proposed introduction of Enhanced Rescue Stations – public / staff</b>	<b>All responses (830)</b>	<b>Staff only responses (66)</b>
<b>Strongly agree / agree</b>	17% (142)	36% (24)

<b>Opinions on Enhanced Rescue Station proposed staffing model – public / staff</b>	<b>All responses (830)</b>	<b>Staff only responses (66)</b>
<b>A positive move</b>	16% (132)	33% (22)
Undecided	34% (281)	23% (15)

It should be noted that analysis of respondent comments suggests that a degree of opposition to this proposal is being driven by opposition to the day crewing proposals for Offerton and Sale. A number of respondents who disagree with the proposed Enhanced Rescue Stations approach cite their opposition to the day crewing proposal in their supporting free text responses.

## Respondent comments

A further 236 free text comments were received in response to the Enhanced Rescue Unit proposals.

Of these, 67% were analysed to be opposed to the proposals, 30% neutral and 3% supportive.

The most frequent comments were about staffing, including impacts of the reduced staffing levels in the proposed new model on people who work for GMFRS, plus terms and conditions and pay. There were also calls to ensure operational staff who would be affected were suitably consulted:

*“It is a disgrace to even contemplate staff reductions to save money. It is a critical service that must be maintained. Train the existing staff numbers in all areas if you want more flexibility but don’t reduce numbers.”*

*“The safety of firefighters will be put into question. Consider global warming, fires on the moors have increased, the hotter weather will ultimately cause more problems. The last thing we should be doing is losing staff.”*

*“I think listening to the firefighters and taking on board their suggestions would be in the best interests of the service.”*

There were also a number of comments from staff relating to the historical perception of the current Technical Rescue Units, the culture within that crewing model and the subsequent reluctance from some people to work within it:

*“The concept, the way the unit functions and how it is poorly crewed is a total waste of taxpayers money.... Nobody wants to be apart of this unit and because of that it struggles to retain any staff. Most have forgotten what core business is and are very much detached from fire service reality.”*

Within this question, the quantitative and some qualitative responses imply a low level of understanding about the proposal, including one respondent stating, *“I have insufficient experience to make a judgement”* and others suggesting that this is an operational decision needing to be made by subject matter experts which appropriate experience and expertise.

But from GMFRS staff and their representatives, there were some very detailed and informed responses, focused in particular around training and managing skills across the service:

*“Retention of specialist staff is already hard and ARA payments need to reflect the role. This coupled with doing a dual role will lead to skill fade. There are too many skills on one appliance. If there is a vehicle defect, these skills are gone”*

*“The skills should be spread throughout the brigade which would allow for pumps across the brigade to specialise in their own area and actually provide a higher level of service due to being specialised in fewer areas. You can be good in many areas, but you can be excellent in a few”*

## Stakeholder responses

The Fire Brigades Union’s (FBU’s) response states its support for the proposals to introduce Enhanced Rescue Stations at Ashton and Leigh, and the associated opportunity for firefighters to learn new skills and earn additional pay. It recognises the changing risks faced in the city centre and believes more training, equipment, PPE and vehicles will add to the resilience to be able to deal with this changing risk.

## Responses on proposal 3 – Introduction of two new fire engines based in Manchester

### Consultation survey responses

Almost half of respondents (46%) do not agree with the proposal to introduce two new fire engines for the city region, based at Manchester Central and Moss Side stations. Around 1 in 3 (32%) support the proposal and 1 in 5 (21%) neither agree nor disagree.

Opinions on proposals for two additional fire engines in Manchester – public	Total
Strongly agree	16% (133)
Agree	16% (133)
Disagree	15% (123)
Strongly disagree	31% (255)
Neither agree nor disagree	21% (174)
Not Answered	1% (12)

Analysis of free text responses, and submissions for stakeholders, shows that this relatively high level of opposition to the proposal is again being driven by opposition to the day crewing proposals and, to a lesser extent, the proposed Enhanced Rescue Service staffing model. While few people appear to be against the idea of new fire engines per se, they are opposed to them if they come at the cost of perceived cuts in service levels elsewhere.

### Respondent comments

A further 349 comments were received in response to this proposal.



Of these, 66% were opposed to the proposal, 31% neutral and 3% supportive. Of the three main proposal areas in the Fire Cover Review and Special Appliances Review consultation, this was the area that received the least opposition.

As set out above, many of the qualitative responses (over half, 51% or 179 of the 349) referred back to other areas of the proposals – in particular citing the day crewing proposals for Offerton and Sale and not wanting this proposal to happen if it is funded by another area being negatively impacted:

*“The additional pumps shouldn’t be at the expense of over stations reduction”*

*“I believe 2 additional appliances will be a great addition to the fleet and the areas they are proposed to be moved to they are needed. But not at the detriment to other areas in the brigade. Offerton and Sale will be losing out on fire cover to accommodate other areas and I think this proposal would be considered unfair by members of those communities.”*

There were a number of comments relating to resources being re-distributed to the city-centre and how that could better be paid for:

*“Given the huge number of new flats and businesses it makes sense to enhance cover in Manchester although there should be adequate money from all these new properties to pay for this”*

*“Developers of high-rise buildings should be made to pay towards extra fire fighting infrastructure”*

Wider financial pressures were also cited, with references to this proposal rectifying previous decisions to remove resource from the city centre to meet earlier required spending reductions, rather than being new or additional cover.

*“We should not have lost those appliances in the first place. Now due to what is coming out in the Grenfell Tower inquiry we want to add further appliances. These should not come at the cost of reducing other station cover”*

## **Stakeholder responses**

Consistent with the tone of many public responses, the Fire Brigades Union (FBU) response stated that it supports the introduction of two new appliances based in Manchester - but not at the cost of detriment to Sale or Offerton.

# Responses to the Special Appliances Review

## Consultation survey responses

Just over half of respondents to the Fire Cover Review consultation survey (52%, 424 people) agreed to also provide feedback on the Special Appliances Review proposals. Of these:

- Over three quarters (77%, 328 people) said that they thought it was important to update and replace specialist equipment
- There was particularly strong support for the proposed replacement of three hydraulic platform vehicles with new high reach extendable turrets; more than 4 in 5 respondents agreed with this.
- There was also a majority of approval for the proposal to enhance our water response capabilities through enhanced training, increased water rescue resources, and replacing of three existing vehicles with new ones.
- There was a lower level of support for the proposal to move the turntable ladder from Stretford to Oldham; 4% more respondents disagreed with this proposal than agreed with it.

## Respondent comments

The qualitative free-text comments for the Special Appliances Review were less extensive than those received for the Fire Cover Review proposals. They reflected views that were both supportive and opposed to the proposals, with the most opposition again focused on how some areas of the city region would be 'missing out' were the proposals to go ahead.

## Stakeholder responses

The Fire Brigades Union (FBU) submission set out its support for the proposals outlined for GMFRS' special appliances.

As highlighted above, Trafford Council acknowledged that GMFRS needs to review its service provision periodically, and that it is right for the Service to be planning for the growth of Manchester city centre and supporting the training and development of firefighters to deal with the changing nature of risks and incidents across the city region. But it felt that Trafford would be disproportionately affected by the overall package of proposals with the introduction of day crewing in Sale and the moving of a turntable ladder from Stretford to Oldham.

Trafford Council's opposition was reinforced by the view of local MP Andrew Western (Stretford and Urmston), who expressed concern over moving the turntable ladder from Stretford to Oldham, especially considering new and planned high-rise buildings in the district.

## 5. Conclusion

The consultation was far reaching and the response rate and participation in community and scrutiny events shows a wide range of voices were heard from across the city region, and in particular areas most directly featured in the proposals.

Feeling against the proposals for day crewing at both Sale and Offerton was strong, with opposition coming from multiple stakeholders, residents and staff. This opposition reflected a combination of general concerns about the level of cover that can be provided through day crewing, and some specific issues unique to the two communities. These local considerations were particularly strong for the Sale proposal, and its potential impacts on the Partington community where response times are currently higher than the Sale station and Greater Manchester averages.

There was more support – from both public and stakeholders – for the introduction of new fire engines for Greater Manchester to be based in Manchester, reflecting the rapid growth and changing risks in the city centre, its surrounding areas and the city region more widely.

But the consultation responses were very clear – any additional fire engines should not be at the detriment of fire cover in other areas. Perceptions of fairness came up regularly – around the reduction of service levels in one area of the city region to increase those in another, and around the need to make changes to crewing models in these two areas at all when there was no financial imperative to do so.

GMFRS is a service that recognises the importance of listening to communities and its people, taking their thoughts and attitudes into consideration when developing future plans. During the consultation and engagement, residents and staff called for a swift and decisive decision on the proposals, which considers the points they raised.

The detailed feedback from the consultation, alongside the service's data modelling and professional insight, should together further develop these proposals into a revised plan that will be adopted across Greater Manchester, creating a more efficient and effective use of resources while considering and protecting residents' and partners' feelings of safety and wellbeing.

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**MAYORAL & NON-MAYORAL DECISION NOTICE**  
**(RECORDING OF DECISIONS MADE BY INDIVIDUALS)**

**1. Decision Summary:**

<b>Decision Maker</b> GM Mayor	<b>Date of Decision</b>
<b>Date Decision Published</b>	<b>Date Decision will come into force</b>
<b>Subject: GMFRS Fire Cover Review</b>	

<b>Type of Decision:</b>  Mayoral Decision
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**2. Details of the Decision:**

<b>The decision is that:</b>
<p>GMFRS will:</p> <ul style="list-style-type: none"> <li>✓ Introduce one additional wholetime fire appliance at Manchester Central fire station.</li> <li>✓ Implement Enhanced Rescue Station proposals at Leigh and Ashton fire stations.</li> <li>✓ Implement all Special Appliance proposals.</li> <li>✓ Invest £340K in Prevention and Protection.</li> </ul> <p>GMFRS will not:</p> <ul style="list-style-type: none"> <li>✗ Implement Day Crewing Arrangements at Sale fire station.</li> <li>✗ Implement Day Crewing Arrangements at Offerton fire station.</li> <li>✗ Introduce an additional wholetime fire appliance at Moss Side fire station.</li> </ul>

## The reasons for the decision are:

- ✓ Introduce one wholetime appliance at Manchester Central fire station:

An additional wholetime fire appliance back in the city centre will provide the benefit of enhanced fire cover in an increasingly evolving landscape. This fire appliance will also be available to gather risk information on the built environment in order to enhance firefighter safety and reduce the risk of harm to the residents of GM.

- ✓ Implement Enhanced Rescue Station proposals at Leigh and Ashton fire stations:

This will improve the availability of our Enhanced Rescue capability at the same time as reducing the overall establishment at the two stations. This will afford a saving of C. 1 million pounds per annum.

- ✓ Implement all Special Appliance proposals:

All of the special appliance recommendations have been carefully considered as part of the capital replacement programme and the investment in new vehicles and the redistribution of some special appliances will afford greater efficiencies in response times and availability of the appliances.

There will be an additionality in the capital replacement budget of C. £390K.

- ✓ Invest £340K in Prevention and Protection:

Taking the steps outlined above will bring overall savings of £340K which would allow GMFRS to increase funding in the areas of Prevention and Protection, further building our resilience, capacity and capabilities.

- ✗ Implement Day Crewing Arrangements at Sale and Offerton fire stations:

The overwhelming view from both the public and staff has been to strongly reject the proposals, based upon not wishing to see what has been described as a 'down grading of fire cover' leading to an increase in response times at night-time.

In addition, the fire cover review has brought into sharp focus the challenges in respect of Sale West area. We intend to commission a feasibility study to explore relocating Sale Fire Station. The study aims to provide better strategic fire cover across Sale, including the Partington area.

- ✗ Introduce an additional wholetime fire appliance at Moss Side fire station:

By not implementing day crewing arrangements for Sale and Offerton fire stations, there are insufficient funds in the current budget to allow the introduction of an additional wholetime fire appliance at Moss Side fire station.

<b>Alternative options considered and rejected when making the decision:</b>
<ul style="list-style-type: none"> <li>✘ Implement Day Crewing Arrangements at Sale fire station</li> <li>✘ Implement Day Crewing Arrangements at Offerton fire station</li> <li>✘ Introduce an additional wholetime fire appliance at Moss Side fire station</li> </ul>
<b>List Non-confidential reports</b> Reports to be considered that can be made available to the public
<b>List Confidential reports</b> Reports to be considered which contain confidential or exempt information

**3. Conflict of Interest:**

<b>Record of any conflict of interest declared by any Member who is consulted by the member or officer which related to the decision:</b>
N/A
<b>Dispensation granted by the Head of Paid Service in respect of any conflict of interest declared:</b>
N/A

**4. Signature of Decision Maker/s:**

Signed: .....

Date: .....

**NOTE:**

Decisions made by the Mayor will also be reported to the GMCA at its next meeting (except where the decision concerned was taken openly by the Mayor while sitting within a formal meeting of the GMCA).

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## Greater Manchester Police, Fire & Crime Panel

Date: 20th November 2023

Subject: GMFRS Manchester Arena Inquiry Update

Report of: ACFO Barry Moore

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### PURPOSE OF REPORT

To provide an update and assurance to the Panel on the progress against the Manchester Arena Inquiry recommendations.

### RECOMMENDATIONS:

Members are asked to:

- Note the contents of the report and support the progress of the work undertaken to date.

### CONTACT OFFICERS:

ACFO Barry Moore – [barry.moore@manchesterfire.gov.uk](mailto:barry.moore@manchesterfire.gov.uk)

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

Considered as part of the training program. Not captured in this paper.

### Risk Management

See paragraph 7-10

### Legal Considerations

See paragraph 6

## Financial Consequences - Capital

N/A

## Financial Consequences - Revenue

N/A

Number of attachments included in the report:

### BACKGROUND PAPERS:

Manchester Arena Inquiry Phase 2 Report.

GMFRS Corporate Statement to the Inquiry February 2023.

GMFRS Corporate Statement to the Inquiry May 2023.

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. Following the publication of the Manchester Arena Inquiry (MAI) Volume 2 Report, and with particular reference to the Monitored Recommendations, Greater Manchester Fire & Rescue Service (GMFRS) appointed a Project Team to undertake work related to its recommendations in terms of policy revision, training and exercising. The role of the team primarily relates to the monitored recommendations but also extends to the wider observations related to multi-agency liaison and Service improvement.
2. This report provides an update of the ongoing work undertaken by the Project Team and wider GMFRS leadership team.

### **Inquiry Update**

3. The Inquiry has now concluded, and the Chairman has issued notice, pursuant to section 14 of the Inquiries Act 2005, that he has fulfilled the Inquiry's terms of reference.
4. The recommendations made by the Inquiry will continue to be monitored by Tom Parr, the Manchester Arena Inquiry Assurance Program Lead for the Homeland Security Group within the Home Office.
5. An initial meeting has been scheduled between a member of Mr Parr's team, CFO Dave Russell, ACFO Barry Moore and GM Jim Willmott in November 2023.

### **Monitored Recommendations Update**

6. GMFRS are satisfied it has met the requirements of four of the five Monitored Recommendations and a high-level summary of actions can be found in Appendix A.

GMFRS continues to make good progress against its fifth Monitored Recommendation: "R39 - GMFRS should reflect on its approach to record-making during and immediately following a Major Incident, with a view to improving current practice". Primarily this involves the trial of audio and visual recording systems for use at incidents which concluded at the end of October.

7. At the previous Deputy Mayor Executive meeting a report was requested to provide an update on the progress made by North West Fire Control on their monitored recommendations and this is attached in Appendix B.

## **ADDITIONAL COMMITMENTS AND AREAS OF ASSURANCE**

8. Further to the internal work linked directly to the GMFRS owned recommendations, the service is committed and embedded in a number of additional areas.

These being:

**a) Greater Manchester Mayoral Oversight Group**

GMFRS attends the Mayoral Oversight Group, Chaired by Baroness Beverly Hughes, which scrutinises progress against all recommendations that apply to organisations within GMCA.

**b) Local Resilience Forum (LRF)**

GMFRS attends the LRF commissioned Multi-Agency Threat and Preparedness Group, a task and finish sub-group reporting to the LRF's Resilience Oversight Group (ROG). The group jointly reviews the related recommendations as well as undertaking multi-agency review of other high risk, low frequency incidents.

**c) National Fire Chiefs Council Manchester Arena Inquiry Oversight Group (NFCC MAIOG)**

GMFRS is a member of the NFCC MAIOG which has been established to oversee the progress of recommendations on behalf of the NFCC, which is Chaired by the CFO of Tyne & Wear FRS. GMFRS is represented by CFO Dave Russel and ACFO Barry Moore. There has not been a MAIOG meeting since the last DME.

**i. NFCC MAI Tracker**

The MAI recommendations have been uploaded to a portal reporting tool similar to that used nationally for the Grenfell Tower Fire Recommendations which is now live and is being populated by all UK Fire and Rescue Services.

Of the 148 recommendations within the MAI Phase 2 report, 48 have been deemed applicable to Fire Service's nationally which include the Monitored Recommendations for GMFRS. GMFRS has recorded 22 of the 48 as complete; a further 21 of the recommendations are in progress and the remaining 5 not yet started, this is due to the last 5 recommendations being contingent on national work streams.

The Project Team are planning a peer review as part of the process to report on the 48 recommendations and early discussions have taken place with Tyne & Wear FRS. The peer review is expected to be conducted next year.

#### **d) NWFC**

GMFRS continues to work closely with colleagues at NWFC, undertaking a joint review of process and procedure.

Throughout August and September GMFRS undertook 12 training sessions with NWFC control room operators, team leaders and operations managers on the role of the Operational Support Officer, the new MTA procedures and associated Action Plans, high risk/low frequency incident types and operational discretion.

A report on NWFC progress against the monitored recommendations is in Appendix B.

#### **e) Blue Light Collaboration**

GMFRS continues to liaise closely with partners in NWFC, GMP, BTP, NWAS. The MAI project team continue the work on high risk, low frequency incident types and currently focused on aviation risk and bomb threat/found ordinance alongside Cat 1 partners, the LRF, EOD and Manchester Airport.

##### **i. Multi-Agency Exercises**

The Inquiry team has worked with the MTA training and exercising team, delivering update sessions on the lessons learned, changes to the standard operating procedure and actions plans so that they can be incorporated into the training exercising calendar over the coming year. Further exercises are planned in November at the Trafford Centre, utilising a vacant hotel building. These exercises will continue to test the multi-agency response.

#### **f) Shared Learning**

GMFRS has developed a presentation based on its own learning and the Monitored Recommendations from the Inquiry entitled, 2 hours, 8 minutes – Our Story, Our Learning.

The presentation has been developed over a number of months and was presented at the NFCC Autumn Conference on the 10<sup>th</sup> of October 2023. Feedback was excellent from the attendees and the Service was applauded for the honest and transparent approach to the learning and organizational improvement. We have already received requests to share the learning at other events in the country.

A program will be established over the coming months to share the presentation with staff internally and also partners in the blue light and LRF.

## **Appendix A – Achieved MAI Monitored Recommendations**

A high-level summary of work against the three GMFRS recommendations and linked North West Fire Control (NWFC) recommendation that have been met are as follows

### **R36 - Ensure its commanders are adequately trained in the use of operational discretion.**

- Policy and governance around Operational Discretion reviewed and amended to include declaration.
- Improved training developed and delivered to Officers and currently being rolled out to all other command levels.
- Bespoke learning package on Operational Discretion in development to form part of annual training.
- Assurance process with quarterly reporting and governance now in place.

### **R37 - GMFRS should review the policy by which the Incident Commander takes up the role, in light of the shortcomings I have identified in policy in operation on 22 May 2017.**

- Incident Command policy and procedure reviewed and strengthened to make clear the circumstances in which command of an incident is taken over at any incident and how this is achieved.
- Training provided to commanders at all levels and exercises completed.
- Assurance process is ongoing at incidents and for all future exercises, the element has been tested in a series of five recent MTA exercises at Bolton College.

### **R38 - GMFRS should review its guidance and policies on how it receives and passes on information during a Major Incident. It is important that, for any update given, it is established when the last time the person receiving the update was provided with information, to ensure that they are completely up to date.**

- Policy and procedure reviewed and amended to ensure that information received is logged and passed on during an incident.
- Procedures for obtaining updates amended to ensure that the person receiving the update has an up to date and holistic briefing.
- Training and exercising to assure this process is taking place has been completed and will form part of the objectives for future exercises including the forthcoming MTA exercise at the Trafford Centre.

**R32 (shared with NWFC). - GMFRS and NWFC should conduct a joint review of the circumstances in which it is appropriate for GMFRS personnel to check the NWFC incident log. Policies should be written by both organisations to reflect the outcome of this review. Training should be delivered to embed it into practice.**

- A full review of the circumstances in which GMFRS will access incident logs was completed in November 2022 and reviewed in May 2023. The joint review informed the development of a new GMFRS document relating to accessing incident logs which has been adopted with training provided for staff.
- NWFC Operational Support Officer role created to support access to the log and to provide support and oversight during a major incident.
- Familiarisation training at NWFC in progress for GMFRS officers.
- Familiarisation training scheduled for NWFC colleagues delivered by NWFC colleagues.
- This element will be tested on joint exercises including the forthcoming MTA exercise at the Trafford centre.

