

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL  
MINUTES OF A MEETING HELD ON 22<sup>nd</sup> JULY 2021 AT THE MECHANICS INSTITUTE**

**PRESENT:**

Councillor Janet Emsley, Rochdale Council (Chair)  
Councillor Rabnawaz Akbar, Manchester City Council  
Councillor Kevin Anderson, Wigan Council  
Councillor Richard Gold, Bury Council  
Councillor Allison Gwynne, Tameside Borough Council  
Councillor David Lancaster, Salford Council  
Councillor Nadim Muslim, Bolton Council  
Councillor Amanda Peers, Stockport Council  
Councillor Graham Whitham, Trafford Council  
Councillor Steve Williams, Oldham Council (Vice-Chair)  
Majid Hussain, Independent Member  
Angela Lawrence, Independent Member

**Also in attendance:** Baroness Beverley Hughes, Deputy Mayor.

**Officers Present:**

Neil Evans, Strategic Advisor to Deputy Mayor, GMCA  
Chief Supt Rick Jackson, GMP  
Clare Monaghan, Director, Police, Crime, Criminal Justice and Fire, GMCA  
Dave Russel, Chief Fire Officer, GMFRS  
Supt. Phil Spurgeon, GMP  
Lee Teasdale, Governance and Scrutiny, GMCA  
Gwynne Williams, Deputy Monitoring Officer, GMCA  
Steve Wilson, City Treasurer, GMCA

**PCFP/19/21            APOLOGIES**

Apologies for absence were submitted on behalf of Jeanette Staley.

**PCFP/20/21            APPOINTMENT OF CHAIR AND VICE-CHAIR OF THE PANEL**

Nominations were requested for the role of Panel Chair for 2021/22 – a nomination was received for Councillor Janet Emsley, which was seconded and subsequently unanimously agreed.

Councillor Emsley took the Chair and requested nominations for the role of Vice-Chair for 2021/22. A nomination was received for Councillor Steve Williams, which was seconded and subsequently unanimously agreed.

**RESOLVED/-**

1. That Councillor Janet Emsley (Rochdale) be appointed as Chair of the Police, Fire and Crime Panel for the municipal year 2021/2022.

2. That Councillor Steve Williams (Oldham) be appointed as Vice-Chair of the Police, Fire and Crime Panel for the municipal year 2021/2022.

**PCFP/21/21                    MEMBERSHIP 2021/22**

The Panel noted the membership for the Municipal Year 2021/22.

**PCFP/22/21                    CHAIR ANNOUNCEMENTS AND URGENT BUSINESS**

The Chair invited Councillor Williams to address the Panel regarding the Greater Manchester Fire and Rescue Museum Trust. The Museum had recently received a grant of nearly £2m to aid its development and it now sought a member of the GM Police, Fire & Crime Panel to sit on the Trust. Councillor Williams nominated the Chair Councillor Emsley for the role, which was unanimously agreed.

**RESOLVED/-**

1. That Councillor Janet Emsley be nominated by the GM Police, Fire and Crime Panel as its member of the Greater Manchester Fire and Rescue Museum Trust.

**PCFP/23/21                    DECLARATIONS OF INTEREST**

No declarations of interest were made.

**PCFP/24/21                    MINUTES OF THE PANEL HELD ON 14 MAY 2021**

Members were asked to note and agree the minutes of the Panel meeting held on 14 May 2021.

Councillor Peers referenced minute item PFCP/16/21 (Balanced Appointment Objective and Co-opted Members) – stating that there was an opportunity to address the Panel's gender balance as well as its political balance. Members also suggested that the skills balance could be addressed through co-option as well. It was enquired whether approval from the Secretary of State had been granted.

It was advised that the application had been made, and in response the Secretary of State has asked for an indication of who the additional members would be. Therefore, two nominations were required from the Conservative Group, one nomination from the Liberal Democrat Group and two nominations from the Labour Group. The addressing of gender balance within these nominations would be a matter for each political group internally.

**RESOLVED/-**

1. That the minutes of the meeting held on 14<sup>th</sup> May 2021 be agreed by the Panel.
2. That each political party be asked to be mindful of the Panel's current gender balance in terms of its additional nominations.

