

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Wednesday, 24th July, 2024

TIME: 2.00 pm

VENUE: Friends Meeting House - Main Hall, 6 Mount Street,
Manchester, M2 5NS

AGENDA

1. Appointment of Co-opted Members

Members are asked to appoint five co-opted local authority members to achieve the Balanced Appointment Objective. Nominations have been received as follows:

A: Councillor Barbara Bentham (Labour) (Salford)

B: Councillor Rosemary Barratt (Labour) (Stockport)

C: Councillor Aftab Hussain (Labour) (Oldham)

D: Councillor Robin Garrido (Conservative) (Salford)

E: Councillor Angela Smith (Conservative) (Rochdale)

2. Apologies

3. Chair's Announcements & Urgent Business

4. Declarations of Interest

1 - 4

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.

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|------------|--|-----------|
| 5. | Minutes of the Meeting of 11th June 2024 | 5 - 16 |
| | To consider the approval of the minutes of the meeting of the Panel held on 11 th June 2024. | |
| 6. | The Baird Inquiry - Report (To Follow) | |
| | <i>Report will follow after the publication of the Baird Inquiry on 18th July 2024.</i> | |
| 7. | GMFRS - Annual Statement of Assurance 2023/24 | 17 - 56 |
| | A report of Ben Norman, Deputy Chief Fire Officer, GMFRS | |
| 8. | GMFRS Atlas Project Update | 57 - 60 |
| | A report of AM Billy Fenwick, to be presented by Peter Fitzpatrick (Station Manager, Safer Communities and Interventions). | |
| 9. | ASB - Operation Hurricane (Report to Follow) | |
| 10. | GMP Update - HMICFRS Inspection Activity | 61 - 66 |
| | A report of Chief Superintendent Nicola Spragg, GMP. | |
| 11. | Greater Manchester Hate Crime Plan 2024-2028 | 67 - 100 |
| | A report of Superintendent Mike Russell (GMP) and Dominic Coleman, Senior Policy and Partnership Officer, GMCA. | |
| 12. | Standing Together 2022-2025 - Priority 2, Year 3 Progress Report: Reducing Harm and Offending | 101 - 112 |
| | A report of Neil Evans, Director of Police, Crime, Criminal Justice & Fire, GMCA. | |
| 13. | Police & Crime Plan Development | 113 - 138 |
| | A report of Neil Evans, Director of Police, Crime, Criminal Justice & Fire, GMCA. | |

For Information

- | | | |
|------------|---|-----------|
| 14. | Joint Forward Plan (For Information) | 139 - 150 |
| 15. | Deputy Mayor's Decisions (For Information) | 151 - 158 |

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

Governance & Scrutiny Officer: Lee Teasdale

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

This agenda was issued on 16th July 2024 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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POLICE FIRE AND CRIME PANEL – 24 JULY 2024

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

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

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

QUICK GUIDE TO DECLARING INTERESTS AT MEETINGS

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

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

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

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

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

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

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

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

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

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

FOR A NON PREJUDICIAL INTEREST

YOU MUST

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

TO NOTE:

FOR PREJUDICIAL INTERESTS

YOU MUST

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

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

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

YOU MUST NOT:

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

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Agenda Item 5

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

MINUTES OF A MEETING HELD ON 11 JUNE 2024 IN THE BOARDROOM, GMCA OFFICES

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Sandra Walmsley	Bury Council
Councillor Garry Bridges	Manchester City Council
Councillor Josh Charters	Oldham Council
Councillor David Lancaster	Salford Council
Councillor Tom Morrison	Stockport Council
Councillor Vimal Choksi	Tameside Council
Councillor Dane Anderton	Wigan Council

Also in attendance:

Kate Green	GM Deputy Mayor
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Officers Present:

Ian Cosh	Chief Finance Officer, GMP
Lee Rawlinson	Chief Resources Officer, GMP
DCC Terry Woods	GMP
Chief Supt. Nicola Spragg	GMP
ACFO Carlos Meakin	GMFRS
Samantha Stabler	Interim Advisor to Panel & Head of Community Safety, Manchester City Council
Neil Evans	Director of Police, Crime, Fire & Criminal Justice, GMCA
Vicky Sugars	Assistant Director of Police, Crime, Fire & Criminal Justice, GMCA
Melinda Edwards	Deputy Monitoring Officer, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, GMCA
Rachel Harley	Head of Engagement & Insights, GMCA

PFCP/24/24

APPOINTMENTS TO THE PANEL

RESOLVED/-

1. That the following members have been appointed to the GM Police Fire and Crime Panel by the constituent councils for the municipal year 2024/25:

District	Member	Substitute
Bolton	Rabiya Jiva (Lab)	David Chadwick (Lab)
Bury	Sandra Walmsley (Lab)	Richard Gold (Lab)
Manchester	Garry Bridges (Lab)	TBC
Oldham	Peter Dean (Lab)	Josh Charters (Lab)
Rochdale	Janet Emsley (Lab)	TBC
Salford	David Lancaster (Lab)	Barbara Bentham (Lab)
Stockport	Councillor Tom Morrison (Lib Dem)	Stephen Gribbon (Lib Dem)
Tameside	Vimal Choksi (Lab)	Barrie Holland (Lab)
Trafford	Rose Thompson (Lab)	Simon Thomas (Lab)
Wigan	Dane Anderton (Lab)	Paula Wakefield (Lab)

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

Angela Lawrence

Majid Hussain

3. That the five co-opted local authority members to achieve the Balanced Appointment Objective would be appointed at the next meeting of the Panel.

PFCP/25/24

APPOINTMENT OF CHAIR AND VICE CHAIR

RESOLVED/-

1. That following nomination by Panel Members Councillor Janet Emsley (Rochdale) be appointed as the Chair of the Panel 2024/25.
2. That following nomination by Panel Members Councillor Dane Anderton (Wigan) be appointed as the Vice-Chair of the Panel 2024/25.

3. That Councillor Dane Anderton & Councillor David Lancaster be appointed to the LGA Fire Commission for 2024/25.

PFCP/26/24 APOLOGIES

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Peter Dean (Oldham), Councillor Rose Thompson (Trafford) and Majid Hussain (Independent Member).

PFCP/27/24 GMPFCP RULES OF PROCEDURE

RESOLVED/-

1. That the GMPFCP's Rules of Procedure be noted.

PFCP/28/24 ANNUAL COMPLAINTS REPORT

Samantha Stabler (Interim Advisor to the Panel) advised that between 1st April 2023 and 31st March 2024, two complaints had been received, with one stating they were concerning the Greater Manchester Mayor and one concerning the Greater Manchester Deputy Mayor in respect of police and crime issues.

One of these complaints was not within the purview of the Police Fire and Crime Panel and was therefore passed to the Monitoring Officer. The complainant was updated. The other met the criteria for consideration under the GMPFCP complaints procedure. Accordingly, this complaint was currently being dealt with. At the time of the writing the outcome had not been established and could not therefore be reported to the Panel by way of the annual report. The outcome of this complaint would therefore be documented in the 24/25 financial year annual complaints report.

RESOLVED/-

1. That the information contained within the report be noted.

PFCP/29/24 DECLARATIONS OF INTEREST

RESOLVED/-

1. That there were no declarations of interest.

**PFCP/30/24 MINUTES OF THE MEETING OF 14TH MAY 2024 and CHAIRS
ANNOUNCEMENTS**

The Chair advised the Panel that she had attended a family funday event at Hopwood Hall, at which the Greater Manchester Police Band had been in attendance as well as Blue Watch from Heywood, with children encouraged to get involved. The day had been a great success and it was asked that thanks be passed back to all involved.

Members considered the minutes of the previous meeting and the following points were highlighted:

- PFCP 21/24: Deputy Mayor Kate Green advised that due to the announcement of the general election, the publication date of the Baird Review of GMP's treatment of women in custody was necessarily postponed in compliance with pre-election restrictions. The report would now be published on 18th July.

RESOLVED/-

1. That the minutes of the meeting of 14th May 2024 be agreed as a true and correct record.
2. That the update on the postponement of the Baird Review be received.

**PFCP/31/24 POLICE OFFICER RECRUITMENT AND WIDER GMP
RECRUITMENT**

Deputy Chief Constable Terry Woods and Chief Resources Officer Lee Rawlinson (GMP) presented a report to the Panel updating on the Police Uplift numbers / progress alongside broader GMP staff recruitment, retention and diversity.

The Chair began the item by inviting Deputy Mayor Kate Green to provide her thoughts on the report.

- In terms of recruitment and retention there was a mindfulness in terms of issues around pay and the slowness of the current vetting procedure.
- The stay interview processes introduced had proven to be very successful to date.
- However challenges remained around recruitment and retention in the current market, an issue that also extended into backroom staff recruitment in areas such as IT, digital, communications and finance.
- There was satisfaction that GMP had been able to take full advantage of the opportunities offered by the Police Uplift programme, and continued benefits were expected from it.
- Diversity within the GMP workforce remained a significant priority for the Deputy Mayor and remained at present an area of concern. Breakdown figures were made available that made clear that whilst 13% of officers being recruited were from Asian backgrounds, only 1% of officers recruited were black. This was an issue receiving considerable attention and regular communications were taking place with the GMCA Race Equality Panel.
- Work had also been taking place on new training pathways for officers, with care being taken to ensure that the pathways did not favour particular backgrounds and further entrench discrimination.

Comments and Questions

Members were invited to comment and ask questions.

- If was asked if exit interviews with officers were highlighting any recurring issues? It was advised that the intelligence from the exit interviews was reviewed to look for key themes and patterns, this information could be shared with the Panel as a future item.
- Reference was made to the recruitment of officers from South Asian backgrounds – with it being asked if the recruitment efforts were breaking down further to ensure that all South Asian communities were represented through a mix of Indian/Bangladeshi/Pakistani and other regional minority officers. The Deputy Mayor agreed that this was important and that the legitimacy of GMP depended on

all subsets of wider communities being represented. These issues were being broached directly with the GMCA Race Equality Panel, and any contacts within communities who could help in extending this conversation would be welcomed.

- Members asked if LGBT officers could be included as a measure within equality statistics. It was advised that further breakdowns on diversity could be made available, though it was important to note that officers were not obliged to state whether they identified as LGBT and this depended entirely on their personal wishes. GMP always sought to establish itself as a safe place to work where staff could identify themselves however they wished.

RESOLVED/-

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

PFCP/32/24 GMP STOP AND SEARCH

Deputy Chief Constable Terry Woods presented a report that provided an update for members of the panel in relation to the use of stop search powers by GMP. The report included overall volumes, positive outcomes, ethnicity and disproportionality, use of S60 powers and complaints against police as a result of the use of stop search powers.

The Chair opened the item by inviting Deputy Mayor Kate Green to provide feedback on the report:

- Members were reminded on the significant increase seen in stop and search volumes across the region over the last couple of years. Up 70% in the year 2022/23, and whilst this rate had slowed it was still growing.
- The report pulled out the ethnic disparities in stop and search activity across the region. It was unfortunately the case that members of the black community were 2.4 times more likely to be searched than white – with the numbers for Asian communities at 1.4.
- When compared against national averages, for the Asian community it was in line with national averages, whilst for members of the black community it was actually lower than the national average (4.1x more likely).
- It was highlighted that new census figures released at the end of 2022 had impacted some of the figures.

- Overall despite the significant increase in the number of stop and searches taking place across the region, the disproportionality in the region had fallen over the past three years, which meant that things were going in the right direction even if work remained to be done.
- It was advised that a number of scrutiny mechanisms were in place including the Police, Fire & Crime Panel, the Deputy Mayor's Executive, community-based panels, the Race Equality Panel and workshops would be taking place this week on the possibility of rolling out youth scrutiny panels similar to the pilot panel taking place in Oldham.

DCC Woods stated that he and the Chief Constable remained big supporters of Stop and Search powers. When undertaken in a lawful, respectful and objective way, it remained a highly effective way of protecting people. It was stated that there needed to be a debate about what true 'proportionality' was when it came to stop and search – by its very nature it was not proportionate in terms of where they needed to take place and at what times of day. It was highlighted that the percentage of complaints received about stop and searches remained extremely low at 0.22%.

Comments and Questions

- Members asked if figures were available that showed outcomes of searches by ethnicity as this could speak towards the concerns around racial profiling. It was advised that this could be made available.
- Members sought further detail on the intelligence that led stop and search operations to take place in particular areas. It was advised that a lot of the intelligence was built on information provided by the community, in line with the building of the neighbourhood policing model. Stop and Search was a high priority amongst residents, and it was a frequent request that this proactively take place. The work taking place through the redirection of Operation Vulcan to Piccadilly Gardens was highlighted.
- Members further referenced complaints received and questioned how complaints were reducing. Were those searched provided with appropriate education on how to make a complaint if they felt that had been treated unfairly? It was advised a College of Policing Peer Review of GMP had made 12 recommendations that included one on the training of officers in complaints processes. Following this the

training offer was stepped up with a focus on awareness. Technological developments had also been incorporated, so that officers could now provide people with a QR code that allows them to immediately access all of the information required to register a complaint. Other GMP practice highlighted included the use of body worn video which had been a great help in ensuring respectful interactions, and the meeting of standards expected of GMP's officers was part of a good governance process around this.

- Members asked about the input required from districts to establish targeting of localised crime hotspots for stop and search activity like that seen in Piccadilly Gardens. It was advised that the intelligence around Piccadilly Gardens had been built through a mix of GMP intelligence led undercover operations and traditional intelligence gathering amongst the community in the area such as shopkeepers. This had been specifically part of Operation Vulcan, which had begun in Bury New Road and would next be moving onto the transport network. However, each District Commander had been tasked with developing their own versions of Op Vulcan to eradicate areas of high crime.

RESOLVED/-

1. That the contents of the report be noted.
2. That further details pertaining to outcomes of searches statistics broken down by ethnicity be made available to the Panel.

PFCP 33/24 GMP PERFORMANCE UPDATE

Deputy Chief Constable Terry Woods provided the Panel with a strategic update on the performance of Greater Manchester Police. Additional Deputy Mayor Kate Green was invited to comment. The following points were highlighted:

- Call response times continued to improve as a testament to the resources put into this over the last few years.
- Serious sexual offences had been an area of key focus. High levels of expertise had been developed around this, and now arrangements were being made for this expertise to be made available to all districts.
- Levels of anti-social behaviour remained concerning and work had taken place to develop a single pot of funding that could be used to tackle local hotspot areas.

- Hate crimes remain a concern. Reporting was quite low, but it was expected that this was a result of underreporting, particularly given the ongoing conflict in the middle east.
- Significant improvements in outcomes for victims' rates were now being seen which was hugely welcome.
- Increases in shoplifting remained an area of concern. Work was taking place with shopkeepers and large retailers on this issue. Increases in detection of these offenses was now being seen, with facial recognition technology now being increasingly used to target suspects.

Comments and Questions

- Members stated that it would be good to build comparison and target data into future reports.
- Members expressed concerns that a lot of the good news arising from the performance updates was not being disseminated in such a way that the public were fully aware of it. It was agreed that the public narrative had not changed enough in the time since GMP had been in special measures, and conversations were taking place with the Deputy Mayor and the communications team on how best to go about improving public confidence.
- Members welcomed the extra funding being made available for tackling anti-social behaviour but expressed a note on concern that hotspots of ASB within districts often moved about, so to target specific areas solely would not suffice.
- Members asked if there were plans around incorporating AI bots into GMP chat functions. It was advised that there were live conversations taking place on this, but it remained early days. As it stood, GMP chat response times were amongst the best in the country, usually being within a matter of seconds.

RESOLVED/-

1. That the contents of the report be noted.

PFCP 34/24

GMFRS ATLAS PROJECT

Item withdrawn.

ACFO Carlos Meakin presented a paper providing details of Greater Manchester Fire and Rescue Service's progress in meeting national productivity and efficiency targets for the 2021/22-2024/25 Spending Review period, and the National Fire Chiefs Council (NFCC) / Local Government Association (LGA) proposals for fire and rescue services to secure 2% non-pay efficiencies and a 3% productivity increase in the same period. Points highlighted included:

- Following the latest inspection. GMFRS had been identified as the most improved fire and rescue service in England.
- A number of reviews had taken place to help the service identify areas of improvement and where reasonable cost savings could be made. Not least of which was the recent Fire Service Review.
- A productivity project had been implemented across GM fire stations.

RESOLVED/-

1. That the report be noted.

Rachel Harley (Head of Engagement & Insights, GMCA) provided a presentation to the Panel on the consultation and participation plan to help in developing the GMFRS Fire Plan for 2025-2029. The presentation included an update on organisational work to improve the approach to creating a more systematic approach to participation; how the work was feeding into strategically important priorities; what had been learnt from activity so far such as the Annual Delivery Plan refresh; thinking so far including clear participatory design principles to help in keeping engagement focussed and meaningful; and the timescales and activity moving forward for the rest of 2024.

RESOLVED/-

1. That the the contents of the presentation be noted.

**PFCP 37/24 POLICE AND CRIME PLAN – PRIORITY 1 REPORT &
PERFORMANCE SCORECARD**

Neil Evans (Director of Police, Crime, Fire & Criminal Justice, GMCA) provided a year 3 progress update on the work to progress Priority 1 (Keeping People Safe and Supporting Victims) of the Police and Crime Plan 2022 – 25. Key points highlighted included:

- The establishment of a Victims Strategy Board to drive investments made into victims' services and to develop and implement work required by the new Victims & Prisons Act.
- Right Care Right Person was highlighted. There had been a 2% reduction in mental health incidents attended in the previous year, but the number still currently stood at around 4000 incidents attended – a large proportion of these would not have required police powers. A lot of collaboration and engagement had been taking place, but the go-live date had needed to be put back to the end of September 2024 due to the relevant mental health teams not being ready for manning a 24-hour helpline yet. It was imperative this was in place before the go live as it was vital to ensure a full level of service from day one. Briefing sessions on this would be held in early September.

RESOLVED/-

1. That the contents of the paper be noted.

PFCP 38/24 GENDER BASED VIOLENCE DELIVERY PLAN – YEAR 2 UPDATE

Vicky Sugars (Assistant Director of Police, Crime, Fire & Criminal Justice, GMCA) presented a report setting out the process undertaken to develop the Greater Manchester Gender Based Violence (GBV) Delivery Plan for 2024 – 26 alongside the Delivery Plan's priorities for the next two years.

RESOLVED/-

1. That the process undertaken to develop the Gender Based Violence Delivery Plan 2024 – 26 including approval of the Delivery Plan at the Gender Based Violence Board on 23rd April be noted.
2. That the final GBV 2024-26 Delivery Plan be endorsed.

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 24th July 2024

Subject: GMFRS Annual Statement of Assurance 23-24

Report of: DCFO Ben Norman

PURPOSE OF REPORT

This paper presents the GMFRS Annual Statement of Assurance 23-24 setting out the arrangements in place covering the timeframe from 1st April 2023 to 31st March 2024.

RECOMMENDATIONS:

Members of the Panel are asked to:

- Note the contents of the paper and the report provided in Appendix A, highlighting any comments.
- Support the publication of the report on the GMFRS website.

CONTACT OFFICERS:

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

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

Equalities Impact, Carbon, and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

GMFRS Annual Statement of Assurance 20-21

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	

BACKGROUND

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

CONTENTS OF STATEMENT OF ASSURANCE

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

NEXT STEPS

6. The document has been published on the GMFRS website on our risk and assurance page – [Annual Assurance Declaration](#).

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**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

Fire and Rescue Declaration

Annual Statement of Assurance 2023/24

May 2024

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1 Introduction

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

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

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

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

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

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

1.1 Service Area Overview

GMFRS is one of the largest fire and rescue service in England, covering an area of 493 square miles and serving a population of 2.91 million residents, with many other people working or visiting the region.