## **Appendix B – Northwest Fire Control update on progress against the MAI Monitored Recommendations.**

1. In response to a review of its actions on the night of 22<sup>nd</sup> May 2017, and supported by evidence heard during the Manchester Arena Inquiry, North West Fire Control (NWFC) took steps to improve its organisational performance ahead of the publication of Volume 2 of the Inquiry's Report. Since its publication, further work has been undertaken to ensure that changes have aligned to the Monitored Recommendations pertaining to NWFC.
2. NWFC is confident that it has fully implemented six (28, 29, 30, 32, 33 & 34) out of its eight Monitored Recommendations and will have the remaining two (31 & 35) completed before the end of this financial year. Progress against each of the monitored recommendations is laid out in the paragraphs below.
3. **Recommendation R28: North West Fire Control should take steps to ensure that it is involved in multi-agency exercises, particularly those that test mobilisation and the response to a Major Incident in line with the Joint Emergency Services Interoperability Principles.**

Through its newly established Organisational Improvement Team (OIT), NWFC has set up an annual training and exercising schedule which is populated from internal training needs analysis, FRS annual exercise schedules (including multi-agency exercises) and multi-agency exercises taken from the GMRF Commissioning Group for Exercising and Training at which NWFC now has a permanent representative from OIT. Completion of the annual exercise schedule is directly linked to the annual business and financial planning cycles and the annual appraisal process. Training programmes have been aligned to the training specifications contained within the National Operational Guidance (NOG) for control rooms and this includes a new Multi-Agency NOG.

Several multi-agency exercises have taken place; Exercises Rook and Inception have specifically tested against MAI learning and the Monitored Recommendations. Each has been run 4 times to capture every team at NWFC and has included FRS operational personnel as participants and other agencies as observers.

A Multi-Agency Tactical Communications Control Group has been established and NWFC is represented both at this group as well as the Strategic Group. NWFC also attends the Greater Manchester Resilience Forum (GMRF).

This Monitored Recommendation is deemed to have been implemented.



**4. Recommendation R29: North West Fire Control should ensure that it regularly tests how it operates, by ensuring that its staff participate in regular exercises and practical tests. These should include multi-agency exercises.**

GMFRS and NWFC have worked together to produce the 'GMFRS Exercise Plan for 2023/24 - 2024/25'. This document ensures that NWFC is involved in the testing and exercising of Standard Operating Procedures, including Response Plans and Action Plans, with a minimum of 2 weeks planning notice.

NWFC have trained staff on the 'lessons learned' from the Manchester Arena incident and subsequent Inquiry in December 2022 and January 2023, this included defining responsibilities; and active support and contribution by NWFC to incident management during a multi-agency major event. The effectiveness of these sessions has been tested through exercises to evaluate the degree to which learning has been understood and embedded. Audits of the effectiveness of the NWFC major incident action plan have also been undertaken and all control room personnel attended the GMFRS Marauding Terrorist Attack (MTA) Familiarisation Training.

This Monitored Recommendation is deemed to have been implemented.

**5. Recommendation R30: All North West Fire Control staff should be trained on the best practices for responding to a Major Incident, as identified through its participation in exercises. North West Fire Control should ensure that learning is kept under review.**

JESIP and Action Counter Terrorism (ACT) Awareness Training has been delivered to all staff, including the updated JESIP Doctrine, both form part of the annual training programme. Staff training in 2023 is focused on learning from the MAI including the monitored recommendations. All training, testing, exercising, auditing and assurance is managed through a cyclical process, currently being introduced with full implementation expected by April 2024.

A formalised and continuous process of training and assessment has also been introduced for all staff. 'Safe to Operate' ensures Control Room Operators know how to engage their training in practice in a live environment through performance assessment based on their level of experience. This will be rolled out to include all staff by April 2025.

Operations Managers whose role includes ensuring that multi-agency and major incident training, exercising and assurance are included in the annual training and exercising schedule; have attended a course for Crisis and Business Continuity Exercising which included multi-agency guidance in JESIP principles and the key principles of joint working. A suite of desk top exercises has been produced and

delivered by the JESIP and Exercise Lead entitled 'Exercise Inception' to validate the learning from training.

The debriefing process has been reviewed to measure performance against the expected standards set out in guidance and also includes an enhanced process for sharing learning across the workforce and other agencies.

This Monitored Recommendation is deemed to have been implemented.

**6. 31: North West Fire Control should review the way it captures and records key information on its incident logs in order to ensure that the information is stored in one place and is readily accessible at all times by those who need it.**

Detailed development work has been undertaken on the Computer Aided Dispatch (CAD) system, requiring regional investment of circa £51k, enabling Control Room Operators to mobilise resources to different locations associated with a single incident, for example, rendezvous and forward command points. The solution allows for the use of single radio talk group across locations and a central incident log for the recording of information. The software update is complete and has been deployed onto the 'test' mobilising system.

Actions Outstanding:

- Agreement of the joint ways of working between NWFC and the regional FRSs.
- Training to be delivered to all NWFC Control personnel.
- Deployment of the solution onto the live system for go live.

**7. Recommendation R32: Greater Manchester Fire and Rescue Service and North West Fire Control should conduct a joint review of the circumstances in which it is appropriate for Greater Manchester Fire and Rescue personnel to check the North West Fire Control incident log. Policies should be written by both organisations to reflect the outcome of this review. Training should be delivered to embed it into practice.**

A joint review was undertaken between NWFC and GMFRS and reported back to the NWFC Mobilising and Communications Group in February 2023. The review examined key areas including which roles needed access to the incident logs and when; and the information needed from INetViewer (the system used to access incident logs). Following the review, a joint NWFC/FRS operating procedure was drawn up and agreed by the NWFC Mobilising and Communications Group. The operating procedure addressed the areas highlighted in the review. Training was delivered to all iNetViewer users, and a user guidance document issued to all existing and new users.

NWFC has worked with GMFRS to implement and test the role of the Operational Support Officer (OSO) through a series of exercises. The OSO role attends NWFC to act as a conduit to the incident ground (or command locations) and to support the gathering and sharing of information (including through iNetViewer) during a major incident.

This Monitored Recommendation is deemed to have been implemented.

- 8. Recommendation R33: North West Fire Control should review its guidance and policies on how it receives and passes on information during a major incident. It is important that, for any update give, it is established when the last time the person receiving the update was provided with information, to ensure that they are completely up to date.**

NWFC conducted a review of its guidance and protocols for compiling FRS Action Plans, in particular actions that required information to be gathered and/or shared. The review, supported by operational assurance audits and debriefs highlighted a substantial increase in the amount of information sharing actions, some of which did not impact the immediate resolution of the incident and could have been carried out after incident closure, these are under review by the individual FRSs.

Refresher training delivered in January 2023 focused on sharing situational awareness and the introduction of a way of working to check with officers, each time they contact control, when the last update was that they received. CROs then navigate to the relevant point of the incident log and update the officer with all information since that point; this is being monitored through the debriefing process and assurance audits. NWFC has also produced guidance on 'Gathering Accurate Information and Intelligence and Sharing' using the JESIP 'Talk not Tell' procedure which has been included in training.

This Monitored Recommendation is deemed to have been implemented.

- 9. Recommendation R34: North West Fire Control should review how it allocates the best trained and most suitable Control Room Operators to roles during a Major Incident. It should consider whether it is beneficial to allocate a Control Room Operator to monitor communications on a multi-agency control room talk group and another Control Room Operator as the specific point of contact for the fire and rescue service. Both roles could be supervised by a Team Leader.**

NWFC has reviewed its process for allocating appropriate CROs to roles based on their level of experience. As a result, a 'changing role' procedure was installed on the NWFC radio and telephony communications equipment (LifeX). This enables access only to activities commensurate to the experience level of the CRO.

The Emergency Services Interoperability Talk Group (ESICTRL) is permanently monitored through a loudspeaker situated on every mobilising pod and guidance was updated in 2021 to specify the allocation of a single CRO to monitor the interoperability talk group on declaration of a major incident, this is embedded as standard practice.

Allocating an operator as the specific point of contact has been considered and is being addressed through the introduction of an operational command role aligned to the Fire Control Command NOG. The introduction of this role is still in the trial phase and is under review prior to full introduction. NWFC is progressing the repurposing of one Team Leader role from each team as an Operations Manager in overall command of the team to bolster control command support at a strategic/tactical level, allowing for greater capacity to support the operational command role.

This Monitored Recommendation is deemed to have been implemented.

**10. Recommendation 35: North West Fire Control should reflect on its approach to record-making during and immediately following a Major Incident, with a view to improving the current practice.**

There is a plan to introduce a trial of Dictaphones for use during major incidents and while progress has been made the commencement of the trial has been delayed due to other work priorities. To date a draft policy has been written and consulted upon and the Dictaphones have been purchased. They have been used during a recent exercise to get a feel about how could be used and to better understand the impact of transcribing the information recorded on them. It is anticipated that the trial of Dictaphones will commence before the end of this calendar year.

**Actions Outstanding:**

- Finalise amendments to the draft policy based on feedback from consultations.
- Determine secure storage of data and agree data management arrangements.
- Train NWFC personnel on the use of Dictaphones and their purpose for recording decisions and the rationale behind them.
- Implement the trial.

## **GM POLICE, FIRE AND CRIME PANEL**

Date: 20<sup>th</sup> November 2023  
Subject: Standing Together 2022-25 - Priority 3, year 2 Progress Report:  
Strengthening Communities and Places  
Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice  
services and Fire

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### **PURPOSE OF REPORT**

The purpose of this report is to provide a year 2 progress update on the work to progress Priority 3 of the Police and Crime Plan 2022 – 25.

Priority 3 - Strengthening Communities and Places

### **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

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### **Executive Summary**

This report provides a summary of progress against Priority 3 of the Police and Crime Plan, 'Standing Together' on Strengthening Communities and Places and is supplemented by a programme of deep dive thematic reports to the Police and Crime Panel.

During the past 12 months we have seen:

- A significant reduction of 11.5% in recorded neighbourhood crime and a 25% decrease in recorded residential burglaries.
- More crimes being attended and improved solved rates for neighbourhood crimes.
- An increase in some recorded crime types such as theft from person which has increased by 16.9% and retail crime which has increased by 7.5%.
- The launch of neighbourhood policing, a new response model and the Bee In the Loop community messaging service.
- A continued focus on prevention and problem solving via the prevention hubs, neighbourhood crime teams, the continuation of Operation Avro, problem solving masterclasses and the expansion of Operation Vulcan into Piccadilly Gardens.
- Additional investment as part of the Safer Streets Fund programme – with investments in Manchester, Wigan, Stockport and Trafford in Round 4 and new bids approved for Bolton, Bury and TfGM for Round 5.
- The continued investment in roads policing including three new community speedwatch schemes and a focus on tackling crime and ASB on our transport system through Operation Avro.
- The launch of a new Vision Zero strategy to reduce road deaths and a decline in road fatalities, as well as continued investment and innovations in Safe Drive: Stay Alive
- The expansion of the Good Night Out Guide and launch and the continued support to supporting safety initiatives in the night-time economy.
- Reinvigoration of our retail crime work and planned relaunch of the #ShopKind campaign
- A focus on supporting Community Safety Partnerships (CSPs) with a new bi-annual event chaired by the Deputy Mayor, more pooled funding and longer-term budgets and a stringer focus on CSP activity as part of the annual report.
- A continued focus on tackling Gender Based Violence with a sustained public engagement campaign #IsthisOK focussed on men and boys as well as additional £660,000 of Home Office funding to support those with No Recourse to Public Funds.
- GMP helping to lead nationally on tackling rape and serious sexual assault through Operation Soteria
- A new GMP Achieving Race Equality Report that shows a reduction in disproportionality in stop and search and innovations in community engagement but a decrease in recruiting Black officers to the police force.
- The publication of volume 3 of the Manchester Arena Inquiry and good progress against the recommendations.
- From November 2022 to October 2023 there were 10,631 hate crimes reported in Greater Manchester. This is 12% lower than between November 2021 to October 2022 (12,082).
- In June 2023, 88% of residents aged 16+ that feel very or fairly safe in their local area (Policing and Community Safety survey). This is a 1% reduction when comparing to the same period last year.

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	You asked us to	Progress update and highlights	How is this being achieved and measured?
1.	Reduce crime and anti-social behaviour in neighbourhoods	<ul style="list-style-type: none"> <li>Recorded neighbourhood crime (personal robbery, domestic burglary, theft of vehicles and of the person) has reduced significantly this year by 11.5% (48,812 this year compared to 55,179 last year). The biggest decrease has been in residential burglary (25% decrease on last year) as well as vehicle offences (9.6% decrease on last year). However, the outlier is theft from person which has seen a significant increase of 16.9% this year.</li> <li>GMP are also solving more crimes. This year 5.1% of neighbourhood crime was solved, compared to 3.7% last year. Burglary solved rates have increased by 2.9%. GMP are attending 94% of burglaries compared to 70% 2 years ago.</li> <li>Overall arrests have increased by 29% since last year.</li> <li>There were 79,322 ASB incidents recorded by GMP in the 12 months to the end of September 2023. This was (12.9%) or 9,057 incidents of ASB more than the same period in the previous year. Prevention hubs have mapped the top victims, locations, and offenders of ASB as part of new Neighbourhood policing plan.</li> <li>Success of Operation Avro in localities with good examples of joint activity with community safety partners.</li> <li>Neighbourhood policing review complete, with the exception of City of Manchester, with a policy to protect neighbourhood policing teams from ‘abstractions’ to other duties.</li> <li>A new response model and Force Crime Management Unit launched in September 2023, providing capability to quality assess and assurance crime files for investigative opportunities.</li> <li>The new Bee in the Loop community messaging system has been launched and is being promoted by local policing teams and wider partners.</li> <li>GMP Prevention Hubs (focussed on neighbourhood problem solving with partners) are in place in localities.</li> <li>Wigan, Manchester, Stockport, and Trafford were all successful in their bids to the Home Office Safer Streets fund – round 4. This equates to £2.4 million of extra funding for the city region. The various bids are focussed on reducing</li> </ul>	<p>GMP Improvement Plan</p> <p>Operation Avro</p> <p>GMP Neighbourhood Policing Review</p> <p>GMP Prevention Hubs</p> <p>Safer Streets Fund bids</p> <p>Community Safety Partnerships</p> <p><b>Key scorecard metrics:</b> Police recorded ASB incidents Neighbourhood crime</p>



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		<p>neighbourhood crime, anti-social behaviour and violence against women and girls in public spaces.</p> <ul style="list-style-type: none"> <li>• £1m of funding for the Safer Streets Fund round 5 has been secured, with formal announcements and further information to be released soon.</li> <li>• The GM Policing and Community Safety survey has been re-commissioned and will continue to provide valuable insights at district and GM level, on feelings of safety over the next five years. The survey tells us: <ul style="list-style-type: none"> <li>○ How safe residents feel where they live and when they are out and about</li> <li>○ How confident they are in GMP in an emergency and non-emergency</li> <li>○ How satisfied they are with police contact</li> <li>○ Neighbourhood Cohesion</li> </ul> </li> <li>• Despite GMP improvements satisfaction levels have remained static</li> </ul>	
2.	Reduce road danger and make our transport system safer	<ul style="list-style-type: none"> <li>• There were 64 road fatalities recorded in Greater Manchester in 2022, a reduction from 73 fatalities in 2021.</li> <li>• The road’s policing unit has completed its uplift to double in capacity with more resources and focus on tackling road danger.</li> <li>• Three new Community Speedwatch schemes have been launched and are active in Greater Manchester. Three more schemes moving through the application process with GMP. This follows funding from the Deputy Mayor to support the establishment and central coordination of the GM programme.</li> <li>• A new Road Danger Reduction Action Plan has been approved with focus on safe behaviours, safe speeds, safe streets, safe vehicles, and efficient post collision response.</li> <li>• This will support a new Vision Zero Strategy which seeks to achieve zero road deaths by 2040. The Strategy is being drafted ahead of launch in early 2024.</li> <li>• Continued partnership funding in support of the Safe Drive Stay Alive initiative – raising awareness of road dangers directly to thousands of GMs next generation of drivers.</li> <li>• Over the summer GMFRS launched a new virtual reality (VR) programme, enabling participants to experience what it can be like to be a driver who is distracted, or driving in poor conditions. The kit is mobile and can be used to show several different age-appropriate films. The Deputy Mayor assisted the launch of the kit at Farnworth Fire Station.</li> </ul>	<p>GMP Improvement Plan Road Danger Reduction Plan Safer Roads Partnership</p> <p><b>Key scorecard metrics:</b> Road fatalities Transport incidents with injury</p>

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		<ul style="list-style-type: none"> <li>In July 2023, as part of Operation AVRO, GMP's Transport Unit alongside partners from Transport for Greater Manchester (TfGM) carried out multiple targeted deployments across all 10 districts as work continues to make the transport network safer for all users. Alongside the TravelSafe Partnership, GMP officers made 19 arrests and carried out 143 stop searches. Around 1,102 Metrolink fines were also issued for fare evasion. On the outskirts of the City Centre, two traffic operations took place on Regent Road and Bury New Road respectively, with officers recording 333 traffic offences over a two-day period, which included 152 speed offences and seven arrests.</li> </ul>	
3.	Make our streets and night-time economy safer	<ul style="list-style-type: none"> <li>The Good Night Out Guide and campaign launched in student welcome week in September 2022 with advice on what to do and where to go if you need help on a night out (safe places, help points, travel advice, reporting, advice etc).</li> <li>Around 8,000 z-card pocket guides were issued in 2022 and were distributed through student welcome packs at welcome fairs and via bar, pub, and club networks.</li> <li>The Guide has been refreshed and updated for 2023 with a similar number of z-card pocket guides printed and distributed as part of student welcome week. Copies of the guide will also be distributed in the run up to Christmas.</li> <li>Posters displayed on key transport network asserts along Oxford Road during student welcome week.</li> <li>Positive feedback received from partners on the guide and young people.</li> <li>Now working to adapt the guide content for other interested localities across Greater Manchester.</li> <li>Good practice from localities includes Manchester's Women's Night-time Charter aimed at employers to increase safety for staff and patrons.</li> <li>Consideration of proposals to introduce a Night-time Levy in Bolton to help tackle crime, antisocial behaviour and littering.</li> <li>CCTV Information sharing agreement has been established between MCC and GMP and is being used as a blueprint with other local authorities.</li> <li>Funding from the Deputy Mayor in support of the Village Angels scheme and Village Haven, to support people in the night-time economy. Havens are also being proposed other town centres across Greater Manchester.</li> </ul>	Gender Based Violence Board

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		<ul style="list-style-type: none"> <li>• Serious violence' (a count of robbery and violence with injury offence) increased this year to 11.4% from 9.6% last year.</li> <li>• There were approximately 8300 attendances at Greater Manchester A&amp;E departments due to assault in the year ending June 2023. This is 17% lower than the same period a year earlier.</li> </ul>	
4.	Improve our response to retail and business crime	<ul style="list-style-type: none"> <li>• Shoplifting trends are showing an increase with shoplifting increasing by 7.5% in the last 12 months.</li> <li>• Recording to GMP shows in the latest 3-month period (June 23 – Sept 23), shoplifting crime is 10.1% higher than the previous year. The largest increase was seen for Tameside, with a 52.0% increase on the previous 3-months. GMP and retailers accept there is considerable differences between actual retail crime and reported crime for a range of reasons and the Retail Crime Delivery Group is working to ensure a consistency of reporting.</li> <li>• The GM Retail Crime Steering Group ensures there is a clear communication opportunity between GMCA, GMP, Retailers and representative groups. It is an opportunity to raise issues, share good practice, review the Retail Crime Delivery Plan and scrutinise delivery.</li> <li>• GMP have recognised the impact of retail crime on shop workers and retailers. They have a dedicated lead at Superintendent level and a named SPOC in each district. GMP have also improved how they assess crime through the adoption of the THRIVE risk assessment where every crime reported to GMP undergoes an assessment of harm, treat and vulnerability.</li> <li>• A new Digital Evidence Management System (DEMS) has been developed to allow digital images of offences to be automatically transferred from retailers to GMP to assist with the speed and ability to follow all reasonable lines of inquiry.</li> <li>• GMP launched a new campaign to tackle Business Fraud. This is a free resource to smaller businesses and enterprises.</li> <li>• GMCA and GMP are members of the APCC retail crime group to ensure that PCC's/Mayors are aware of the impact or retail crime and best practice.</li> <li>• GMCA and GMP actively support the #ShopKind campaign, the Safer Business Action Week that was attended by the Deputy Mayor in October and USDAW Respect for Shopworkers Week in November.</li> </ul>	GM Retail Crime Steering Group

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5.	Invest in ways to bring communities together to improve community cohesion and deter crime	<ul style="list-style-type: none"> <li>• £1.2 million delegated to CSPs each year for direct work with community and voluntary organisations using local processes (commitment agreed for the next three years).</li> <li>• This includes £10,000 provided to each district in support of bringing communities together to celebrate diversity and raise awareness of hate crime. £5,000 of this funding is ringfenced for community small grants processes, to raise awareness of hate and prejudice, develop programmes to counter hate speech and direct people to reporting and support mechanisms.</li> <li>• From November 2022 to October 2023 there were 10,631 hate crimes reported in Greater Manchester. This is 12% lower than between November 2021 to October 2022 (12,082).</li> <li>• GM support to bring in further funding from Safer Streets and Youth Deterrence funding including directly to the community, voluntary and social enterprise sector.</li> <li>• According to the Greater Manchester Policing and Community Safety Survey (total sample of 3,250 residents per quarter), 73% of residents feel that people of different backgrounds get along well in their local area. This has remained static since 2019.</li> </ul>	Community Safety Partnerships
6.	Make public spaces and venues safer	<ul style="list-style-type: none"> <li>• Volume 2 of the Manchester Arena Inquiry was released in November 2022 with recommendations on the emergency services response – since the Kerslake Report and considering evidence given at the Inquiry, GMP and GMFRS have been working on improvements to policy and practice.</li> <li>• An oversight group has been established to oversee the recommendations made from the MAI.</li> <li>• Draft protect duty (Protection of premises Bill) has been made public and is currently in pre-legislative consultation. Home affairs select committee have discussed it and given their recommendations for consideration.</li> <li>• A Protect Programme Manager has been recruited within the GM Resilience Unit (GMRU) and is responsible for driving the development and delivery of the Protect Duty across Greater Manchester.</li> <li>• As the Duty becomes law, a programme board with representatives from across Greater Manchester will be established which will mirror other strands of the Contest Strategy.</li> </ul>	Protect duty (via GMRU)  Manchester Arena Inquiry  Mayoral Oversight Group