Superintendent Phil Spurgeon (GMP) was invited to provide an update to the Panel. The following points were highlighted:

- In terms of Control Works progress – the Command-and-Control System had been stable and had served GMP very well during the many challenges posed by COVID-19. The opportunity to upgrade from the Version 9 launch package was welcomed. The latest version (Version 16) was expected to be available to GMP towards the end of the year. A training and testing team were in place to implement this.
- Regarding iOPS mobile technology for officers in the community. It was hoped that the user interface would be upgraded to ease the input process for intelligence/crime/vulnerability data/reports. A server upgrade was being worked on that would allow it to be up-to-speed with the platform that the mobile technology sat on.
- In relation to the dashboard – a mapping facility had been recently introduced that had been warmly welcomed by users.
- There had been a change in the senior responsible owner for iOPS with responsibility now falling under ACC Rob Potts. ACC Potts was not coming to the project 'cold' as he had previously stood in for ACC Chris Sykes during planned absences and was cognisant of all the challenges faced.
- 'PoliceWorks' was referenced. As the most complex and least mature of the iOPS products, this had proved to be the most challenging product since having gone live in terms of speed, performance and functionality. The new Chief Constable had commissioned an options review to re-assess the suitability of PoliceWorks to meet the needs of GMP going forward. Suppliers had concluded a three-month remediation plan in relation to some of the issues that had been faced after the upgrade in January, helping GMP to return to a position of good stability. A planned programme of works was in place with the suppliers to address speed and performance issues, with 15 items currently in scope (examples included within the report).
- Work was also taking place to look at the underpinning infrastructure. An upgrade to Version 2.8 had taken place in May and had addressed some of the bugs and defects causing most trouble.
- A clear programme of work was in place for the rest of 2021/22 – with the absolute priorities being performance; speed; and the ease & ability of staff to manage and input crimes, intelligence and searching.

### Comments and Questions

- Members welcomed the establishment of a Confidence and Communications Working Group and enquired about planned measures to monitor this confidence. It was advised that Phil Swann (GMCA) had provided some light touch support in which feedback had been taken from staff which proved helpful in taking the project forward. A regular confidence score was taken from the network of iOPS bronzes for a 'temperature check' on how staff were feeling.

- Members welcomed the donations of tablets to communities. This was an important piece of work that enabled the poorest neighbourhoods to access contemporary technologies.
- The Chief Constable's options review was considered. How long would the review take to complete, to know whether the current system was indeed fit for purpose going forward? It was advised that a good start had been made on the options review, with an assessment of the system having taken place. The aspiration was that the review be completed within the next few months and the Chief Constable had advised that he wished to be in a position to take a decision by the end of the year. Members expressed their concerns about the resulting impact should the difficult decision be taken to consider an alternative system.
- Members asked what the biggest issues were in terms of technology for front line officers at the present time. It was advised that general issues around speed and performance remained the overarching concerns at the present time. Planned work with the suppliers included the speeding up of movement throughout the system.
- Questions were raised about how long the iOPS system could be expected to last before becoming outdated. It was advised that updates would be available to ensure that the system remained completely up to date in terms of mapping ability and other developing technologies.
- Members enquired about the budget for iOPS and spend to date. It was advised that spend to date could be provided to the Panel.

The Deputy Mayor for Policing & Crime was invited to address the Panel and highlighted the following:

- Both the Deputy Mayor and GM Mayor received regular updates from the Chief Constable on iOPS – both informally via weekly meetings, and more formally through the Deputy Mayor's policing meetings.
- It had been reinforced in correspondence with officers that other than PoliceWorks, the system was working very well and that the improvements were appreciated. The mobile capability was potentially transformational for officers, as was the dashboard available to districts.
- Reference was made to a further issue that had arisen with iOPS in the last week. This issue had revealed that a significant number of intelligence reports had been part-loaded into the system but not finalised and therefore had not reached the force intelligence bureau for assessment. The Chief Officers were now preparing an action plan and timeline in relation to this for the Mayor and Deputy Mayor.
- It was advised that a critical piece of work on this issue was being led by ACC Nicky Porter. The Chair asked that the Panel be advised of the outcome at the earliest opportunity.

The Chair drew the item to a close, stating that the Panel acknowledged the difficulties that are faced in introducing any new software system into a large-scale organisation. Thanks were expressed for the honesty with which GMP had addressed these issues. It was also

reassuring to receive confirmation that the GM Mayor and Deputy Mayor were in frequent communication with the Chief Constable to address the ongoing issues.

## **RESOLVED/-**

1. That the report and update provided on the progress made with the continuing development of GMP's Integrated Operational Policing System (iOPS) technology be received by the Panel.
2. That the Panel be provided with details of the iOPS related spend to date.
3. That the outcomes of the critical piece of work being led by ACC Nicky Porter in relation to the uploading of intelligence reports within the iOPS system be reported back to the Panel at the earliest opportunity.