Of that population of 2.91 million there are:

- 460,000 over 65s (set to increase 31% by 2043)
- 55,000 over 85s (set to increase 70% by 2043)
- 100,000 people receiving disability allowance
- 551,000 people living with long-term health conditions
- More than 200 different languages spoken, making Greater Manchester one of the most linguistically diverse cities in Europe

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

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

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

1.2 GMFRS Overview

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

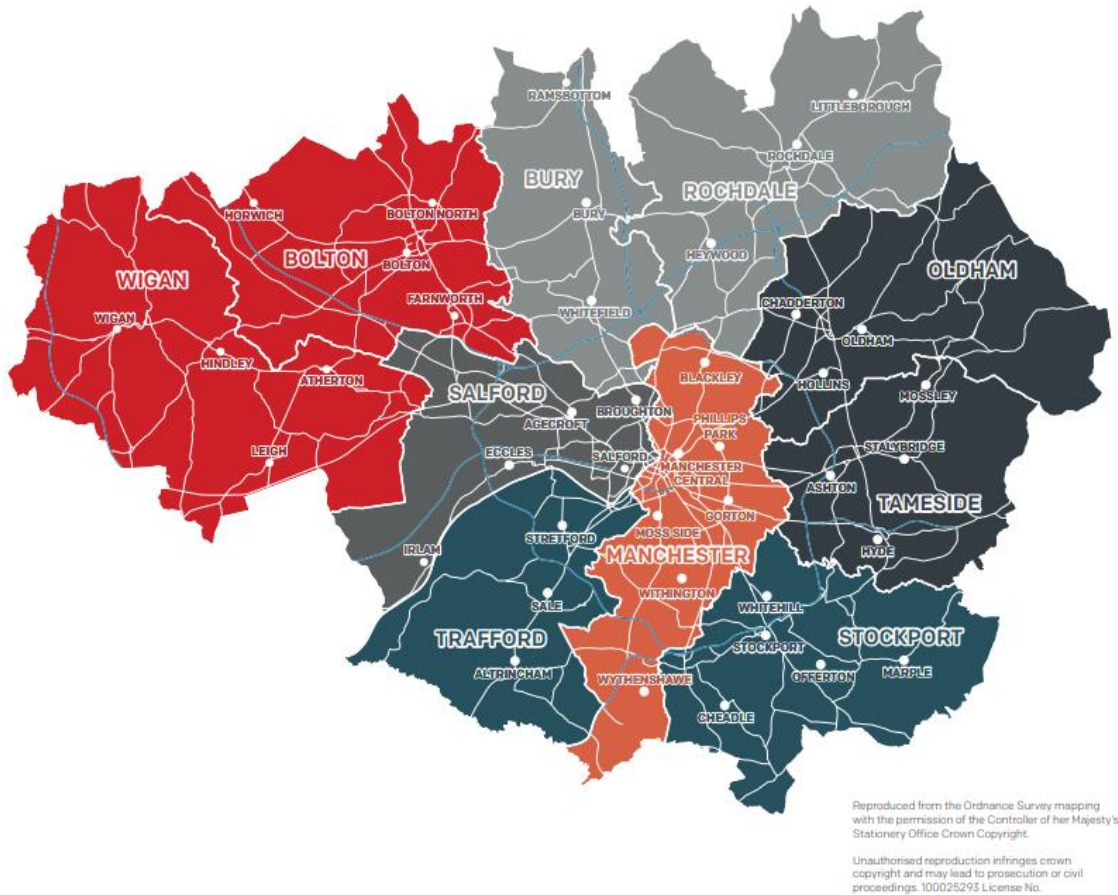


Figure 2: Overview of GMFRS stations and areas



Figure 3: GMFRS overview 2023/24

2 Operational Assurance

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

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

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

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

2.1 Community Risk Management Plan (CRMP)

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

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

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

Strategic Priorities

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

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

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

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

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

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

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

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

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

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

An internal and external consultation plan was developed to support consultation and engagement activities undertaken on fire cover proposals. Internal consultation was undertaken over a period of eleven weeks commencing four weeks ahead of the launch of the seven week external consultation activities. Individual consultation exercises are undertaken on key projects that will impact on communities to gather feedback ahead of any final decisions.

2.2 Operational Assurance

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

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

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

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

2.3 Active Monitoring System (AMS)

Active Monitoring is crucial for supporting organisational learning and service improvement. By capturing notable practices and identifying areas for improvement, it enables us to consider a wide range of evidence and take actions at the local level to enhance service quality. Through our AMS, we review existing practices, document relevant information, and produce action plans to address identified areas for improvement. The outputs of active monitoring inform our continual efforts to provide high-quality services to our communities. The Organisation Learning Group (OLG) is responsible for governance arrangements that track and monitor progress in implementing improvements and capturing internal and external operational learning. The OLG plays a critical role in identifying and allocating resources to support areas of notable practice and improvement throughout GMFRS.

2.4 Mutual Aid Agreements

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

2.5 National Resilience

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

2.6 Response to Terrorist Attacks / Marauding Terrorist Attack

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

To enhance our readiness and response capabilities, a detailed action plan was created in response to the Manchester Arena Inquiry. All our frontline firefighters have received extensive training, and our fire engines are equipped to respond to and deal with MTAs and mass casualty incidents with enhanced PPE and trauma equipment. The training is aligned and delivered in conjunction with the police and ambulance services.

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

2.7 Joint Operational Learning (JOL)

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

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

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

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

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

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

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

2.9 Business Continuity

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

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

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

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

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

Each year or following significant changes the plans are reviewed and tested to ensure they are current and fit for purpose. The Coronavirus pandemic demonstrated GMFRS's ability to deal with a major BCM incident, whilst at the same time maintaining the ability to respond to other emergencies. Learnings from this have been captured and where appropriate incorporated into our plans.

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

3 Prevention and Protection

3.1 Prevention

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

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

To share safety advice, communications with the public and visitors, GMFRS maintains a website, delivering information to reduce the risk of fire and other emergencies.

Additionally, throughout the year, we conduct various prevention campaigns, such as press releases, video content, and events, aligned with national and local themes to promote behavioural changes and prevent injuries and harm.

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

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

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

Education continues to be a priority in GMFRS, and we have established four Cadet Units across the Service, in prioritised areas. We utilise the FRS 'brand' to recruit young people between 14 and 18 years in a disciplined and structured programme designed to provide personal development and engender societal responsibility, while creating community ambassadors for GMFRS values. GMFRS operates a facility at Bury Training and Safety Centre, where young people and other age groups can undertake a structured visit to increase awareness of fire and other emergencies, within an immersive environment designed to induce behavioural change.

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

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

As a member of the Safer Roads Greater Manchester Partnership, GMFRS actively supports the wider campaigns and specifically the coordination of Safe Drive Stay Alive GM, a performance-based road safety intervention aimed a school and college aged young people, designed to positively influence the attitudes and behaviours of learner and novice drivers, to reduce the risk of road traffic collisions. In addition, we are contributing to the implementation of the GM Vision Zero Strategy by supporting development of action plans and reviewing our road safety provision.

We aim to target our prevention work at those most at risk. Our data informs us that motorcyclists in UK make up 2% of road users, but the risk of motorcyclists being involved in an accident is 40%. In 2024 we are launching a new road safety intervention aimed at increasing education for Motorcyclists. We will be working with Greater Manchester Police to support the '*Bike Safe*' programme as well as piloting a '*Biker Down*' programme and delivering targeted interventions at motorcycle related events and groups.

Following the GM Water Safety Summit, held in 2022, we have been instrumental in initiating and facilitating the GM Water Safety Strategic Partnership and Water Safety Strategy. GMFRS staff participate in localised water safety groups designed to increase water safety in our communities and reduce the number of water-based emergencies GMFRS attends.

We utilise national guidance and resources, supported by the NFCC, to enhance our current Prevention activities, and to support partners for road and water safety risk reduction programmes and initiatives. We utilise a data and evidence-based approach to reducing the risk on our roads and waterways and provide targeted interventions to those most at risk.

We are continuing to deliver our '*Atlas project*' in collaboration with GM Probation Service. The programme is supported by a clinical psychologist and university research aims to and change behaviour of adults with a history or increased likelihood of deliberately starting fires.

Additionally, within our prevention '*Safer Communities and Interventions team*' we have developed and now delivering a range of targeted intervention programmes aimed at reducing risk in our communities. Themes within the programmes vary, and we are aiming to change behaviours and build resilience with our cohorts whilst working with partners such as HM Prison Service, Youth Justice Service and the Probation Service.

3.2 Protection

FRAs must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies. The core purpose of our Protection teams is to ensure the safety of the public and firefighters by identifying, investigating, and reducing risk. We work with others to identify risks and develop solutions to improve safety through engagement, advice, and enforcement and this underpins the delivery of our services.

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

We are committed to supporting businesses to comply and are working hard to increase the information available to businesses through a variety of media. GMFRS actively participates in the Primary Authority Scheme through the Greater Manchester Centre of Regulatory Excellence and provides extensive support to our Primary Authority Partners to

give tailored fire safety advice including the provision of assured advice. In this way we contribute to a consistent and coordinated regulatory environment.

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

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

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

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

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

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

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

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

4 Financial Assurance

4.1 Financial Reporting and Audit

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

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

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

An independent audit of the accounts is undertaken by an external auditing body, Mazars. The external auditor undertakes a review of the accounts and produces an Annual report, the most recent being for the year ended 2021/22 - [Annual Report 2021/22](#). All our Statement of Accounts can be found on our website – [Statement of Accounts](#).

4.2 Medium Term Financial Strategy

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

4.3 Reserves

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

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

4.4 Collaboration

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

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

Our Protection Department works closely with other NW FRS through the NFCC NW Protection Group which is chaired by GMFRS and works to an annual delivery plan. Our collaboration through this group has seen the development of joint CPD events for Fire Safety Regulators which are now delivered on an annual basis. In 2023/24 we have established the NW Regional Team to support the Building Safety Regulator and participated in Safety Case Trials as well as undertaking preliminary process mapping through team familiarisation sessions.

We have collaborated significantly on Business Engagement in two key areas. We have produced joint videos to support Housing Providers and Managing Agents to meet their obligations under the Fire Safety England Regulations through resident videos incorporating evacuation information and a series of instructional videos for monthly checks. These have been shared with local and national bodies as well as promoted through a co-ordinated social media campaign. A regional approach has been taken to supporting Take Away owners to better understand their fire safety responsibilities. This has seen the production of a regional leaflet and a series of short videos - these were launched through a co-ordinated campaign in January 2023. GMFRS has used this as a foundation for a longer campaign working with the GM Centre of Regulatory Excellence to deliver online advice sessions on fire and food safety with targeted inspections working with Local Authority partners.

GMFRS continues to support Operation Vulcan which is an innovative GMP led multi-agency operation to tackle entrenched criminality in the Cheetham Hill area and work with other agencies on a regular basis.

GMFRS is a key contributor and collaborator with the Greater Manchester High Rise and Building Safety Task Force and pro-actively engages with Housing Providers and Managing Agents. Supported by GMFRS, the Task Force has overseen the response within Greater Manchester, to ensure preparedness in the event of a similar incident to the fire at Grenfell Tower. It has taken action to ensure safety of premises and provides reassurance to residents in high rise accommodation.

GMFRS has continues to support Housing Providers and Managing Agents in relation to the implementation of the Fire Safety England Regulations. We have further developed the information and guidance developed last year into a dedicated leaflets for blocks of flats which can be utilised in blocks of flats of all heights and the videos produced as part of NW collaboration.

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

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

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

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

4.5 Research and Development

GMFRS actively assesses emerging and future operational risks, to ensure our operational crews are able to effectively deal with the risks they face. We research innovative and technological solutions and trial new and additional equipment to improve our ways of working. We collaborate with regional partners, taking learnings and best practice, with recent research assessing how to effectively deal with the threat of electrical vehicle fires and other hazards posed by lithium-ion batteries.

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

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

4.6 Shared Interest

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

5 Governance

5.1 Governance Arrangements

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

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

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

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

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

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

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

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

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

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

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

GMCA's external auditor reviews the Annual Governance Statement as part of the assessment of their value for money conclusion.

- [Annual Governance Statement](#)

5.2 Assurance, Scrutiny and Accountability

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

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

- Support and ability to call on Local, Regional and National Resilience Arrangements.
- An Internal Audit function that meets all professional standards, supports the Service in the achievement of its improvement agenda and has responsibility for the continual review of major financial controls and the wider internal control environment.
- A GMFRS Corporate Risk Register is approved and monitored by SLT and the Deputy Mayor. This forms part of the wider GMCA Risk Management Framework and feeds into the GMCA Corporate Risk Register, where strategic and operational risks are regularly reviewed by the Chief Executive's Management Team and Senior Leadership Team and are reported quarterly to the GMCA Audit Committee.
- Published Whistleblowing Policy and anti-fraud policies are in place to ensure correct reporting and investigation of suspected fraudulent activities. [Report fraud and corruption - GMCA](#)
- A comprehensive Performance Management framework with clearly defined performance management targets, that measures financial and other performance data linked to the Service strategic priorities and outcomes.

5.3 Transparency

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

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

5.4 Performance Management

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

The Performance Improvement Team undertakes an annual review with KPI owners and key stakeholders from Directorates to discuss proposed KPIs for the year ahead, to ensure that the measures are fit for purpose and forecasts and targets are realistic. Consideration is given to the Fire Plan, Annual Delivery Plan, and internal strategies to ensure KPIs demonstrate we are delivering on our commitments and are aligned to our six priorities. Formal approval is agreed through our governance process.

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

5.5 Internal Audit arrangements

The Internal Audit team delivers an annual programme of audit work designed to raise standards of governance, risk management and internal control across the Greater Manchester Combined Authority (GMCA), including GMFRS. A risk-based internal audit plan is developed to provide assurance that key strategic and operational risks are being effectively managed to ensure the Service's core purpose and aims are achieved. Internal Audit report directly into the GMCA Audit Committee who approve the internal audit work plan, oversee audit activity, and review outcomes from the work undertaken.

The culmination of the work undertaken is an annual Opinion from the Head of Internal Audit on the effectiveness of governance, risk management and internal control arrangements. In 2022/23, the Head of Internal Audit provided an opinion of reasonable assurance in relation the arrangements in place for governance, risk management and internal control. The most recent report and opinion can be found here - [Head of Internal Audit Opinion 2022/23](#).

5.6 Inspection

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

The inspections are designed to promote improvement and identify all aspects of the work undertaken by FRSs. Using experts from across the sector to deliver the inspections, the inspectorate assess against 11 key areas that can be categorised into Effectiveness, Efficiency and People.

Since our first inspection we have been working to deliver improvements, with progress reported and monitored through our governance arrangements. GMFRS was first inspected in 2019 and again in 2021.

In our most recent inspection in Autumn 2023, GMFRS was graded as 'Good' in 10 of the 11 areas and 'Adequate' in one. This demonstrated the significant improvements the Service has made, with four of the 11 areas moving from a 'Requires Improvement' grading to a 'Good' grading and one from 'Requires Improvement' to 'Adequate'. GMFRS is currently the most improved fire and rescue service in England.

Two 'Areas for Improvement' were identified by the inspectors, one of which we have already addressed and closed. Our activities to address these areas are being delivered alongside our improvement programme.

Additionally, HMICFRS recognised four areas of Positive Practice and two areas of Innovative Practice, which together, is the most any fire and rescue service has received in this round of inspections.

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

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

- [GMFRS Inspection Report 2023/25](#)
- [GMFRS Inspection Report 2021/22](#)
- [GMFRS COVID Thematic Inspection 2020](#)
- [Fire Standards Board](#)

6 Workforce

6.1 People Strategy

In 2023 the GMCA People Strategy replaced the historical GMFRS People and Organisational Development Strategy. The People Strategy is a key document that brings together the strategic workforce objectives for GMCA (including GMFRS), establishing a clear link to the Greater Manchester Strategy, Fire Plan and Annual Delivery Plan and setting out how we seek to attract, retain, support, and reward our people in order to achieve excellence in providing services to the residents of Greater Manchester.

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

We recognise that our workforce is one of our greatest assets and in order to meet the new challenges and opportunities ahead it is vital that we have the right people, in the right jobs with the right skills at the right time. One of the key pillars supporting our People Strategy is the way we attract and recruit organisationally, especially our operational staff who comprise the largest component of our workforce. Our new strategic workforce development plan was launched in 2023 and highlights the key areas of focus for operational and non-operational recruitment, selection and attraction over the next 5 years. The GMFRS Attraction Strategy is a key pillar in this plan, which focuses on using positive action to attract more diverse applicants into the role of a Firefighter and also for promotion (which is a new focus for 2022 – 2025).

In 2024, the impact of the leaver and retirement profiles has also expanded to focus on the impact of promotion pathways, and the volume of recruitment, selection and training that will be required over the next five years. Combined these profiles show high volume recruitment and training activity will continue between 2024-2029, seeing approx. 386 new recruits joining as firefighters, alongside 417 promotions which also include inter-service transfers.

Our Learning and Development Strategy sets out a transparent and coherent learning offer for all our staff, to ensure staff understand and acquire the skills they need to successfully do their job, including the importance of creating an inclusive culture and working environment. The GMCA (and GMFRS) continue to fully invest and embed in meaningful Equality Impact Assessments (EIA), which includes a new EIA working group that supports the robust governance model that is in place for equality, diversity and inclusion – that is set out in the 2022 EDI Strategy.

In addition, GMFRS and the GMCA have an established staff network programme in place that sees ongoing support and investment to ensure that it's 5 staff networks; Women's, Armed Forces, LGBTQIA+, Race and Faith & Enable; are available and prioritised within the organisation. This includes allocation of senior sponsors from GMFRS. We are going further to strengthen the inclusive culture commitment, which includes our next phase of face-to-face 'inclusive cultures' training for all staff within the service, alongside a tailored inclusivity training framework, approved in 2024.

The Recruitment and Selection Framework, alongside Managing Disclosures in Employment Frameworks are now fully embedded into the organisation, with a review of DBS requirements underway with the Service Leadership Team.

After over twelve months of being established within the organisation, the GMFRS Promotions Pathway programme of work, is now at evaluation stages, which will seek feedback from staff at all levels to inform a review and refinement of the process for the future. In addition, the Pathway, Leadership Development Framework and the identification of high potential talent was recognised as promising practice within the 2023 HMICFRS inspection.

We work to develop staff at all levels in leadership development, including supporting colleagues from under-represented groups to access development opportunities that seek to support and learn from lived experiences to better both themselves and the organisation, through initiatives such as our Developing Diverse Leaders Programme and our Mutual Mentoring Programme.

We engage with the workforce on a regular basis through a variety of forums including our annual b-Heard survey, Frontline Engagement sessions, our Freedom to Speak Up Guardian and Staff Networks. We actively encourage feedback from staff across the organisation, at all levels and in all teams to make changes and improvements across the organisation.

6.2 Operational Training

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

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

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

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

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

Operational Training programmes are complemented by self-managed training for operational crews on stations and for all levels of commander up to and including Principal Officer through annual Maintenance of Competence curriculums.

6.3 Health, Safety & Fitness

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

Health, safety and fitness performance is regularly reviewed to identify trends, ensure learning, with the intention to improve the health and safety culture and working

environment. Health, safety and fitness performance and is regularly shared with representatives from our trade unions, where we seek to work collaboratively to achieve the best outcomes.

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

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

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

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

These audits and inspections inform our working practices. All health and safety documents and any proposed changes that impact on the health, safety, welfare and wellbeing of our employees are presented for consultation and/or engagement via the Joint Health and Safety Committee. The adverse safety reporting system was introduced last year and offers Managers access to real time accident information relating to their work areas; this allows the opportunity for early intervention of emerging themes which is also reviewed and monitored centrally by the health and safety team.

Physical fitness plays a crucial role in ensuring firefighter safety when responding to fire and rescue service activities. Firefighters who are physically fit are better equipped to handle the demanding challenges of the role. Their enhanced strength, endurance, and agility enable them to move swiftly and effectively in high-stress situations, reducing the risk of injuries and exhaustion. Additionally, physically fit firefighters are better prepared to handle the physical demands of firefighting tasks, such as operating equipment, extinguishing fires, and conducting search and rescue operations. Overall, maintaining optimal physical fitness not only enhances firefighter safety but also improves their overall performance and effectiveness in responding to fires in the built environment, ensuring the protection of both lives and properties within Greater Manchester.

The upgraded equipment being introduced into our premises, includes state-of-the-art machines, weights, and other equipment that are designed to improve strength, agility, and endurance. By investing in upgraded gym equipment on stations, GMFRS demonstrates its commitment to proactively promote firefighter health, safety and effectiveness in responding to emergency situations. Physical and mental fitness are crucial for firefighters as they age, and with a diverse workforce, helping firefighters maintain their strength, agility, and sharp decision making, allows for a greater ability to be injury free with positive mental wellness for the duration of their careers.

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

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

6.4 Environment

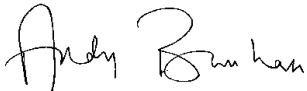
Overall governance of sustainability comes via an ISO 14001 certified environmental management system (EMS). The EMS ensures that GMFRS identify and manage the most important environmental aspects, helps improve efficiency, ensures compliance with environmental legislation and other requirements as well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

GMFRS have also embedded environment and sustainability via the Sustainability Strategy that details our priority areas for activity in respect of improving our sustainability and environmental performance. The delivery of the Sustainability Strategy is classed as a Priority Improvement Project (PIP) within the Annual Delivery Plan and is reported within the ADP reporting process.

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


Assurance Opinion & Declaration

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

Signed: 

Andy Burnham, Mayor for the Greater Manchester Combined Authority

Date: 15.05.2024

Signed: 

Dave Russel, Chief Fire Officer

Date: 09.05.2024

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GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 24th July 2024

Subject: GMFRS Atlas Project update

Report author: Peter Fitzpatrick, Station Manager, Safer Communities and Interventions

Report owner: Billy Fenwick, Area Manager, Head of Prevention, GMFRS

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on GMFRS Atlas Project and associated work completed within GMFRS.

