

GM POLICE AND CRIME PANEL

Date: 31st January 2022

Subject: Deputy Mayor Decision Notices in the period July 2021 to December 2021

Report of: Baroness Beverley Hughes – Deputy Mayor for Police, Crime, Criminal Justice services and Fire

PURPOSE OF REPORT

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from July 2021 to December 2021

RECOMMENDATIONS:

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

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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 considered to be of “significant public interest”.
- 1.3 In this respect, the GMCA publishes decisions made.

2.0 DECISIONS MADE IN THE PERIOD JULY 2021 TO DECEMBER 2021

- 2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period July 2021 to December 2021
- 2.2 Decisions made are set out below:

8 th July 2021	A0740 Interpreting and Translation Services The Deputy Mayor approves the award of a 2 year contract for the provision of Language Services, to thebigword Group Ltd, with the option to extend for a further 2 x 1 years. The likely value of 4 years spend for GMP would be circa £2.02m	GMP
20 th July 2021	£20k will be paid to each of the community safety partnerships as an additional one-off payment in 2021/22. The GM Violence Reduction Unit secured winter-contingency funding from the Home Office to distribute funding to charitable organisations and social enterprises to enable them to boost their support offer, helping to ensure that children and young people were kept safe from serious violence, county-lines activity and other forms of exploitation. It was agreed that this funding would be spent in-year on existing projects and that additional funding would be allocated in 2021/22. The funding available across GM for 2021/22 is £197,500.	PCC
20 th July 2021	The Deputy Mayor agrees to the spending plan For the Home Office Serious Violence grant - the £3,370,000 for 2021/2022 The partnership funding allocations have been agreed by the Serious	PCC

	<p>Violence Governance Board as well as key stakeholders, including GMCA senior leadership and the relevant Home Office departments. These proposals are in line with the national serious violence programme guidance and reflect policy in respect of operational policing, prevention, partnership involvement and to continue the operation of a dedicated violence reduction unit (VRU) for Greater Manchester.</p> <p>The breakdown of the £3,370,000 funding is as follows: Staffing for the VRU: £450,000 (Staffing costs for the VRU covers both the salary of the individuals as well as on costs for support)</p> <ul style="list-style-type: none"> • Partnership lead for the VRU • Education lead • Victims champion • Project support • Senior probation officer (0.4WTE) • Youth justice lead (0.2WTE) • VCSE coordinator • Clinical lead • Community sports coordinator • Communications lead Research Officer <p>Research and Evaluation: £100,000 Publicity, awareness raising and campaigns: £100,000 Interventions: £2,075,000 Community led pilot £300,000 A further £300,000 to be invested in the pilot programme in 21/22 will enable the pilot to be delivered in eight sites in total by March 2022. CSP Devolved Budgets £1,550,000 Parenting and family based interventions £100,000 Children with Special Educational Needs £50,000 Community Sport £75,000 Sub Group Budgets: £600,000</p> <ul style="list-style-type: none"> • Criminal Justice £200,000 • Education £200,000 • Health and Wellbeing £200,000 <p>Contingency: £45,000</p>	
20 th July 2021	Preparatory work for intended disposal of asset – Bradford Park to Cushman and Wakefield to the value of £15,000	PCC
21 st July 2021	To pay each of the district Community Safety Partnerships the following grants for 2021/22	PCC

		Community Safety grant	Voluntary and Community sector grant	Hate Crime Grants (Dep Mayor)	Hate Crime Grant Police and Crime Panel		
	Bolton	£304,523	100,000	5000	5000		
	Bury	£157,973	100,000	5000	5000		
					5000		
	Manchester	£694,584	200,000	5000			
	Oldham	£262,287	100,000	5000	5000		
	Rochdale	£234,175	100,000	5000	5000		
	Salford	£239,306	100,000	5000	5000		
	Stockport	£218,973	100,000	5000	5000		
	Tameside	£243,900	100,000	5000	5000		
	Trafford	£200,800		5000	5000		
	Wigan	£247,614	100000	5000	5000		
26 th July 2021	A contract waiver is agreed to extend the MHTAS (Mental Health Tactical Advice Service) for a period of 2 months (1 st February 2022 – 31 st March 2022). The overall cost of this, to be jointly funded by both commissioners, is £157,400.67. Each commissioner will contribute £78,700.33.						PCC
27 th July 2021	Contract award to CLI to deliver Peer Support Services for the Greater Manchester Integrated Rehabilitative Services. The total value of the contract is over 55 Months is £2,332,999.00. To be funded through £2,333,000 from HMPPS						PCC
28 th July 2021	Digitisation of the ICV documentation in police custody suites. The total one off cost is £9829.69 in respect of purchasing the capital equipment. This includes the cost of the trial equipment. The 4G cards themselves are free and will only be required to be used in the case that the custody suite wi-fi is not operational on any occasion.						PCC
28 th July 2021	ControlWorks (CW) Upgrade - Approval is given for the upgrade of ControlWorks as follows: £749,190 of capital investment to deliver the ControlWorks Upgrade full business case. £875,368 of revenue investment to deliver the ControlWorks Upgrade full business case. £12,923 of recurrent revenue consequences in the year commencing 21/22						GMP
29 th July 2021	Ministry of Justice Funding for Domestic and Sexual Violence and Abuse Support Services 2021-22 . The allocation of £595,128.00 MOJ Uplift funding for Domestic Abuse (DA) and Sexual Violence(SV) victim support services be awarded to the following provider organisations to deliver their proposed initiatives. This selection was following shortlisting from a competitive expression of interest process.						PCC