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		<ul style="list-style-type: none"> <li>• The GMVRU is embedding resilience into everything it does and is now part of the Counter Terrorism Preparedness Network.</li> <li>• Given the large role GMP undertakes around the policing of events they will be actively involved alongside other blue light services.</li> <li>• We are conscious that Publicly Accessible Locations will be linked to event venues - areas which fall outside of events and ownership but are spaces where the public may congregate and as a result could be exploited by someone wanting to cause harm.</li> <li>• National CTPHQ have launched a ProtectUK platform, ProtectUK App and ACT (Action Counters Terrorism) e-learning package. This is free and gives regular CT updates via text and email. National webinars are being held to raise visibility and local authorities are encouraged to adopt these products.</li> </ul>	
7.	Tackle inequalities within services	<p>GMP will shortly publish a new Achieving Race Equality report which details progress made against the Police Race Action Plan. Headlines are: -</p> <ul style="list-style-type: none"> <li>• You are around 2.1 times more like to be stopped and searched if you are Black in Greater Manchester, compared with the white population and 1.3 more likely if you are Asian. The national figures are 4.8 more likely if you are Black and 1.6 more likely if you are Asian.</li> <li>• Whilst GMP have made some progress in attracting Asian officers to the police force, representation of Black officers remains poor at around 1% of the workforce. 9.03% of GMPs overall workforce are from ethnic minority communities. This has shown little/no change since 2021/22.</li> <li>• GMP have put themselves forward as a national 'icebreaker' force to develop new models of community engagement through a 'Community Innovation Hub' model approach this has included setting up an effective Moss Sided Lived Experience Group.</li> <li>• Race still makes up 71% of all reported hate crime. Where the ethnicity is recorded, 36% of all hate crime victims were Asian, 30% were White, 24% Black and 10% mixed ethnicity. Where an ethnicity was recorded for both victim and offender, 25% of victims were targeted by an offender of the same ethnicity.</li> </ul> <p>Some of the highlights from this year's Gender Based Violence strategy include: -</p>	<p>GMP Equality, Diversity, and Inclusion Strategy</p> <p>NPCC/APCC Police Action Plan</p> <p>GM Gender Based Violence Board</p> <p><b>Key scorecard metrics:</b> Workforce diversity</p>

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		<ul style="list-style-type: none"> <li>• The commissioning of a Lived Experience Group to improve services and responses to victims of GBV.</li> <li>• A sustained public engagement campaign #IsthisOK focusses on challenging the early GBV behaviours that happen most commonly in public – such as unwanted comments and sexual harassment – and reaching the demographic that most commonly perpetrates these behaviours – men and boys aged 18-35. The film series has been watched over 850,000 times across the bespoke campaign social media channels and was featured at ParkLife 2023.</li> <li>• £660,000 additional funding from the Home Office to support minority and marginalised communities to further support those impacted by No Recourse to Public Funds (NRPF)</li> <li>• £156,000 additional MoJ funding to support an additional 3.5 IDVA/ISVA posts extending provision in by-and-for organisations, for stalking and harassment victims and for sex workers.</li> <li>• The Home Office Safeguarding Minister visited Greater Manchester on 4th July 2023, to coincide with the national launch of Operation Soteria. Though this work is ongoing, data from the 12 months to the end of June 2023 shows early signs of progress – with a 4.2% increase in recording and a 51% increase in summons/ charges – equating to approximately one in 16.</li> </ul>	
8.	Make our services sustainable and reduce our carbon footprint	<ul style="list-style-type: none"> <li>• GMP has an Estates, Fleet, and Business Support Transformation Programme for 2023/24. This programme is a key contributor to GMP's promise to Deliver Outstanding Service to the Public, by investing in the fleet and estate to ensure it meets the evolving requirements of GMP.</li> <li>• 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.</li> <li>• 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.</li> <li>• GMCA using the Social Value portal on all contracts to ensure added value to communities through the investment of public funds. Encouraging opportunities for local employment, work experience, apprenticeships.</li> </ul>	<p><b>Key scorecard metrics:</b> Carbon reduction metrics are in development with GMP and GMFRS</p>

## Greater Manchester Police, Fire and Crime Panel

Date: 20<sup>th</sup> November 2023

Subject: Greater Manchester Prisons & Probation (HMPPS) Reducing Reoffending Plan

Report of: Deputy Mayor Kate Green and Crime and Sandra Stewart Portfolio Lead  
Chief Executive for Police and Crime

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### Purpose of Report: Greater Manchester Prisons & Probation (HMPPS) Reducing Reoffending Plan

The Panel is requested to:

1. Review the attached Reducing Reoffending Plan for HM Prison and Probation Service (HMPPS) in Greater Manchester. This is a refresh and progress update of the 2022 plan and it builds on the foundations laid since the new probation regions came into existence on 1 April 2020. It reflects the uniquely innovative approach to local co-commissioning and sets out to strengthen the benefits of working as one HMPPS. This plan will also support the delivery of the local Police and Crime Plan, Standing Together Plan. This is for information and a decision is not required.
2. Note the Progress of Greater Manchester Integrated Rehabilitative Services at Section 3.
3. Consider the comments regarding information Members have requested information on support available to those on probation orders with mental health issues at Paragraph 3.10.

### Contact Officers

Chris Edwards | Probation Regional Director of Greater Manchester  
Greater Manchester Probation Service : [chris.edwards@justice.gov.uk](mailto:chris.edwards@justice.gov.uk)

Alison Connelly, Reducing Harm and Offending, Greater Manchester Combined Authority:  
[alison.connelly@greatermanchester-ca.gov.uk](mailto:alison.connelly@greatermanchester-ca.gov.uk)

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

Specific cohorts of people on probation may be impacted by disproportionality related to protected characteristics. This will be considered during plan delivery and there is a 'Tackling Inequalities' workstream'. All of the Greater Manchester Integrated Rehabilitative Services are focused on reducing inequalities and there is an embedded whole system approach to women para 3.1.

## **Risk Management**

Reducing reoffending work with a degree of in-built risk by the very nature of offending. HMPPS therefore also have to balance public protection responsibilities with risk management approaches to keep people and communities safe. This is threaded throughout the Plan and focused through delivering the order of the court.

There are system risks relating to 'headroom in the prison system' which are detailed in the report para 2.4

## **Legal Considerations**

Nil.

## **Financial Consequences – Revenue**

Nil

## **Financial Consequences – Capital**

Nil

## **Number of attachments to the report:**

Attachment A: HMPPS GM Reducing Reoffending Plan.

## **Comments/recommendations from Overview & Scrutiny Committee**

N/A

## **Background Papers**

Nil

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No



### **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

**GM Probation are not part of GMCA.**

## **1. Introduction/Background**

- 1.1 The attached Reducing Reoffending Plan for HM Prison and Probation Service (HMPPS) in Greater Manchester (GM) is a refresh and progress update of the 2022 published plan. It reflects the uniquely innovative approach to local co-commissioning and sets out to strengthen the benefits of working as one HMPPS. This plan will also support the delivery of the local Police and Crime Plan, Standing Together, and one of the three key priorities in particular: Reducing Harm and Offending.
- 1.2 Since initial publication of the GM Regional Reducing Reoffending Plan, we have progressed the sign-off of a new Memorandum of Understanding with Manchester Combined Authority, which endorses our jointly designed and funded rehabilitative services. We are pleased to see collaboration between local service providers in Probation teams and high usage of services.

## **2. Overview and Context**

- 2.1 Reducing Reoffending is the main remit for HMPPS in recognising that people who leave prison with strong foundations in place to make a success of their lives are less likely to reoffend. These foundations include a stable home, a stronger connection to family and local community, a steady job, and good health, free from substance misuse. For women, this means a gender-informed approach to deliver better assessments and interventions.
- 2.2 The GM plan highlights both progress made for the following priorities:
  - Training, skills and work
  - Drugs and alcohol addiction
  - Family, accommodation and readjustment to society
  - Delivering the order of the court
- 2.3 Senior leaders across prisons and probation are being encouraged to build relationships and have a co-ordinated their voice across local Reducing Reoffending Boards and meetings with external partners. GM probation Service (GMPS) is proud of their achievements, building services to offer real opportunities for change and keep communities safer as a result. There is more work to be done. There are strong relationships with local partners and a record of committing resources and funding to support collaborative approaches. There is much to be optimistic about, but neither

are we naïve about the challenges ahead. There are significant pressures in the across the criminal justice system and prison population.

- 2.4 The GM Probation Director has written to partners across Greater Manchester regarding the acute and exceptional demand which means that Ministers authorised a temporary measure – End of Custody Supervised Licence (ECSL) – that will see certain lower-level offenders in certain prisons released on licence up to 18 days ahead of their automatic release date.
- 2.5 More serious and higher risk offenders whose release is a matter for the Parole Board to assess will not be in scope. Those serving a sentence for any kind of sexual offence or who are on the sex offenders' register will also automatically be ruled out as well as those who have committed any violent offence with a sentence of more than four years. This will not apply in the youth custody estate or long-term high security estate and is not currently applicable to the women's estate. Prisoners released under ECSL will be subject to the same set of strict licence conditions and supervision processes as with a standard release. They will be liable to immediate recall to prison if they fail to comply. This process is being overseen by the central Gold Command team which includes senior probation leads, accommodation and Health representatives.
- 2.6 The Lord Chancellor also outlined a range of longer-term measures to reform use of prisons and these are summarised at Annex 1.

### **3. Developments:**

#### **3.1 Greater Manchester Integrated Rehabilitative Services (GMIRS)**

- 3.2 As part of Justice Devolution arrangements HMPPS have devolved their national 'Dynamic Commissioning Framework' responsibilities for commissioning of services to GMCA. The devolved approach for Greater Manchester is entitled 'Greater Manchester Integrated Rehabilitative Services' (GMIRS). The GMIRS programme includes the following;
- The Whole System Approach to Women
  - Accommodation
  - Peer support
  - Education, Training and Employment
  - Dependency and Recovery

- Wellbeing

**3.3 *The Whole System Approach to Women:*** The Women's Service delivers to both women on probation and those at risk of entering the criminal justice system due to multiple unmet need. The support service is delivered by the GM Women's Support Alliance (GMWSA) and is provided by at the Women's centres in each Local Authority area. The whole system approach to women demonstrates prolonged reductions in reoffending and continues to surpass similar metropolitan areas by a significant margin.

3.4 The centres offer a full range of services and work towards empowering women helping them to achieve their full potential through a range of services. GMWSA aims to support women who may be facing difficult circumstances such as domestic abuse, homelessness, poverty, and unemployment. Additional funding has been provided to GMWSA over the next two years to improve women's health inequalities by providing a counselling and health worker service.

**3.5 *Accommodation Support:*** Since the beginning of the contract awarded to Ingeus in November 2021, referrals to the GM Integrated Accommodation Service have been significantly more than anticipated as part of the tender process. Overall, there have been over 5,000 referrals for accommodation support. This operates as part of a wider GM system of ABEN and Community Accommodation 3.

**3.6 *Peer Support:*** Community Led Initiatives (CLI) were awarded the contract for Peer Support in September 2021. CLI have collaborated with colleagues at GMCA and HMPPS to enhance the service for People on Probation as it is a high-demand service, and as a result, performance has demonstrated a positive improvement. A roundtable meeting between GMCA and HMPPS will be held to examine and discuss further restructuring of the service prior to any decision to extend or recommitment the current contract as a result of new services such as the Wellbeing hubs coming into being.

**3.7 *Education, Training and Employment:*** Achieve/Career Connect deliver the contract supporting people on probation to explore and access work and learning opportunities. They work closely with the other GMIRS providers, collaborating with them to achieve positive outcomes to ensure that people on probation receive a

seamless path to specialist support, helping to reduce re-offending and creating a successful pathway beyond their time on Probation. The contract was initially mobilised to deliver in the community and has since been rolled out in HMP Styal, Forest Bank and Hindley. There are consistently high referrals and engagement for the service along with positive outcomes to support individuals to help them achieve their learning and employment goals. In the first quarter of 2023, there have been 2629 positive outcomes from those referred to the service with 41 job outcomes.

**3.8 *Dependency and Recovery (D&R):*** The provision of enhanced substance misuse treatment pathways and treatment intensity for clients of the Probation Service is key to improving client engagement, subsequent treatment outcomes, and ultimately reduced reoffending. An enhanced D&R pathways and treatment is commissioned by Local Authorities and delivered by community providers. They provide a coherent treatment system for People on Probation and professionals. The use of D&R funding to enhance existing treatment systems delivers a comprehensive, client focussed offer which could not be replicated with a 'stand-alone' D&R service. Enabling Local Authority commissioners to co-ordinate D&R funds with other funding streams is critical to maintaining a high-quality offer across GM.

**3.9 *GM Wellbeing Hubs:*** Following the successful pilot between July 2022 and August 2023, the Wellbeing Service is the latest commissioned GMIRS contract. The duration of the contract will be for a period of 18 months to March 2025, with one additional 12-month extension period available. The Big Life group has been awarded the contract and have coordinated a successful local partnership of third sector organisations working across Greater Manchester to deliver 'The Wellbeing Service' from a hub located in every Local Authority area in Greater Manchester. The 'hub' allows support to be provided and delivered in a welcoming physical space and allows other interventions and services to be provided. This enhances the alignment of services avoiding fragmented delivery and increases support through sequencing of needs for People on Probation by recognising the voluntary and community assets that already exist within Greater Manchester communities.

**3.10 *Greater Manchester Probation and Mental Health Support:*** GMPS now have a team of staff dedicated to Health and Justice priorities, all 3 staff are fully embedded in regional health governance and are working to support the regional and locality

based priorities across the health and justice landscape. The team support a number of GMPS Mental health and Emotional wellbeing activities and co-commissions and take ownership of Mental Health Treatment Requirements . They have implemented a new governance approach to progress the role of our regional programme.

- 3.11 Alongside co-commissioning the Wellbeing Programme as part of GMIRS, GMPS continue to co-commission the Offender Personality Disorder service for People on Probation, this is co-commissioned with health and has great success regionally. In addition to this GMPS have a dedicated Chartered Forensic Psychologist resource working directly with complex cases, supporting staff across the region. Having completed an initial gap analysis and working with key governance groups we have also commissioned a number of small pilots linked to improving health and wellbeing, particular focus on improving mental health outcomes, through assessment and support. Whilst we are making good progress we acknowledge there are still gaps across the system.

## **Annex 1: Lord Chancellor Announcements**

- Extending the Early Removal Scheme so that more foreign national prisoners are eligible for deportation
- Reforming short sentences to create a presumption that any sentence under 12 months will be suspended
- Reforming licence for indeterminate sentences of Imprisonment for Public Protection sentences
- Making use of prison space abroad
- Reviewing the use of recall for offenders on release who infringe the terms of their licence
- Considering whether to extend the early guilty plea discount to encourage people to plead guilty at the first opportunity
- Legislation to ensure rapists serve all of their custodial sentence, these measures won't be implemented until prison capacity eases.
- Urgent work to assess options for future capacity, including setting aside £30m funding to start acquiring land that will be required for this capacity.
- A new annual statement of prison capacity will include a clear statement of current prison capacity, future demand and the forward pipeline of prison build.

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HM Prison &  
Probation Service

# Greater Manchester

## Reducing Reoffending Plan

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Annual  
Update  
2023



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# Foreword

We are very pleased to report further progress in our work to reduce reoffending in Greater Manchester. Since initial publication of our Regional Reducing Reoffending Plan, we have progressed the sign-off of a new Memorandum of Understanding with Manchester Combined Authority, which endorses our jointly designed and funded rehabilitative services. We are pleased to see collaboration between local service providers in Probation teams and high usage of services. Together we are building excellent relationships, especially in delivering peer mentoring, employment and substance misuse services.

Our work is not static, and at the time of writing, Welfare hubs are being developed to focus on health and provide opportunities to join up with other rehabilitation activity to provide a more comprehensive offer. The Community Accommodation Service Tier 3, which provides temporary accommodation to those released from prison at risk of homelessness, continues to be worthy of mention. Regional successes indicate the stabilisation of complex offenders who would most likely be homeless as a result, with increased risk to others and themselves. The overall approach in Greater Manchester with HM Prison and Probation Service (HMPPS) and the Combined Authority in tandem was commended in recent inspections and provides a sound base from which to build and innovate into the future.

Last year we launched our three-year plan detailing how we will work with our partners to reduce reoffending across the region. This updated plan continues to concentrate on those issues that we know help people lead law-abiding lives – having stable accommodation, a job on release, access to health care and substance misuse treatment and a supportive connection with family and community.

**Chris Edwards**, Regional Probation Director and  
**Tim Allen and Paul Holland**, Prison Group Directors

**“Reducing reoffending remains a critical priority if we are to reduce the effects of crime on communities and keep our citizens safe. These annual updates demonstrate our continuing work to tackle the drivers for reoffending and help people live decent, law-abiding lives by improving access to employment, accommodation, substance misuse treatment, and tackling anti-social behaviour. We could not do this without our partners across and outside of government, and we will strive for a joined-up, cohesive system to achieve excellence in rehabilitation.”**

**Amy Rees**

Director General Chief Executive Officer, HMPPS

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**“Police and Crime Commissioners in England and Wales are dedicated to collaborating with HMPPS and our various local, regional, and national partners to reduce reoffending rates and maintain community safety. The updated regional Reducing Reoffending Plans highlight the importance of partnership collaboration, and all Commissioners have been involved in shaping these plans to align with local Police and Crime Plan priorities. It is only through collective efforts that we can bring about positive changes for the public, such as reducing crime, protecting victims, and keeping communities safe. We will closely cooperate with each Regional Probation Director to implement their plans, which will include the exploration of new and innovative approaches to community payback and rehabilitation through co-commissioning opportunities.”**

**Emily Spurrell** (Deputy Criminal Justice System Lead) and  
**David Lloyd** (Criminal Justice System Lead), Police and  
Crime Commission



# Delivering HMPPS and MOJ priorities

We continue to reduce reoffending by providing high quality interventions, and targeted support for those under our supervision, including our prison leavers and women, who have unique needs, to make a success of their lives. Arrangements for children and young people are not currently reflected in these plans.

We know that people who leave prison with a strong foundation in place are less likely to reoffend. Regional Reducing Reoffending Plans support improving outcomes across a range of areas including **accommodation, education, employment** and **health**, and address the **thinking, attitudes** and **behaviours** that lead to reoffending.

This government has committed significant funding to support this work. We continue to work collaboratively with our partners targeting delivery of services, maximising co-commissioning opportunities and achieving the priorities outlined in the Regional Reducing Reoffending Plans.

Over the past year, we have navigated a period of significant challenge, including increased demands on services and workforce pressures. Throughout, our focus has remained on maintaining agreed service delivery to the best of our abilities.

## Over the past year, achievements include:

- launch of the Community Accommodation Service Tier 3, increasing available bedspaces to 650 and housing over 1,300 individuals who would otherwise be held in prison
- publication of the HMPPS approach to the management and rehabilitation of people convicted of sexual offences
- strategic review of all HMPPS designed accredited programmes

- new Employment Hubs and Employment Boards rolled out in 92 prisons. Since April 2022, the proportion of prison leavers finding work within six weeks of release increased from 15% to 19%, with a further 30% in work after 6 months, up from 23%
- hired over 100 Heads of Education, Skills and Work to lead and improve the curriculum for education and employment in prison
- investment in over 50 Health & Justice Coordinator posts nationwide to support our substance misuse strategy

Looking ahead, we remain dedicated to delivering on the priorities outlined in these plans and recognise the importance of opportunities for collaboration across organisations to better use our collective resources and expertise.

Over the coming year, the OneHMPPS programme will create opportunities to further join up efforts across prisons and probation in our local partnership engagement, supporting HMPPS and our stakeholders to work more holistically to reduce reoffending.

We will continue to collaborate with statutory partners, private and voluntary-sector organisations, breaking down barriers to desistance from crime and work closely with Police and Crime Commissioners supporting our shared rehabilitation priorities.

# Training, skills and work progress

Employment and education provide opportunities for people in prison and on probation to gain independence and contribute to wider society. Prison leavers who get a job are up to nine percentage points less likely to reoffend, which cuts crime and helps to protect the public. We will continue to raise the skills and qualifications of women, so they are more likely to secure employment on release.

## Regional targets

- By April 2024, Greater Manchester will continue to maintain the proportion employed six weeks after release at 21% in March 2023.
- By April 2024, Greater Manchester will continue to maintain the proportion employed six months after release at 44% in March 2023.

## We said we would:

- Create more education, training and employment opportunities open to people in prison and on probation.
- Increase the pathways into education, training and employment through providing dedicated support to people in prison and on probation.
- Commission services that focus on gaining employment, providing information on the job market and support with interview techniques, applications, CVs, interview clothes, self-employment and more.
- Utilise prison employment leads, ID and banking personnel to provide strategic guidance and support for governors and prison leavers, with 100% obtaining ID and bank accounts following release from custody.
- Increase employment opportunities in Greater Manchester via the Going Forward into Employment scheme.
- Develop unpaid work projects that provide opportunities for people on probation to learn new skills and enhance chances of gaining employment.