2. CONTACT OFFICERS

2.1 Billy Fenwick – Head of Prevention fenwickw@manchesterfire.gov.uk

2.2 Emma Potts – Safer Communities and Interventions Manager
emma.potts@manchesterfire.gov.uk

2.3 Peter Fitzpatrick – Station Manager, Safer Communities and Interventions
fitzpatrickp@manchesterfire.gov.uk

3. RECOMMENDATION

3.1 It is recommended the Police, Fire and Crime Panel note the content of this report, provide feedback and offer support on the approach.

4. BACKGROUND

4.1 Initially, the Atlas Project was a collaborative pilot between GMFRS and Greater Manchester Probation Service (GMPS). With a set of shared aims and objectives, GMFRS and GMPS have worked in collaboration to develop a response to an

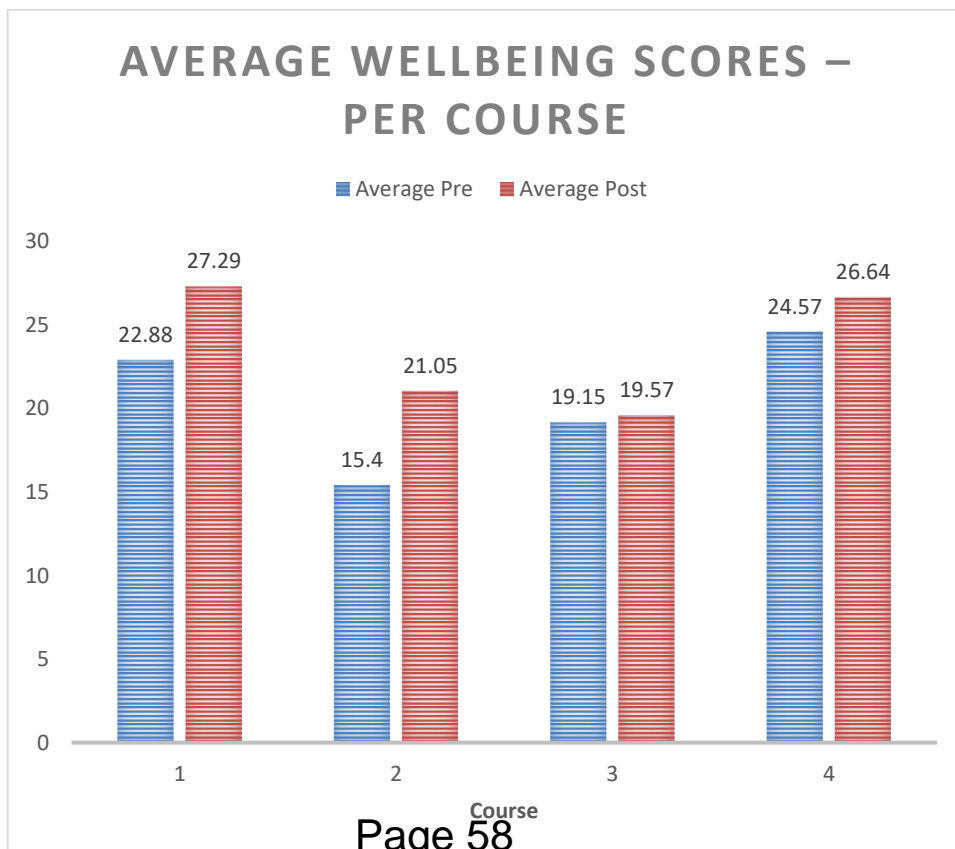
identified need to provide a tailored intervention to adults who set or use fire to harm themselves, others, or property, threaten to use fire or use of incendiary devices.

4.2 The projected outcomes of the Atlas Project are to:

- Protect the public
- Prevent victims
- Reduce re-offending and
- Respond efficiently and effectively to meet the needs of our communities, consequently reducing risk and the demand on blue light service

4.3 The Atlas Project has now delivered a total of four courses since, February 2023. There have been 34 referrals from Greater Manchester Probation Service with 23 individuals meeting the criteria for the course and 11 others being deferred to our 1:1 Atlas course, which will be referred to within this paper. Of the 23 individuals, prior to the course commencing, two were recalled to prison, one was successful in gaining a place in rehab and one was unwell.

4.4 The course continues to provide support to adults convicted of firesetting behaviours and help them positively reintegrate back into the community, developing purpose, resilience and interpersonal skills. To date, there has been no reoffending by participants and follow up psychological assessments have shown an increase in wellbeing and motivation towards achieving personal goals and overcoming adversity. Please see breakdown below:



4.5 Work is currently being developed to provide a “step down” approach to transition participants from the Atlas Project back to Probation through end of course reports and individual development plans. GMFRS are also signposting to commissioned services available to probationers through external providers.

5. THE ATLAS PROJECT – EVENING COURSES

5.1 Greater Manchester Probation Service have over 30 individuals with an arson conviction across Greater Manchester who are eligible for the Atlas Project course.

5.2 The course has now been adapted to allow learners who are in full time work to attend the GMFRS course. In July 2024, two evening courses will commence running once a week for a total of ten weeks.

6. THE ATLAS PROJECT – 1:1 DELIVERY

6.1 The Atlas Project has now been further adapted to allow learners with individual complex needs to have access to the course.

6.2 The programme has been refined to focus on four core elements:

- Identification with fire issues and serious fire interest
- Consequences and impact of firesetting
- Emotion regulation and self-esteem
- Understanding how mental health impacts learning

6.3 This delivery is to be piloted with three to four individuals to ensure it is achieving the intended aims, objectives and outcomes.

6.4 Further discussions will commence between GMFRS and GMPS to understand the individuals needs and if further support services need to be involved within the delivery to provide a multi-agency approach.

6.5 Once a learner has completed this course, a decision will be made as to whether the group Atlas delivery would be beneficial to them i.e. to increase their social skills.

7. POSITIVE OUTCOMES

7.1 Since The Atlas Project pilot course in February 2023, there have been a plethora of positive outcomes for both learners and agencies.

7.2 Several learners from the course have since secured accommodation, education opportunities and support services. Case studies are being developed to showcase

the positive outcomes some of the learners have achieved since completing the Atlas Project.

7.3 In December 2023, The Atlas Project won Project of the Year Award at the Excellence in Fire and Emergency Awards and has been highlighted by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services as Positive Practice.

Please see below:

Promising practice

Behaviour change programme for adult fire setters helps them gain new skills

The [Atlas Programme](#)  is a tailored intervention that aims to rehabilitate adult fire setters.

The project is implemented in collaboration with the Greater Manchester Probation Service and provides support and education to change the behaviour of adults with a history or increased likelihood of deliberately starting fires. The project is the first of its kind and is supported by clinical psychologists to understand the root cause of behaviours and provide positive change.

The course aims to help adults with a history of deliberate fire setting to gain life and employability skills and to reduce their risk. One participant became eligible for long-term accommodation after completing the course. He reported back to the project that it had helped him regain his self-worth, confidence and motivation to continue with his long-term rehabilitation

8. RECOMMENDATIONS

8.1 Members of the Police, Fire and Crime Panel are asked to note the contents of the paper and offer comment, challenge or support to the approach.

End of report

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 24 July 2024

Subject: GMP Update - HMICFRS Inspection Activity

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

Purpose of Report

The purpose of this report is to inform Members of the Greater Manchester Police, Fire and Crime Panel of areas of business within Greater Manchester Police (GMP) that have been subject to inspection by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) during 2024.

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

Recommendations:

The Panel is requested to:

1. Note the contents of the report.

Contact Officers

Chief Superintendent Nicola Spragg Nicola.Spragg@gmp.police.uk

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

Equalities Impact, Carbon and Sustainability Assessment:

Results of the [Sustainability Decision Support Tool](#) to be included here:

A [training video](#) is available on how to use the tool.

Risk Management

None in the context of this report

Legal Considerations

None in the context of this report

Financial Consequences – Revenue

None in the context of this report

Financial Consequences – Capital

None in the context of this report

Number of attachments to the report: 0

1. Introduction/Background

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

Types of inspection

PEEL assessments – The PEEL inspection programme is an assessment of the effectiveness, efficiency and legitimacy of police forces in England and Wales. Its principal aim is to promote improvements in policing. The PEEL assessment provides graded judgments on aspects of forces’ performance. It identifies where forces need to improve and helps the public understand how well their force is performing. All forces are subject to this inspection. GMP’s last PEEL inspection was in July 2023, the next is likely to be in winter 2025.

National thematic inspections – these can vary and will reflect emerging priorities for policing. These inspections look to gather information and understand what constitutes good policing practice and how all forces can achieve it. Recent examples include meeting the needs of victims in the criminal justice systems (December 2023) and Crime Investigations (May 2024). A sample of forces will often be selected for onsite inspection and evidence gathering.

Rolling programmes – HMICFRS also have an ongoing schedule of inspections and re-inspections which assess services such as child protection and custody provision across all forces.

2. Recent inspection activity in GMP (2023-2024)

Date of inspection	Inspection Area	Type	Date report received
17-27 July 2023	GMP PEEL Inspection 2023	PEEL	December 2023
21-24 August 2023	GMP Custody Re-visit	Rolling Programme	N/A
25 – 29 September 2023 (File audit) 27 – 30 November 2023 (Onsite fieldwork)	Joint Inspection of effective case building by the police and CPS	Joint Thematic	January 2024
9-13 October 2023	Joint Targeted Area Inspection of services for children in Manchester	Joint Thematic	November 2023
30 October – 2 November 2023	Activism and Impartiality in Policing	Thematic	Not yet received
22 – 25 April 2024	Joint Targeted Area Inspection of services for children in Rochdale	Joint Thematic	12 th June 2024
13-17 May 2024	Organised Immigration Crime	Thematic	Not yet received

3 -7 June 2024	Crime Investigations	Thematic	Not yet received
22 July– 9 August 2024	Child Protection	Planning	N/A

Forthcoming HMICFRS Inspections

Date of inspection	Inspection Area	Status
TBC – expected winter 2025	PEEL	Awaiting notification, planning

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

In cases where HMICFRS have serious concerns they will issue an accelerated CoC.

All of GMP’s CoC, AFIs and Recommendations relating to PEEL can be viewed by the public on the HMICFRS monitoring portal.

To give an indication of volume, currently GMP has one CoC, 26 AFIs, and 50 recommendations which are ‘open’ and needing further action. Progress since the beginning of this year has seen five CoC, 11 recommendations and 10 AFIs already closed.

3. Governance and Oversight

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

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

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

Internally, within GMP, corporate governance arrangements exist to support the preparations for HMICFRS inspections and to monitor progress and proactively manage the implementation of recommendations through the HMIC Oversight Board. This whole day meeting takes place every two months, comprising a suite of briefings with Chief Officers across their business portfolios to provide challenge and scrutiny on progress. Within these meetings each CoC, AFI and recommendation is updated by owners and scrutinised by the appropriate Chief Officer. The day is also spent undertaking a conversation around self-assessments against each of the PEEL criteria with a view to being able to commission work to ensure GMP is meeting the criteria of 'good' (as set out by HMICFRS) with an ambition to progress to 'outstanding'. The day culminates in a dedicated two-hour board meeting, chaired by the Deputy Chief Constable, which includes key stakeholders from the Deputy Mayor's Office and HMICFRS.

To provide reassurance to members of the Panel, it should be noted that for HMICFRS to consider a force has fully implemented a recommendation or AFI, or for a Cause of Concern to be deemed resolved, a portfolio of evidence must be compiled to demonstrate successful and sustainable implementation. A letter to demonstrate this must be to the satisfaction of the HMIC Oversight Board and the Chief Constable before submitting for closure to the HMICFRS Portal.

PEEL 25/27

PEEL 25/27 is currently in development within HMICFRS, as yet the methodology and question set have not been released to forces. It is anticipated that the cycle will start in later summer 2025, GMP do not yet know when PEEL 25/27 will happen in force, however preparations are already underway through action in the HMICFRS Oversight Board and subsequent evidence collection. In September 2024 GMP will hold a full day PEEL preparation meeting, and these will continue quarterly in addition to the regular HMIC Oversight Board.

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 24th July 2024

Subject: Greater Manchester Hate Crime Plan 2024 - 2028

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

Purpose of Report

The report sets out the process undertaken by the Deputy Mayor to develop the Greater Manchester Hate Crime Plan and sets out the priorities and actions within the plan.

Recommendations

The Police, Fire and Crime Panel are asked to comment on and endorse the final Greater Manchester Hate Crime Plan and note that the plan was approved by the Deputy Mayor of Greater Manchester.

Contact Officers

Superintendent Mike Russell, Greater Manchester Police

Dominic Coleman, Senior Policy and Partnership Officer, GMCA

Equalities Impact, Carbon and Sustainability Assessment

See Appendix 1

Risk Management

N/a

Legal Considerations

N/a

Financial Consequences – Revenue

N/a

Financial Consequences – Capital

N/a

Number of attachments to the report

Two

Comments/recommendations from Overview and Scrutiny Committee

N/a

Background Papers

Greater Manchester's Plan to Tackle Hate Crime 2020-2023

Tracking/Process

Does this report relate a major strategic decision as set out in the GMCA Constitution? No

Exemption from call in

No exemptions required

Bee Network Committee

N/a

Overview and Scrutiny Committee

N/a

1. Introduction

The Greater Manchester Hate Crime Plan serves as the foundational plan for the Greater Manchester Hate Crime Strategic Board. It will guide partners' work over the next four years on preventing and tackling hate crime and hate incidents in Greater Manchester.

The previous Hate Crime Plan was a three-year plan from 2020 to 2023 and included four priorities. The next Hate Crime Plan will be a four-year plan from 2024 to 2028 and includes six priorities and a twenty-point action plan detailing how each priority will be achieved.

The Hate Crime Strategic Board, chaired by Greater Manchester Police, serves as the main forum for partners to come together to discuss how to combat hate crime and hate incidents. Partners who sit on the group include including Greater Manchester Police, the ten local councils, the Voluntary, Community, Faith and Social Enterprise sector, Crown Prosecution Service, Transport for Greater Manchester, NHS Greater Manchester and Greater Manchester Fire and Rescue Service, GMCA and wider This Strategic Board will have ownership of the plan.

The timing of the Greater Manchester Hate Crime Plan is especially prevalent due to the conflict in Gaza and protests concerning the conflict. There have been worries from both the Jewish and Muslim communities about a rise in hate crimes and hate incidents, which have been monitored by Greater Manchester Police through Operation Wildflower.

Operation Wildflower is Greater Manchester Police and partners response to the conflict in Gaza. The operation has a clear command structure headed by an Assistant Chief Constable and focuses on community engagement and reassurance, especially our Jewish and Muslim communities who have been affected greatly by the conflict.

As part of Op Wildflower local neighbourhood teams speak to, and engage with, a variety of faith groups, conduct proactive patrol plans and meet with local leaders to build and foster trust, reassurance and confidence between police and partners and local communities.

National Picture

The Hate Crime Plan is as an essential document for Greater Manchester to tackle and prevent hate crime, especially in the absence of a national plan or strategy to tackle hate crime.

Nationally, hate crime has increased in recent years. In the year ending March 2023, there were 145,214 hate crimes recorded by police in England and Wales, a 40% increase compared to 103,379 hate crimes recorded in 2018/2019 and a 223% increase compared to 44,840 hate crimes recorded in 2013/2014¹. However, recorded hate crimes decreased 5% compared with the previous year, the first annual fall since the Home Office began collecting comparable data in March 2013.

Table 1 – GMP Hate Crime Data

In Greater Manchester, total hate crime decreased by 19.7% compared to the previous 12 months. The largest reductions can be seen in recorded disability and sexual orientation hate crime.

Recorded Hate crime data			
	July 2023 - June 2024	Previous 12 months	Percentage change
Total hate crime*	9,305	11,595	-19.7%
Disability	791	1,219	-35.1%
Race	6,621	8,244	-19.7%
Religion or Belief	1,078	932	15.7%
Sexual Orientation	1,482	1,825	-18.8%
Transgender	281	327	-14.1%
*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.			

Caveats placed with this data relate to the inconsistent use of flags and qualifiers. We are reassured that all crimes are being recorded, but some may not be flagged as hate which may affect counts and any analysis conducted on this data.

The volume of recorded hate crime is subject of frequent debate as to whether a reduction indicates a genuine reduction in crime and should be viewed positively, or as a result of sub optimal community awareness and confidence, and as such should be viewed as a negative trajectory.

It is likely that there are several reasons for the reduction in the numbers of hate crime reported:

1. Under reporting of hate crime

- GMP has numerous ways to report crime, phone, online, live chat or in person; recent community engagement conducted by GMP suggests that the various methods of reporting hate crime are not widely known in some communities. In response to this feedback GMP will be launching an awareness campaign via social media, community engagement events and local neighbourhood teams to promote the numerous ways hate crime can be reported.
- Community visits conducted by the hate crime team are in place to reassure communities around GMPs response to hate crime, provide advice and support, and increase awareness around hate crime reporting.
- Third-party hate reporting centres can be utilised as an additional reporting option, additional work is planned over the next 12 months to upskill the training for the centres and increase community awareness.

2. Lack of confidence in reporting crimes due to victim experience

- It is essential that victims are fully supported and offered enhanced support due to the nature of hate crime. The previously mentioned awareness campaign will inform both how to report hate crime and the support available to victims of hate crime when reporting crimes of that nature.
- In order to monitor the support given to victims, a new enhanced governance process around hate crime is being implemented to ensure correct recording of hate crime and that all flags and qualifiers are present at the start of the recording process to ensure victims receive the correct levels of support.

3. Improved effectiveness of GMP's response to hate crime.

- Hate crime is investigated thoroughly in GMP and this is probably a contributory factor to the reduction of recorded hate crime. All reported hate crimes are reviewed by senior leaders on every district each morning to ensure hate crimes are being robustly managed and the local neighbourhood policing team are involved in investigation and support.
- To further improve the organisations response to hate crime, the force intelligence bureau will produce regular reports on hotspot locations so that neighbourhood policing teams can problem solve and proactively reduce hate crime in those locations. The close relationship GMP have with Crown Prosecution Service around hate crime strives to ensure that opportunities to prosecute offenders for hate crime are maximised.

4. Planned improvements

- GMP are constantly aiming to develop new processes and improvements to help prevent hate crime and bring to justice the perpetrators of these offences. Every part of the system and service involved in hate crime is being reviewed to further improve the service GMP delivers.
- There is an ongoing proposal being developed, that if implemented, will result in the vast majority of hate crimes being dealt with by a single investigation team, in conjunction with local neighbourhood teams, to ensure consistency and high quality of service; this will enhance detection opportunities and allow more support to be provided to victims.
- Additional, regular training is being delivered to crime recorders to ensure hate crime is correctly identified and all flags and qualifiers are added to the crime at the first opportunity.
- An automated quality assurance report is being developed to ensure the quality of hate crime recording continues to improve and this will be monitored via an improved governance system that will also focus on investigation quality, location hotspots and community engagement and feedback.

2. Backwards Look

Since the launch of the original Greater Manchester Hate Crime Plan in 2020, the Greater Manchester Hate Crime Partnership has been working together to achieve the original four priorities through activities to increase awareness of hate crime and hate

incidents, improve support for victims of hate, improve mechanisms for reporting hate crime and launching initiatives to prevent hate crime from occurring.

Below are examples of the work taking place across the 10 Districts and being delivered locally by partners in each of the priority areas.

Priority 1: Raising awareness

The Deputy Mayor and the Police and Crime Panel provide funding for hate crime activity in Greater Manchester. £10,000 is provided to each local authority during Hate Crime Awareness Week to fund activity in their districts which is supplemented by additional funding from the districts.

An example of districts making use of the funding provided is Tameside and Bury. Tameside have used the funding to support a range of projects in the previous financial year which they will continue to do so in the current financial year. Bury held several hate crime awareness programmes during hate crime awareness week, using sport and music to engage, educate and inspire young people around hate crime. Partners have included Manchester United Foundation, Liv's Trust, Mad Theatre and The Met.

The Deputy Mayor also attends and speaks at a number of partnership events to raise awareness of hate crimes and hate incidents including the Hate Crime Awareness Week launch event held by Manchester City Council in Wythenshawe and the Remembering Srebrenica Memorial.

Priority 2: improve support for victims of hate crime

In the past 12 months a new provider was commissioned to deliver the Greater Manchester Victims Service (GMVS) which is an umbrella service commissioned by the Deputy Mayor to bring together different services to offer support to victims. To improve partner working, the GMVS is now housed at GMP Force Headquarters which allows the streamlining of information and referral of victims of crime to support services.