## **PFCP/26/21            HMIC - VICTIM SERVICES ASSESSMENT AND ENGAGEMENT ACTION PLAN**

A report was provided which informed the Panel of the activity taking place under the banner of the Victim Services Assessment and Engagement Action Plan. The item was led by Chief Supt. Rick Jackson – who highlighted the following points:

- The Victim Services Assessment Report had been published in December 2020 and was highly critical across a number of areas due to multiple remaining issues raised during prior inspections.
- Enduring causes of concern were considered three-fold. These were the ability to record crime and assess risk; the quality of investigations particularly with members of society considered to be at risk; and the failure to provide annual data returns to a number of stakeholders, including the Home Office since the introduction of iOPS. It was also considered implicit throughout the report that GMP was not delivering substantive and sustainable change.
- The VSA findings had required immediate action and change. Some of the key actions taken were highlighted. These included a gold command and control structure having been immediately put into place, the implementation of district-based quality assurance teams to ensure assessment of every incident coming into GMP, and the introduction of a central Crime and Resolution Unit.
- It was considered that some of the previous failings had been a result of the strategies adopted at that time. This included a plan to upskill across the workforce that had proved insurmountable and had been replaced by the introduction of specialist teams. These included desk-based Crime Investigation Teams that investigated calls coming into GMP that had often previously, for numerous reasons, been 'filtered out'.
- Given that every incident was now being assessed, this had led to a significant increase in the number of open crimes. The number of these had previously stood at around 32,000 and now stood at circa 75,000 to investigate. Therefore, it was critical to put into place the medium to long-term initiatives that had been committed to in helping to manage demand.

- Stabilisation was required, and investment had already been made in over 50 extra staff in the operational resources branch. The Chief Constable had committed to one of the most ambitious recruitment campaigns in GMP's history. This included reintroducing Chief Superintendents within local districts to boost leadership at the local level and help in building links to the strategic partnership.
- Chief Supt. Jackson referenced his role within GMP. It was considered that previously, the level of accountability needed within the organisation was not in place to ensure that qualitative processes were in place. Therefore, Chief Supt. Jackson had formed a Performance and Improvement Oversight Team to conduct quantitative and qualitative audit and quality assurances, to ensure that GMP was delivering as it has promised.

## **Comments and Questions**

- The Deputy Mayor welcomed the full and frank picture presented of the expedited and complex streams of work taking place – and that this approach should safeguard against any surprises in future. A key part of ensuring a positive culture change was to understand the root causes, and it was apparent that the actions being taken would begin to uncover these.
- Members welcomed the renewed focus on localities and the intentions around strong communications with said localities. Given the recent HMICFRS findings, it was vital to restore confidence in local communities that their reporting of crimes would be addressed and responded to appropriately.
- Members enquired as to how sustainable this work would be over time. Chief Supt. Jackson highlighted the criticality of this point – much of the surge activity taking place now would not be sustainable in the longer term and therefore it was vital to get all of the initiative work up and running in parallel to this to maintain the progress through more efficient and effective processes.
- A query was raised asking if the experiences of victims were being recorded through qualitative data, and whether this would continue to be recorded to ensure that improvements were monitored over time. It was agreed that the voice of the victim was key – and a lot of work in relation to this had been undertaken by the Mayor's Office and Peter Langmead-Jones at GMP on the Victims Survey. The Victims Survey would go straight back into the Quarterly Performance Review to ensure tangible activity.
- Members reflected on ten years of cuts to services, which had resulted in the loss of a wealth of experience across the force. What was being built into the training for new officers to ensure that they acquired the necessary skill sets early in their careers? And how was ever increasing demand upon officers/services being managed? It was advised that the performance framework fed directly into the organisational training framework and specifically highlighted areas of threat and weakness that needed specific training emphasis. The strengthening of the 'middle office' was key to ensuring that the assistance to victims was not impacted by any cuts to services.
- Concerns were raised about the potential burnout of staff. It was advised that support for staff and understanding when there was a need for senior management to step in was being embedded within the organisation.

- Members enquired about learning taken from the body worn video audit – following some concerns raised by the Domestic Abuse Steering Group. It was advised that over 100 body worn videos had been reviewed in order to help inform the performance framework, victims support assessment command meeting structure, the crime standards board, the vulnerability board and a number of other key related boards.
- Members referenced the lack of public confidence in the 101 telephone service. It was advised that GMP were aware of the public perception of the 101 service. Addressing this perception would be very high on the agenda of the incoming new Head of Communications at GMP.
- Members enquired about the Mayors Independent Report and when this would be available. The Deputy Mayor advised that the Chief Constable was using the outcomes to build and inform his Forward Plan with the intention to publish imminently.