# Training, skills and work progress



## What we have done so far – Outcome Progress:

- We have employed Prison Employment Leads in prisons and work closely with New Futures Network to develop our employment offer. We also have two Employment Advisory Boards.
- We have commenced recruitment with the Going Forward Into Employment scheme.
- We continue to develop offers and innovation in the Unpaid Work space. We have implemented new opportunities to develop skills whilst giving back to the community.
- We have implemented the Greater Manchester Employment Training Education strategy and have robust governance arrangements in place to support delivery.
- We work in collaboration with local Employment, Training and Education providers to ensure we are accessing provision for people on Probation.

# Drugs and alcohol addiction progress

People with substance misuse issues must experience continuity of care when they leave prison to ensure **access to the right treatment**. Community-based drug or alcohol treatment can cut crime by increasing the number of people who do not reoffend in the two years after treatment to 44% (Public Health England and MoJ, 2017).

## Regional targets

- Community Sentence Treatment Requirements (CSTRs) include Drug Rehabilitation Requirements (DRRs), Alcohol Treatment Requirements (ATRs) and primary/secondary care Mental Health Treatment Requirements (MHTRs). These requirements seek to provide people in our care with the treatment they need to address the underlying causes of their offending behaviour, in the community.
- We are driving up use of treatment requirements for those that are eligible through new investment working in collaboration with the Courts, NHS, and Treatment providers.



## We said we would:

- Identify substance misuse needs at the assessment stage through pre-sentence reports and risk assessments in the community and custody.
- Continue to improve the familiarity and understanding of the different roles within the partnership, to encourage even greater collaboration through examples of innovation and commissioning.
- Establish and embed the co-location of treatment provider staff in all Probation Delivery Unit offices.
- Share best practice to meet the needs of those on probation or in prison, and develop training and awareness-raising activity to improve the skill set of staff.
- Increase the volume of alcohol treatment requirements and drug rehabilitation requirements.
- Develop links between the needs of this cohort and other reducing reoffending initiatives.



# Drugs and alcohol addiction progress



## What we have done so far – Outcome Progress:

- We have embedded drug and alcohol audit assessment tools in all courts. As a result, we have seen improvements in volumes of Drug Rehabilitation Requirements and Alcohol Treatment Requirements for 2022/23.
- We have co-commissioned with Greater Manchester Combined Authority, with the support of Local Authority commissioners, Dependency and recovery services for those on Probation.
- We hold internal and external learning forums with all probation managers and commissioned providers to draw on the learnings of each quarter.
- We have supported the implementation of the Combating Drug Strategy and have contributed considerably to the Greater Manchester Combatting Drug Partnership plan.
- Since 1 February 2023, we have successfully implemented in-house Drug Testing for Drug Rehabilitation Requirements across the region.

# Family, accommodation and readjustment to society progress

Risk of reoffending is reduced if people can rebuild **community and family connections** and access safe, stable accommodation. Prison leavers without stable **accommodation** are almost 50% more likely to break the law again. HMPPS supports people to maintain positive relationships while in custody and on release, including partnership working with Contracted Family Service providers, the Prisoners' Families Helpline and faith-based organisations.

## Regional targets

- By April 2024, Greater Manchester will continue to maintain the proportion housed on the night after release at 91%.
- By April 2024, Greater Manchester will increase the proportion in settled accommodation three months after leaving prison by 4 percentage points from 76% in March 2023.

## We said we would:

- Build a commissioning landscape that connects whole-system approaches for people in prison or on probation, and ensure they build meaningful networks to support the transition into the community, reducing reoffending and harm.
- Build on existing engagement with the Voluntary, Community and Social Enterprise (VCSE) sector to develop existing governance arrangements, to include VCSE and lived experience voices.
- Develop best practice and lessons learned forums across the partnership.
- Build family and concerned others' services that support effective safeguarding, connect safely, provide mediation and other individualised support, and maintain family/concerned other networks.
- Fully implement national and local reducing reoffending and harm strategies, such as integrated offender management, gender-based violence, young adults, women, and serious violence and more.
- Continue to build the Greater Manchester Prisons governance structure, learning from the successes of the prison senior leadership forum.

# Family, accommodation and readjustment to society progress



## What we have done so far – Outcome Progress:

- We have co-commissioned a range of accommodation services for people on probation to gain stable and settled accommodation.
- We have embedded our regional Engaging People on Probation Strategy and co-commissioned a lived experience organisation to support our commissioning activity.
- We have implemented a new prison governance board (Resettlement Executive Forum), which brings wider partners into the custodial governance arrangements and builds on lessons learnt.
- Considering reducing reoffending and harm strategies we have developed robust relationships with local safeguarding services to ensure we have timely information and assessment to support risk management. We have developed a welfare programme across all Greater Manchester Local Authority Boroughs. There are 10 community-based hubs in each locality providing a range of support offers and interventions, including Family and concerned other services. HMP Hindley have also commissioned a family support service.

# Delivering the order of the court

HMPPS monitors the people under our supervision rigorously and ensures they understand the consequences of not complying with an Order of the Court. This is crucial to reducing reoffending, making communities safer and preventing people becoming victims of crime.

## Regional targets

- By April 2024, Greater Manchester will continue to maintain the proportion of sexual offence interventions completed at 81%.



## We said we would:

- Develop a continuous training programme for staff in the community and custodial setting that links to quality standards and HM Inspectorate of Probation plans.
- Implement regional duties in line with the Serious Violence Duty expected in 2023, engaging with the serious violence activity and strategies.
- Implement learning from the Tameside Court Excellence Project across all GM courts.
- Implement learning from the prison young adult project, and build the findings into day-to-day practice as standard.
- Implement the GM victim programme, embed robust support for victims of crime and provide support offers for those on probation and in prison who have been victims themselves, in a bid to break the cycle and reduce reoffending.
- Recruit a diverse workforce across GM probation and prisons to enable improved skills and equality across the staff group.

# Delivering the order of the court



## What we have done so far – Outcome Progress:

- We have embedded the Serious Violence Duty and have been assessed as ‘mature’ in our development and implementation of the Serious Violence Duty strategy by Crest Advisory.
- We are progressing the Greater Manchester victim programme, utilising the Victim Strategy and the implementation of a Perpetrator Framework.
- We are benchmarking our approach using census data at a Local Authority level to map across to our staffing cohort.
- We are embedding the learning from the Young Adult Project across the region to be considered across prison and community practices.
- We have removed COVID backlogs across our Accredited Programme provision.
- We have implemented phase two of our Regional Quality Improvement strategy, taking into account learnings, recent projects, HMIP reports and quality activity.

# Priorities for the next year

Considering the future, we look ahead to realising the benefits of OneHMPPS; the closer working and continuity between custody and community, a single voice across partnerships, and a sharpened focus on making decisions which support front line delivery. In line with this, Probation in Greater Manchester will start to see higher numbers of new Probation Officers coming into post in the latter half of 2023 following an unprecedented investment in training.

The newly appointed Heads of Education, Skills and Work will drive up the quality of education provision and improvement in the breadth and range of training, skills and employment opportunities. They will assist Prison Employment Leads, who have worked with the New Futures Network and employers, to create real job opportunities for those leaving prison.

Making HMPPS a great place to work is one of our key priorities for our workforce and caring for each other is a crucial part of how we do this.

We look forward to the consolidation of resources accelerating our ability to reduce reoffending. We will work with local partners through the 'Tackling Health Inequalities in the Justice System' to better integrate health and wellbeing services into the overall programme of work, for example Liaison and Diversion and ReConnect.

Over the coming year we will focus on implementing the Serious Violence Duty in partnership with the community safety partnerships.

# Opportunities for the next year

- We will explore co-commissioning opportunities to reduce reoffending and harm through adopting a needs-led approach to services and provide value for money.
- Implementing revised policy and practice to support prison populations. This includes Home Detention Curfew opportunities and ensuring we have co-commissioned services that support resettlement pathways through the prison gate, whilst providing effective risk management and rehabilitation for those leaving custody.
- Learning from HMIP and quality improvement activity to improve practice across all sentence management work. We will draw on the support of our partners to achieve excellence in our delivery. Whole system change through the development of the Greater Manchester Perpetrator Framework will provide solution focused approaches to reducing crime, harm and victims.
- Engaging partners to improve our health services and outcomes for those in prison and on probation, whilst building innovation into sustainable solutions.





## Greater Manchester Police, Fire and Crime Panel

Date: 20<sup>th</sup> November 2023

Subject: Tackling Hate Crime, Backward and Forward Look

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

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### Purpose of the Report

To provide an overview of work undertaken to tackle hate crime across Greater Manchester.

### Recommendations:

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

### Contact Officers

Samantha Stabler, Community Safety Lead, Manchester City Council

Chief Superintendent Steph Parker, Greater Manchester Police

Dave Byrne, Policing and Communities Principal, Police, Crime, Criminal Justice and Fire, GMCA

## 1. Executive Summary

Greater Manchester has a strong, proactive hate crime partnership. Through activities to raise awareness, improve the victim experience, improve reporting mechanisms and look at initiatives to prevent hate crime from occurring, the partnership is delivering on the Greater Manchester (GM) Plan to Tackle Hate Crime.

Funding is provided by the Police and Crime Panel and Deputy Mayor in support of the activity and the partnership engages with a wide range of organisations and with the public to ensure a clear, consistent and meaningful approach to its awareness raising activities and interventions.

Communities are encouraged to be actively involved in the development and delivery of local events aimed at celebrating diverse cultures, raising awareness of hate and prejudice and providing a counter narrative that together we are stronger.

Challenges remain in respect of ensuring all communities have the confidence to report hate crime and ensuring the provision of accessible reporting mechanisms, and this work will continue to be a priority.

Over the last 12 months the partnership has evolved and restructured to enable more direct input from partners and community representatives, whilst enhancing governance and decision-making processes through the establishment of a new Strategic Board. The partnership has commenced a programme of work to refresh the GM Plan to Tackle Hate Crime ahead of a launch in early 2024. This paper provides a summary of the work to date and looks ahead to new opportunities to improve the response further.

## 2. Introduction and Overview

Hate crime can be defined as *'any criminal offences perceived, by the victim or any other person, to be motivated by hostility or prejudice, towards someone based on a personal characteristic'*.

A hate incident is any incident which the victim, or anyone else, thinks is based on someone's prejudice towards them. Hate crime can fall into one of three main types:

physical assault, verbal abuse and incitement to hatred, where someone acts in a way that is threatening and intended to stir up hatred.

Where the victim perceives an incident or crime to be motivated by hate, the police will identify this as a hate incident or crime by putting a 'marker' against it. The victim will always be contacted by the police to get more details of the incident and will be updated on progress as appropriate.

In Greater Manchester GMP records the five strands of hate crime as required nationally: Race; Religion; Sexual orientation; Trans identity; Disability and; Alternative subculture/lifestyle as a sixth strand.

### GMP Data – Recorded hate crime

The number of hate crimes has decreased by 12% compared to the previous 12 months. The biggest reductions can be seen in recorded race and sexual orientation hate crimes.

<u>Recorded Hate Crime data</u>			
	November 2022 – October 2023	Previous 12 months	Percentage change
<b>Total hate crime*</b>	<b>10,631</b>	<b>12,082</b>	<b>-12%</b>
Disability	1,121	1,153	-2.8%
Race	7,439	8,642	-13.9%
Religion or Belief	921	865	+6.5%
Sexual Orientation	1,661	1,979	-16.1%
Transgender	326	339	-3.8%
<b><i>*Please note that multiple motivations can be recorded against the same crime or non-crime incident. Therefore, the sum of counts for all motivations may be higher than the overall count.</i></b>			

The Greater Manchester Hate Crime Partnership acknowledges the ongoing Hamas-Israel conflict and continues to monitor the data and work with local partners to provide an appropriate response and support to victims of hate crime. Operation Wildflower is GMP's response to the Hamas–Israel conflict in respect of the impact of tensions in Greater Manchester. It has a Command Structure and continues to meet regularly to ensure

partners and community representatives can communicate and work through arising issues and concerns. GMP recorded hate crime data for October 2023 shows 50 antisemitic crimes recorded, compared with 13 in October 2022. GMP continues to work closely with the Community Security Trust to exchange data and ensure an appropriate response to victims.

## **Greater Manchester Hate Crime Partnership**

Greater Manchester has a strong hate crime partnership that convene quarterly as a Working Group to review data, share best practice, discuss emerging challenges and plan for upcoming events to celebrate diverse cultures and raise awareness of hate crime. Representatives on the partnership include: Greater Manchester Combined Authority (GMCA); Greater Manchester Police (GMP); Local Authority Community Safety and Cohesion Leads; Greater Manchester Fire and Rescue Service (GMFRS); Transport for Greater Manchester (TfGM); Crown Prosecution Service (CPS); Voluntary sector organisations and independent members from the GMCA Equality Panels.

The partnership has a strong identity and utilises dedicated marketing and promotional assets through awareness raising campaigns. The [Letsendhatecrime.com](https://letsendhatecrime.com) website provides a one stop shop for people looking to seek information, download assets and resources (including videos and logos), report hate crime and seek support. The branding, along with #WST, through the partnership with the We Stand Together charity, are consistent within all campaign material for strength of message.

In addition to the association with #WST, the partnership also works closely with a range of other Greater Manchester partners. Examples include:

- The Deputy Mayor has provided funding previously to the Community Security Trust and the LGBT Foundation to help increase reporting of hate crime and to provide a level of case management and support for victims.
- Inputs have been provided to a number of the Mayoral Panels, including the Faith and Belief Advisory Panel, by GMP and GMCA to raise awareness of the work being undertaken to tackle hate crime and to seek comment and advice on new policies and campaigns.

- The TravelSafe Partnership does not tolerate hate crime on the network and will take appropriate action to tackle any such instances, including issuing a ban from the network where proportionate.
- GMP continue to link in with the North West Hate Crime Group, with regional forces and PCC offices to ensure discussion on national and cross-border themes.
- GMP also hosts the National Cyber Hate Crime Hub on behalf of the National Police Chief's Council. The core function of the Hub is to investigate reports of internet/online/cyber hate that are submitted via the True Vision website. In respect of themes identified by the hub, many reports reflect what is happening nationally and internationally, including videos of an incident, news broadcasts or comments. In addition, young people of school age are being harassed and targeted using videos created in social media applications, with strong links to bullying and encouragement to self-harm. There remain challenges in this online space including the inability to regulate and control content being put on the internet in a timely manner. There is also the propensity for the spreading of misinformation and an emerging threat connected to the advancement in Artificial Intelligence to manipulate image and sound.

## **Governance review**

The partnership has recently undertaken a review of its governance arrangements. The existing working group will continue to provide a platform for Greater Manchester partners and community advocates to receive and provide updates on hate crime, but will include task and finish work streams to provide additional opportunities for active participation in the design and delivery of the work. A new Strategic Board, to be chaired by the GMP Strategic Hate Crime Lead, has been created to drive the direction of the working group and to monitor overall performance of the partnership and the priorities as set out within the GM Plan to Tackle Hate Crime.

## **3. Greater Manchester Plan to Tackle Hate Crime**

In 2019 work was undertaken, supported by members of the Police and Crime Steering Group, to devise Greater Manchester's first dedicated Plan to Tackle Hate Crime, bringing together the activity, the successes and importantly, the challenges faced into one document. The Plan was not intended to replace existing plans and strategies in existence, but to bring the work together in a clear and concise way. It also provided a

sense check as to whether existing priorities were in line with public expectation. Progress against the agreed priorities is reported to the Greater Manchester Hate Crime Working Group.

Work has commenced to refresh the existing GM Plan to produce a new long-term vision to tackle hate crime. Public consultation events will take place over the coming months and during the February week of action to help design and shape the future priorities.

Below is a summary of activity from the last 12 months against the existing four priorities.

## **Priority 1 – Raising Awareness**

The partnership holds its week of action across Greater Manchester in early February each year. This date has previously been chosen to avoid scheduling conflicts with other local activities and operations and sits four months after the national Hate Crime Awareness Week in October, providing extended coverage of messaging throughout the year.

The Deputy Mayor has attended and spoken at a number of events aimed at raising awareness of hate crime and celebrating the diversity within Greater Manchester's communities. This includes speaking at Manchester City Council's hate crime week launch event held at Gorton Monastery, speaking at an online hate crime webinar hosted by the Community Security Trust (CST), at the launch of the Bolton Pride festival, at the Remembering Srebrenica Memorial and at Stockport's Fair and Inclusive Summit.

Over the last 5 years the Police and Crime Panel, along with the Deputy Mayor have provided a combined £10,000 per year to each district to support local activities to tackle hate crime throughout the year. Districts also supplement this with their own funding to increase the local capacity to respond to hate crime. As part of this agreement, districts are asked to allocate half of the funding for investment in local community led events and activities through small grants processes. This provides a capability to extend the reach into local communities and for those communities to design and lead initiatives to get local residents involved, talking and sharing their views and experiences. It also provides opportunities to improve community cohesion with activities aimed at sharing cultures and celebrating diversity. This funding contributes to hundreds of local community events

through the year, reaching tens of thousands of people. Examples of the events hosted can be found at appendix 1.

In addition to the district funding provided, the Deputy Mayor also provides funding for a centralised partnership awareness campaign to run within the week of action each February. This enables the partnership branding and messaging to be disseminated around Greater Manchester, including at every Metrolink stop, on buses, billboards, electronic media screens in the city centre, through radio adverts and also paid facebook advertising. Campaign messaging is now also disseminated to residents through the Bee in the Loop community messaging service, as was seen in support of National Hate Crime Awareness week in October.

In February 2023, the partnership also produced a powerful campaign video featuring quotes from victims of hate crime outlining the effect this had had on them. These quotes form part of the campaign and copies can be found at appendix 2. A copy of the video, and other past campaign videos, has been shared with partners and is available on the [letsendhatecrime website](#) as a downloadable resource.

The printed campaign on the transport system provided the opportunity for 86,000 people a day to view the messaging over a four week period from 30<sup>th</sup> January to 26<sup>th</sup> February 2023. In addition, there was a further 1 million opportunities to see the campaign messaging over a two week period via digital screens throughout Manchester City Centre. The paid advertisements on Facebook generated 728,000 impressions with almost 8,000 people viewing the campaign video and there were 215,000 digital radio adverts through a 2 week DAX Radio campaign which includes platforms such as Tune IN, Deezer and radio station music applications.

The central campaign funding also supports the purchase of branded merchandise that is disseminated to partners for use within the local events. This includes thousands of leaflets, wrist bands, pens, tote bags and pin badges. The merchandise always proves very popular with attendees and can provide a lasting message following the week of action.

### **Case study – Providing awareness and support following hate incidents.**

A programme of activity and awareness raising took place across the Gay Village in Manchester's City Centre following targeted hate crimes in the area. This included visits to

premises in the area, distribution of promotional materials to encourage hate crime reporting in premises, training for volunteers and a number of sessions promoting hate crime reporting to the public in the local area.

## **Priority 2 – Increase reporting and improving reporting mechanisms**

Ensuring people can report hate crime is fundamental in ensuring the police are notified of the incidents and can take appropriate action. In addition to the traditional methods of contacting the police, by telephoning 999 and 101, work has been undertaken to develop and promote new systems and processes to provide range of options for the public.

Incidents can now be reported directly through the GMP website and the LiveChat facility enables direct, live, contact to a GMP operator who is able to escalate a police response if required. GMP will be running a campaign from November 2023 to promote and raise awareness of online reporting, Livechat, and advice available at [www.gmp.police.uk](http://www.gmp.police.uk) over a sustained long-term period of time to improve the use of online services and encourage the public to 'channel shift'. The LiveChat facility continues to be included on numerous partnership campaigns, including on TravelSafe Partnership assets to promote its use on the public transport network. These contact options will continue to be promoted through the work of the partnership.

It is acknowledged, however, that some victims do not wish to leave their personal details and may wish to seek support from a third-party in making that report to the police. These third-party reporting centres are local businesses or Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations who work within communities to provide assistance to people wishing to report a hate incident. These centres commit to provide any information on to the police or the national police reporting system True Vision, to ensure the matter can be reviewed. Work to review the Greater Manchester landscape in respect of Third Party Reporting Centres, linked to a wider piece of work around places of safety, continues to be developed and will be progressed through the Hate Crime Working Group.

### **Case Study - Refresh of Third Party Reporting and Hate Crime Ambassadors - Bury**

The hate crime ambassador programme has recently been relaunched in Bury. This included a dedicated two-hour interactive workshop to cover the remit of the role and ongoing training programme. This workshop will be delivered every 12 months with a



regular training programme in that period, including a quarterly team meeting to share good practice and discuss any concerns or further opportunities. The training has now been dovetailed with GMP processes to offer a single gateway to become a registered hate crime reporting centre in Bury. At present there are 16 registered Third Party Reporting Centres in Bury, with more set to go live following a workshop held in October. Bury College has now been registered as a new Reporting Centre, representing over 4,000 students.

**Case study - Manchester Community Safety Partnership has reviewed all of the third party reporting providers and relaunched their hate crime third party training.**

The training has been refreshed to reflect the non-hate crime incident legislation and has been rolled out to 44 centres across Manchester to 198 champions. The centres include housing providers, universities, solicitors and Affleck's Palace alongside voluntary, community, faith and social enterprise sector agencies. Future sessions will be available via the Manchester Safeguarding Partnership to extend the reach for the hate crime training.