As part of a digital transformation of victims support, a new website is currently in the process of being developed which will act as a comprehensive solution which aims to transform the way victims engage and interact with victims services across Greater Manchester. The website will make use of case management and referral tools which will allow victims to track their progress through the criminal justice system providing information on each step along the way, access their own records and manage their own service engagement with convenience.

Priority 3: Increase the reporting of hate crimes

Greater Manchester Police rolled out the LiveChat facility, making it easier for residents of Greater Manchester to report crimes. The facility allows residents to communicate with a GMP operator who is able to escalate a police response if required. GMP began running a campaign in November 2023 to raise awareness of online reporting and LiveChat continues to be included on partnership campaigns including on TravelSafe partnerships to promote its use of the public transport network.

Additionally, residents can access support and reporting services through third party reporting mechanisms including ambassadors or centres which are run by local businesses or Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations. These centres pass on any information either directly to the police or through the national police reporting system True Vision.

Work is ongoing in local authorities to improve third party reporting mechanisms. Examples include Bury who, over the past 12 months, have seen the evolvment and roll out of the Third Party Reporting Centre ambassador/champion training. This is a rolling training programme delivered in partnership with Greater Manchester Police, Bury LGBTQI and Victim support to allow community groups and individuals to become registered Third-Party Reporting Centres and hate crime ambassadors/champions with Bury Council. Bury currently have 19 Third Party Reporting Centres. Bolton are currently in the process of refreshing third party mechanisms by recruiting individuals who attended Hate Crime Awareness Week events to be ambassadors.

Priority 4: Prevent hate crime

Key to preventing hate crime and hate incidents is to showcase the impact of hate crime upon victims and communities. Tameside are currently part way through an arts project which details the impact of hate crime. They will use the art display at future hate crime events.

3. Development Process

The process of drafting the Greater Manchester Hate Crime Plan began with the creation of a Task and Finish Group, composed of partners in local authorities, Greater Manchester Police and the VCFSE sector to meet regularly to provide support for the writing of the plan.

An online consultation, which ran from the 2nd of February to the 24th of March, allowed partners and residents to provide comments and feedback on the priorities to be included in the new plan. The consultation had 195 respondents and over 950 answers to questions. There was also in-person engagement undertaken alongside the online consultation, including with the Women and Girls Equality Panel.

After the consultation closed, an analysis was undertaken of the responses by the GMCA Research Team, to identify key themes. Using the analysis, the six priorities and twenty point action plan was developed. Further engagement on the draft priorities then took place with partners including local authority leads for hate crime in each district, the Hate Crime Strategic Group and VCFSE sector partners.

Once the draft priorities were in place, the Police, Crime, Criminal Justice and Fire team began writing the Greater Manchester Hate Crime Plan which was taken for approval to the Deputy Mayor of Greater Manchester. Manchester City Council, as the lead local authority for coordinating the Hate Crime Awareness Week Campaign in Greater Manchester, and Greater Manchester Police were asked to write forewords to be included within the plan to showcase the partnership approach which will be taken to achieving the plans priorities and actions.

4. Priorities

Listed below are the six priorities which will be included within the new Hate Crime Plan and the action points which have been developed to achieve each priority over the next four years.

1. Increase communication and awareness of hate crime and its consequences
 1. Create a public awareness campaign on what constitutes a hate crime. We will utilise our partnerships to create a common message.

2. Work towards combatting hate crime online, especially on social media and online gaming.
 3. Undertake a regular poll of hate crime partners and residents of Greater Manchester to better understand attitudes and priorities and ensure our approach to tackling hate crime is driven by their experiences.
 4. Increase awareness of the impact of misogyny on women and girls and the impact of gender-based violence.
2. Improve support for victims of Hate Crime
 1. Work with Greater Manchester Police to consider the introduction of a new service standard for responding to hate crime.
 2. Improve support for victims post-reporting by implementing a trauma-informed response and tailoring support to victims' needs, including neurodiversity.
 3. Increase awareness of services available to victims of hate crime and hate incidents.
3. Increase the confidence to report Hate Crime
 1. Inform people of the support available when reporting a hate crime and improve and publicise third party reporting mechanisms such as centres and ambassadors.
 2. Seek to increase the trust of residents of Greater Manchester in public sector organisations and the police to tackle hate crime by improving communication about successful actions and outcomes.
 3. Scope the creation of a Greater Manchester hate crime app which allows for anonymous reporting and access to information sources and victims' support services.
4. Prevent Hate Crime from occurring
 1. Continue to use an evidence-led approach to combat hate crime and monitor tensions.
 2. Commit to reviewing the causes of hate crime and improve the visibility of the action we are taking to tackle hate crime
 3. Tackle hate crime and improve feelings of safety on public transport, especially at night, by working with partners including TfGM, the GMCA Night-Time Economy team, emergency services, security and transport companies.
5. Improve education around Hate Crime
 1. Improve training of partners working on reducing hate crime
 2. Work with partners and young people to co-develop how we improve the education of hate crime in schools, colleges, universities and informal education
 3. Encourage and equip residents of Greater Manchester to safely intervene and report when they witness a hate crime.
 4. Improve education and public understanding of how the criminal justice system operates, supports and communicates with victims and educates perpetrators.
6. Bring communities together to tackle Hate Crime
 1. Work with voluntary, community, faith and social enterprise groups to improve engagement and outreach with communities and reduce hate crime against those with protected characteristics

2. Bring together communities to share different views to promote cohesion and friendship
3. Understand how hate impacts emerging and migrant communities, including those with asylum backgrounds.

5. Next Steps

The Hate Crime Plan will be formally launched in October 2024 during National Hate Crime Awareness Week at a partnership event which will be attended by partners who have helped to develop the plan and continue to work to prevent and tackle hate crime and hate incidents in Greater Manchester.

After the launch of the plan, work will commence on a delivery plan which will state in more detail and specificity how partners will achieve the priorities within the plan and how the actions will be implemented. Feedback from the Police and Crime Panel is welcome and will be included within the delivery plan. The delivery plan will be developed in partnership, especially with the Mayor's Equality Panels, to ensure it is reflective of communities and residents.

As part of the development of the delivery plan, with the assistance of partners, key performance indicators will be created to measure the progress of achieving the priorities and action points included within the plan. Additionally further information will be provided within the delivery plan on research initiatives which will be carried out by the Hate Crime Partnership to further understand hate, especially the prevalence of hate online and the impact of intersectionality based hate crime – where hate crime is committed against an individual with multiple forms of protected characteristics.

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Appendix 1

Greater Manchester Hate Crime Plan – Equality Impact Assessment

Name of strategy	Greater Manchester Hate Crime Plan 2024-2028
Corporate objective being addressed	Safer and Stronger Communities
Department carrying out the assessment	Police, Crime, Criminal Justice and Fire
People involved in the impact assessment	Dom Coleman – Senior Policy and Partnership Officer

1. What's being proposed?

To refresh the GM hate crime plan and priorities. Partners will deliver these priorities to achieve the vision of making Greater Manchester safer and stronger for all. The current priorities from 2020 are:

1. Increase awareness of Hate Crime
2. Improve support for victims of Hate Crime
3. Increase the confidence to report Hate Crime
4. Prevent Hate Crime from occurring

2. Which equality groups might be impacted?

Hate crime can be defined as:

'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; Religion or perceived religion; Sexual orientation or perceived sexual orientation; Disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.'

Alternative Sub-Culture is also monitored and recorded in Greater Manchester.

The refreshed priorities intend to focus on additional priorities for education and bringing communities together to tackle hate crime. The intention is to continue a focus on preventing hate and hate crime including hate against:

- Race
- Religion or Belief
- Sexual Orientation
- Disability
- Transgender

3. What data is available?

There are equality groups which are impacted by hate crime and more at risk of being a victim of hate. In response to this we will continue to use an evidence-led approach to combat hate crime and monitor tensions.

Greater Manchester Police hate crime data

In Greater Manchester, total hate crime decreased by 19.7% compared to the previous 12 months to June 2024.

See also **Table 1 – GMP Hate Crime Data** in the Police and Crime Panel report.

Greater Manchester Police publish data on hate crime online

<https://www.gmp.police.uk/police-forces/greater-manchester-police/areas/greater-manchester-force-content/sd/stats-and-data/hate-crime/>

National data

Nationally, hate crime has increased in recent years. In the year ending March 2023, there were 145,214 hate crimes recorded by police in England and Wales, a 40% increase compared to 103,379 hate crimes recorded in 2018/2019 and a 223% increase compared to 44,840 hate crimes recorded in 2013/2014. However, recorded hate crimes decreased 5% compared with the previous year, the first annual fall since the Home Office began collecting comparable data in March 2013.

4. Who has been consulted with?

An online consultation, which ran from the 2nd of February to the 24th of March 2024, allowed partners and residents to provide comments and feedback on the priorities to be included in the new plan.

The consultation had 195 respondents and over 950 answers to questions. There was also in-person engagement undertaken alongside the online consultation, including with the Women and Girls Equality Panel.

Partners involved included:

- Greater Manchester Police
- Local Authorities
- Voluntary, Community, Faith and Social Enterprise sector
- Crown Prosecution Service
- Transport for Greater Manchester
- NHS Greater Manchester
- Greater Manchester Fire and Rescue Service

- Hate Crime Working Group
- Hate Crime Strategic Board

A Task and Finish Group was formed with volunteers from the Hate Crime Working Group to codevelop the refreshed priorities and the design of the refreshed Hate Crime Plan.

The Task and Finish Group helped develop the survey questions and reviewed the results and feedback. This included a summary report from the GMCA Research team who analysed the survey responses. Ongoing engagement with partners will also continue to help develop the detailed action plans.

5. What has happened as a result of the consultation?

The priorities for 2024 have been refreshed and expanded on following the consultation and feedback.

The changes to the previous priorities are highlighted in bold.

1. Increase **communication and** awareness of hate crime **and consequences**
2. Improve support for victims of hate crime
3. Increase the confidence to report hate crime
4. Prevent hate crime from occurring
5. **Improve education around hate crime**
6. **Bring communities together to tackle hate**

There are 20 actions to deliver these priorities. Some of which include reference to equality issues and groups such as those listed below:

- Increase awareness of the impact of misogyny on women and girls and the impact of gender-based violence.
- Work with partners and young people to co-develop how we improve the education of hate crime in schools, colleges, universities and informal education.
- Improve support for victims post-reporting by implementing a trauma-informed response and tailoring support to victims' needs, including neurodiversity.
- Tackle hate crime and improve feelings of safety on public transport, especially at night, by working with partners including TfGM, the GMCA Night-Time Economy team, emergency services, security and transport companies.
- Understand how hate impacts emerging and migrant communities, including those with asylum backgrounds.

Who is intended to benefit?

- Victims of hate
- Potential victims of hate
- Perpetrators of hate

- Families of victims of hate
- Wider communities impact by hate

The refreshed priorities will continue to focus on groups which are impacted by hate crime and promote equality and inclusion.

6. What other action is planned to mitigate the impact?

There is a commitment in the refreshed plan to continue to work with all of the Mayoral Equality Panels to shape the action plans for the new priorities and the detail of how these will be delivered.

To ensure we are focused on the right priorities in Greater Manchester we have committed to undertake a regular poll of hate crime partners and residents to better understand priorities and ensure our approach to tackling hate crime is driven by their experiences.

HATE CRIME PLAN



2024-2028



HATE CRIME CAN BE DEFINED AS 'ANY CRIMINAL OFFENCE WHICH IS PERCEIVED BY THE VICTIM OR ANY OTHER PERSON, TO BE MOTIVATED BY HOSTILITY OR PREJUDICE BASED ON A PERSON'S RACE OR PERCEIVED RACE; RELIGION OR PERCEIVED RELIGION; SEXUAL ORIENTATION OR PERCEIVED SEXUAL ORIENTATION; DISABILITY OR PERCEIVED DISABILITY AND ANY CRIME MOTIVATED BY HOSTILITY OR PREJUDICE AGAINST A PERSON WHO IS TRANSGENDER OR PERCEIVED TO BE TRANSGENDER.'

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“ Our goal, through our six priorities and twenty key actions, is to create a safer city region where all are welcome.

Foreword

Deputy Mayor of Greater Manchester, Kate Green

I can safely say that being the Deputy Mayor of this great and diverse city region, home to people from all walks of life, has been the best job I have ever had. The energy, creativity and resilience of the people of Greater Manchester are a tremendous strength, the city region has always embraced its differences which have made us stronger and more resilient and I am privileged to support our residents to achieve their dreams and goals.

Greater Manchester has been one of the fastest-growing city regions in the UK over the past decade. Over 75% of our ethnic population growth since 2011 is from people born outside the UK. Our new residents bring with them a breadth of new experiences, cultures and ways of doing things which make Greater Manchester stronger and more

able to tackle the challenges we face. You are equally welcome in Greater Manchester, no matter how long you have been a resident.

This hate crime action plan is an effort to continue our ways of encouraging integration, supporting people and communities to live together as neighbours and friends and rejecting divisiveness. We are united in our determination to tackle hate crime and ensuring Greater Manchester is safe for all. The priorities set out in this plan serve as a model for all of Greater Manchester to come together to tackle hate.

Hate crimes and hate incidents are an attempt by the few to cause division, sow discord and propagate prejudice. Our goal, through our six priorities and twenty key actions, is to create a safer city region where all are welcome.

To do this we must work with our partners, including Greater Manchester Police, the ten local councils, the voluntary, community, faith and social enterprise (VCFSE) sector, the Crown Prosecution Service, Transport for Greater Manchester, NHS Greater Manchester and Greater Manchester Fire and Rescue Service to share experience and knowledge and work effectively together to ensure we reduce hate.

Within this plan, we have committed to listening to residents of Greater Manchester and working with our

partners to adopt a zero-tolerance approach to hate. We will be led by evidence and facts and will commit ourselves to ensuring that all residents of this city region are heard and hold us to account for the delivery of this plan.

Whatever our differences, everyone has the right to live in safety without fear of discrimination, prejudice, violence or hate. This plan is a statement of our commitment to that aim and to our ambition to be the most welcoming city region possible.



Partnership forewords

Executive Member for Greater Manchester Police and Crime Panel and Deputy Leader for Manchester City Council, Councillor Gary Bridges

Hate crime has no place in Greater Manchester. Ours is a diverse, welcoming and tolerant city-region and we can never allow the actions of a few to spread division or fear amongst our communities.

Tackling hate crime requires us to work together collectively. We want people to trust the public bodies that exist to keep them safe, so that they feel empowered to report hate crime with the confidence it will be fully investigated and action taken.

A key part of this plan is increasing awareness amongst residents of the support available, broadening the ways that victims can report incidents and checking in with communities to see whether crimes are going unreported. It is proactive in seeking to identify hate crime and to tackle it.

We want all communities and individuals to feel safe in our cities and our city region. This plan shows that we are all committed to working together, that we are on the side of victims and that we will not tolerate hate in our city. Let's end hate crime in Greater Manchester.

Assistant Chief Constable for Greater Manchester Police, Colin McFarlane

As Greater Manchester Police's portfolio lead for hate crime, I am happy to support the Greater Manchester Hate Crime Plan for the region; the plan sets out how hate crime will be tackled, and how by working together we can continue to challenge hate crime.

Since the launch of the first Hate Crime Plan in 2020, we have been working tirelessly across the four priorities that were laid out to ensure residents and our communities are at the forefront of our decisions.

We have now launched our second Hate Crime Plan, adding a further two priorities which have been developed in consultation with communities across Greater Manchester that are affected by hate crime.

We are committed to working alongside partners to understand the issues that affect our communities and to ensure we work together to effectively combat hate crime.

We want people to feel confident and supported when reporting hate crime and make sure they have access to the right support services should they need them. We will continue to adopt a zero-tolerance approach towards hate crime to protect Greater Manchester communities from the harms hate crime can cause and prevent it from occurring

Greater Manchester is proudly a diverse city region, and we want to ensure that absolutely everybody who lives, works and visits here, feels safe and welcome.

Vision

Greater Manchester has zero-tolerance for hate crime and we will work with all partners to prevent and tackle hate in its many forms and make our communities safer and stronger for all.

Hate crime damages all of us due to the deep wounds it inflicts and the emotional and psychological toll it takes on the wellbeing of individuals. It fosters fear and division within our communities. By dividing us into separate groups, it leaves us weaker.

We reject hate. Home to over 2.8 million people from all corners of the planet, Greater Manchester is an example of how our differences bring us closer together and foster happiness, and how diversity strengthens our city region. A melting pot of cultures, traditions, personalities and ideas, this is a city region which thrives on the richness of

its diversity and differences.

The diversity of Greater Manchester is not just about the differences in our backgrounds, characteristics or identities but also the differences in our perspectives and experiences. One thing is for sure, no matter our differences, everyone has the right to be treated equally.

We want Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer, more prosperous city region. To achieve this we have set out the Greater Manchester Hate Crime Plan to tackle hate in its many forms and prevent it from occurring. Whether you have a disability, are old or young or whatever your differences, you have the right to be treated equally. In Greater Manchester we also acknowledge and include alternative subculture and lifestyle in monitoring hate crime.



“ One thing is for sure, no matter our differences, everyone has the right to be treated equally.”

Essential to this plans success and the delivery of the priorities within it is a commitment to adopt a zero-tolerance approach to hate. We are committed to working with our partners, being led by evidence, facts and data and regularly communicating with residents of Greater Manchester to better understand the issues they face.

To ensure the Greater Manchester Hate Crime Plan reflects our diversity of life experiences and views, this plan has been created in consultation with residents of Greater Manchester and in collaboration with our partners. This consultation has helped to develop our priorities and action plan which show how we will achieve our commitment and mission of tackling hate crime and making this city region safe for all.

The Greater Manchester Police and Crime Plan is a plan written by the Mayor and Deputy Mayor of Greater Manchester in their roles as the Police and Crime Commissioner for Greater Manchester. The plan provides a focus on three key priorities:

- Keeping people safe
- Reducing harm and offending
- Strengthening communities and places

Essential to these three priorities is a dedication to ensuring that residents of Greater Manchester don't face hate because of their personal characteristics or their differences. Outlined in this plan are how our priorities and the actions we will take to achieve them support the priorities set out in the Police and Crime Plan.

Ultimately this plan is a partnership plan, created and overseen by the many partners and organisations working to tackle hate crime in Greater Manchester. These partners will have responsibility for the delivery of this plan and its priorities. Only in partnership with others and with our residents can we hope to tackle hate crime and hate incidents and prevent them from occurring.

This plan has been developed at a time of heightened international conflict especially in Ukraine and Gaza. We acknowledge the depth of concern, and we continue to work with all our communities, especially the Ukrainian, Muslim and Jewish communities, to ensure all are supported.

There have been protests here at home in response to the conflict in Gaza which has had a significant impact on local communities here in Greater Manchester. We have always welcomed the right to peaceful protest. People must always be free to demonstrate peacefully. What is not acceptable is provoking confrontation or making inciteful, hateful and inflammatory statements, and we are committed to working with all our communities in Greater Manchester to ensure their safety, and ensure hate has no place in our city region.



2020 Hate crime plan

In 2020 Greater Manchester published its first hate crime plan. The plan set out four priorities to tackle hate within our city region. These priorities were:

- Raising awareness
- Improve support for victims of hate crime
- Increase the reporting of hate crime
- Prevent hate crime

These priorities were created in consultation with residents of Greater Manchester and partners who provided their experience and knowledge to help create the first Greater Manchester Hate Crime Plan. Whilst the refreshed plan has retained these four priorities, they have been further developed with the inclusion of two new priorities and the creation of an action plan for each priority.

As part of our priority to increase awareness of hate crime, Greater Manchester holds a Hate Crime Awareness Week every February, with funding being provided to local authorities and hundreds of local groups to organise events which raise awareness of hate and bring together local communities. These events aim to work with our residents and communities to improve awareness of hate crime and its consequences. The Deputy Mayor attends and speaks at a number of events which celebrate

the diversity of Greater Manchester's communities.

The Greater Manchester Hate Crime Partnership has also developed a number of different campaigns to raise awareness, such as the campaign featuring quotes from victims of hate crime outlining their personal experiences as a victim. We have promoted our campaign messages on the transport system, providing the opportunity for tens of thousands of people each day to see them.

Online and in person reporting systems also play an important part of our priority to increase reporting of hate crime. Anonymous reporting systems such as TrueVision and in person systems such as our third-party reporting centres are crucial to ensuring all victims of hate crime have the confidence to report with ease. An example of this is Greater Manchester Police's LiveChat facility which enables

residents to contact the police directly. LiveChat aims to make the process of reporting crimes and seeking advice easier for residents.

A new provider has been commissioned to manage the Greater Manchester Victims' Service (GMVS) to improve the victim experience. GMVS is located at Greater Manchester Police Force Headquarters which streamlines the sharing of information and referral of victims of hate crime to support services and helps ensure that the victim's experience is made easier.