The Chair drew the item to a close, welcoming the open and honest conversation that took place round the table. The Chief Constable's commitment to all crimes being investigated; further recruitment campaigns and better accountability were welcomed.

#### **RESOLVED/-**

1. That the Victim Services Assessment and Engagement Action Plan be received and welcomed by the Panel.

#### **PFCP/27/21 GM POLICE FIRE AND CRIME PANEL – RULES OF PROCEDURE**

The Deputy Monitoring Officer introduced the rules of procedure for the Committee to note.

#### **RESOLVED/-**

1. That Members note the GMPFCP Rules of Procedure.

#### **PFCP/28/21 GENDER BASED VIOLENCE**

The Deputy Mayor for Policing and Crime, together with Neil Evans (GMCA) introduced a report that informed on the development of the Greater Manchester Gender Based Violence Strategy, and its progress towards approval from the Combined Authority and final publication. The following points were highlighted:

- The government had just published a refresh of their own strategy yesterday – which talked about how in parallel to the COVID pandemic there was a worldwide pandemic of violence taking place against women and girls.
- GM had seen over 73,000 cases of domestic abuse reported in the year up to March 2021, as well as 35,000 cases of stalking and harassment and many other gender-based violence related issues.

- Following work that had taken place alongside the University of Manchester, it was fully understood that this needed to be committed to for the long-haul. Fundamentally the strategy was about changing overall attitudes and culture, as well as all of the multi-agency services that victims and their families needed.
- The current draft of the strategy had gone out to formal public consultation on 22<sup>nd</sup> June 2021 and would continue until 1<sup>st</sup> August 2021.
- Approximately 70 responses had been received to date.
- A key part of the consultation was seeking to establish whether the right priorities had been identified. Responses to date indicated that 86% agreed that these were the right priorities, and 72% agreed with the definition and title of the strategy.
- The importance of the victim's voice would form a key part of the strategy and part of the consultation had been about how this could be best approached. One of the agreed approaches was the establishment of a Victims and Survivors Panel.
- Focus groups had provided valuable insight. Particularly the Older People's; Disabilities; and Young People's Groups, providing details of issues specific to these demographics.

### **Comments and Questions**

- Members raised a query in relation to restorative justice and concerns about this being used as a post-sentencing intervention against the wishes of the victim. Assurance was provided that restorative justice would not take place unless the victim unambiguously sought it.
- Members sought a guarantee that victims would receive independent advice on whether they may want to pursue restorative justice. Assurance was provided that this would be considered in detail, and that if it was not already built in then work would take place to ensure that it was.
- Issues around accessibility and ensuring that the strategy was easy to understand for all were raised. It was advised that whilst the Committee had received the full strategy – there were slimmed down and 'easy read' versions available. Some of the commitments in the strategy were broad but falling under these would be a number of delivery plans that would concisely set out the intended actions for tackling these challenges.
- Members felt that a fundamental issue requiring change was the attitude of men and boys towards females – and believed that the report needed to have a strong emphasis upon this. It was advised that feedback from the consultation had also indicated the need for a strengthening of the language, and that this was being worked on.
- Members enquired about work taking place with schools and youth organisations to ensure that appropriate attitudes were embedded from a young age. It was advised that a summit had been held with 80 headteachers from GM primary schools around these and other violence related issues. Feedback from young people themselves had indicated a need to embed this work from primary school age onwards.

The Chair closed the item, thanking Neil Evans for his substantial work bringing the strategy together with Dr Carolyn Wilkins.

**RESOLVED/-**

1. That the Panel notes the contents of the report and agrees to receive further reports on progress of delivery.

**PFCP/29/21                    CAPITAL BUDGET 2021/22**

Steve Wilson (Treasurer, GMCA) advised that the paper was being shared in advance of plans to bring more financial detail to the Panel than had been the case previously, to improve on in-year financial performance sharing.

This would include bringing back information on the capital and revenue implications arising from the ongoing police improvement works.

Members welcomed the doubling of Safer Streets Funds.

Members expressed concern about funding for Wigan and requested a refreshment of the figures.

**RESOLVED/-**

1. That the Panel notes the Greater Manchester Police Fund Revenue and Capital Budget 2021/22 report.

**PFCP/30/21                    ANNUAL RECORD OF COMPLAINTS RECORDED ON BEHALF  
OF THE GREATER MANCHESTER POLICE, FIRE AND CRIME  
PANEL**

**RESOLVED/-**

1. That the report be noted by the Panel.

**PFCP/31/21                    DECISIONS AND ACTIONS TAKEN BY THE GM DEPUTY MAYOR**

**RESOLVED/-**

1. That the report be noted by the Panel.