**Priority 3 – Improve the Victim Experience**

Providing victims with the confidence that their incident report will be dealt with effectively and efficiently is important. It ensures that victims can gain access to relevant support services and that GMP has the best opportunity to bring the offender to justice.

**Greater Manchester Victims Service: New Contract award and upcoming transformation of services.**

Greater Manchester Victims' Services (GMVS) is an umbrella service commissioned by the GM Deputy Mayor, which brings together a variety of different services to offer practical and emotional support to victims and witnesses of both reported and unreported crime from across the city-region. A new provider, Catch22, started delivering the service from 18<sup>th</sup> September. In order to enhance partner working and increase efficiency of support services available to all victims of crime, the GMVS is now based at GMP Force Headquarters, adjacent to the Crime Response and Resolution Centre. Having the GMVS be based at GMP HQ, co-located with the crime recording team is designed to streamline the sharing of information and referral of victims of crime to support services. The closer relationship between GMP and Catch22 will be more efficient at addressing any issues,

identity ways of working and best practice to improve the support offered to victims of crime.

Within the GMVS team thematic roles will be assigned to staff members to enable an understanding to be built of victim need and system response. Hate crime has been included as one of the thematic areas to ensure a deeper understanding as the service develops. A new victim insights dashboard will also be developed which will be able to be shared with partners on a geographical footprint.

As part of the victims digital transformation refresh, a new GMVS website will be created to act as a one-stop-shop for victims, including a comprehensive directory of local and national services as well as information about what a victim can expect from GMP and the wider criminal justice system.

Over the coming months, the service will also be implementing a digital platform solution for a web-based Victims' Services assessment, case management and referral tool. These assets will provide victims with a means to access to their own records and management of their own service engagement at a time convenient to them, with the flexibility to engage and re-engage over time as their needs change.

### **Independent Community Scrutiny Panels**

To increase transparency with all communities across Greater Manchester, as well as build trust and confidence in the force, GMP has established Independent Community Scrutiny Panels (ICSPs) in each district across Greater Manchester. The establishment of the panels will allow local people to scrutinise the use of police powers in their communities whilst also providing police with an opportunity to speak directly to those living in the area and get to the heart of local issues and concerns. There is scope for the remit of the ICSP to be extended further to cover specific topics, including hate crime. Sitting alongside the existing Independent Advisory Groups, which provide advice and support on force policy and tactics, the ICSPs will work with GMP to build and maintain trust and confidence within our local communities.

### **Hate Crime Policy**

To Improve the quality of service and support that victims of hate receive, GMP is in final stages of revising its Hate Crime Policy. The policy sets out responsibilities and procedures that are specific to hate crime and through which GMP aims to:

- Give victims the confidence to report hate crime and hate incidents and keep them safe from further risk of harm;
- Develop responses that keep people safe and foster environments that promote cohesive communities;
- Investigate all reports effectively ensuring a victim-centred approach;
- Work with partners to raise awareness and the reporting of hate crime and hate incidents; and
- Adopt a 'positive intervention' approach taking firm action against offenders whenever we have sufficient evidence.

## **Priority 4 – Prevent Hate Crime**

A key role of the partnership is to work to prevent hate crime from occurring. In addition to the programmes of work to raise awareness and promote cohesion and respect within communities, there are a number of areas of work undertaken with a view to prevent hate crime from occurring.

### **Case Study - Effective challenge sessions in Oldham**

Oldham Council are working with Stop Hate UK to equip the Schools in Oldham with the knowledge and ability to challenge hate effectively. Participants will learn how to:

- Recognise hate and harassment.
- Describe the impacts of hate and harassment.
- Know how and be confident to challenge hate effectively when they see or hear it.
- Plan and manage supporting students from a victim's perspective.
- Name the range of pathways students and staff can take to report and receive support.

In addition the council is also running a number of 'Hate and how to effectively challenge' sessions to Oldham Council Staff, Elected Members, School Governors and Ambassadors against hate.

### **Case Study - Salford City Council have worked with Communities Inc to deliver the Stand by Me project.**

The project empowers people to assist victims of bullying, harassment or hate through safe bystander interventions. Programme sessions include:

- Exploring the spectrum of hate and how it can escalate
- Brief overview of hate crime including statistics
- Understanding the Bystander Effect and the barriers to helping
- Examining real life case studies and how people may feel and respond
- Raising awareness of a range of safe interventions that make us a better ally.

### **Offender programmes**

The use of Restorative Justice as an outcome brings victims of crime in contact with their offenders, for appropriate offences. Some hate crimes will fall within this scope, allowing the opportunity for the victim to inform the perpetrator how the crime, and their specific targeting of them, made them feel and has impacted upon their lives. In addition to providing increased closure for the victim, this approach can positively impact the future behaviour of the perpetrator. Whilst Restorative Justice is currently being used this way in Greater Manchester the numbers are low and this is something that will be reported and monitored through the new Strategic Board moving forward. Work will also commence to review the use of hate crime perpetrator programmes, reviewing evidence of where this has been successfully implemented in other areas.

## **4. Challenges and future look**

The report has already detailed some of the challenges and opportunities being managed by the partnership. This includes the prevalence of hate speech online and ensuring communities have the confidence, and mechanisms to report hate crime. There are a number of other considerations that the partnership will continue to monitor and respond to.

### **Tension monitoring**

It is proposed to bring data on community tensions into the scope of the partnership to align that with the understanding on hate incidents and crimes. Work will be undertaken to ensure effective communication between agencies at the earliest point to ensure concerns can be addressed and responded to appropriately. The partnership is alive to upcoming political, national and international events that have the propensity to increase tensions amongst communities and will continue to work proactively to inform agreed action.

## **Online Safety Act**

On 26<sup>th</sup> October 2023 the Online Safety Act received Royal Assent. The Act places a legal responsibility on tech companies to prevent and rapidly remove illegal content, like terrorism and hate speech, and to prevent children from viewing material that is harmful to them such as bullying and self-harm. The GM Hate Crime partnership will continue to consider the implications of the act and to scope opportunities to support its application and enforcement in the protection of local communities.

## **Expanding the partnership branding**

Whilst a strong brand exists across Greater Manchester at present, there remain opportunities to link with other brands to increase the strength of message. This may include links to local sports teams who have their own campaigns, which align closely with the work the partnership undertakes. These opportunities will be explored.

## **Hate against Women and Girls**

At present, a number of police forces in England and Wales record hate against women and girls/misogyny, however, this is not consistent national practice. In 2020 the Government asked the Law Commission to undertake a review of existing hate crime law and the current provisions. In its initial public consultation, the Law Commission suggested hate against women and girls could feature as a new category, however, in its final report published in late 2021, this was not a recommendation that was put forward. Instead, the Law Commission suggested other legislation could better serve to protect women and girls. Presently, police forces await further guidance from the National Police Chief's Council regarding the way forward with this matter and the Greater Manchester Partnership will continue to monitor this position. This is particularly pertinent as including crimes against women and girls as a hate crime is a theme featured within the Greater Manchester Gender-Based Violence Strategy. In addition, there remain a number of themes that cross over with the gender-based violence work, with opportunities to align some work areas more closely, for example bystander campaigns and third-party reporting.

## **GMP Hate Crime Scrutiny Project**

A new pilot project has been launched to identify trends and patterns in hate crime offences, to ensure compliance with the Victims Code of Practice, to identify if further investigative opportunities existed and to problem solve reoccurring issues. The aim is to improve the outcomes for victims and build confidence within communities to report and then support prosecutions. Once embedded, outcomes from the project will feed into the GM Hate Crime Working Group for review and consideration of future activity.

## **Hate Crime Inspection**

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have recently undertaken a review of GMP's management of hate crime and the recording of None Crime Hate Incidents. The findings and recommendations arising from the inspection will be provided to the partnership for awareness and discussion and will be embedded within the refresh of the GM Plan to Tackle Hate Crime. It is expected that the HMICFRS report will be available in the new year.

## **Development of a new GM Plan to Tackle Hate Crime**

As referenced earlier in the report, a programme of consultation across local communities and partners will inform the refreshed draft of a new Hate Crime Plan. The Plan will seek to build on the success of existing work but also to look ahead to tackle the challenges as outlined within this report. Increased analytical support will be brought in to support the provision of data and enable the Hate Crime Strategic Board to drive improvements in processes and outcomes for victims. A new online collaborative space will also be developed and launched to assist with the sharing of materials and best practice resources across the partnership. A copy of the draft plan will be shared with the Police Crime and Fire Panel for feedback before it is finalised.

## **5. Recommendations**

Appear at the front of this report.

## **Appendix 1 – Example of activities in support of raising awareness of hate crime.**

Oldham - Future Directions held an information stall and at Oldham Gallery and an arts and craft session. This was promoted to people with learning disabilities and gave people with learning disabilities the opportunity to learn and share ideas and feelings on hate crime in a safe and enjoyable space. Learning from the event was shared back with the council.

Wigan – Ekhaya Empowerment C.I.C ran a United Against Hate Crime event, bringing together local communities in Wigan to mark hate crime awareness week and provide opportunities to share information and support people who had been a victim of hate crime.

Bury LGBTQI+ Forum hosted a Greater Manchester Hate Crime Event at Radcliffe Market providing opportunities to talk to people and share information on hate crime, how to report it and how to seek support.

Salford – Warmhut - The project was about raising awareness of hate crimes in the community and explored how the impact of hate crime affects people in the community and how, as a collective communities can help reduce the impact of the hate crime on the victims. Role-playing sessions were used for younger audiences to better explain and identify hate crime and how/where you can report it and children were given the opportunity to discuss this with friends from different backgrounds.

Partners in Bolton held a number of events to raise awareness and provide the opportunity for people to speak with council and police colleagues. Information stalls were held at local supermarkets and doctors surgeries as well as awareness events held with local cubs and guides groups and high schools.

Manchester – Europia - Members of Central and Eastern European (CEE) communities are likely to be the target of hate crimes, but unlikely to report them due to awareness, language and trust barriers. The project focussed on providing information and advice on recognising and reporting hate crimes, as well as art stands that engaged people in the topic of hate crime in a creative and friendly way.

Wigan Athletic Community Trust held a number of football tournaments supported by Happy Smiles, delivering workshops on the use of inclusive language and being aware of terminology in a social setting that may be offensive or hate related.

## Appendix 2 – Example of victim quotes used within the GM Awareness Campaign in 2022.

**“It made me feel disgusted and dehumanised. Why would you treat another human being that way?”**

Report it at [LetsEndHateCrime.com](https://LetsEndHateCrime.com)  
#WeStandTogether

**TOO GREAT FOR HATE**

**“I hated the fact my perpetrator was able to hide behind social media.”**

Report it at [LetsEndHateCrime.com](https://LetsEndHateCrime.com)  
#WeStandTogether

**TOO GREAT FOR HATE**

**“I didn’t want to make a fuss and thought if I reported it I would be putting myself in more harm.”**

Report it at [LetsEndHateCrime.com](https://LetsEndHateCrime.com)  
#WeStandTogether

**NO PLACE FOR HATE**

**“I just wanted someone to ask if I was alright.”**

Report it at [LetsEndHateCrime.com](https://LetsEndHateCrime.com)  
#WeStandTogether

**TOO GREAT FOR HATE**



## Police, Fire and Crime Panel

Date: 20<sup>th</sup> November 2023

Subject: Organised Crime Annual Update and Forward Look (Challenger, Modern Slavery & Trafficking)

Report of: Damian Dallimore and Sian Payne

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### Purpose of Report

To provide Police and Crime Panel members with an overview of Greater Manchester partnership response to serious and organised crime.

- National policy set by Home Office and NCA
- Greater Manchester Challenger Partnership is a broad partnership working together to deliver the Greater Manchester Serious and Organised Crime Strategy 2022-25
- Deliver against the '4Ps' of Prepare, Prevent, Pursue and Protect.
- SOC threat assessment informs thematic priorities.

### Recommendations:

1. The Police and Crime Panel are asked to note the contents of this report

### Contact Officers

Damian Dallimore, Assistant Director (Police, Crime, Fire and Criminal Justice)  
[damian.dallimore@greatermanchester-ca.gov.uk](mailto:damian.dallimore@greatermanchester-ca.gov.uk)

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

### Equalities Impact, Carbon and Sustainability Assessment:

Long term positive results expected regarding public safety, vulnerability of people, safer and stronger communities, and those experiencing homelessness or at risk of homelessness.

### Risk Management

Risk management is built into the approach to tackling serious and organised crime, under the Management of Risk in Law Enforcement (MoRiLE) process.

## **Legal Considerations**

None identified

## **Financial Consequences – Revenue**

Annual budgets are provided by GMCA and GMP to support delivery of the strategy.

## **Financial Consequences – Capital**

None identified

## **Number of attachments to the report: 1**

## **Comments/recommendations from Overview & Scrutiny Committee**

Not applicable

## **Background Papers**

- National SOC Strategy 2018
- Modern Slavery Act 2015
- National Crime Agency Annual Plan 2023/24
- Greater Manchester Serious and Organised Crime Strategy 2022-25

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

## **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

## **GM Transport Committee**

Not applicable

## **Overview and Scrutiny Committee**

Not applicable

## 1. Background

Programme Challenger is Greater Manchester's partnership response to serious and organised crime (SOC). It draws on the expertise and insight of public, private and voluntary and community sector organisations operating in Greater Manchester and beyond. Responding to the problem of SOC is not solely the responsibility of the police and the criminal justice system; it requires collaboration with organisations from all sectors as well as the communities with whom they work. Programme Challenger provides this system-wide collaboration across Greater Manchester to effectively tackle the threat of SOC.

## 2. National Picture

SOC is a Government Priority, with the [SOC Strategy 2018](#) setting out the national framework to tackle it, overseen by the Home Office. SOC is defined by how criminality is carried out, rather than what criminality is committed. The framework sets out four key objectives, known as 'the 4Ps', and it is expected that a partnership approach will be applied to delivering on these objectives:

- Prepare
- Prevent
- Pursue
- Protect

SOC is identified by the Home Secretary in the Strategic Policing Requirement as one of the key crime threat areas. The National Crime Agency leads on the national law enforcement response to deliver on national priorities, set in conjunction with the Home Office and based on the Home Secretaries strategic priorities. As part of the national governance around SOC, Greater Manchester's Deputy Mayor is one of the SOC co-leads for the Association of Police and Crime Commissioners, working with and for PCCs to raise the profile and response to this issue in Force areas and ensure connectivity with the wider SOC system.

Although SOC includes modern slavery and human trafficking, these are covered in detail through the Home Office's Modern Slavery Strategy 2014 and the Modern Slavery Act 2015. An announced refresh in 2022 of the Modern Slavery Strategy has not yet been forthcoming. Other Government strategies that influence tackling SOC are the [Beating Crime Plan](#) and [From Harm to Hope: the Ten Year Drug Strategy](#).

### 3. Greater Manchester's Partnership Approach

SOC is a pervasive form of criminality often viewed as operating at the national or international level. In Greater Manchester, the partnership approach that has developed over the last ten years has recognised that SOC operates at all levels, and has direct consequences for individuals and communities in Greater Manchester. This can be as a result of significant incidents such as firearms discharges, but is also seen in localised drug dealing, acquisitive crime such as burglary and car thefts, and the associated exploitation of young people and adults. These crimes are organised crime and are happening in Greater Manchester neighbourhoods. Challenger's whole system, partnership approach is key to tackling this.

Programme Challenger's partnership model is delivered through Greater Manchester's SOC Strategy, first launched in 2018. A refreshed [SOC strategy for 2022-25](#) has recently been published, alongside a [Plan on a Page](#).

The strategy provides the framework through which partners will drive forward work to tackle SOC across the city-region and Districts. Across Greater Manchester, it informs, is informed by, and supports the delivery of:

- the GM Standing Together Plan (Priority 1, specifically protecting vulnerable people from criminal exploitation) and (Priority 2, specifically tackle organised crime) and District Community Safety strategies and plans;
- The Greater Manchester Gender Based Violence strategy, particularly linked to modern slavery and human trafficking (predominantly sexual exploitation and domestic servitude);
- The Greater Manchester Violence Reduction Unit and the upcoming 10 year Serious Violence Strategy, particularly regarding the links between organised crime, county lines and youth violence;
- Delivery and development of Greater Manchester's Complex Safeguarding response, working with children and young people affected by serious and organised crime.
- Operation Vulcan, the partnership approach to tackling criminality in Cheetham Hill/Strangeways and Piccadilly Gardens.

### 3.1 Governance, strategic and cross cutting updates

A Governance review has been underway across Challenger. The following changes have been implemented over the last 12 months to support the continued delivery of the Challenger objectives under the refreshed Greater Manchester SOC Strategy, published in May 2022:

- Clear thematic priorities set across Challenger
  - o County Lines
  - o Modern Slavery and Human Trafficking (MSHT)
  - o Organised Immigration Crime (OIC)
  - o Western Balkan criminality

The wider serious crime division teams lead on the following thematic priorities, which contribute to delivery of the Greater Manchester SOC Strategy:

- o Drugs
- o Firearms
- o Homicide Prevention
- Refresh of the SOC tactical meeting to reflect thematic priorities and 4P Plan delivery
- Refresh of the Challenger Executive Board. Membership expanded and a new Independent Chair appointed to oversee continued development.
- Standardisation of Challenger approach locally, with packs provided to all Districts to support consistency in approach taken (including, for example, standard agenda's, confidentiality statements, governance approaches).
- Draft SOC Strategic Outcomes Framework developed to measure the success of the Challenger partnership in delivering the SOC Strategy across Greater Manchester.
- Transition from Operation Magpie to Operation Vulcan facilitated, to enhance the partnership response to criminality in Cheetham Hill.
- Operation Gatehouse is the pro-active response by Programme Challenger into the ongoing issues caused by Serious and Organised criminality within prisons across the Greater Manchester. Since April 2023, regular deployments have taken place at prison establishments carrying out searches, supporting prison staff with seizures and delivering exploitation awareness training. This operation has since been lauded as best practice and is now being rolled out across the North-West region by neighbouring police forces.

- Deputy Mayor Kate Green continues to hold joint lead for Serious and Organised Crime for the Association of Police and Crime Commissioners, along with Alison Hernandez. In October 2023, Kate delivered an input at the National SOC Conference highlighting the importance of partnership working and the role of PCCs and Deputy Mayor's in supporting this.
- 'We Move' engaged with 51 individuals at risk of engaging in SOC.

### 3.2 Thematic Priorities update

#### County Lines:

- Prepare: A Senior Policy and Partnership Officer has been allocated to County Lines to support the implementation of Prepare, Prevent and Protect activity.
- Pursue: Two focused weeks of action have been completed in 2023. 33 warrants were executed and 39 arrests made, with a total of 13 lines closed across the weeks.
- Pursue: GMP exceeded line closure targets for county lines in 2022/23 (85 lines closed), and are currently exceeding targets for 2023/24 (115 lines closed against a target of 120 by end of March 2024)
- Prevent: Challenger and the Deputy Mayor have funded 98 Crossing the Lines sessions, delivered in Primary Schools to Years 5 and 6. Over 4,500 9, 10 and 11 year olds have been reached by the programme, which highlights in an age appropriate way what County Lines and criminal exploitation is and enables discussions between the young people and adults about issues raised.
- Protect: GMP partners are working with Catch-22 across Greater Manchester to ensure children and young people being exploited by county lines are safeguarded and supported to exit exploitation.
- Protect: St. Giles have worked with Challenger to deliver a mentoring programme, funded through St. Giles, in Stockport and Tameside, receiving referrals directly from complex safeguarding and youth justice services and working with those at risk of and/or experiencing exploitation.

## Modern Slavery and Human Trafficking:

- Prepare: Commissioned Causeway to coordinate the Greater Manchester Anti-Slavery and Trafficking NGO Forum, to continue to increase the knowledge and understanding of the VCSE sector in particular.
- Prevent: Launched the 'Home Truths' modern slavery campaign, raising awareness of labour exploitation, sexual exploitation and domestic servitude in residential areas.
- Prevent: In 2023, targeted awareness raising and training sessions have been delivered to over 1,600 individuals across Greater Manchester in over 40 separate sessions and events. This includes delivery to 390 GPs to raise awareness of domestic servitude to increase awareness of the signs and how to report related concerns, linked to the Home Truths campaign.
- Pursue: Successful secured the prosecution of an offender subject to a Slavery and Trafficking Prevention Order in partnership with Essex Police. The order had been applied after the individual was convicted of facilitating travel for the purposes of exploitation. They breached the order and were sentenced to six years in prison for the breach.

## Organised Immigration Crime:

- Prepare: OIC lead in Challenger joined the Greater Manchester Migration and Asylum meeting as GMP representative, supporting direct connection into Local Authority teams working in this thematic area.

## Western Balkan Criminality:

- Prepare: Western Balkan SOC Community Coordinator function extended beyond previous focus of Bury only, to reflect better understanding of the threat.
- Prepare: Research completed into pathways of Western Balkan communities into criminality, to inform ongoing Prevent and Protect activity.

## Drugs

- Prepare: Greater Manchester Combatting Drugs Partnership established, with strategic delivery plan. Focus on:

- Breaking drug supply chains;
- Delivering a world-class treatment and recovery system;
- Achieving a generational shift in the demand for drugs.
- Prevent: Greater Manchester has the best post-release continuity of care rates in the country, with 64% being picked up by community treatment services.

#### Firearms

- Prevent: Number of temporary firearms licenses reduced from 570 to 0, reducing risk of access to and criminal use of firearms.