A lot has changed since 2020 but one thing has remained the same - Greater Manchester's dedication to combatting hate crime. We are determined to ensure we take every possible step to prevent and tackle hate, and we have worked with residents of Greater Manchester and partners to refresh this plan to ensure it remains fit for purpose for tackling hate crime.

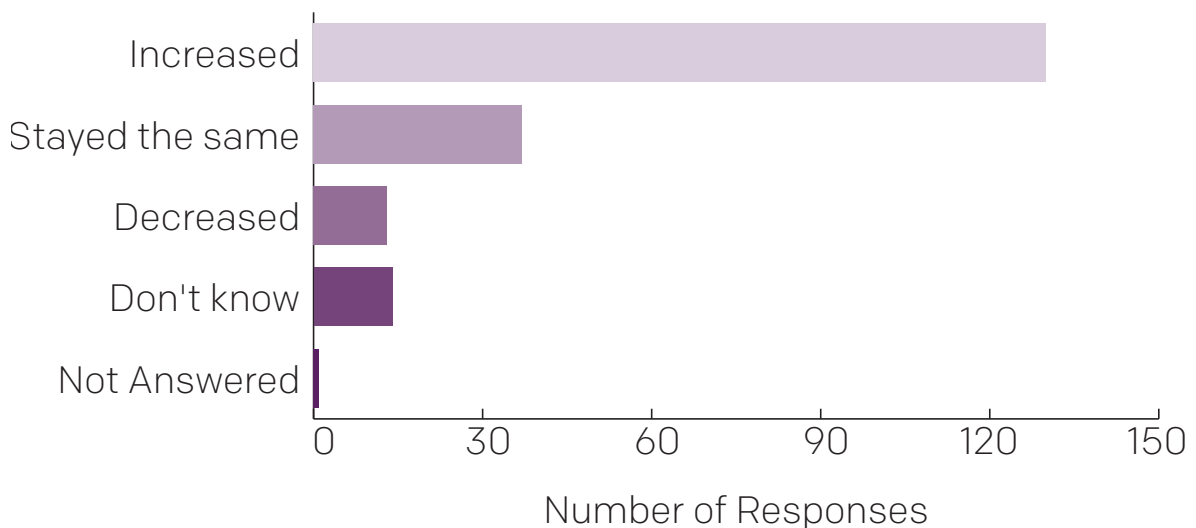


2024 Hate crime plan consultation

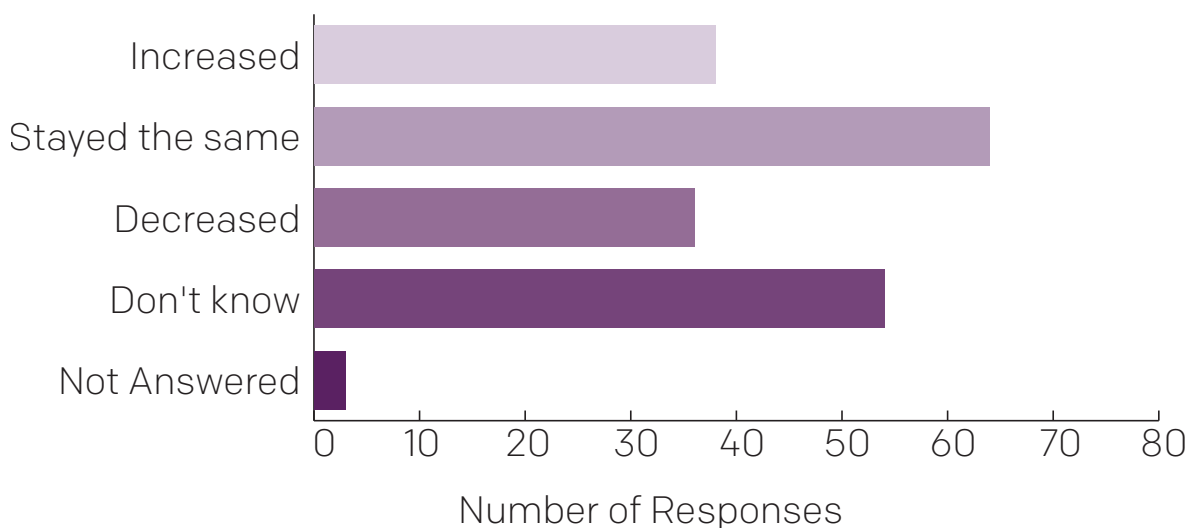
From the 2 February to 24 March 2024, an online survey asked partners and residents about the priorities within the 2020 Hate Crime Plan and what they would like to see prioritised within the new plan. Detailed below are some of the responses we received.

The survey provided the opportunity for respondents to offer their views on a variety of different subjects, such as what can be done to prevent and tackle hate crime, what areas should be prioritised and what can be done to improve reporting of hate incidents and hate crime.

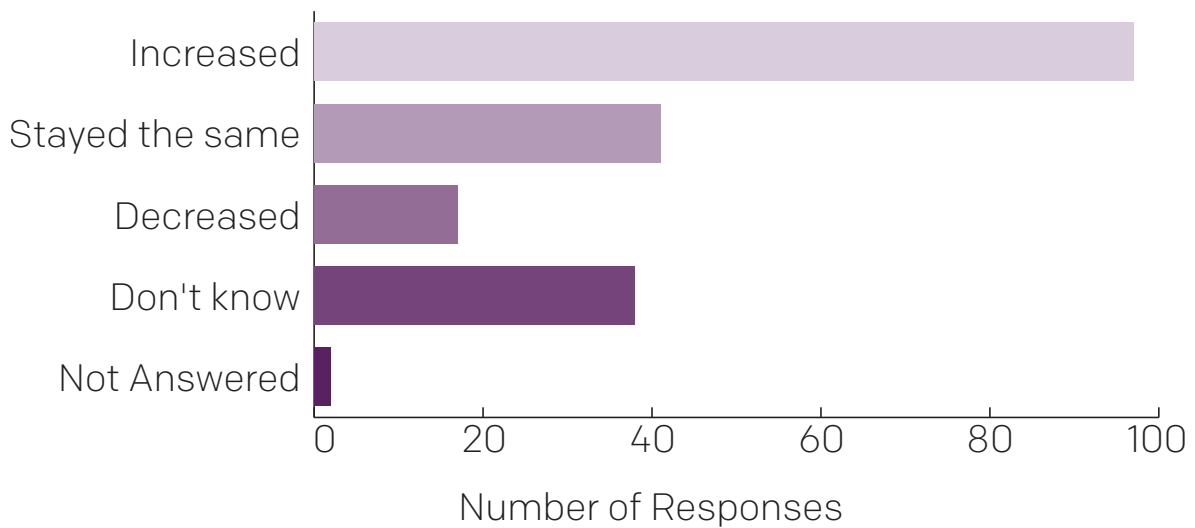
When asked - In the last five years do you think awareness of hate incidents and hate crime have increased, 67% of respondents replied they thought awareness had increased, 19% stated it had stayed the same while 7% of respondents thought it had decreased.



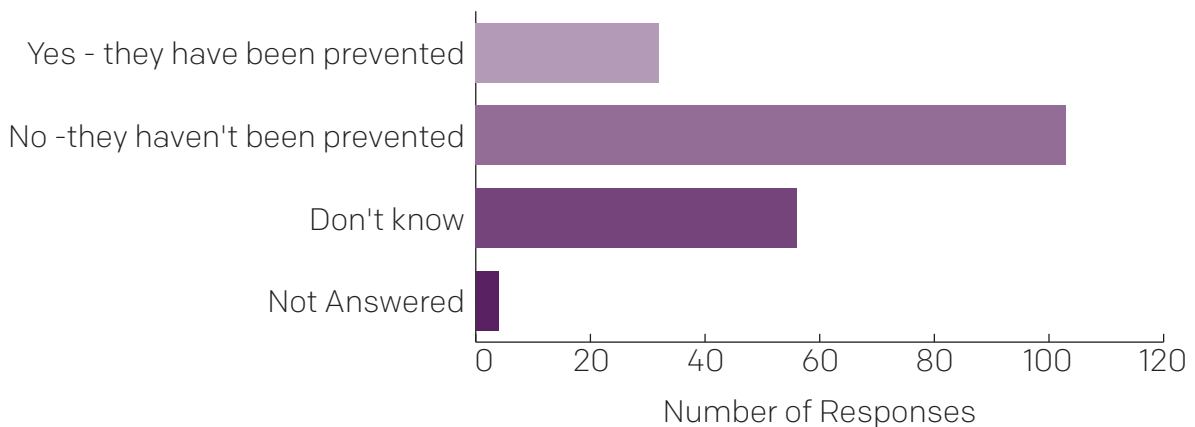
When asked – Do you think support for victims of hate incidents and hate crime has improved, 19.5% of respondents said it had improved, 33% of respondents said it had stayed the same and 18.5% of respondents said it had reduced.



When asked – In the last five years do you think reporting of hate incidents and hate crime has increased 50% of respondents replied they thought it had increased, 21% replied they thought it had remained the same and 9% replied they thought it had decreased.



When asked – In the last five years, do you think improvements have been made to preventing hate incidents and hate crime – 16.5% of respondents stated they had been prevented whilst 53% thought they hadn't been prevented.



As can be seen from the results above, some good progress has been made in achieving the priorities included in the previous hate crime plan. However, there is still work to be done to prevent hate, which has led us to develop an action plan alongside our priorities to ensure we succeed in combatting hate crime. This action plan details the work we want to undertake to tackle hate and make Greater Manchester safe for all.



Our priorities and action plan

Partners will deliver these priorities to achieve the vision of making Greater Manchester safer and stronger for all.

1. Increase communication and awareness of hate crime and its consequences

To meet this priority, we will:

- Create a public awareness campaign on what constitutes a hate crime. We will utilise our partnerships to create a common message.
- Work towards combatting hate crime online, especially on social media and online gaming.
- Undertake a regular poll of hate crime partners and residents of Greater Manchester to better understand attitudes and priorities and ensure our approach to tackling hate crime is driven by their experiences.
- Increase awareness of the impact of misogyny on women and girls and the impact of gender-based violence.

2. Improve support for victims of hate crime

To meet this priority, we will:

- Work with Greater Manchester Police to consider the introduction of a new service standard for responding to hate crime.
- Improve support for victims post-reporting by implementing a trauma-informed response

and tailoring support to victims' needs, including neurodiversity.

- Increase awareness of services available to victims of hate crime and hate incidents

3. Increase the confidence to report hate crime

To meet this priority, we will:

- Inform people of the support available when reporting a hate crime and improve and publicise third party reporting mechanisms such as centres and ambassadors.
- Seek to increase the trust of residents of Greater Manchester in public sector organisations and the police to tackle hate crime by improving communication about successful actions and outcomes.
- Scope the creation of a Greater Manchester hate crime app which allows for anonymous reporting, access to information sources and victims' support services and understand any barriers for reporting

4. Prevent hate crime from occurring

To meet this priority, we will:

- Continue to use an evidence-led approach to combat hate crime and monitor tensions.
- Commit to reviewing the causes of hate crime and improve the visibility of the action we are taking to tackle hate crime
- Tackle hate crime and improve feelings of safety on public transport, especially at night, by working with partners including TfGM, the GMCA Night-Time Economy team, emergency services, security and transport companies.

5. Improve education around hate crime

To meet this priority, we will:

- Improve training of partners working on reducing hate crime.
- Work with partners and young people to co-develop how we improve the education of hate crime in schools, colleges, universities and informal education.
- Encourage and equip residents of Greater Manchester to safely intervene and report when they witness a hate crime.
- Improve education and public understanding of how the criminal justice system operates, supports and communicates with victims and educates perpetrators.

6. Bring communities together to tackle hate crime

To meet this priority, we will:

- Work with voluntary, community, faith and social enterprise groups to improve engagement and outreach with communities and reduce hate crime against those with protected characteristics.
- Bring together communities to share different views to promote cohesion and friendship.
- Understand how hate impacts emerging and migrant communities, including those with asylum backgrounds.

Delivering together and partnership working

To ensure that the most effective actions are taken to prevent and respond to hate crime in Greater Manchester, a range of partners will work together, including the ten councils of Greater Manchester, the Greater Manchester Combined Authority and the Mayor and Deputy Mayor of Greater Manchester.

Our public sector partners include Greater Manchester Police (GMP), the Crown Prosecution Service, Transport for Greater Manchester (TfGM), Greater Manchester Fire and Rescue Service, the Probation Service, NHS GM and many more.

We work with partners in the voluntary, community, faith and social enterprise sector. These organisations are supported in part by grants from public sector organisations, including the Greater Manchester Combined Authority and the ten councils.

We will continue to work with the Mayor of Greater Manchester's equality panels: the Women and Girls Equality Panel, the Race Equality Panel, the LGBTQ+ Panel, the Youth Combined Authority, the Disabled People's Panel, the Faith and Belief Advisory Panel and the Older People's Equality Panel, to support the development of policies aimed at driving meaningful change and making Greater Manchester a city region for all.

Greater Manchester has a partnership website – letsendhatecrime.com – which allows residents to have access to resources aimed at providing further information on hate crime. Victims of hate crimes can visit the website to access help and support and report hate crimes.

Partners in Greater Manchester work together as part of a legal commitment to the serious violence duty. The duty is a legal requirement for councils and local services to work together to share data and knowledge. This allows us to target our interventions to prevent serious violence. As part of this plan, we aim to utilise this duty to ensure partners work together to collaborate in understanding the causes and consequences of serious violence from the perspective of hate crime and hate incidents, and we want to use the serious violence duty to help us focus on tackling and preventing hate crime from occurring. [gov.uk/government/publications/serious-violence-duty](https://www.gov.uk/government/publications/serious-violence-duty)

Reviewing and monitoring

This plan will be a four-year plan from 2024 to 2028. As part of our commitment to a zero-tolerance approach to hate, we will undertake a yearly poll of residents of Greater Manchester and partners to ensure we have current and up-to-date information to inform our actions in combatting hate crime. This poll will help us focus on the priorities that matter most, track and monitor feelings of safety and trust and gain feedback on our progress in delivering this plan. Alongside the quarterly Police and Crime Survey and the Victims' Survey, we will use the responses from this poll to assist in developing and delivering policies aimed at reducing hate crime, and working with partners to tackle hate and increase trust in public sector organisations who can help to combat it.

To ensure we track progress in tackling hate crime in Greater Manchester, we will develop key performance indicators. These performance indicators will help us to measure the success of the priorities and action points included within this plan and will be developed with the assistance of partners.

We will continue to work with partners to monitor the impact of our work on the levels of hate crime within Greater Manchester. We will use data from our partners to monitor levels of hate crime, as well as overall trends in relation to hate crime and hate incidents. We acknowledge that instances of hate tend to escalate following significant national or international occurrences. Our commitment remains steadfast in collaborating to guarantee that such events do not adversely impact



“ We will continue to work with partners to monitor the impact of our work on the levels of hate crime within Greater Manchester.



individuals and communities within Greater Manchester. The data available from our partners will help to identify where our actions should be focused most to ensure the greatest impact in reducing hate crime.

We recognise that there is work yet to be done in learning more about hate crime and hate incidents. We want to explore and research hate crime further but especially intersectionality-based hate crime – where someone experiences hate due to multiple forms of discrimination. In addition to intersectionality, we want to research the prevalence of hate crime and hate incidents online and how this can be tackled, alongside exploring how hate crime impacts underserved

communities such as neurodiverse individuals. These are only a few examples of the different subjects linked to hate which need further examination and we will continually review and scrutinise our efforts to learn more about the impact of hate.

As we implement this plan, we will maintain close relationships with local organisations and VCFSE groups to build on our relationships with local communities and monitor the impact of our work in improving community relations. We will use our relationships with these groups to bring communities together and to maintain regular contact with local communities.



How to report hate crime and support for victims

No victim of a hate crime should have to suffer alone. Support for victims can be accessed regardless of when the crime took place. Key to combatting hate crime is ensuring that whenever and wherever it occurs, it is reported. Hate crime can often go unreported, which makes tackling it more difficult.

Support for victims and access to reporting services can be done through our partners and the statutory organisations below:

Greater Manchester Police (GMP)

Emergency: In an emergency always phone 999

Non-emergency: Phone 101, visit gmp.police.uk to use the live chat function to report a hate crime or visit a police station to report in person.

Report anonymously

True Vision: Visit report-it.org.uk to anonymously report a hate crime. True Vision is an anonymous platform set up by the National Police Chiefs' Council and will pass your report on to your local police force.

Crimestoppers: Visit crimestoppers-uk.org or phone 0800 555 111 to anonymously report a hate crime to the independent UK charity Crimestoppers who will pass your report on to your local police force.

Third-party reporting centres and ambassadors

There are many third-party reporting mechanisms such as centres or ambassadors in Greater Manchester which can be accessed to report hate crime and hate incidents. Some

centres also offer support for victims. Information on third-party reporting centres can be found from your local authority.

LetsEndHateCrime

LetsEndHateCrime is Greater Manchester's website aimed at providing support and resources to victims of hate crime. You can also report a hate crime on the website by visiting letsendhatecrime.com.

Support for victims

Catch22: Greater Manchester Combined Authority has commissioned Catch22 to provide support and services to victims of crime within Greater Manchester. Visit gmvictims.org.uk, phone **0800 876 6155** or text relay **18002 0800 876 6155** to access support and services.

Other help

Alongside the support for victims mentioned above, there are several other organisations, groups and charities that can offer help. These are:

Tell MAMA: Measuring Anti-Muslim Attacks (MAMA) is a service which provides support to victims of anti-Muslim hate. Visit: tellmamauk.org

Community Security Trust (CST): A charity that protects British Jews from antisemitism and related threats. Visit: cst.org.uk

Galop: An LGBT+ anti-abuse charity which works with and for LGBT+ victims and survivors of abuse and violence. Visit: galop.org.uk/types-of-abuse/hate-crime/

Irish Community Care: A reporting service for victims of hate crime who are part of Gypsy, Roma and Traveller communities. Visit: irishcommunitycare.com/the-travelling-community



**GREATER MANCHESTER POLICE, FIRE AND CRIME
PANEL**

Date: 24th July 2024
Subject: Standing Together 2022-25 - Priority 2, year 3 Progress Report:
Reducing Harm and Offending
Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice
services and Fire

PURPOSE OF REPORT

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

Priority 2 – Reducing Harm and Offending

RECOMMENDATIONS:

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

CONTACT OFFICER:

Neil Evans

Director – Police, Crime, Criminal Justice and Fire

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Standing Together 2022-25

Priority 2, year 3 Progress Report: Reducing Harm and Offending

Executive Summary

- Arrest rates have increased by 7.9% on the previous 12 months. This is significantly lower than the 43.0% increase last year. This demonstrates a more stable picture on arrest rates.
- Outcome rates across all crime types are showing an improving picture. For example, neighbourhood crime solved rates are 5.5% compared to 4.6% last year, burglary is 7.8% compared to 6.2% last year, personal robbery is 9.5% compared to 7.8% last year.
- Domestic Abuse and Rape outcome rates continue to improve significantly. The outcome rate for domestic abuse solved crimes is 12.2% compared to 11% last year and for rape it is 9.9% compared to 6.8% last year.
- As indicated on the Police and Crime scorecard, the number of suspects ordered to be charged by the Crown Prosecution service has increased by 4.9% in the past year and GMP continue to focus on driving up file quality.
- Disruptions to tackle serious and organised crime are 211% higher in quarter 1 of 2024/25 compared to quarter 1 of 2023/24. This is partly as a result of improved recording. A new national system, has been implemented, supporting the standardisation of disruptions recorded. GMP has also focussed on increasing disruptions focussing on Prepare, Prevent and Protect. Pursue disruptions (enforcement) still account for over 60% of all disruptions.
- Drug seizures have increased by 52%, 527% for cannabis plants, and decreased slightly by 13.6% for cannabis, cocaine and heroin, and over the same period.
- Firearms seizures have increased by 35%.
- In June 2024, cash seizures comprised 38% of all asset seizure value. In addition, jewellery (14%), vehicles (21%), cigarettes (10%) and other assets (16%) contributed to the total assets seized.
- Operation Soteria – the National Police-led Programme to improve rape investigation and prosecution has been agreed as a Strategic Change Programme in GMP and work is ongoing to finalise a Transformation Plan. The conversion of reports to charges has increased from 4% to 7% and is above the England and Wales average of 6%.
- Greater Manchester Integrated Rehabilitative Services is GM's unique devolved approach to the commissioning of Rehabilitative Services. Since January 2022, 14,153 people on probation have been referred into the services, with 12,310 interventions commenced This is a comprehensive multi-million-pound 5-year programme.
- For the year ending 21/22 (the latest available data) the youth reoffending rate in GM was lower than the England and Wales average. For Greater Manchester this was 29.6% and for England and Wales 32.2%.
- As part of Greater Manchester's commitment to improving services for victims of crime, GMVS was refreshed, with a new provider Catch22 - delivering the service from September 2023. The services aim to enhance the practical and emotional support services available to all victims of crime and the service is co-located with Greater Manchester Police. The Number of referrals received from September 2023 to March 2024: 26241 referrals.
- Work has been on-going in the last 12 months to design and develop a digital portal and new website that transforms the way victims and survivors' access, engage, and interact with support services across Greater Manchester.

Standing Together 2022-25 Priority 2, year 3 Progress Report: Reducing Harm and Offending

- There has been a significant increase in the number of Community Sentence Treatment Requirements (CSTRs) under which offenders with drug, alcohol and mental needs are given the opportunity to receive treatment as an alternative to custody.
- In 2023/24, 1362 CSTRs were ordered in Greater Manchester, an increase of 32% compared with 2022/23 (n=1032).
- During 2023/24, 1163 individuals were released from prison with a treatment referral for substance use, of these 711 were successfully picked up by community treatment services. This 61% success rate compares favourably with the 50% national rate.

	You asked us to	Progress update and highlights	How is this being achieved and measured?
1.	Investigate, arrest, and prosecute more criminals.	<ul style="list-style-type: none"> • Arrest rates have increased by 7.9% on the previous 12 months. This is significantly lower than the 43.0% increase last year. This demonstrates a more stable picture on arrest rates. • Lawful, proportionate, and ethical arrest remains a key focus in preventing and detecting crime and ensuring prosecution of offenders. The Force has started at a low baseline and given the population size and position as the 2nd largest Police Force in England Wales is now in line with the larger Metropolitan Forces and our MSG – most similar Group of Forces. • Children subject to arrest, represent 7% of all arrest figures in GMP, compared to 8% the previous year. The Child Centred Policing work continues to focus on how the police routinely interact, engage and support children and young people (C&YP), including those who are victims, offenders, and witnesses. Positive results are being seen from the recent custody pilot at Cheadle Heath with more children being diverted away from custody, a reduction in use of force incidents and an increase in Liaison and Diversion referrals. • Outcome rates across all crime types are showing an improving picture. For example, neighbourhood crime solved rates are 5.5% compared to 4.6% last year, burglary is 7.8% compared to 6.2% last year, personal robbery is 9.5% compared to 7.8% last year. • Domestic Abuse and Rape outcome rates continue to improve significantly. The outcome rate for domestic abuse solved crimes is 12.2% compared to 11% last year and for rape it is 9.9% compared to 6.8% last year. 	<p>GMP Plan on a Page</p> <p>Police and Crime Panel Scorecard: arrest data</p>

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Priority 2, year 3 Progress Report: Reducing Harm and Offending

		<ul style="list-style-type: none"> As indicated on the Police and Crime scorecard, the number of suspects ordered to be charged by the Crown Prosecution service has increased by 4.9% in the past year and GMP continue to focus on driving up file quality. 	
2.	Tackle organised crime.	<ul style="list-style-type: none"> The Challenger Outcomes framework is now in operation, which provides an overview of the breadth of partner activity to tackle serious and organised crime being delivered, reported to the Executive Board on a quarterly basis. Plans are being developed for a new Challenger Strategy ahead of the expiration of the current strategy in 2025. Disruptions to tackle serious and organised crime are 211% higher in quarter 1 of 2024/25 compared to quarter 1 of 2023/24. This is partly as a result of improved recording. A new national system, has been implemented, supporting the standardisation of disruptions recorded. GMP has also focussed on increasing disruptions focussing on Prepare, Prevent and Protect. Pursue disruptions (enforcement) still account for over 60% of all disruptions. Drug seizures have increased by 52%, 527% for cannabis plants, and decreased slightly by 13.6% for cannabis, cocaine and heroin, and over the same period. Firearms seizures have increased by 35%. The way in which cash and asset seizures are recorded has changed, meaning that comparison with previous years is difficult. In June 2024, cash seizures comprised 38% of all asset seizure value. In addition, jewellery (14%), vehicles (21%), cigarettes (10%) and other assets (16%) contributed to the total assets seized. Focus on the development of 4P (Prepare, Prevent, Pursue, Protect) plans against all SOC threats continues. This includes delivering CPD to Neighbourhood and Partnership Inspectors on districts so that they are able to take responsibility for some threats, including vulnerabilities (e.g. a place where certain activity is happening), or lower-level organised crime groups to support the development of intelligence and localised responses. The Clear, Hold, Build model of local response to serious and organised crime is in the process of being rolled out to key locations in each of the GM Districts. 	<p>SOC Outcomes Framework is in place, reporting against the 4P plan to tackles SOC in GM.</p> <p>Implementation of new disruption recording system, enabling a more standardised approach to be taken with effective two-way communication with staff recording disruptions</p>

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		<ul style="list-style-type: none"> • In March 2024, a significant media campaign supported proactive tackling of County Lines, including bus advertising on routes known to travel through known high county lines areas. This messaging was focused on supporting people who may be exploited into criminality. • Catch-22 are now fully operational in Greater Manchester as the rescue and support provider, commissioned by the Home Office, to support and safeguard young people identified as being exploited through county lines activity. They are working closely with existing partners, such as complex safeguarding and GMP, to enable identification and referral of young people into support. At the end of March 2024, 44 young people were open to Catch-22. 	
3.	Reduce high harm and repeat offending.	<ul style="list-style-type: none"> • Comprehensive review of the operation of MARACs across GM undertaken and final report including recommendations for improvement to be produced July 2024. • Funding roll out of MATAC approach to perpetrator management first year funding delivered – second year funding agreed. • Domestic Abuse Arrangements review in GMP to be fully implemented later this year (2024). • Implementation of Domestic Abuse Protection Order (DAPO) pilot will be a staged roll out across GM starting September 2024 and be GM wide by summer 2025. • Development and delivery of GM perpetrator framework to start September 2024. • Review of the Encompass programme is being undertaken now. The Victims and Prisoners Act placed Operation Encompass into Law and puts a statutory obligation on police forces to share Operation Encompass notifications (concerning DA incidents) with schools <p>Rape and Serious Sexual Offences:</p> <ul style="list-style-type: none"> • Operation Soteria – the National Police-led Programme to improve rape investigation and prosecution has been agreed as a Strategic Change Programme in GMP and work is ongoing to finalise a Transformation Plan. The conversion of reports to charges has increased from 4% to 7% and is above the England and Wales average of 6%. 	<p>The GMCA GBV Board</p> <p>The GMCA GBV Executive</p> <p>Domestic Abuse Co-Ordinators</p> <p>MARAC/MATAC</p> <p>DAPO Steering Group</p> <p>GMP</p> <p>The Justice and Rehabilitation Executive</p> <p>Reducing Reoffending Reform Board</p>

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	<p>Reducing Reoffending:</p> <ul style="list-style-type: none"> • GMCA and GM Probation jointly funded Reducing Reoffending Posts which are now permanent due to the volume and demand on reducing reoffending requirement. The posts focus on the reinvigoration of local Reducing Reoffending Boards in each area and the integration of rehabilitative services. • Greater Manchester Integrated Rehabilitative Services is GM's unique devolved approach to the commissioning of Rehabilitative Services. Since January 2022, 14,153 people on probation have been referred into the services, with 12,310 interventions commenced This is a comprehensive multi-million-pound 5-year programme which focuses on: <ul style="list-style-type: none"> • Education Training and Employment • Accommodation Support • Dependency and Recovery • Peer Support • Wellbeing Hubs • A Whole-System Approach to Women <p>GM Probation and the CA are in the process of reviewing existing GMIRS services through a SWOT analysis in anticipation of re-commissioning services.</p> <ul style="list-style-type: none"> • Ongoing monitoring of the Neighbourhood Crime Integrated Offender Management Strategy aims to make communities safer by reducing reoffending. Focus is on a 'Fixed' cohort of persistent offenders defined by a high likelihood of re-offending score and a neighbourhood crime index offence such as burglary or robbery. In Greater Manchester the desistance rate (percentage who do not get charged with a further offence) of the Fixed cohort has been consistently better than the national average during 2023/24. <p>Youth Justice Transformation</p> <ul style="list-style-type: none"> • The Deputy Mayor continues to provide £495K per annum across the 10 local authorities to support the early help and intervention offer within Youth Justice. In 2023/24 there were a total of 1162 referrals across all areas. 	<p>The Justice and Rehabilitation Executive</p> <p>GMIRS Joint Contract Management</p> <p>Reducing Reoffending Reform Board</p> <p>The Justice and Rehabilitation Executive</p> <p>Youth Justice Transformation Board</p>
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		<ul style="list-style-type: none"> The Deputy Mayor provides £43,453 funding per annum to Positive Steps for the delivery of the GM Resettlement consortium which supports improving the resettlement of young people, who have been in secure custody, back into their homes and communities and improving resettlement practices across the GM youth justice services. For the year ending 21/22 (the latest available data) the youth reoffending rate in GM was lower than the England and Wales average. For Greater Manchester this was 29.6% and for England and Wales 32.2%. To further support the work of the Resettlement Consortium and to improve outcomes for children and young people, the Deputy Mayor provides funding, alongside the Greater Manchester Director of Children’s Services, towards a Social Worker post in HMYOI Wetherby. This post works exclusively with children and young people from Greater Manchester and staff at Wetherby have recognised the benefits this brings, both to the young people but also in terms of building and facilitating the relationship and partnership between Greater Manchester and HMYOI Wetherby. <p>The Reducing Reoffending Reform Board has created a framework focused on 3 areas: Protect, Enforce, Change</p> <ul style="list-style-type: none"> This work has included the Commissioning of programmes such as the Multi-Agency Stalking Intervention Partnership consisting of, GMP Public Protection, GM Probation, Manchester University, Pankhurst Centre, Health and GMCA. An extra Stalking Independent Domestic Abuse Advocate was provided to the Pankhurst Centre to support the development of a victim pathway. The MASIP developed a Stalking Triage Centre in GMP launched in June 2024. The centre will assess the level of risk, harm and threat; support the obtaining of Stalking Protection Orders; liaise with appropriate victim support services and will assist in the co-design of a Stalking and Harassment perpetrator intervention. <p>CJ and Custody change programme (3D)</p> <ul style="list-style-type: none"> A programme of work has been developed which includes a joint governance programme board, between GMP and GMCA to ensure progress is met against agreed milestones. This is jointly chaired by the GMP Criminal Justice and Custody 	<p>Deputy Mayor’s Round Tables</p> <p>GM Resettlement Consortium GM Directors of Childrens Services</p> <p>GM Youth Justice Dashboard</p> <p>The Justice and Rehabilitation Executive</p> <p>Reducing Reoffending Reform Board</p> <p>GM MASIP</p> <p>Reducing Reoffending Reform Board The Justice and Rehabilitation Executive</p>
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		Branch Chief Superintendent and GMCA SRO. It involves testing an approach to custody navigators and using Lived experience to review delivery.	
4.	Give back to communities and victims of crime.	<p>GM Victims Strategy Board</p> <ul style="list-style-type: none"> The new Board has been established by the Deputy Mayor both to acknowledge the body of work that is being undertaken in this area and to ensure that Greater Manchester can effectively respond to the requirements of the Victims and Prisoners Act 2024. The board held its first meeting in June 2024. <p>Rape and Serious Sexual Offences:</p> <ul style="list-style-type: none"> Nightingale Programme - A 2-year programme has been approved during 2023/24 to help mitigate the impact of Crown Court delays on victims of Rape. Additional resources will be provided across the support sector to provide services such as family support networks and peer support groups. This is working alongside the GM Sexual Violence Harm Reduction Group – made up of key sexual violence victim support services in Greater Manchester. <p>Greater Manchester Victims' Services</p> <ul style="list-style-type: none"> (GMVS) is a multi-crime support 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. It has been in place since 2017. As part of Greater Manchester's commitment to improving services for victims of crime, GMVS was refreshed, with a new provider Catch22 -delivering the service from September 2023. The services aim to enhance the practical and emotional support services available to all victims of crime and the service is co-located with Greater Manchester Police. A new victim insights dashboard is part of new developments. The Number of referrals received from September 2023 to March 2024: 26241 referrals. <p>Victims Digital Transformation:</p> <ul style="list-style-type: none"> Work has been on-going in the last 12 months to design and develop a digital portal and new website that transforms the way victims and survivors' access, engage, and interact with support services across Greater Manchester. This work is being designed to reflect the victims' journey and enable better use of data to inform 	<p>The Justice and Rehabilitation Executive</p> <p>GM Victims Strategy Board</p> <p>GM Victims Strategy Board</p> <p>Sexual Violence Harm Reduction Group</p> <p>The Justice and Rehabilitation Executive</p> <p>GM Victims Strategy Board</p> <p>The Justice and Rehabilitation Executive</p> <p>The Justice and Rehabilitation Executive</p>

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		<p>decision-making. It will also put the needs of victims front and centre, allowing them to track and manage their own service journey, as well as access services at a time convenient to them, with the flexibility to engage and re-engage over time as their needs change. A new brand has been agreed that will be launched across Greater Manchester:</p>  <p>Greater Manchester Victims' Services</p> <p>Victim Satisfaction Body of work:</p> <ul style="list-style-type: none"> • A provider has been commissioned assess the GM victim experience against each of the 12 Victims Code Rights: as follows: <ul style="list-style-type: none"> • Quantitative survey VCOP 1-7: Quarterly waves of 1,000 victims of crime based on GMP provided sample. • Qualitative survey: 40 (now 50) 'Deep Dive' interviews focussing on VCOP Rights 8-12 (post charge and trial). • Quantitative survey: 2 x 500 'Free Found' surveys, themed focus on incidents that would not be otherwise be captured through the GMP sample. • The quantitative (VCOP 1-7) is underway with the first Quarter results reported to the Victims Strategy Board the other aspects are in development. Initial indications highlight a consistent degree of victims with disabilities being most unsatisfied. GMP have established an internal board to ensure that they can effectively respond to any findings. 	<p>GM Victims Strategy Board</p> <p>The Justice and Rehabilitation Executive</p> <p>GM Victims Strategy Board</p> <p>Victim Survey Management Group</p>
5.	Tackle drugs, alcohol and gambling addiction and reduce deaths from their use.	<ul style="list-style-type: none"> • The identification and linking of people into treatment is monitored through the GM CJS Drug and Alcohol Operational Group. Through this group we work with partners to improve our collective understanding of levels of treatment engagement following contact with the criminal justice system. • There has been a significant increase in the number of Community Sentence Treatment Requirements (CSTRs) under which offenders with drug, alcohol and 	<p>The GM Drug and Alcohol Transformation Board has strategic responsibility for overseeing this work.</p>

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		<p>mental needs are given the opportunity to receive treatment as an alternative to custody.</p> <ul style="list-style-type: none"> • In 2023/24, 1362 CSTRs were ordered in Greater Manchester, an increase of 32% compared with 2022/23 (n=1032). Of these, 581 were Alcohol Treatment Requirements (a 23% increase from 473 in 2022/23), 692 were Drug Rehabilitation Requirements (a 39% increase from 499 in 2022/23) and 89 were Mental Health Treatment Requirements (a 48% increase from 60 in 2022/23). • In 2024/25 we would like to see further increases in the number of Mental Health Treatment Requirements, particularly those which run in tandem with drug or alcohol requirements to address cooccurring needs. • GMCA have commissioned training on gambling harm that has been delivered to our drug and alcohol services. If someone needs help and support because of their gambling, they are now able to refer them to services through a professional's hub on a dedicated website. • During 2023/24, 1163 individuals were released from prison with a treatment referral for substance use, of these 711 were successfully picked up by community treatment services. This 61% success rate compares favourably with the 50% national rate. • The GM percentage success rate fell from 64% (601/940) in 2022/23 but the total number of successful pickups actually increased by 18% (601 to 711). • Continued close working with Forest Bank, the largest referring prison into GM's treatment system. Forest Bank accounted for 39% of the total number of individuals referred into treatment on release from prison in 2023/24. Successful GM pick-ups from Forest Bank increased from 52% (231/448) in 2021/22 to 69% (312/450) in 2022/23, before decreasing to 64% (291/455) in 2023/24. • Referrals from Forest Bank have thus stayed at around 450 over the last three years with the overall increase in GM treatment referrals attributable to releases from other prisons. We will continue to monitor this performance and are mindful of the potential impact of an increase in the number of early releases. • The nationally recognised drugs intelligence functions commissioned by the Deputy Mayor consist of: the GM Drugs Early Warning System which works in tandem with MANDRAKE (a joint GMP and Manchester Metropolitan University initiative that enables drugs to be tested rapidly when incidents occur), GM TRENDS research 	<p>It also serves as the GM Combatting Drugs Partnership for implementing 'From harm to hope,' the national 10-year drugs plan to cut crime and save lives.</p> <p>Central to this strategy is improving the criminal justice system response to offending with expanded funding linked to ensuring there is a treatment place for every offender with an addiction.</p> <p>The commitments and activities of GM partners are captured in the GM Combatting Drugs Partnership Strategic Delivery Plan.</p> <p>Activity is monitored through the GM CJS Drug and Alcohol Operational Group.</p>
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		<p>(also delivered by MMU), and the GM Drug Related Deaths Surveillance System coordinated by Liverpool John Moore's University's Public Health Institute (PHI).</p> <ul style="list-style-type: none">• Our collective focus is on the threat posed by a group of potent synthetic opioids commonly known as 'nitazenes'. There have been nearly 200 nitazene related deaths since a National Patient Safety alert was issued in July 2023. In preparedness for a major incident, we have updated the Synthetic Opioid Plan for Greater Manchester and a GMP Gold command structure has been established.	
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Greater Manchester Police, Fire and Crime Panel

Date: 24th July 2024
Subject: Police and Crime Plan Development
Report of: Neil Evans, Director, Police, Crime, Criminal Justice and Fire

Purpose of Report

This report provides an overview of the approach to developing a new Greater Manchester Police and Crime Plan.

Recommendations:

The Police, Fire and Crime Panel is requested to:

1. Note the approach to developing a new Police and Crime Plan.
2. Comment on what should be priority areas for the next Plan.

Contact Officers

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Vicky Sugars Vicky.sugars@greatermanchester-ca.gov.uk

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

Equalities Impact, Carbon and Sustainability Assessment:

N/A at present – Equalities Impact Assessment will be completed as part of the development of the Plan.

Risk Management

There is a legal requirement to publish a Police and Crime plan within the financial year of the election of the Mayor (by 31 March 2022). Failure to complete this may risk reputational damage to the Mayor and GMCA.

Legal Considerations

Section 5(1) of the Police Reform and Social Responsibility Act 2011, as modified by the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017, says:- 1) The police and crime commissioner for a police area must issue a police and crime plan within the financial year in which each election for the return of a Mayor is held. (13) In this section— “financial year” means the financial year of the combined authority.

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

The current GM Standing Together plan provides useful background for the development of the next Police and Crime Plan.

[GM Standing Together Police and crime plan \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)

Tracking/ Process

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

Yes

Exemption from call in

The Police and Crime Plan is not subject to the call-in process of the GMCA overview and scrutiny committees.

Bee Network Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

The Mayor, in his role as PCC, is required to publish a Police and Crime Plan by, at the latest, the end of the financial year of the relevant election. This means a Plan must be published by 31st March 2025.

The Plan must have regard to the Strategic Policing Requirement issued by the Home Secretary and prior to the issuing of the Police and Crime plan a PCC must:

- (a) prepare a draft of the Plan or variation.
- (b) consult the relevant chief constable in preparing the draft Plan or variation.
- (c) send the draft Plan or variation to the relevant Police and Crime Panel.
- (d) have regard to any report or recommendations made by the Panel in relation to the draft Plan or variation (see section 28(3)).
- (e) give the Panel a response to any such report or recommendations, and
- (f) publish any such response.¹

The Police and Crime Plan sets out the following:

- (a) the elected local policing body's police and crime objectives.
- (b) the policing of the police area which the chief officer of police is to provide.
- (c) the financial and other resources which the elected local policing body is to provide to the chief officer of police for them to exercise the functions of chief officer.
- (d) the means by which the chief officer of police will report to the elected local policing body on the chief officer's provision of policing.
- (e) the means by which the chief officer of police's performance in providing policing will be measured.
- (f) the services which are to be provided by virtue of section 143 of the Anti-social Behaviour, Crime and Policing Act 2014.

¹ [Police Reform and Social Responsibility Act 2011 \(Chapter 3, section 6\)](#)

(f) any grants which the elected local policing body is to make under that section, and the conditions (if any) subject to which any such grants are to be made.

2. Consultation and engagement

As part of the development of a Police and Crime Plan Mayors / PCCs are required to consider:

- The views of the people in that area.
- The views of victims of crime.
- Views and priorities of the Chief Constable / police force.
- The relevant priorities of each responsible authority.