#### Homicide Prevention

- Prepare; Prevent: Project management and support of the Youth Endowment Fund Another Chance programme in Manchester and part of North Trafford to reduce involvement in serious violence by predominantly 18-25 year olds, implementing a focussed deterrence approach. The programme has identified almost 250 potential participants aged 14-25.

## **4. Current Greater Manchester SOC threat and forward plan**

At a city-region level, assessment of the SOC threat is held by GMP and shared appropriately through partnership arrangements at city-region and District level, under the identified thematic priorities. These are risk assessed, often in partnership with other organisations, to enable a holistic understanding of the threat posed to individuals, communities and beyond.

The following sets out key areas of focus for Challenger in the next 12 months:

#### Cross-cutting:

- Prevent: Across all priority areas, offender management will be enhanced, with a focus on ensuring that appropriate orders are applied as part of the investigation and prosecution process, and proactively managed to reduce offending.



## County Lines and Drugs:

- Prepare: The Partnership Officer will be supporting delivery of Prepare, Prevent and Protect objectives, including working with partners to embed the 10 year from Harm to Hope strategy via the Greater Manchester Combatting Drugs Partnership.
- Prevent: The Trapped exploitation campaign will be relaunched to raise awareness of exploitation and action to take, following extensive consultation with end users provided by Hitch.
- Pursue: The County Lines team will focus on utilisation of enhanced intelligence development functions and will be piloting technological solutions to support their work.
- Protect: Operation Runner will support the early identification and safeguarding of potential victims of criminal exploitation.

## Modern Slavery and Human Trafficking, and Organised Immigration Crime:

- Across all four objectives, a working group comprising GM NHS, Local Authority Adult Safeguarding Boards, Designated Adult Safeguarding Leads, GMCA and GMP will continue to tackle increasing concerns regarding care sector workers. The group will enable improved understanding of the issue and action to take to safeguard individuals and ensure continuity of care across the sector.
- Prepare: Bespoke specialist organised immigration crime training is being delivered to Senior Investigating Officers across GMP to enhance capability in responding to these offences.
- Prevent: Continue targeted domestic servitude awareness raising sessions with GPs across Greater Manchester and within Domestic abuse specific services.
- Prepare: Regionally, police force representatives and the North West Regional organised Crime Unit will develop joint communications across North West forces to deliver consistent messaging to officers and staff to:
  - recognise and identify organised immigration crime
  - collate and manage intelligence correctly
  - investigate OIC criminality
- Protect: Scoping of a project to explore use of technology to identify potential sexual exploitation online and seek to reduce potential harm, linked to work being undertaken under the Gender Based Abuse strategy.

### **Case study example – Use of Slavery and Trafficking Prevention Orders**

In November 2021, Ion Raducan received a 27-month prison sentence for arranging or facilitating the transport for a person for exploitation as a prostitute under the Modern Slavery Act 2015. Alongside the conviction, a 10-year Slavery and Trafficking Prevention Order was secured by GMP, along with a deportation order. In 2023, Raducan was arrested in Brighton, in breach of both the deportation order and the Slavery and Trafficking Prevention Order: Raducan had hired a car and had possession of a mobile phone, both of which were not allowed without informing the police. Sussex police were proactive in their dealing with Raducan and worked together with Greater Manchester Police and Immigration Enforcement to enable appropriate charges to be brought. Raducan was sentenced to eight years in prison, reduced to six years as a result of a guilty plea at trial.

#### Western Balkan Criminality:

- Work will continue across Prepare, Prevent and Protect to better understand the way in which criminality occurs, including the exploitation of individuals. Capability and capacity building will be focused on, leading to effective operational response, intelligence management and proactive operations.
- This will include working closely with the Public Service Reform Team to identify opportunities to support individuals in the asylum system, particularly by identifying and reducing risk of exploitation.

#### Homicide Prevention:

- Continued support of the Another Chance programme to support a reduction in serious violent crime, including homicides and near misses, in the Manchester and North Trafford areas. This is due to run until December 2025.

Appendix 1: Greater Manchester SOC Strategy Plan on a Page

Programme Challenger Strategy 2022 - 2025

Greater Manchester's partnership approach to tackling serious and organised crime in all its forms

**Vision**

To enable individuals and communities to be free from the harm caused by serious and organised crime through the strength of our partnership.

**Aims**

- 

**1.** To increase our understanding of current and emerging threats (through effective horizon scanning), to enable threats, opportunities, and demand to be proactively mapped and predicted
- 

**2.** To support an enhanced partnership response through effective information sharing and intelligence development
- 

**3.** To work collaboratively to develop innovative, evidence based, preventative approaches, which focus on identifying and supporting those at risk of engaging or re-engaging in serious and organised crimes
- 

**4.** To pursue relentlessly disruption and targeted action against the highest harm serious and organised criminal, stopping the problem at source, and capitalising on opportunities to seize assets from criminals at every opportunity
- 

**5.** To support, through our partnership, opportunities to build resilience to serious and organised crime within communities, with a focus on preventing people becoming victims and perpetrators
- 

**6.** To ensure that victims receive appropriate and timely support and are safeguarded from harm

**Objectives**

**Measures**

<p><b>PREPARE</b> the Greater Manchester partnership to tackle and mitigate the impacts of serious and organised crime</p>	<p>Partners are aware of the Serious and Organised Crime threat in Greater Manchester, with all serious and organised crime threats fully mapped and risk assessed, with effective partnership 4P plans in place to tackle them</p>
<p><b>PREVENT</b> organised criminal activity from taking place</p>	<p>Ancillary and offender management orders are used effectively to prevent continued criminality and enable better sentence planning from court to prisons and community</p>
<p>Use all of our powers to <b>PURSUE</b> people involved in serious and organised crime</p>	<p>Individuals and support agencies are aware of what serious and organised crime is and how to identify it early</p>
<p><b>PROTECT</b> our communities and individuals from the harm caused by serious and organised crime</p>	<p>Serious and organised crime threats, including organised crime groups, priority individuals and vulnerabilities, are disrupted and dismantled</p>
	<p>Communities are provided with access to funding and opportunities to build resilience against serious and organised crime, enabled by financial assets recouped from proceeds of crime in relation to organised crime groups</p>
	<p>Support the development of effective safeguarding of children and adults who are affected by serious and organised crime</p>

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# Challenger

## Annual update and forward view

- Home Secretary's SOC priorities
- NCA Priorities
- National SOC Strategy 2018
- Modern Slavery Act 2015
- Greater Manchester Standing Together Plan
- Force Strategic Threat Assessment
- Greater Manchester SOC Strategy
- Community Safety strategies

- Gender Based Violence – Serious Violence – Complex Safeguarding

# Greater Manchester's partnership approach

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Challenger is a broad partnership of organisations contributing to dismantling organised crime and enabling individuals and communities to be free from the harm caused by serious and organised crime.

# Challenger Partners

- GMP: Organised Crime Unit, Modern Slavery Unit, Organised Crime Group Mapping, County Lines Team, District Challenger teams, Economic Crime Unit, Serious Organised Crime Group Syndicates, Public Protection Unit, Force Intelligence Bureau
- GMCA: Public Services Reform Team
- GM Complex Safeguarding Hub and District teams
- GM Violence Reduction Unit
- Greater Manchester Fire and Rescue Service
- Local Authorities: Community Safety, Children's Services, Housing, Trading Standards, Youth Justice
- Housing Providers
- Greater Manchester Probation Service
- Causeway
- Justice and Care
- Medaille Trust
- St. John of God
- HM Prisons and Probation Service
- Greater Manchester NHS
- HM Revenue and Customs
- GM Community and Faith groups
- The Salvation Army
- Department for Work and Pensions
- North West Regional Organised Crime Unit
- Illegal Money Lending Team
- Environment Agency
- Security Industry Authority
- Food Standards Agency
- Gangmasters and Labour Abuse Authority
- Crown Prosecution Service
- Government Agency Intelligence Network
- Immigration Compliance and Enforcement
- Border Force



# Greater Manchester SOC Strategy: Plan on a page

## Programme Challenger Strategy 2022 - 2025

Greater Manchester's partnership approach to tackling serious and organised crime in all its forms

### Vision

To enable individuals and communities to be free from the harm caused by serious and organised crime through the strength of our partnership.

### Aims

- 

**1.** To increase our understanding of current and emerging threats (through effective horizon scanning), to enable threats, opportunities, and demand to be proactively mapped and predicted
- 

**2.** To support an enhanced partnership response through effective information sharing and intelligence development
- 

**3.** To work collaboratively to develop innovative, evidence based, preventative approaches, which focus on identifying and supporting those at risk of engaging or re-engaging in serious and organised crimes
- 

**4.** To pursue relentlessly disruption and targeted action against the highest harm serious and organised criminal, stopping the problem at source, and capitalising on opportunities to seize assets from criminals at every opportunity
- 

**5.** To support, through our partnership, opportunities to build resilience to serious and organised crime within communities, with a focus on preventing people becoming victims and perpetrators
- 

**6.** To ensure that victims receive appropriate and timely support and are safeguarded from harm

### Objectives

### Measures

<p><b>PREPARE</b> the Greater Manchester partnership to tackle and mitigate the impacts of serious and organised crime</p>	<p>Partners are aware of the Serious and Organised Crime threat in Greater Manchester, with all serious and organised crime threats fully mapped and risk assessed, with effective partnership 4P plans in place to tackle them</p>
<p><b>PREVENT</b> organised criminal activity from taking place</p>	<p>Ancillary and offender management orders are used effectively to prevent continued criminality and enable better sentence planning from court to prisons and community</p> <p>Individuals and support agencies are aware of what serious and organised crime is and how to identify it early</p>
<p>Use all of our powers to <b>PURSUE</b> people involved in serious and organised crime</p>	<p>Serious and organised crime threats, including organised crime groups, priority individuals and vulnerabilities, are disrupted and dismantled</p>
<p><b>PROTECT</b> our communities and individuals from the harm caused by serious and organised crime</p>	<p>Communities are provided with access to funding and opportunities to build resilience against serious and organised crime, enabled by financial assets recouped from proceeds of crime in relation to organised crime groups</p> <p>Support the development of effective safeguarding of children and adults who are affected by serious and organised crime</p>

# Case study 2023

## Modern Slavery and Human Trafficking - Domestic Servitude pt.1

In early 2021, work commenced with NESTAC to develop community champions to raise awareness and enable community conversations about Domestic Servitude, particularly those who had travelled to the UK on a spousal visa. As a result of the sessions, a crossover with domestic abuse was identified, and NESTAC produced a piece of research, Domestic Servitude - A Veiled Modern Slavery Trend. The lived experience shared by survivors highlighted that individuals had been enslaved and forced to carry out domestic tasks under duress whilst being subjected to a number of other types of abuse which included sexual, physical and emotional abuse. Survivors shared that they had been denied many of their basic human rights. It had been identified by the partnership that this type of Modern Slavery was under reported leaving professionals with a limited knowledge and understanding of how to effectively respond to potential victims of Domestic Servitude.

The women survivors of Domestic Servitude made a number of recommendations which included raising awareness of Domestic Servitude with NHS General Practitioners. The women identified GP's as being the most likely professional they would trust to make a disclosure to.

# Case study 2023

## Modern Slavery and Human Trafficking – domestic servitude pt.2

In October 2022, Challenger launched the Greater Manchester Modern Slavery Campaign, Home Truths. The Campaign focused on 3 typology's of Modern Slavery, one of which was Domestic Servitude. The messaging and related assets were informed by the survivors NESTAC had worked with. NESTAC has gone on to undertake further research with UCLan, particularly regarding the mental health needs of survivors.

As part of this area of focus, the MSCU Partnership Training Co Ordinator has successfully delivered to GP's from 7 out of the 10 districts between April 2023 and October 2023. A total number of 379 GP's trained in understanding Domestic Servitude as a form of MSHT. The Training Co Ordinator aims to have covered all 10 districts by the end of March 2024. Since these sessions commenced, 3 reports of suspected domestic servitude have been made by GPs into GMP.

Alongside this work the Partnership have successfully engaged with the Manchester Airport Action Group. The MAG have welcomed awareness raising of Domestic Servitude amongst their Modern Slavery Champions working across the Airport. MAG have also welcomed the prospect of featuring Campaign promotional materials which will raise awareness of Domestic Servitude, Sexual Exploitation and Forced Labour aimed at raising awareness amongst the public.

# Happening Here campaign

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Challenger Tackling serious and organised crime together

Uncover some home truths

## Modern Slavery

Is happening in **Greater Manchester**.

Spot the signs, make a difference.  
What could be the **signs of domestic servitude?**

- Forced to carry out household tasks
- Threatened to be reported for deportation
- Physically or verbally abused



Hear the impact on victims.

Report it to police online via [www.gmp.police.uk](http://www.gmp.police.uk) or dial 101.  
If you think someone is in immediate danger, call 999.  
Alternatively you can call the Modern Slavery & Exploitation Helpline anonymously on 08000 121 700

[www.programmechallenger.co.uk](http://www.programmechallenger.co.uk)

Urdu / Bangla / French

Challenger Tackling serious and organised crime together

کہرکی کچھ سچائیوں سے پردہ ہٹائیں  
گریٹر مانچسٹر میں  
**جدید غلامی**  
پنپ رہی ہے۔

[Download Modern Slavery Urdu.pdf](#) →

Challenger Tackling serious and organised crime together

बाढति घटत थका कछि सत्य उन्मोचन करुन  
ग्रुटोर म्यानचेस्टोर आधुनकि दासत्व  
(Modern Slavery) चलछे।

[Download Modern Slavery Bangla.pdf](#) →

Challenger Tackling serious and organised crime together

Découvrez quelques vérités sur la maison

## L'Esclavage Moderne

se passe dans le **Grand Manchester**.

[Download Modern Slavery French.pdf](#) →

اثر پر غور کریں۔ متاثرین پر مرتب ہونے والے

# What does SOC in GM look like?

## SOC THREAT OVERVIEW

Table 1: Organised Crime Groups – Oct '23

	Total	Change
CoM North	17	+2
CoM Central	7	-1
CoM XTF	6	0
CoM South	8	0
Salford	6	+1
Tameside	17	0
Stockport	9	0
Bolton	9	+1
Wigan	9	0
Trafford	6	0
Bury	8	0
Rochdale	13	0
Oldham	17	0
ECU	9	0
OCCU	3	0
MSCU / MSIU	0	0
SOCG	48	+2
<b>GRAND TOTAL</b>	<b>192</b>	<b>+5</b>

Table 2: Priority Individuals – Oct '23

	Total	Change
CoM North	2	+1
CoM Central	6	+2
CoM XTF	1	0
CoM South	2	0
Salford	7	0
Tameside	1	+1
Stockport	3	0
Bolton	0	0
Wigan	3	0
Trafford	4	0
Bury	3	0
Rochdale	3	0
Oldham	2	-1
ECU	2	0
OCCU	0	0
MSCU / MSIU	0	0
SOCG	7	+1
<b>GRAND TOTAL</b>	<b>46</b>	<b>+4</b>

Table 3: District Vulnerabilities – Oct '23

	Total	Vulnerability	Change
CoM North	3	Download Mamba Minder Drugs Drugs (CL) MSHT	+1
CoM Central	3	Mercury x 2 Cannabis Parcels	0
CoM XTF	0		0
CoM South	0		0
Salford	0		0
Tameside	0		0
Stockport	1	06/V24	+1
Bolton	2	Verse Hurdle	0
Wigan	1	Portlock	0
Trafford	0		0
Bury	1	Revoke	0
Rochdale	0		0
Oldham	0		0
ECU	2	Falcon Nestegg	0
OCCU	1	Gatehouse	0
MSCU / MSIU	0		0
SOCG	1	Angora	0
<b>GRAND TOTAL</b>	<b>15</b>		<b>+2</b>

# What does SOC in GM look like?

## SOC THREAT OVERVIEW - FORCE VULNERABILITIES

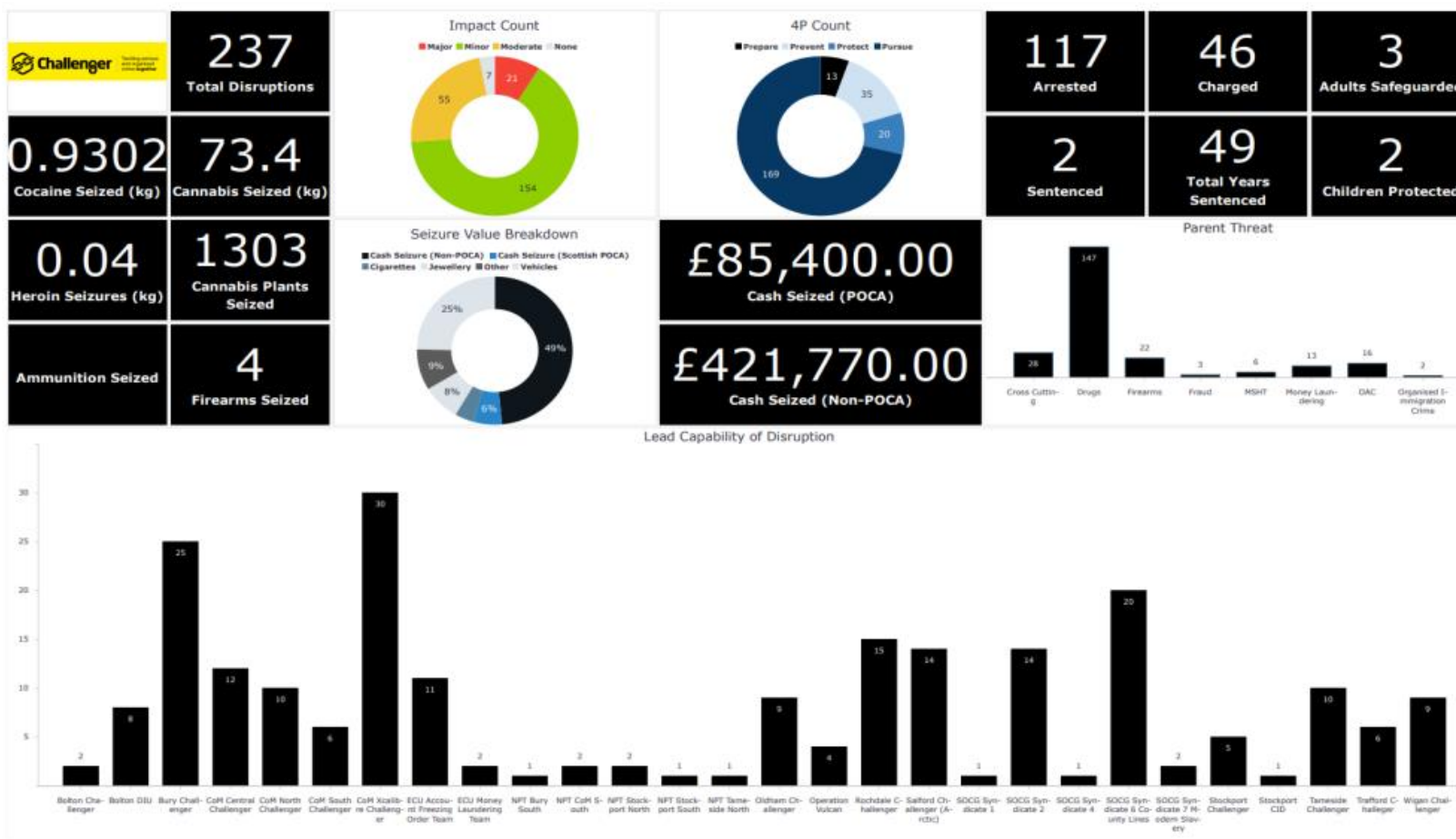
19 active Vulnerabilities

Force Vulnerabilities	Thematic FCS	MoRILE	Current Risk Score	Previous Risk Score	Change	ORI	Owner	Date
Cranium (Vulcan)	Illicit Medication	Tactical	1352	1352	↔	2	Det Supt Neil Blackwood	07/07/2023
Maggie (Vulcan)	Counterfeit Crime	Tactical	858	858	↔	2	Det Supt Neil Blackwood	02/05/2023
Nestegg	Money Laundering Finance Sector	Tactical	832	832	↔	2	Det Supt Joe Harrop	26/09/2022
Falcon	Money Laundering Cash Based	Tactical	342	342	↔	2	Det Supt Joe Harrop	06/09/2022
Cadoc (Vulcan)	Modern Slavery & Human Trafficking	Tactical	345	345	↔	4	Det Supt Neil Blackwood	07/07/2023
Gatehouse	HM Prisons	Thematic	156	156	↔	4	DCI Claire McGuire	28/09/2022
06/V24	Non-NCS, Public Order	Tactical	78	78	↔	2	DI Charlotte Whalley	26/09/2023
Mercury (Vulcan)	Organised Immigration Crime	Tactical	132	132	↔	4	Det Supt Neil Blackwood	07/07/2023
Download	Cannabis	Tactical	123	123	↔	2	DI Claire Moss	12/12/2022
Mercury	Organised Immigration Crime	Tactical	14	14	↔	4	DI Kat McKeown	30/05/2022
Mercury	Organised Immigration Crime	Tactical	12	12	↔	4	DI Rebecca McGuigan	30/05/2022
Revoke	Heroin	Tactical	542	542	↔	3	DI Janine Connah	30/05/2023
Mamba	County Lines	Tactical	252	252	↔	2	DI Claire Moss	31/01/2023
Portlock (Worsley Hall Wigan)	County Lines	Tactical	504	504	↔	3	DI Patrick Wood	05/05/2023
Cannabis Parcels (City Centre)	Cannabis	Tactical	300	300	↔	4	PS Adam Culpán	04/05/2023
Minder	MSHT, Other Forms of exploitation	Tactical	84	-	-	2	DS Jamie Heaton	03/11/2023
Angora	Cannabis, Fast Parcels	Tactical	20	20	↔	2	DI Roger Smethurst	17/08/2023
Verse	OAC, Robbery/Burglary	Tactical	351	351	↔	3	DI Jonathan Waywell	14/08/2023
Hurdle	Serious Violence Within SOC	Tactical	345	345	↔	3	DI Jonathan Waywell	04/09/2023