In Greater Manchester we already have a significant amount of insight in relation to the thoughts of our residents and victims through our Policing and Community Safety Survey and our Victims' Survey. These, alongside for example crime trend data, will be used to help shape the future priorities of the Plan. Alongside this the Deputy Mayor has approved an approach that will deliver a thorough consultation and engagement process. Each Community Safety Partnership has had, or will have, an item on their agenda to discuss the development of the next Plan and other key GM Governance groups and Boards will be updated and consulted with.

A number of engagement events will be held in September and October including an event aimed at statutory partners, an event aimed at VCFSE partners and organisations, two community events and a session with the Greater Manchester Equality Panels. These will be hosted by the Mayor and/or Deputy Mayor and the attendance of Police and Crime Panel Members at these events would be welcomed. All members of the Panel will receive an invitation to the statutory partner event.

A public consultation survey will be launched in Autumn, aimed at all Greater Manchester residents alongside a more focused partnership consultation survey, specifically aimed at partners and frontline professionals about the draft Plan and priorities. This will be circulated to Community Safety Partnerships, Probation, Crown Prosecution Service, Greater Manchester Police, Health, and the VCFSE sector to obtain their perspectives on the draft priorities, what matters to the areas and communities where they are working and how we can work together to deliver our ambitions.

An Engagement Plan has been developed to support this process and is attached at appendix A.

3. Priorities

The current GM Standing Together Plan was published in February 2022. Since then, there have been local and national developments that will inform and influence the commitments within the next Plan. Currently there are three headline priorities (outlined below):

1. Keeping people safe and supporting victims
2. Reducing harm and offending
3. Strengthening communities and places

The current intention is to retain these priorities as it is felt that they are still relevant and continue to articulate our key strategic ambitions. A number of commitments will be developed to underpin these priorities and the consultation process will be utilised to influence, develop and refine these. Some of the influences on the next Plan are:

- The Mayor's Manifesto commitments.
- Findings and recommendations from key reports and inquiries (Baird Inquiry, CSE Reviews, Angiolini inquiry etc).
- New legislation such as the Victims and Prisoners Act 2024 and the Serious Violence Duty.
- The Strategic Policing Requirement.
- Emerging crime and community safety trends.
- The priorities and ambitions of Greater Manchester Police.

The Plan will be cognisant of and reflect other significant strategies in Greater Manchester, such as:

- Greater Manchester Strategy.
- Fire Plan.
- Greater than Violence Strategy.
- Gender-Based Violence Strategy.
- Hate Crime Plan.
- Age Friendly Strategy 2024-2034.

Police and Crime Plan

Communications and Engagement Plan

Objective

The Mayor, in their role as Police and Crime Commissioner, is required to publish a Police and Crime Plan by, at the latest, the end of the financial year of the relevant election – this means a Plan **must be** published by 31st March 2025. As part of the development of a Police and Crime Plan, it is a statutory duty that Mayors with Police and Crime Commissioner functions, and PCCs consider and take into account:

- The views of the people in that area on the Plan.
- The views of victims of crime on the Plan.
- Views and priorities of the Chief Constable / police force.
- The relevant priorities of each responsible authority.

It is important that we consult with residents and organisations that represent those residents and key statutory stakeholders to ensure that their views are reflected within the new Police and Crime Plan, so we can ‘sense-check’ the priorities we have identified are those that also matter to our communities and the partners we work with and that we have not missed any areas which should be a priority and focus in relation to policing, crime and community safety. Through the consultation we also want to consider reducing inequalities, looking at different backgrounds and demographics within GM.

Broadly we want the consultation to provide people with the opportunity to input into, comment on, talk about and help us prioritise actions and commitments within a new Police and Crime Plan. The sessions are going to be structured and we will take questions to the sessions to focus the discussion.

There are 3 priorities within the current Police and Crime Plan:

1. Keeping people safe and supporting victims
2. Reducing harm and offending
3. Strengthening communities and places

We believe these are still the right 'headline' priorities and part of the consultation will be asking whether people agree with these and identifying and outlining the new priorities and commitments which will fall 'underneath' these.

We will consider accessibility as part of the consultation and engagement process and include it within the development and planning of the consultation.

Consultation and engagement overview

Consultation will consist of engagement events, a public consultation, a partnership survey, potentially a 'call for evidence' to address any 'gaps' in our knowledge and an evidence base / analysis by the GMCA Research team which we have asked to outline:

- **Stage 1** – what we currently know with the insight available in GM, what our residents are saying, what GMP trend data is saying etc.
- **Stage 2** – identifying where there are gaps in our understanding and knowledge which a new plan should reference e.g. growth in crime types and / or the consultation should look to address. We would also like the analysis to help us identify where further consultation may be required – with a particular focus on the lens of reducing inequalities looking at different backgrounds and demographics. In relation to identified gaps we can go out for some 'calls for evidence' as part of the consultation process to begin to help address these.
- **Stage 3** –outlining the current landscape of GM, using census data to identify population trends, areas of deprivation etc.

We will attend Boards and Partnership meetings to inform and engage with them around the next Police and Crime Plan - to get their insights into what, from their perspectives, should be priorities within the next Plan. Members of these Boards will also be invited to consultation events and be informed about the public and partnership surveys.

These are outlined below (there may be more added to this as the Plan develops):

- Community Safety Partnerships in each GM area
- Justice Rehabilitation Executive
- GM Violence Reduction Unit Governance Board
- GM Children's Board
- Police and Crime Leads
- Police and Crime Steering Group
- Police and Crime Panel
- Youth Justice Transformation Steering Group

- Reducing Reoffending Reform Board
- LCJB
- Victims Strategy Board
- Challenger Executive Board
- Retail Crime Steering Group
- GBV Board & GBV Executive and Lived Experience Panel
- Hate Crime Strategic Board
- Travel Safe Strategic Group
- Safer Roads GM Partnership
- Ageing Well Board

Internal GMCA engagement will be needed, and we are proposing holding 1 online session for colleagues across the GMCA to attend to hear about the new Police and Crime Plan and to offer an opportunity to input into this, ensuring we reflect and cross-reference other GM strategies which link to and influence the Police and Crime Plan. There are some key people we will target/ask for e.g. PSR, work and skills (Mbacc, employment), strategy (links to manifesto, equality panels) etc.

External engagement events

Note the consultation events will run at the same time the surveys are open.

There will be a budget of around £8K for running the engagement and consultation process.

1. Statutory Stakeholder event – 5th September (Deputy Mayor to attend)

Event aimed at our statutory partners e.g. CSPs, representatives from our key Governance Boards / wider partnerships / businesses / probation, youth justice, CPS, GMP etc. Lee Rawlinson will be in attendance from GMP.

Costs

Eventbrite: £25

Venue: Manchester Cathedral £2000

AV (digital and projector – mics, sound included in the venue cost): £250

Catering: TBC

Guest capacity: 180

Facilitator cost: N/A

2. VCFSE stakeholder event – 18th September 10-12 (The Mayor has 1 hour in his diary to attend this)

Event aimed at our voluntary sector partners within the VCFSE sector. Invite will be circulated via existing networks and to organisations we commission, fund and work with – including those who support victims / work with victims of crime and our VRU alliances within each district. Deputy Chief Constable will be in attendance from GMP.

Eventbrite: £25

Venue: Manchester Cathedral £2000

AV (digital and projector – mics, sound included in the venue cost): £250

Catering: TBC

Guest capacity: 180

Facilitator cost– Cllr Janet Emsley, Police and Crime Panel Chair has agreed to facilitate / host this event.

3. Equality Panels stakeholder event – invite to VCFSE event 18th September 2-4 (Mayor / Deputy Mayor have in diary) & hold a follow up online event for Equality Panel members only (date TBC).

We will offer support for participation by way of presenting at the panel facilitator meeting and provide the opportunity for panel facilitators to ask any questions that may benefit and assist with fairer and wider participation.

The PCC team attended a Group Facilitators session (12th June) in relation to engaging with the panels. One of the questions posed was whether they felt a stand-alone session separate to the wider VCFSE engagement event was needed. Panel facilitators indicated a stand alone session for Equalities Panels would be of value. Panel Members will be invited to the VCFSE Stakeholder event on 18th September 2024, and we will hold an online session as part of the consultation process to engage all panel members that wish to get involved with this consultation. Date TBC. This will be held as a joint event to discuss both the Police and Crime Plan and the Fire Plan.

A defined cycle of input has been done by the PCC team to seek full panel input and engagement. This will be amended to ensure accessibility for those with disability and Jane Bevan @Disabled People's Panel will feed into this.

4. Community events x 2

The Deputy Mayor will lead 2 community events. These will most likely be held in Manchester and Oldham. The events will be arranged using VRU networks and links.

A Manchester date is on hold 15th October – 1-3 (In Mayor / Deputy Mayor's diary) and one is to be arranged.

Working with the PCC Team we will develop an event plan with clear aims and objectives of what we want to achieve as clear outputs from each engagement event. We will use the stakeholder map to invite attendees and define the session to facilitate. An introductory presentation and core questions are needed to help shape the sessions. We will ensure that there is facilitation and notes taken at each table in the sessions and of any sessions held online.

- Need to identify a set budget for **each** event (breakdown of costs) to cover costs such as venue, IT needs, refreshments. Delivering the events in house requires some planning and time to organise a structure for the session and identify the resource needed to facilitate conversations at tables on the day or online. The main items that need thought are agenda, presentation, and facilitation brief for each event. Facilitation brief example will be worked on with the PCC Team and Engagement Team.
- The events will be an opportunity to set the scene to all attendees and set out what we aim to achieve by the end of the session. It will be important to take notes and facilitate discussion at each table. The session should be interactive and open dialogue with the attendees. We can use digital tools such as Slack to gather some feedback also and encourage some participation from those attendees that are quieter in the room.
- There will be an opportunity to complete the survey via paper copy also.

These events will be conducted alongside the consultation.

After each event a summary report will be drawn up analysing the findings of the session. The opportunity to provide a virtual event can also be explored in depth.

GM Police and Crime Plan Consultation and GM Partnership Survey.

Ambition to run both from 1st September for 6 weeks.

Once the consultation period has finished GMCA will:

- Publicise the outcomes of the consultation including what engagement has taken place throughout the consultation period.

- Provide a summary of insight concluded from survey responses
- Be open and transparent about the outcome and impact of the consultation.

Public consultation – 6–8-week survey. This will be a survey aimed at all GM residents on the draft plan / priorities within the plan. By the time the public consultation is live the main priorities should be drafted and we will give opportunity to input into these – seeking to ensure residents agree with them and we haven’t missed anything of significant interest.

We propose 8-10 questions along similar lines as those within the last consultation published on GM Consult with a question which asks whether there are any areas we are missing / haven’t considered. The Survey questions will be drafted in conjunction with Comms during end of July / August.

Partnership survey – 6–8-week survey (Will be live at the same time as the public consultation). This will be a survey specifically designed for partners about the draft Plan / priorities. To go to CSPs, Probation, CPS, Police, health, VCFSE sector etc.

This will include targeted questions aimed at professionals and partners that we need to work with to successfully deliver the plan. Propose 10-15 questions. Survey questions to be drafted in conjunction with Comms during end of July / August.

Key points of the consultation surveys:

- Every resident, business and stakeholder in Greater Manchester will have the opportunity to respond if they wish to do so. However, a number of organisations will also be contacted directly to invite them to make a response to the consultation. To ensure success of the consultation we will work continuously with the Police and Crime Team to ensure we engage everyone and review the stakeholder map as we continue through this process. The consultation will be open to all who wish to submit a response.
- The content of the consultation will be led by the Safer Stronger Team at the GMCA, with the Engagement and Insight Team leading the roll out of the consultation and encouraging responses from across different stakeholder groups.
- The consultation and survey will use GMCA’s corporate consultation platform [GM Consult.org](https://gmconsult.org) which is a product by Delib called CitizenSpace. GM Consult is a highly accessible platform which is easy to use and is a secure and private engagement tool. The platform has yielded great results for various GMCA consultations this year where

we have been able to gain meaningful insights, export data/results and feedback on the findings.

- The consultation will take the form of an online survey and will be primarily promoted through our and partners digital channels and shared across our stakeholder and social media channels.
- We will also make use of our close working relationship with the 10 local authorities, GM Equality Panels, GM VCSE sector organisations/ GMCVO, GM businesses and partnership organisations who can promote it through their own channels and networks.
- Creation of a stakeholder map has been started and will ensure the consultation is as far reaching as possible.
- We will also link into other streams of live work such as Victims Gateway, Victims Survey and Fire Plan to ensure we can make use of multiple opportunities of insight and ensure no overlap in engagement.
- We would advise that the consultation is shared using paid social media ads yielding better results for wider demographic participation and responses.
- The cost of this for approximately a month would require an approximate budget of £350-£500 for Facebook and Instagram with previous communication campaigns yielding a reach of around 75,000. The audience reach looking at the breakdown by gender and age is higher amongst women aged between 35-45, however the difference of reach with male counterpart is not too far apart.
- Whilst the consultation will be digital, there will be options for those needing support or assistance in engaging with the consultation we will have a clear signpost to a contact where paper copies can be posted resulting in responses being welcomed via email and post.

Engagement approach

- Hosted on our consultation platform, [GM Consult](#).
- Create an online survey with sectional information covering the objectives and Plan including detail of our current Plan/responsibilities and then our future proposed new areas of responsibility/Plan and what they would mean to the respondents.
- Questions that are easy to understand and answer and in line with good practice.
- The consultation should seek to:
 - Ask questions that are a mix of multiple choice and chapter-based questions.
 - Reassure that the Plan is to build upon what has been achieved so far.

- Explain what this will offer.
- Investigate the impact on residents and stakeholders.
- Provide an opportunity for views as a whole.
- Ensure equality, diversity and social inclusion when developing the approach to be adopted for the survey, it will be important to ensure that this targets different communities and groups, including protected characteristics.
- Identify the scope of differences in demographics and how they will be reached (age, borough, gender, ethnicity, sexuality, employment status, educational status/qualifications, etc.).

There will be an option to hold standalone focus group sessions if we identify there are any 'gaps' in engagement in terms of people we have spoken to. This will be done through a 'reducing inequalities' lens looking at different backgrounds and the demographics of GM. Gaps will be identified through the stakeholder mapping and potentially through the 'evidence base' which we can ask the Research Team to assist with.

Stakeholder map - included as an appendix.

Communications /Media alignment

- Identify facilitators to help run sessions – recommending anyone who has fulfilled this role previously who has been successful and providing a benchmark figure for cost of this. Facilitators brief/ Presentations
- Eventbrite covering all events (£100).
- Suggestion to hold a standalone session with faith Groups explore this further separately and if needed then will add to the plan.
- Promote survey once published on GM Consult.
- Update GMCA website with consultation details
- Encourage and adapt content for the 10 GM local authority and partner websites by providing copy for partners.
- Develop a social media content plan with relevant assets/images to support the social content.
- Share any social media assets with relevant partners to amplify and generate organic posting.
- Budget **should** allow for the survey to be promoted through targeted social media ads to reach an audience outside of existing networks/channels. This can be

adapted throughout the consultation period to ensure that there are widespread informed responses from across Greater Manchester.

- Some channels to use to amplify our survey and messages below (not exhaustive):
 - GMCA and Mayor of GM and Deputy Mayor of GM (Facebook, Instagram, Twitter, LinkedIn)
 - GMCA-linked business (GM wide)
 - VCSE organisations and Equality panels (GMCVO, LGBTQ Foundation etc)

- Staff messaging with an internal news release and promotion through weekly bulletins.
- Present a clear message about what the consultation aims to achieve, the implications it has and the next steps it shall take once the consultation period has ended.
- External GMCA newsletter.
- Publishing the Plan / launching the Plan – we are aiming to publish this by the end of 2024 / early 2025.
- The Plan will need to be designed to ensure it appeals to a range of audiences, is accessible and it is an outward facing document which will be published on the GMCA website. **(Est. cost £4090).**
- Easy Read version of the full final report will be needed with a lead time to produce of at least 2 months. (2k)

Media Plan (TBC by the media team)

- Press release on launch proactively seeking media coverage from local and regional media outlets as well as proactive engagement throughout the consultation period that covers the 10 GM local authorities.
- Offer media Interview as option/s? Dep Mayor to lead.

Cost breakdown

Item	Engagement / comms	Cost
Room hire 5 th September plus projector & screen	Engagement	£2250

Room hire 18 th September plus projector & screen	Engagement	£2250
Eventbrite (4 engagement events - £25 each)	Engagement	£100
Facebook/Instagram ads to promote the consultation	Comms	£350-£500
Easy read version of full final report	Comms	£2000
Plan design	Comms	£4090 (est.)
Catering – all events	Engagement	TBC
Community event – room hire	Engagement	£1000 (TBC)
Community event – room hire	Engagement	£1000 (TBC)
Total (to date)		£13,190

Appendix: Stakeholder mapping

Stakeholder mapping Police and Crime Plan

Stakeholders / group	Mechanism	
GMP	<ul style="list-style-type: none"> Reps working group to develop 	

	<p>the plan (draft in conjunction)</p> <ul style="list-style-type: none"> • Stakeholder events – attendees and speakers • GMP Management meeting slot (TBC) • Partnership survey • Nicola Spragg / Sara Ashworth to provide detail about how & when engage GMP more widely 	
Wider GMCA	<ul style="list-style-type: none"> • Internal GMCA engagement event 	
Health	<ul style="list-style-type: none"> • Via reps local CSPs • Health reps on other Governance groups 	
HMCTS	<ul style="list-style-type: none"> • JRE • LCJB • Invite to statutory stakeholder event 	
GM Residents	<ul style="list-style-type: none"> • PCP Survey • GM Residents Survey • GM Victims Survey 	

	<ul style="list-style-type: none"> • GM Policing and Community Safety Survey 	
VRU	<ul style="list-style-type: none"> • Meeting with Director / Meeting with Principal • Attend VRU Governance Board • Invite to statutory stakeholder event 	
Neighbourhood Watch – Chair	<ul style="list-style-type: none"> • VCFSE stakeholder event 	
GMFRS	<ul style="list-style-type: none"> • Partnership Survey • Fire reps - CSPs • Brief CFO (TBC) 	
Victims' services (crossover with VCFSE sector)	<ul style="list-style-type: none"> • Victim Strategy Board • VCFSE stakeholder event • Police and Crime Plan survey • Partnership Survey 	
Equality panels	<ul style="list-style-type: none"> • Equality Panel stakeholder event • Equality Panel Facilitators meeting 	

	<ul style="list-style-type: none"> • VCFSE stakeholder event • PCP Public Consultation Survey • Partnership Survey 	
Police and Crime Lead Members	<ul style="list-style-type: none"> • Police and Crime Panel engagement • Police and Crime Steering Group • PCP Public Consultation Survey 	
Police and Crime Panel	<ul style="list-style-type: none"> • Police and Crime Plan proposal July meeting • Statutory stakeholder event • Draft plan – recommendations re; this • PCP Public Consultation Survey 	
Community Safety Partnerships	<ul style="list-style-type: none"> • Police and Crime Leads meeting (CSP Managers reps) • Inputs at all CSP meetings 	

	<ul style="list-style-type: none"> • Statutory stakeholder event • Partnership Survey • PCP Public Consultation Survey 	
Probation (HMPPS)	<ul style="list-style-type: none"> • JRE • Reducing Reoffending Reform Board • Statutory stakeholder event • PCP Public Consultation Survey 	
Crown Prosecution Service	<ul style="list-style-type: none"> • JRE • Statutory stakeholder event • LCJB • PCP Public Consultation Survey 	
Youth Justice Services	<ul style="list-style-type: none"> • JRE • GM Youth Justice Transformation Group • Statutory stakeholder event 	

	<ul style="list-style-type: none"> • PCP Public Consultation Survey 	
TfGM / transport	<ul style="list-style-type: none"> • Meeting TfGM officers 11th June • Identify insights from them – ask how can engage with them around work? • Invite to Stat stakeholder event 	
Retail Crime Steering Group	<ul style="list-style-type: none"> • Retail Crime SG • Statutory stakeholder event • PCP Public Consultation Survey 	
Victims of Crime	<ul style="list-style-type: none"> • GM Victims Survey • PCP Public Consultation Survey 	
Voluntary groups / social enterprises / third sector organisations	<ul style="list-style-type: none"> • VCFSE Stakeholder event • PCP Public Consultation Survey • PCP Partnership Survey 	

JRE	<ul style="list-style-type: none"> • Input to JRE on next PCP • Invite to Statutory Stakeholder event • Agenda items at sub groups of the JRE to discuss future priorities (YJ Transformation SG, LCJB, Reducing Reoffending Reform Group, Victims Strategy Board) 	
GM GBV Board	<ul style="list-style-type: none"> • Stakeholder event (stat / VCFSE) • PCP Survey • Partnership Survey 	
GBV Lived Experience Panel	<ul style="list-style-type: none"> • Reps to be invited to VCFSE stakeholder event • PCP Survey 	
GM Children's Board	<ul style="list-style-type: none"> • Attendance at Board – input on PCP • Invite to Stat stakeholder event • PCP Survey 	

Older people	<ul style="list-style-type: none"> • Older People's Equality Panel • PCP Survey • GM Policing and Community Safety Survey • GM Residents Survey • Ageing Well Board 	
Young People	<ul style="list-style-type: none"> • Beewell survey • PCP Survey • Youth Combined Authority 	
Faith Groups	<ul style="list-style-type: none"> • PCP Survey • GM Policing and Community Safety Survey • GM Residents Survey • Faith and Belief Advisory Panel 	In Police and Crime leads it was suggested a focus group with Faith Groups would be of benefit
Disabilities	<ul style="list-style-type: none"> • PCP Survey • GM Policing and Community Safety Survey • GM Residents Survey • Disabled People's Panel 	

LGBTQ+ communities	<ul style="list-style-type: none"> • PCP Survey • GM Policing and Community Safety Survey • GM Residents Survey • LGBTQ+ Advisory Panel 	
Women and Girls	<ul style="list-style-type: none"> • PCP Survey • GM Policing and Community Safety Survey • GM Residents Survey • Women and Girls Equality Panel 	
Racially minoritised communities	<ul style="list-style-type: none"> • Race Equality Panel • PCP Survey • GM Policing and Community Safety Survey • GM Residents Survey 	
GBV Lived Experience Panel	<ul style="list-style-type: none"> • TBC 	

Appendix B – Police and Crime Plan Development timeline (where possible we will endeavour to align this engagement as much as possible with the Fire Plan engagement)

Date / timeframe	What?	Comments / progress
15 th May 2024	Meet with Deputy Mayor	Complete
May – end July 2024	<ul style="list-style-type: none"> • Attend CSPS • Attend other key partnership / Governance groups • Draft an outline of the Plan • Plan engagement events • Research – Police and Crime Plan evidence base 	In progress
Mid July- early August 2024	Draft and finalise survey questions	
August 2024	Finalise consultation planning / briefings	
September – October 2024	Police and Crime Plan Engagement events	
1 st September – 11 th October (6 weeks) 2024	Public Consultation Survey	Current timescale – subject to change
1 st September – 11 th October (6 weeks) 2024	Partnership Consultation Survey	Current timescale – subject to change
Mid – end October 2024	Consultation analysis / amend draft Plan based on consultation responses	
13 th / 19 th November 2024	Wider Leadership Team / Leaders (for information)	
20 th November 2024	Police and Crime Panel – present the draft PCP to the Panel. Following this Panel to review and make a report or recommendations in response to the draft	

December 2024 / January 2025	Launch Police and Crime Plan	
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FORE INFORMATION GM POLICE, FIRE AND CRIME PANEL

Date: 24th July 2024

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

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

PUPOSE OF REPORT

The Joint Forward Plan was agreed by Police, Fire and Crime Panel in June 2024 and sets out the schedule of reports to be presented to Police, Fire and Crime Panel, Steering Group and Leads over the municipal year and can be added to within the year to reflect emerging issues.