# What does SOC in GM look like?

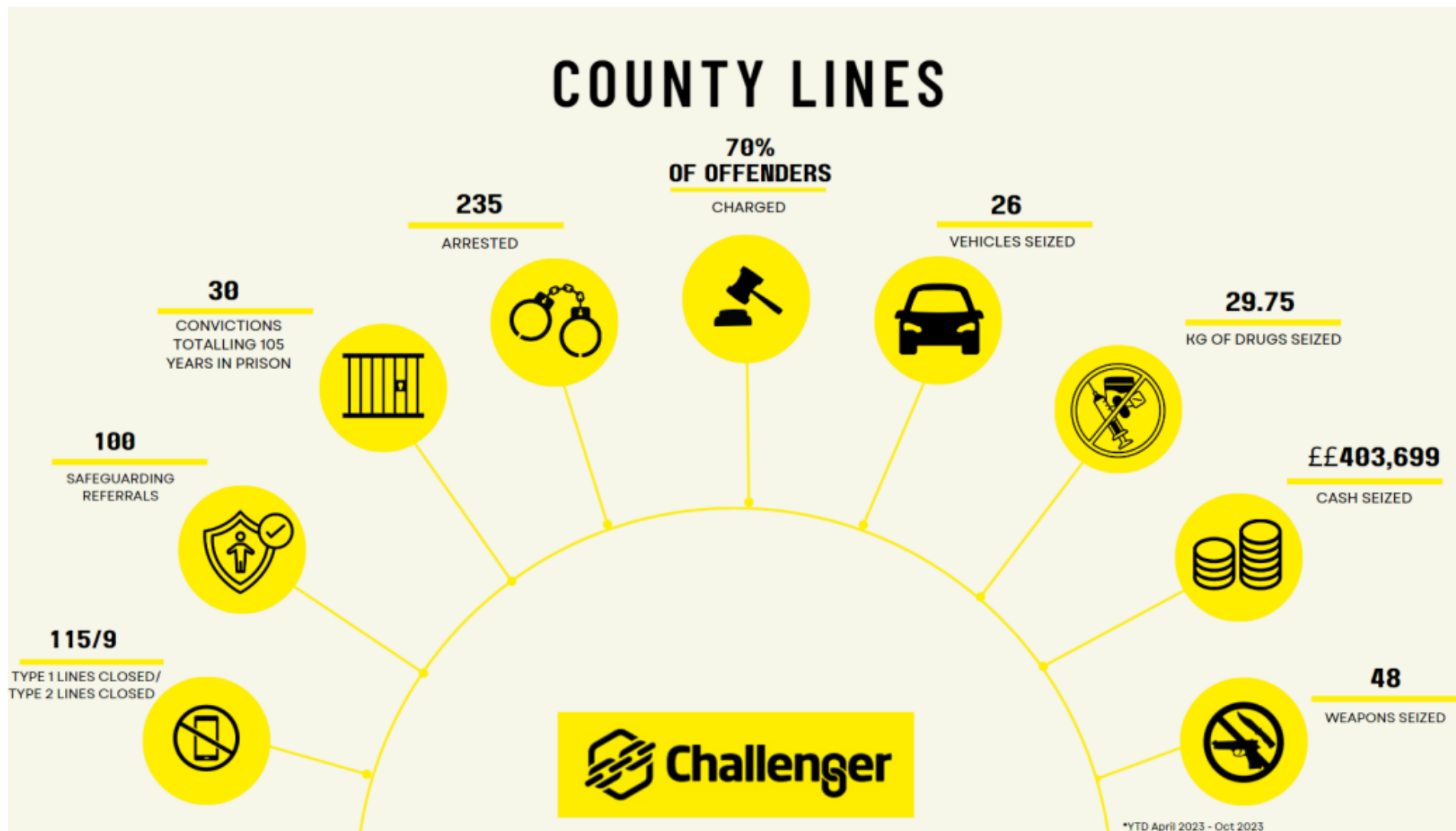
## OCTOBER SOC FORCE DISRUPTIONS

OFFICIAL SENSITIVE



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# What does SOC in GM look like?





# What does SOC in GM look like?

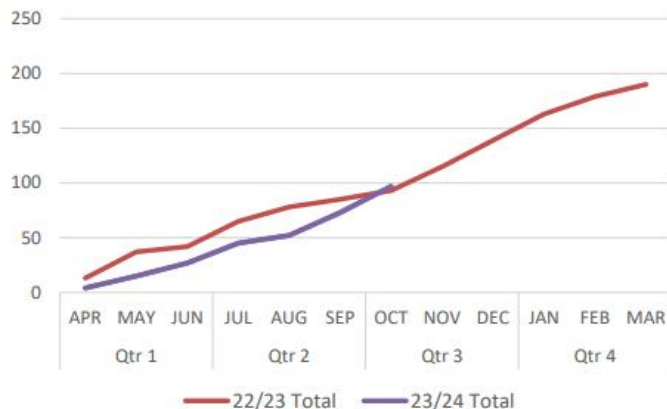
## MS ENQUIRIES: Crime Type (23/24 vs 22/23)

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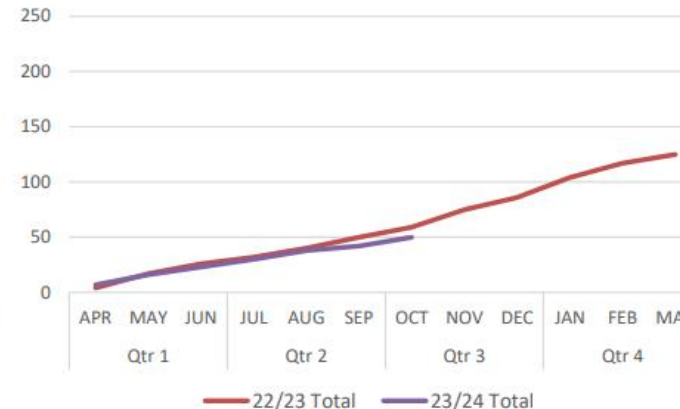
**Criminal Exploitation**



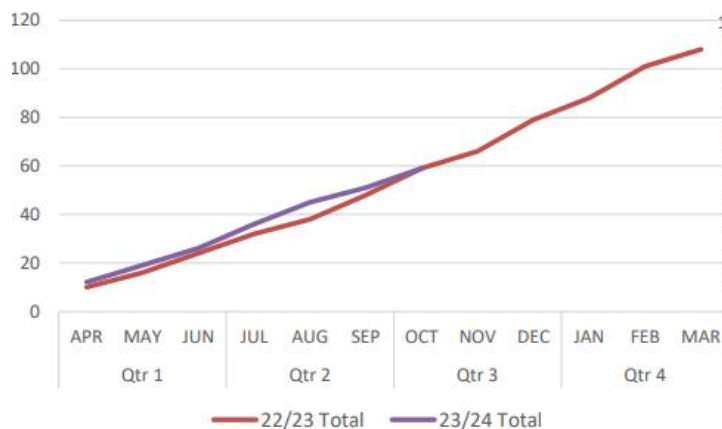
**Sexual Exploitation**



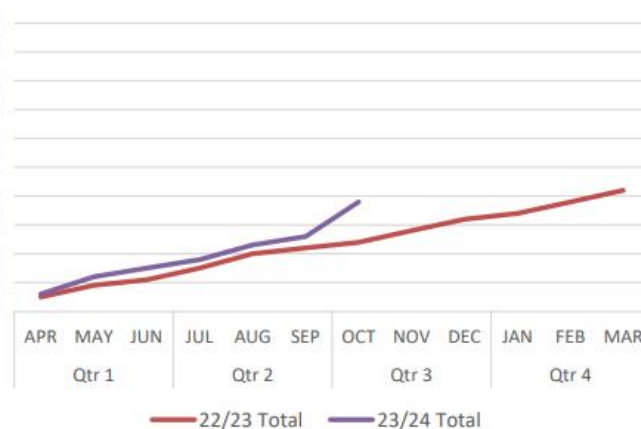
**Forced Labour**



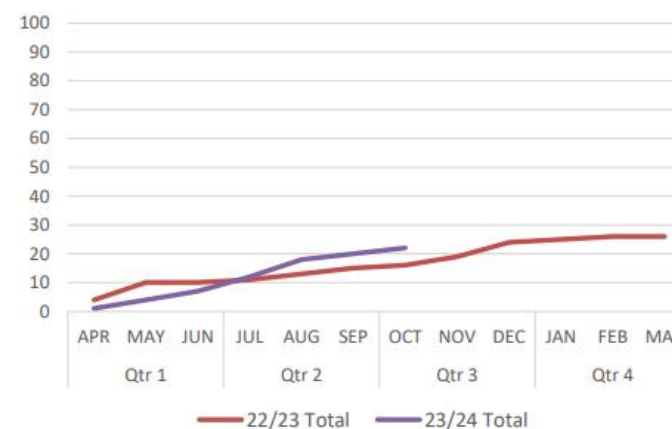
**Forced Cannabis Cultivation**



**Unknown**



**Domestic Servitude**



# Partnership areas of focus

- Enhance offender management across all priority areas
- Continued delivery of Another Chance programme in Manchester and North Trafford, targeting 14-25 year old group based violent offenders.
- Further support the development of local and city-region partners and partnerships, including measures of success
- Raise awareness of and support flow of information around exploitation and labour abuse in the care sector workforce
- Enhance intelligence development functions across priority areas

# Contact details

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## **Greater Manchester Police, Fire & Crime Panel**

Date: 20<sup>th</sup> November 2023  
Subject: 2024/25 Police and Crime Precept Setting Process  
Report Of: GMCA Treasurer Steve Wilson

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### **Purpose of Report**

To explain the statutory duties of the Police, Fire and Crime Panel (PFCP) in relation to the setting of the police precept.

### **Recommendations**

1. Note that statutory duties of the Police, Fire and Crime Panel in relation to the setting of the police precept.
2. Note the timetable for the setting of the 2024/25 police precept and requiring a meeting of panel before 31<sup>st</sup> January 2024.

### **Contact Officer**

Steve Wilson – GMCA Treasurer  
Rachel Rosewell – GMCA Deputy Treasurer

## 1. Introduction

- 1.1 The purpose of this report is to set out the process for the Police, Fire and Crime Panel's scrutiny of the Police and Crime Commissioner's (PCC) proposed precept for 2024/25.
- 1.2 As part of the Comprehensive Spending Review (CSR) for 2022/23 – 2024/25 in autumn 2021 the Government announced a £10 council tax referendum limit for a Band D property in each of the three years 2022/23 to 2024/25. The referendum limit was increased in 2023/24 to £15 in autumn 2022. The 2023 autumn budget is expected on 22<sup>nd</sup> November 2023, until then the latest information available on the 2024/25 precept is for a £10 limit as announced in the autumn 2021 CSR.

## 2. Police, Fire and Crime Panel – Scrutiny of Precepts

- 2.1 The process for the Police, Fire and Crime Panel (PFCP) scrutiny of the police and crime commissioner's (PCC) proposed precept should be read alongside:
  - Schedule 5 of the Police Reform and Social Responsibility Act 2011 ("the Act")  
<http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>
  - [Part 2 of the Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012 \("the Regulations"\)](#)

Hyperlinks to the document are provided however the salient points are described below along with a flow chart on page 5.

- 2.2 Schedule 5 of the Act sets out the process for issuing a precept, including the panel's role in reviewing the proposed precept, their power to veto the precept and the steps to be taken if they do veto the proposed precept. The Regulations provide greater detail to the Act, including time limits applicable to the stages of the process and the process for reviewing and issuing a revised precept.

Schedule 5 requires:

- the PCC to notify the panel of his/her proposed precept;
- the panel to review the proposed precept;
- the panel to make a report to the PCC on the proposed precept (this may include recommendations);
- the panel's report (if they veto the proposed precept) to include a statement that they have vetoed it;
- a decision of veto to be agreed by two-thirds of the panel members;
- the PCC to have regard to the report made by the panel (including any recommendations in the report);
- the PCC to give the panel a response to their report (and any such recommendations);
- the PCC to publish the response.

2.3 It is for the panel to determine how a response to a report or recommendations is to be published. If there is no veto and the PCC has published his/her response to the panel's report, the PCC may then issue the proposed precept - or a different precept (but only if in accordance with a recommendation in the panel's report to do so).

2.4 The Regulations require:

- the PCC to notify the panel of his/her proposed precept **by 1 February**;
- the panel to review and make a report to the PCC on the proposed precept (whether it vetoes the precept or not) **by 8 February 2024**;
- where the panel vetoes the precept, the PCC to have regard to and respond to the Panel's report, and publish his/her response, including the revised precept, **by 15 February 2024**;
- the panel, on receipt of a response from the PCC notifying them of his/her revised precept, to review the revised precept and make a second report to the PCC **by 22 February 2024**;
- the PCC to have regard to and respond to the Panel's second report and publish his/her response, **by 1 March 2024**.

- 2.5 If the panel fails to report to the PCC by 8 February 2024 the scrutiny process comes to an end, even if the panel have voted to veto the proposed precept, and the PCC may issue the proposed precept.
- 2.6 Where the panel vetoes the proposed precept, the PCC must have regard to the report made by the panel, give the panel a response to the report and publish the response, by 15 February 2024. In his/her response, the PCC must notify the panel of the revised precept that he intends to issue.
- 2.7 Where the panel's report indicates that they vetoed the precept because it was:
- too high, the revised precept must be lower than the previously proposed precept.
  - too low, the revised precept must be higher than the previously proposed precept.

The PCFP may only veto the first proposed precept. Such a veto must be agreed by two-thirds of PCFP members (the full membership rather than those present at a meeting). Where a veto occurs, the report to the PCC must include a statement to that effect.

- 2.8 On receipt of a response from the PCC notifying them of the revised precept proposal, the panel must review the revised precept proposal and make a second report to the PCC on the revised precept by 22 February 2024. This report may:
- indicate whether the panel accepts or rejects the revised precept (although rejection does not prevent the PCC from issuing the revised precept); and
  - make recommendations, including recommendations on the precept that should be issued.
- 2.9 If the panel fails to make a second report to the PCC by 22 February 2024, the PCC may issue the revised precept.
- 2.10 Excluding where the panel fails to report on the proposed precept by 8 February 2024 or make a second report on the revised precept by 22 February 2024, the



scrutiny process ends when the PCC gives the panel his/her response to their second report. The PCC may then:

- issue the revised precept; or
- issue a different precept, although:
  - they must not issue a precept that is higher than the revised precept if the revised precept was lowered following the panel’s initial report on the first proposed precept indicating it was vetoed because it was too high;
  - they must not issue a precept which is lower than the revised precept if the revised precept was raised following the panel’s initial report on the first proposed precept indicating it was vetoed because it was too low.

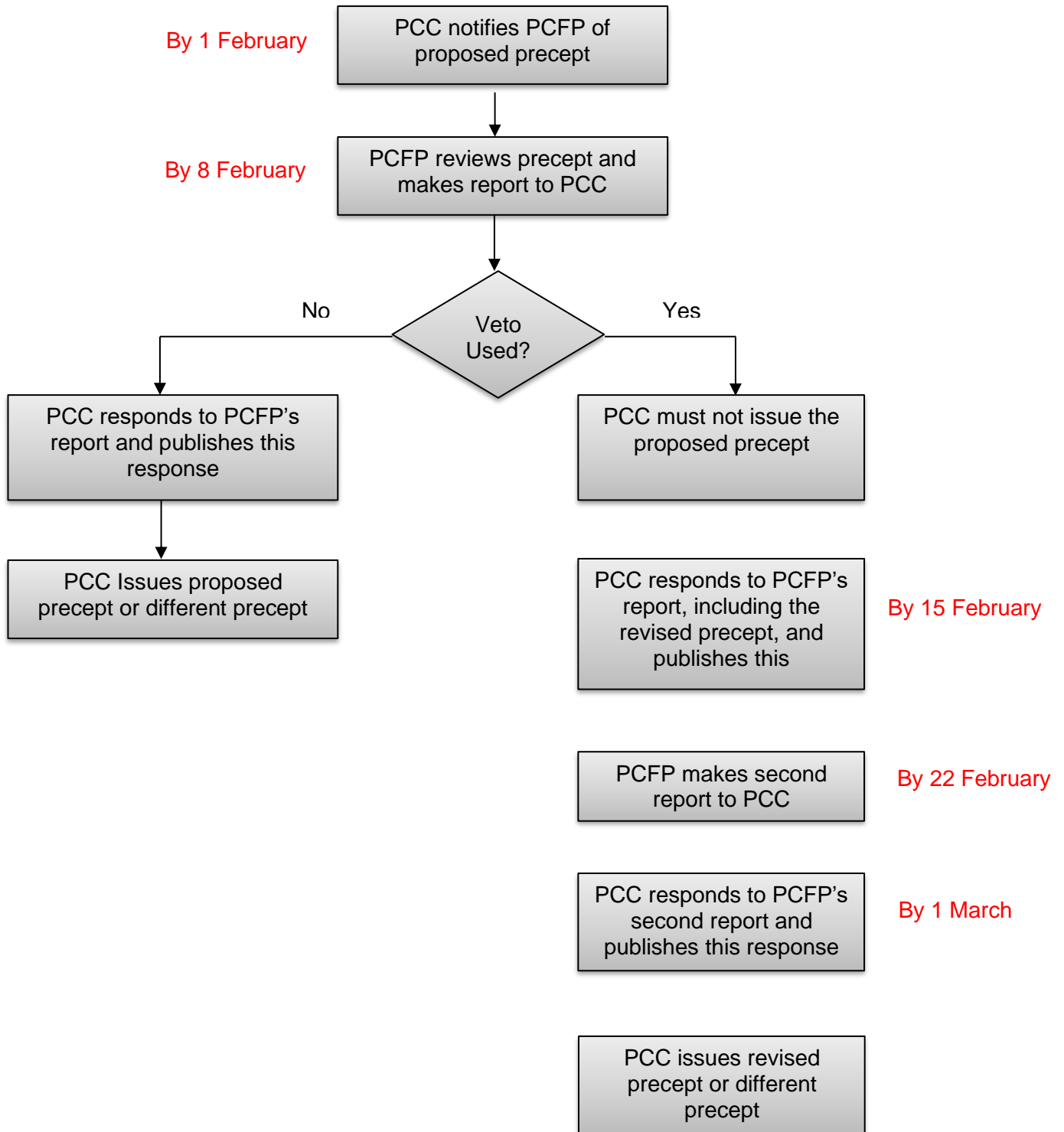
### **3. Timetable for Greater Manchester Police Precept 2024/25**

3.1 The nationally set timescales outlined in this report are the final dates by which the precept setting must take place, these do not lend themselves to coordination of precept setting at a Local Authority level. The police precept is required to be included in each Local Authority’s Council Tax setting report with the majority of Greater Manchester Council’s holding their budget / precept setting Council meetings towards the end of February to allow for the printing of Council tax bills in time for 1 April 2024.

3.2 For this purpose a timetable for the setting of the police precept in Greater Manchester is as follows and allows for the statutory time periods should the Police, Fire and Crime Panel wish to veto the initial precept presented to them.

<b>Documentation/reports</b>	<b>Date</b>
Precept setting process presented to the Police, Fire and Crime Panel	20 <sup>th</sup> November 2023
Public consultation on precept proposal	Dec 2023 / Jan 2024
Precept report presented to the Police, Fire and Crime Panel	26 <sup>th</sup> January 2024
Precept resolution signed by the Mayor	7 <sup>th</sup> February 2024

**Process for PCFP scrutiny of PCC's proposed precept**



**GM POLICE, FIRE AND CRIME PANEL  
FOR INFORMATION**

Date: 20<sup>th</sup> November 2023

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

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

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**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**

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Neil Evans  
[Neil.evans@greatermanchester-ca.gov.uk](mailto: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.