The attached is an updated plan for the information of Panel members.

RECOMMENDATIONS

1. Members are asked to note the content of the Joint Forward Plan.

CONTACT OFFICERS

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1. BACKGROUND

1.1 The Police and Crime Panel and Steering group share a joint work plan, known as the Forward Plan, which is reviewed on an annual basis.

1.2 The work plan sets out the areas of focus for Panel, Steering group and Leads.

2. DEVELOPING A FORWARD PLAN

2.1 Members of Panel, Steering group and Leads have been consulted on the reviewed Forward Plan and additions incorporated since the last Panel meeting.

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. RECOMMENDATIONS

3.1 Shown at the front of the report.

APPENDIX ONE

	May 2024 - April 2025	GMP reports			
	Completed	GMFRS reports			
2024-25 Municipal Year Forward Plan					
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
11/6/24, 2.00 AGM	Rules of Procedure Annual complaints report Appointment to the Panel	27/06/2024 AGM	Appointment of Chair and Approval of TOR	22/07/2024	Catch 22 - Victim services
	Appointment of Chair and Vice Chair verbal		Complex Safeguarding		GMFRS Place Based App update
	GMP Workforce update - recruitment and retention, diversity etc		Serious Violence Annual update and Forward Look		GMFRS Serious Violence Duty update

	Stop & Search		Deliberate Fire Setting		Prevent and Channel Assurance process, proposal.
	FCC performance update and general performance		GMFRS Water Safety Partership Update		Fire Stations as Safe Havens
	Finance		Neighbourhood Policing - Update		Cyber Prevent
	Police and crime plan - priority 1 report & Performance scorecard Year 3 update		Child centred Policing		Developing the Police and Crime plan - update
	Gender Based Violence Delivery plan - year 2 update		Blue Light Collaboration		GM Drugs Intelligence Function (Trends, DEWS, DRDs)
	Decisions taken		Victim service and wider strategy delivery		DRAFT Deputy Mayor Annual Report 2023/24
	GMFRS Efficiency & Productivity Plan				

	GMFRS Fire Plan 2025-29 - Overview consultation and drafting				
	Work plan / forward look				
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
24/7/24 2.00	Police and crime plan - Priority 2, year 3 report	15/8/24	Restorative Justice - broader work programme	30/9/24	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework
	GMFRS - Annual Delivery Report 23-24		Domestic Abuse - update on GMP DA arrangements review and technology update		GMFRS Staywise Update
	HMICFRS update – including SCO, Homicide Prevention and PEEL –		Fire Safety Overview		GMFRS Community Safety Interventions Offer
	Baird Inquiry report		GMFRS What Works Forum (WWF) Update		Police and Crime plan update
	GM Drugs Intelligence Function (Trends, DEWS, DRDs)		GMFRS Annual Evaluation Report		Deputy Mayors report of Complaints

	GMFRS Annual Assurance Statement		GMFRS HMICFRS Update		
	Decisions		Strategic assessment of risk of the national and international energy regulations technologies		
	Joint report - Tackling Hate Crime Plan refresh. Backward and Forward Look				
	GMFRS - Atlas Project - update				
	ASB – Off road bikes, electric bikes and quads – Operation Hurricane				
	Proposal for the development of a new Police and Crime Plan				
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item

18/9/24 2.00	GMFRS Annual Delivery Report 23-24	17/10/24	Out of Court Disposals	25/11/24	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework
	Organised Crime Annual update and Forward look (Challenger, Modern Slavery and Trafficking)		Youth Justice Transformation		Police and Crime plan update
	Reducing Harm and Offending strategy - year 3 update - to include support to those on Probation orders with MH		RASSO		
	Police and crime plan - Priority 3, year 3 progress report		Update on Fraud		
	Right Care Right Person		GMFRS Winter Safety		
	Decisions		GMFRS Protection Business Engagement Framework and Overview		
	Vision Zero update -		Draft Police and Crime Plan		

	Contest		GMFRS Volunteering Report (update against Strategy)		
	Report recommending appointment of Independent members following recruitment		Tackling inequality in Policing		
	Deputy Mayor Annual report 2023/24		RCRP update		
	GMP Plan on a Page update				
	GMP Vetting update report -				
	Deputy Mayors report of Complaints				
	GMFRS Culture First Update				
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
18/11/24, 2.00	Finance - Precept process	12/12/24	GMFRS Fire Plan 2025-29 Proposals	27/1/25	

	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework		GMFRS Budget Proposals		
	Hate Crime Update		GMFRS Bonfire Night Interventions		
	GMP Local Policing update		Child centred Policing - update on progress since June 2024		
	GMFRS Mid-Year Performance Report				
	GMFRS Sustainability Strategy Update				
	Police and Crime Plan Dec 2024 - March 28				

Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
27/1/25, 1.00 - 3.00	GMFRS Budget	13/2/25	Fire Commission - emerging energy technologies		
	Precept Hearing		GMFRS Draft ADP 25-26		
			GMFRS Item - TBD		
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
19/3/25, 2.00	Year Review of GBV Delivery Plan	3/4/25	GM Combatting Drugs partnership - 6 month update - Strategic Delivery Plan and Outcomes framework	31/3/25	Year Review of GBV Delivery Plan
	GMFRS Estates Programme Update		Year Review of GBV Delivery Plan		

			GMFRS Fire Plan Engagement - You Said, We Did		
			Maturity Assessment of IPBW		

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FOR INFORMATION GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 24th July 2024

Subject: Deputy Mayor Decision Notices in the period June – July 2024

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

PURPOSE OF REPORT

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from June - July 2024.

RECOMMENDATIONS:

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

CONTACT OFFICER:

Neil Evans

Director – Police, Crime, Criminal Justice and Fire

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1. INTRODUCTION AND BACKGROUND

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

2.0 DECISIONS MADE IN THE PERIOD JUNE TO JULY 2024.

- 2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period June to July 2024.
- 2.2 Decisions made are set out below:

4 th June 2024	A1090 Cleaning & Catering Products. The Deputy Mayor approves the award of a 2-year contract for Cleaning & Catering Products, to Alliance Disposables, with the option to extend for a further 2 years. The likely value of 4 years spend would be circa £940k.	GMP
4 th June 2024	Gender-based violence campaign, 2024-25. GMCA will pay £150,000 to Agent Marketing to deliver an insight gathering, communications and PR campaign to run from May 2024 for up to 18 months. The campaign will aim to raise awareness of, challenge and reduce the prevalence of gender-based violence in Greater Manchester, specifically the behaviours that constitute coercive control and domestic abuse/violence.	PCC
4 th June 2024	A Bed Every Night. £250,000 contribution to be paid to the A Bed Every Night scheme in the years 2024/25 & 2025/26. Total £500,000	PCC

5 th June 2024	<p>12-month extension MoJ Victims Core Grant funding (tier 2 victims services).</p> <p>It is agreed that the following services for victims of sexual violence and domestic abuse which are currently grant funded by GMCA, are extended for a further 12 months (1st April 2024 – 31st March 2025). These awards are married to the 3-year multi-year commitment of core grant funding set by the MoJ in 2022 and conclude in March 2025.</p> <p>The services included in the 12-month extension are:</p> <ul style="list-style-type: none"> • Manchester Action on Street Health (MASH) - £49,012 • We Are Survivors - £81,952 • Trafford Rape Crisis - £22,500 • Greater Manchester Rape Crisis - £22,500 • Local Authority IDVA service provision - £420,000 across 10 local authorities (Manchester 60k, all other local authorities £40k) • LGBT IDVA (Manchester City Council for commissioning the LGBT Foundation) - £29,593 • Guardian Project - £49,000 • Community Safety Trust (CST) - £28,116 • Greater Manchester Domestic Abuse Helpline Service (Independent Choices) – £30,000 • LGBT Hate Crime Service (LGBT Foundation) - £29,580 • City Hearts – Trafficking Support Service - £20,000 <p>Total funding of £703,660 via the MOJ Victims Budget for 2024/25.</p>	PCC
5 th June 2024	<p>VRU Funding for UniteHer Event July 2024.</p> <p>The GM VRU to pay the following organisations for their services during the UniteHER event on Saturday 6th July 2024 at Hideout sports hall:</p> <ul style="list-style-type: none"> • StreetDoctors: £400 – For the delivery of the lifesaving skills sessions for the attendees of the event • KitLocker: £364.24 - For the provision of UniteHer branded t-shirts for the participants of the event (50 T-Shirts) • ToughCookies: £285 - For the Delivery of Healthy Relationship sessions for the attendees of the event • Hideout: £250- For venue costs <p>Total amount: £1,299.24</p>	PCC
5 th June 2024	I am Greater Phase 4 contract- Request for Quotation.	PCC

	<p>The VRU will conduct a full commercial services-led procurement exercise inviting quotations for the VRU's fourth phase of the I am Greater campaign. The campaign is aimed at young people in GM and encourages them to be greater than violence by identifying with positive role models and being an active bystander.</p> <p>The third phase of the campaign built on the first two phases and included young people in the design and creation of campaign materials. It is suggested that a small survey is conducted to understand the thoughts and feelings of young people in the city-region in terms of violence and safety. The results of this would inform campaign messaging. This survey could be repeated following the launch of the campaign for measurement purposes. The total amount of funding to be awarded is £49,995.</p>													
5 th June 2024	<p>Content Creation contract – request for quotation. The VRU is to conduct a full commercial services-led procurement exercise inviting quotations for the VRU's next content creation contract, covering delivery from June 2024 to April 2025. This contract would cover content provision for the VRU website, social media channels, and VRU events. The total contract value is to be £30,000.</p>	PCC												
6 th June 2024	<p>Partner Project management contribution. £18,000 be provided to GMP as a 50% contribution towards a 6-month extension of a secondment from the GMCA to GMP to support the delivery of Right Care: Right Person (RC:RP) for both GMP and partner agencies.</p> <p>This is for a period of 6 months commencing 30 June and ending on 31 December 2024.</p>	PCC												
8 th July 2024	<p>Joint Children's and Adults Safeguarding Board payment April 2024 – March 2025</p> <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 (50% to each Board). Total value £342,724.</p> <table> <tr> <td>Bolton</td> <td>38,526</td> </tr> <tr> <td>Bury</td> <td>26,396</td> </tr> <tr> <td>Manchester</td> <td>70,981</td> </tr> <tr> <td>Oldham</td> <td>28,734</td> </tr> <tr> <td>Rochdale</td> <td>27,064</td> </tr> <tr> <td>Salford</td> <td>30,071</td> </tr> </table>	Bolton	38,526	Bury	26,396	Manchester	70,981	Oldham	28,734	Rochdale	27,064	Salford	30,071	PCC
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	<p>Stockport 30,739 Tameside 29,403 Trafford 28,734 Wigan 32,076 TOTAL 342,724</p>	
12 th June 2024	<p>Police and Crime Plan 2025-2029 development. £15,000 is allocated to the development of the Police and Crime Plan – this will be used for the holding of 4 external engagement events and for procuring the designing of the plan once a draft has been finalised.</p>	PCC
12 th June 2024	<p>Supplementary funding to assist the transition of Women’s Support Alliance health workers to GMMH Health and Justice requirements and funding streams. £40,000 is provided to support existing jobs and enable the continuation of service delivery while the Women’s Support Alliance health workers transition to deliver required outcomes under GMMH health and justice funding streams.</p>	PCC
12 th June 2024	<p>Project Simply Criminal Justice System video timeline - Final Costings. A funding envelope of £4999 will be made available for the final round of amendments and additional costs to finalise the Criminal Justice System timeline tool which is being developed by supplier Project Simply. This is a key component part of the Digital transformation of victim services and forms a part of the victims’ website.</p>	PCC
12 th June 2024	<p>OddArts work with Soul Sisters. The GM VRU awards OddArts £500.00 to specifically fund the transport of women taking part in the Soul Sisters programme from Middleton to Rochdale once per week for 9 weeks.</p>	PCC
13 th June 2024	<p>VRU Education Lead (Consultant) Variation of Existing Contract. The VRU is to vary its existing contract with The College of Maths by adding a value of £49,000 to extend the current contract for the VRU’s Education Lead beyond its current end date of July 2024 to 31st March 2025. The current value of the contact is £110,400 and the total new value of the varied contract will be £159,400.</p>	PCC
13 th June 2024	<p>Variation of VRU Public Health Consultancy Contract. The VRU is to vary its existing contract with Helen Lowey Consultancy Ltd by adding a value of £34,800 to extend the current contract beyond its current end date of October 2024 to</p>	PCC

	31st March 2025. The current value of the contact is £174,000 and the total new value of the varied contract will be £208,800.	
14 th June 2024	<p>Funding Allocation for GM VRU Staffing 2024/25. The GM VRU awards the following organisations to continue funding the VRU staff for financial year 2024-25:</p> <p>Internal Staff (GMCA)</p> <ul style="list-style-type: none"> • Programme Support • Victims Champion • Communications Lead (Maternity Cover) • Communications Lead (Maternity Costs) • Research Officer (Lead Analyst) <p>External Staff- Secondments from Other Organisations:</p> <ul style="list-style-type: none"> • Youth Justice Operational Lead (0.2 FTE) to be awarded to Tameside Council • Youth Justice Strategic Lead (0.1 FTE) to be awarded to Wigan Council • Probation Lead (0.4 FTE) to be awarded to the National Probation Service • Clinical Lead (0.2 FTE) To be awarded to the Manchester University NHS Foundation Trust <p>Contracts for Professional Services:</p> <ul style="list-style-type: none"> • Education Lead (0.4 FTE) - to be awarded to the College of Maths for provision from July 2022- July 2024 onwards and managed through a separate decision for consultancy. A further decision to extend provision of the Education Lead from July 2024 through to March 2025 will be submitted separately to approve this contract extension) • Public Health Lead (0.2 FTE)- to be awarded to Helen Lowey Consultancy Ltd for provision from October 2022 to October 2024 and managed through a separate decision for consultancy. A further decision to extend provision of the Public Health Lead through to March 2025 will be submitted separately to approve this contract extension) <p>Total: £450,000</p>	PCC
20 th June 2024	<p>Greater Manchester Equality Alliance (GM=EqAl) Improving Police Custody. GMCA will grant fund £25,000 to GM=Equal to contribute to the oversight and scrutiny of the Improving Police Custody programme.</p>	PCC
20 th June 2024	Improving Police Custody Lived Experience.	PCC

	£43,761 is awarded to Revolving Doors to contribute to the oversight and scrutiny of the Improving Police Custody programme by reviewing the Police Custody Suites through the eyes of lived experience & will undertake a review of this.	
27 th June 2024	The Greater Manchester Restorative Service (RJ) – Provider award Remedi will provide the GM RJ Service from 4th July for 12 months with the option to extend for a further year. Value £250,000 per annum – and £500,000 if extended.	PCC
20 th June 2024	Greater Manchester Emerging Drug Trends and Drug Testing (GM TRENDS). The terminal date of the current agreement with Manchester Metropolitan University (MMU)* for the delivery of the GM TRENDS research and laboratory testing will be extended to 31st May 2024 with no additional funds allocated to the project. *The Deputy Mayor, Kate Green holds the position of Governor for the MMU and did not take part in the procurement process associated with this work.	PCC
21 st June 2024	Grant Funding to Mother on A Mission to fund Youth Provision in Fallowfield. The programme director agrees a VRU budget allocation of £17,700 via grant funding to Mother on A Mission to deliver a 12-month programme of youth provision in the Fallowfield area.	PCC
28 th June 2024	Copy-writing of web content for GM Victims Service website. A funding envelope of £3000 is to be made available to undertake a copy-write exercise of the content for the new GM Victims Website. The content of the website has had a full re-write with subject-matter-experts for the various crime types creating the page content.	PCC
28 th June 2024	GMP Funding for Night Vision Goggles. Funding of £8099.28 is approved to be spent by GMP to purchase 60 sets of infra-red night vision goggles to support enforcement.	PCC
4 th July 2024	Venue Booking and Catering – GM Hosted Hope Hack Event. The Greater Manchester Violence Reduction Unit are seeking to make the following payments for a VRU hosted GM-wide Hope Hack event:	PCC

	A payment to be made of £953.00 to book event space at Lancashire County Cricket Club (Emirates Old Trafford) covering event space for between 35 and 150 attendees well as refreshments and lunch. The remaining balance of £3,722.00 has been match funded by GMP.	
4 th July 2024	Travel for GM Young People to Coventry Hope Hack. The Greater Manchester Violence Reduction Unit are seeking to make the following payments covering travel for 3 young people and one Manchester PRU Youth Justice Officer to a Hope Hack event in Coventry. All travel is between Manchester Piccadilly and Coventry on 8th July 2024- standard return fare for all. £243.20 at £121.60 each for a young person who has lived experience of serious violence and a friend to accompany. £209.60 at £104.80 each for a young person from Manchester PRU and their Youth Justice Officer (from Manchester City Council's Alternative Provision Specialist Taskforce).	PCC
4 th July 2024	Greater Manchester Fire and Rescue Service (GMFRS) 'Takeover' Project – Transfer of funds. Programme Challenger will transfer £16,944.12 to the GMFRS for development of the GMFRS 'Takeover' project following a successful pilot during the recent County Lines Intensification Period (March 2024) whereby Programme Challenger collaborated with professionals from a number of partner agencies (including GMFRS, GMVRU, Catch 22, Early Break, Power 2, and Bury CST and Bury Youth Services). This will develop and deliver an immersive learning experience utilising GMFRS's Bury Fire Training centre to deliver fire safety messages, along with broader safety messages in an interactive way. Phase 2 will include inviting more young people to take part in the project which will be delivered during the upcoming summer holidays in collaboration with GM Complex Safeguarding teams and wider GM partners. The project will be evaluated and reported on in September 2024.	PCC

3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report.