**APPENDIX ONE**

Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
26th Jan 2023	Precept proposal report	13th Feb 2023	CONTEST report - Fiona Worrall	23rd Jan 2023	Issues & Updates from Districts & Partners
	Police Fund Qtr 3		Fire 2023-24 Annual delivery plan (Draft)		Membership of Leads
	GMP Performance update				Homelessness and Begging Input to Prevention Hub Inspectors
	Fire Budget		Crime Futures programme (end to end management of crime)		GM Water Safety Approach
	FIRE Mid year performance report - April - Oct 2022/23		Tackling Domestic Abuse		Serious Violence Duty Update
	GMFRS Strategic Planning Communication (Inc 3 min Video)		GM drug trends		
	Decisions				

23rd March 2023	GMFRS Annual Delivery Plan 23-24	20th April 23	Commissioning of the Resident and Victim perceptions of Policing and Community Safety survey	27th March 2023	Standing item - Panel papers - for information
	Police Vetting (to include conduct issues as a verbal update) Also GMFRS conduct issues as a verbal update		Safe Spaces report		CSP event update? Including funding
	State of Fire report and GM Implications		Tackling Anti-social behaviour, including on Public Transport		
	GMP Update - Plan on a Page		RASSO		Serious Violence Duty update - Strategic Needs Assessment
	Decisions taken by the Deputy Mayor		GMFRS ADP 23-24 / Engagement - You Said We Did	Moved from Strg group in Feb	Tackling Anti-social behaviour, including on Public Transport
	Police Fund Budget report		Tackling deliberate fires in derelict buildings within GM		
	Neighbourhood Policing report		Fire cover review, consultation proposal		

<b>2023-24 Municipal year</b>					
<b>Police and Crime Panel</b>		<b>Police and Crime Steering Group</b>		<b>Police and Crime Leads</b>	
12 <sup>th</sup> 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				Assistive Technologies and Prevention
	Stop & Search & FCC performance update		Complex Safeguarding		

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



<p><b>24<sup>th</sup> July (230-430)</b></p>	<p>Draft GMFRS Annual Delivery Report 22-23 - moved to Sept</p> <p>Replaced with Annual Assurance Statement</p>	<p><b>7th September 2023</b></p>	<p>Tackling inequality in the implementation of the Police and Crime plan</p>	<p><b>24/07/23</b></p>	<p>Police and crime plan - priority 1 report &amp; Performance scorecard Year 2 update</p>
	<p>GMP Police uplift numbers - Broader workforce - recruitment and retention, diversity etc</p>	<p>(previously 24/8 moved due to AL)</p>	<p>Fraud and Online Vulnerability</p>		<p>Standing item for panel papers - above item will be in the papers for Panel</p>
	<p>GMP item - Performance</p>		<p>Restorative Justice - broader work programme</p>		<p>CONTEST update</p>
	<p>DRAFT Deputy Mayor Annual Report 2022/23</p>		<p>Domestic Abuse - update on GMP DA arrangements review and technology update</p>		<p>Safe Spaces verbal update</p>
	<p>Police and crime plan - priority 1 report &amp; Performance scorecard Year 2 update</p>		<p>Water Safety Partnership update</p>		<p>GMFRS Place Based Plans (Service Delivery)</p>
	<p>Road safety Initiatives</p>		<p>Right Person:Right Care</p>		<p>Offensive Weapons Homicide Review</p>
	<p>Gender Based Violence Delivery plan - year 2</p>		<p>Overview of Explosives</p>		

	update				
	Decisions taken		GM violence reduction strategy		
	GMFRS - Atlas Project to be .		Mental Health Urgent Triage Model		
<b>Police and Crime Panel</b>		<b>Police and Crime Steering Group</b>		<b>Police and Crime Leads</b>	
18 <sup>th</sup> September (1-3)	Police and crime plan - Priority 2, year 2 report	19th Oct 23	overview of GM CTLP	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 Volunteering report		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		Prevention and Problem solving		Road Safety partnership
	HMICFRS update – including SCO, Homicide Prevention and PEEL –		Victim services commissioning - Multi-crime service		
	Finance		RASSO		
	Deputy Mayor Annual report 2022/23		Fire item in relation to Day crewing rased by Cllr Morrison - Kerry to advise		
	Decisions		GMFRS Fire Cover Consultation Outcomes		
	GMP Vetting update report -				
<b>Police and Crime Panel</b>		<b>Police and Crime Steering Group</b>		<b>Police and Crime Leads</b>	
20 <sup>th</sup> November (1-3)	Organised Crime Annual update and Forward look (Challenger, Modern Slavery	14th Dec 23	Prevention Initiatives Report	27/11/23	JTAI Update

	and Trafficking)				
	Reducing Harm and Offending strategy - year 2 update - to include what support is available to those on Probation orders with MH		Maturity Assessment of IPBW		GMFRS Winter Safety Approach
	Joint report - Tackling Hate Crime, Backward and Forward Look		GMFRS Manchester Arena Inquiry Recommendations Update Report		GMFRS Stations as Safe Havens
	Finance - Precept process		"TravelSafe Annual Update Report" To include transport safety - half year progress		Serious Violence Duty - Profile development
	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		CONTEST update/CTPNW		
	Decisions		Right Care Right Person (this could be moved to Feb 24)		
			Tackling Retail Crime		
<b>Police and Crime Panel</b>		<b>Police and Crime Steering Group</b>		<b>Police and Crime Leads</b>	
30 <sup>th</sup> January (1-3) 2024	Precept proposal report	Feb-23	GMFRS Draft Annual Delivery Plan 24-25	29/01/24	
	Fire Budget		Fire Commission - emerging energy technologies		
	GMFRS Mid-Year Performance Report April - Oct 23		Taxi licensing		

	GMFRS item		Court Backlogs		
	GMP item - Force Performance update				
	GMP item				
	Decisions item				
<b>Police and Crime Panel                  Police and Crime Steering Group                  Police and Crime Leads</b>					
21 <sup>st</sup> March (1-3) 2024	Annual report - feedback from GM Members sitting on LGA fire commission	Apr-24		Mar-24	
	Right Care Right Person				

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

Date: 20<sup>th</sup> November 2023  
Subject: Deputy Mayor Decision Notices in the period August to October 2023  
Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice services and Fire

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### **PURPOSE OF REPORT**

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from August to October 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](mailto: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 AUGUST TO OCTOBER 2023.

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

30 <sup>th</sup> June 2023	A0981 Mobile Voice and data (previously reported as A0974 Strategic Data store phase 2 – only the title of the decision was incorrect). Re-published 27/9	GMP
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	The Deputy Mayor approves the award of a 3 Year contract for Mobile Voice and Data, to BT PLC using the Crown Commercial Services Framework RM6261 lot 1, with an option to extend for up to 3 years. The likely value of 6 year spend would be circa £6.9 million which includes voice and data services and an option for a mobile phone refresh.	
13 <sup>th</sup> July 2023	A payment to be made of £800.98 to cover x2 tickets (x1 for the VRU Director & x1 for the VRU Public Health Lead, costed at £400.49 each).	PCC
30 <sup>th</sup> August 2023	A0998 Audio Visual Equipment Refresh The Deputy Mayor approves the request to conduct an open tender, for a complete audio-visual equipment refresh and ongoing support & maintenance.	GMP
30 <sup>th</sup> August 2023	Funding of up to £49,999 will be made available to undertake an Expression of Interest process to commission an independent review of the partnership response to Modern Slavery and Human Trafficking (MSHT) in Greater Manchester, including the development of meaningful and achievable recommendations.	PCC
30 <sup>th</sup> August 2023	Approval is given for the development and delivery of a joint development programme for GMCA and GMIRS HMPPS staff to the value of £15,000 plus VAT to be delivered over a 12-month period from October 2023.	PCC
6 <sup>th</sup> September 2023	GMCA Complex Safeguarding wish to pay £200 from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) to pay for x4 hours of specialist support to assist with the GM Complex Safeguarding strategy refresh. The Complex	PCC

	Safeguarding team previously awarded the Reign Collective £1200 in financial year 22/23 to deliver workshops relating to Grooming and Disclosure processes. The funding within this Decision will take the total amount awarded to the REIGN Collective by Complex Safeguarding to £1400.	
6 <sup>th</sup> September 2023	Primary Care Prevention Project. The VRU will pay £350.00 to Brinnington Surgery (within Brinnington Health Centre) for 1 session of training delivered at a cost of £350/session.	PCC
6 <sup>th</sup> September 2023	A budget of £2,700 is approved for the refresh and print of the Good Night Out Guide with the purpose of creating a safer night-time economy. The guide will be refreshed with up-to-date information and a further print run of 10,000 copies based on requests from partners for the guide. The Good Night Out Guide website will also be updated with additional information.	PCC
6 <sup>th</sup> September 2023	The VRU to award £45,000 to Unity Radio (Northwest Media Ltd) to produce and air radio content specifically aimed at young people in Greater Manchester. The VRU use radio as an additional way of reaching more young people and young people that can be hard to reach through our existing platforms – VRU website and social channels.	PCC
6 <sup>th</sup> September 2023	The VRU will make the following payment covering travel & accommodation for a Northumbria Violence Reduction Unit hosted VRU Director's Summer Conference on Tuesday 12th September: Click Travel	PCC

	<p>A payment to be made of £438.60 to cover travel (train from Manchester to Newcastle, standard return fare for 2 people) &amp; 1 night's hotel accommodation for 2 people (1 room each) in Gateshead adjacent to the event venue (standard rate, chain hotel). The attendees are the VRU Director and VRU Comms Lead.</p>	
<p>6<sup>th</sup> September 2023</p>	<p>Collyhurst Boxing Club – Intervention programme.</p> <p>The programme director agrees a budget allocation (from Education VRU budget) of £5,000, to be drawn down in Sept 2023, for delivery across the academic year 23/24.</p>	<p>PCC</p>
<p>14<sup>th</sup> September 2023</p>	<p>A0523 Radio and Mobile Device Managed Services (ICCS TECH Refresh)</p> <p>The Deputy Mayor approves the cost of £1.44m to refresh the technical estate of ICCS. In this instance, the technical estate consists of both Core Server equipment as well as Force Contact Centre user equipment such as desktop machines, foot pedals, touchscreens etc.</p>	<p>GMP</p>
<p>26<sup>th</sup> September 2023</p>	<p>A0999 General Patrol Body Armour</p> <p>Approval is given to tender, and subsequently award the contract for the supply of General Patrol Body Armour via a Mini Competition under Lot 1 of the Bluelight Commercial Framework for the Provision of General Patrol Body Armour and Firearms Body Armour.</p>	<p>GMP</p>

	The contract value will be for 5 years, with the option to extend for a further 2 years. The likely value of 7 years spend would be circa £7 million.	
26 <sup>th</sup> September 2023	A1005 Cloud Migration and Managed Service provider  The Deputy Mayor approves the award of a 3-year contract for Cloud Migration and Managed Service provider to ANS Group Limited with the option to extend for a further 1 year. The likely value of 4 years spend would be circa £1,871,395.	GMP
28 <sup>th</sup> September 2023	The VRU will make the following payment covering travel & accommodation for a Lancashire Violence Reduction Unit, Hope Hack Event on Friday 21st September:  Click Travel, A payment to be made of £91.19 to cover travel (train from Manchester to Preston, standard return fare for 1 person) & 1 night's hotel accommodation for 1 person in Preston near to the event venue (standard rate, chain hotel).	PCC
28 <sup>th</sup> September 2023	It is agreed to fund transportation costs of £375 for Dame Carol Black and guests proceeding their visit to the meet the Deputy Mayor at the GMCA on Tuesday 3rd October.	PCC
28 <sup>th</sup> September 2023	It is agreed to extend funding by £20,000 to be provided 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, at the invitation of the Mayor.	PCC

	Further complainants have engaged with the inquiry and the complexity of the work has increased. The inquiry is likely to be concluded by the end of November 2023. Funding will be provided from the Police and Crime Community Safety Budget.	
28 <sup>th</sup> September 2023	It is agreed that up to £50,000 be allocated to support activity to raise awareness, reporting and understanding of hate crime in Greater Manchester. This will include a central awareness campaign in support of Hate Crime Awareness Week in February 2024.	PCC
28 <sup>th</sup> Sept 2023	Provision of reward funding in relation to Operation Swindale - £8,000 be made available for the purpose of an increased value reward. It is intended that the funding will compliment £2,000 of existing Crimestoppers funding that has already been made available since mid-July 2023.  Total reward £10,000.	PCC
28 <sup>th</sup> September 2023	£4000 is paid to Zoe Appleton Associates for consultancy and support in respect of to the launch of the GM adolescent safeguarding framework event on 12 <sup>th</sup> September 2023.	PCC
29 <sup>th</sup> September 2023	The GM VRU to pay an additional funding to Bolton Community Voluntary Sector (CVS) to the value of £1,000,000 by way of Grant funding, to support in the delivery and administration of the VRU's Community-Led Pilots Programme on behalf of 10 GM.  £100,000 is to be awarded to each Community Led Programme area (ten areas in total) in accordance with the following	PCC

	<p>timescales, commensurate with the current position of the programme in each area.</p> <ul style="list-style-type: none"> <li>Manchester, Bolton, Salford, Oldham &amp; Bury will receive this funding award in financial year 2023-24</li> <li>Tameside, Wigan, Trafford, Stockport and Rochdale will receive this funding award in financial year 2024-25</li> </ul>																									
29 <sup>th</sup> September 2023	<p>The ten Local Safeguarding Boards for Children and the ten local Safeguarding Boards for Adults will receive a payment as set out in the schedule below.</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>Joint Children's and Adults Safeguarding Board payment April 2023 – March 2024</th> </tr> </thead> <tbody> <tr> <td>Bolton</td> <td>34592</td> </tr> <tr> <td>Bury</td> <td>23700</td> </tr> <tr> <td>Manchester</td> <td>63732</td> </tr> <tr> <td>Oldham</td> <td>25800</td> </tr> <tr> <td>Rochdale</td> <td>24300</td> </tr> <tr> <td>Salford</td> <td>27000</td> </tr> <tr> <td>Stockport</td> <td>27600</td> </tr> <tr> <td>Tameside</td> <td>26400</td> </tr> <tr> <td>Trafford</td> <td>25800</td> </tr> <tr> <td>Wigan</td> <td>28800</td> </tr> <tr> <td>TOTAL</td> <td>307,724</td> </tr> </tbody> </table>	Local Authority	Joint Children's and Adults Safeguarding Board payment April 2023 – March 2024	Bolton	34592	Bury	23700	Manchester	63732	Oldham	25800	Rochdale	24300	Salford	27000	Stockport	27600	Tameside	26400	Trafford	25800	Wigan	28800	TOTAL	307,724	PCC
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29 <sup>th</sup> September 2023	<p>The Deputy Mayor previously agreed by Decision signed 10<sup>th</sup> May 2023, to a funding allocation of £246,300 to commission a Partner to co-ordinate an 18-month project that will involve a minimum of</p>	PCC																								

	<p>four primary / secondary schools across GM, and to develop a transferrable curriculum that will address prevention of Gender Based Violence.</p> <p>Following a compliant procurement process, the GMCA have commissioned Salford Foundation to deliver this programme. The total contract value will be £245,849.</p>	
29 <sup>th</sup> September 2023	<p>The Deputy Mayor agrees to extend the funding of the GMP Victim Services Transformation Lead role and 11 x Victim Services Coordinators posts, for a further 3 months from 30th September 2023 to 31st March 2024.</p> <p>Total funding to be approved is for the Victim Services Transformation Lead role and the 11 Victim Services Coordinators is £291,000. The cost of extending the Victim Services Coordinators and Lead role from 30th September 2023 to 31st March 2024 are as follows:</p> <ul style="list-style-type: none"> <li>• Victim Services Coordinators x 11 = £260,000</li> <li>• Victim Services Lead - £ 31,000</li> </ul> <p>TOTAL: £291,00 (6 months)</p> <p>The extension of the posts will be funded via the annual MOJ Victims Budget allocation for 23/24.</p>	PCC
6 <sup>th</sup> October 2023	<p>£440 is approved for room hire at Friends Meeting House on 15/11/23, to hold the GM Drug and Alcohol Transformation Board.</p>	PCC

6 <sup>th</sup> October 2023	<p>The approval of £3,750 to TfGM for out of home adverts to promote the 'I am Greater' campaign across Greater Manchester.</p> <p>The ads will be used on Metrolink stops and digital screens in bus interchanges across Greater Manchester for a period of four weeks.</p>	PCC
6 <sup>th</sup> October 2023	<p>The VRU to make the following payment for a VRU hosted event:</p> <p>Greater Manchester Police - A payment to be made of £244.50 for provision of a standard buffet for 30 attendees from Greater Manchester Police. This is to cater for a half day VRU-hosted event at Greater Manchester Police Force HQ, where the VRU are hosting an in-person event for members of- and relevant partners of- the VRU Health &amp; Wellbeing Delivery Group. There are no associated venue costs, as Greater Manchester Police will provide space free of charge.</p>	PCC
6 <sup>th</sup> October 2023	<p>That the consultancy services of '2Novate' be extended by 3 months from 1st September 2023 to 24th December 2023 to provide essential key support and project management to deliver the final mobilisation phase of the GM victims services. 1st September 2023 – 24th December 2023: £24,000</p>	PCC
6 <sup>th</sup> October 2023	<p>The GM VRU to award Hitch Marketing £1,020 for the hosting and domain for the 'I Am Greater' website. This is for the period 1st March 2023 – 29th February 2024 inclusive, when the campaign will need to be reviewed.</p>	PCC



6 <sup>th</sup> October 2023	The Mechanics Institute to be paid £1294 to cover costs associate with the Launch event for the Adolescent Safeguarding Framework Launch Event. The cost includes venue hire, catering, and equipment hire for 100 partners from across Greater Manchester.	PCC
11 <sup>th</sup> October 2023	<p>The VRU to will make the following payment covering travel &amp; accommodation for a Home Office hosted VRU Director's Winter Conference on Tuesday 5<sup>th</sup> December:</p> <p>Click Travel</p> <p>A payment to be made of £369.34 to cover travel (train from Manchester to London, standard return fare for 1 person) &amp; 1 night's hotel accommodation for 1 person in London (standard rate, chain hotel). The attendee is the VRU Programme Lead.</p>	PCC
11 <sup>th</sup> October 2023	<p>The VRU to pay the Magistrates Association £1,500 in funding to support the running of their year 6 mock trial competition. In 2023, the event attracted 16 teams from 15 schools from 8 boroughs. Some teams took the part of the CPS and others the Defence.' 150 young people took part in total with speaking and non-speaking roles – court reporter, court artist etc. GMP, BTP and GMFRS were also present to speak to the young people.</p>	PCC
18 <sup>th</sup> October 2023	<p>GMCA comms team to procure artwork and design from JGM Agency (Rawtenstall) to produce the Police and Crime Annual Report for 2022/23 to the value of £5355 VAT</p>	PCC

<p>18<sup>th</sup> October 2023</p>	<p>The GMCA digital team be paid £1,000 from the GMCA's gender-based violence communications budget.</p> <p>The money paid is to finance AV support given by the digital team to enable the Mayor to virtually attend a press conference on 6th September, to display a video as part of the press conference to a live audience, provide sound mixing for the event, and record clips of the Mayor's address for use as content afterwards.</p>	<p>PCC</p>
<p>18<sup>th</sup> October 2023</p>	<p>£1992 to be paid to produce a leaving report for the former Deputy Mayor. The funds to be split as below:</p> <p>Decafnomilk £1880</p> <p>Browns Printing £112</p>	<p>PCC</p>
<p>18<sup>th</sup> October 2023</p>	<p>Victim Survey – Victim experience facilitation</p> <p>Funding up to a maximum amount of £2000 is available to facilitate victim input into the design of the survey questionnaire. This is funding is for venue hire and payment of victim expenses</p>	<p>PCC</p>
<p>18<sup>th</sup> October 2023</p>	<p>The VRU to make the following payment for a VRU hosted event to be held at Gorse Hill Studios, Trafford to the value of £150.00 to book event space at to host the launch event for the Greater Than Violence strategy on 12<sup>th</sup> December, hosted by the Mayor &amp; Deputy Mayor. The £150.00 charge includes hire of their theatre event space, inclusive of tables, chairs, IT presentation facilities and general facilitation for 60 attendees.</p>	<p>PCC</p>

<p>25<sup>th</sup> October 2023</p>	<p>We are seeking to award Media Cubs (Yellow Jigsaw CIC) with £4,900 in funding to commission workshops with young people for a period of four weeks in four schools.</p> <p>The sessions would include:</p> <ul style="list-style-type: none"> <li>• How to create a news report/using studio equipment (week 1)</li> <li>• Learning about news agendas and how to report for the news tailored to include how to cover a news story about violence reduction and constructive journalism (week 1)</li> <li>• This would in turn lead the young people to work on creating their own news campaign package over the course of the next two weeks around violence reduction (week 2/3) - including interviewing VRU staff/role model in their area who has made a positive change/experienced violence etc, writing scripts, filming, editing, presenting.</li> <li>• Social media focus: Use of social media - what they see online, what to do with content that they see, how to use social media for good, also linking with the I Am Greater theme of: positive alternatives to violence.</li> <li>• Group event where all participants get together for a premiere of what they have achieved and presentation of Record of Achievement and final interviews (with the young people) to get video coverage of what they have learned/would now change or inform others about (ALL)</li> <li>• MC staff: Production of the final news bulletin/campaign video to share on social media/blog and external PR</li> </ul>	<p>PCC</p>
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<p>25<sup>th</sup> October 2023</p>	<p>DJS Research Ltd deliver and report on the results of the Policing and Community Safety survey under contract “GMCA 589 Resident and Victim Perceptions of Policing and Community Safety”</p> <p>It is agreed to increase the value of the contract by £11,200 (plus VAT) in year 1 of the contract, to facilitate an increase in the length of the survey (from 12 minutes to 13 minutes 13 seconds), following a review of questionnaire.</p> <p>This will be revisited in January 2024 and recommendations made to the Deputy Mayor for the remainder of the contract length. This will be subject to a separate decision process.</p>	<p>PCC</p>
<p>25<sup>th</sup> October 2023</p>	<p>£3.6 M (£1.2m per annum) to be transferred to GMP to fund Force CSE investigation unit.</p> <p>The funding will cover the period 2021-22, 2022-23 and 2023-24.</p>	<p>PCC</p>
<p>31<sup>st</sup> October 2023</p>	<p>A1023 CARA – Domestic Abuse Intervention</p> <p>Approval is given to tender, and subsequently award, a 2-year contract for a Commissioned Organisation to work with Greater Manchester Combined Authority (GMCA), Greater Manchester Police (GMP) and The Hampton Trust to roll out Project CARA, with the option to extend for a further 3 years subject to the success of the project and further funding from the Home Office.</p> <p>The likely value of 5 years spend would be circa £825k.</p>	<p>GMP</p>