Domestic Abuse			
Name of organisation	Organisation provides exclusive support to specialist cohorts:	Overview of provision proposed:	Funding Amount
Caribbean and African Health Network (CAHN):	Ethnic minorities	Awareness raising events and provisions for helpline / Interpreting services	£30,000.00
Dimobi Children Disability Trust:	Disabled	Develop cultural champions and session workers	£40,000.00
Diversity North West (Tameside)	Ethnic minorities	Develop volunteer champions, raise awareness, and training offer	£10,000.00
Independent Choices Greater Manchester:		Awareness training with community focus groups	£23,000.00
LGBT Foundation:	LGBT+	Training, awareness raising and outreach work	£29,000.00
New Step for African Community (NESTAC):	Ethnic minorities	Develop Cultural Champions, Community engagement and training	£40,000.00
Oldham Council lead, with Age UK Oldham:		Develop policy, procedure and practice documents and develop training programme	£40,000.00
Olive Pathway:	Ethnic minorities	Develop Cultural Champions, training, and awareness raising	£39,480.00
Rochdale Connections Trust:		Targeted support provision for mothers and children	£40,000.00
Safety 4 Sisters		Provisions and resources to promote awareness raising	£31,051.00
Salford Foundation:		Resources to engage and mentor young people experiencing domestic abuse	£20,808.00
Trafford Domestic Abuse Services (TDAS):	Male victims	Targeted provisions to support Male DA victims	£26,452.00
Victim Support (Bury):		resources to boost DA support provision in GM district	£6,100.00
DIAS/Wigan Borough Domestic Abuse Service:		Delivery of Project to consult and create an evidence-based approach on future need	£10,000.00
Stockport Local Authority		Support with various initiatives to reduce DA	£10,000.00
Paws For Kids/ Endeavour Project		Provisions to empower people and confidential pathway to support services.	£5,000.00
TOTAL			£ 400,891
Sexual Violence			
Name of organisation	Organisation provides exclusive support to specialist cohorts:	Overview of provision proposed	Funding Amount

Manchester Womens Aid		Sexual Violence harm reduction	£30,000.00
Stockport Without abuse		Sexual Violence harm reduction	£30,000.00
GM Rape Crisis		Sexual Violence harm reduction	£30,000.00
Fortalice		Sexual Violence harm reduction	£30,000.00
Just Psycology Cultural Champions	Ethnic minorities	Develop cultural champions	£30,000.00
Survivors	Male victims	Training	£30,000.00
Victim Support		Building sexual violence referral pathways	£14,237.00
TOTAL			£194,237
27 th July 2021	<p>For the provision of a Greater Manchester Integrated Rehabilitation Services Personal Wellbeing The Person – Peer Support</p> <p>Following an advertised competitive tender exercise in accordance with the public procurement rules ,CLI should be awarded the contract to deliver Peer Support Services for the Greater Manchester Integrated Rehabilitative Services.</p> <p>The tender was priced and a pricing schedule was completed by CLI, the total cost per year For Peer Suport is as follows; Y1 2021/22 (01/09/21 to 31/03/22) Mobilisation £128,572. - Y1 £171,428. Y2 2022/23 (01/04/22 to 31/03/23) £450,000 Y3 2023/24 (01/04/23 to 31/03/24) £500,000 Y4 2024/25 (01/04/24 to 31/03/25) £539,999 Y5 2025/26 (01/04/25 to 31/03/26) £543,000 The total cost over 55 Months is £2,332,999.00 The Funding for the GMIRS will come directly from HMPPS to provide the service for GMIRS For Peer Suport the funding is as follows; Y1 2021/22 (01/09/21 to 31/03/22) £300,000 Y2 2022/23 (01/04/22 to 31/03/23) £450,000 Y3 2023/24 (01/04/23 to 31/03/24) £500,000 Y4 2024/25 (01/04/24 to 31/03/25) £540,000 Y5 2025/26 (01/04/25 to 31/03/26) £543,000 Total value £2,333,000</p>		PCC
18 th August 2021	<p>An extension to the current contracts for the LGBT Foundation Village Safe Haven and LGBT Foundation Village Angels Community Safety Scheme is agreed. This will extend funding</p>		PCC

	<p>for the period 1st October 2021 to 31st March 2022. The funding value is as follows: LGBT Foundation Village Safe Haven £25,000 LGBT Foundation Village Angels £42,500</p>	
25 th August 2021	<p>For the provision of a Greater Manchester Integrated Rehabilitation Service – Accommodation Support</p> <p>Following an advertised competitive tender exercise in accordance with the public procurement rules, Ingeus should be awarded the contract to deliver Accommodation Support Services for the Greater Manchester Integrated Rehabilitative Services. Year Funding 2021/22 (01/10/21 to 31/03/22) £397,262 2022/23 (01/04/22 to 31/03/23) £794,524 2023/24 (01/04/23 to 31/03/24) £794,524 2024/25 (01/04/24 to 31/03/25) £848,688 2025/26 (01/04/25 to 31/03/26) £853,551 Total value £3,688,549</p>	PCC
2 nd September 2021	<p>Following an advertised competitive tender exercise in accordance with the public procurement rules, GM Women’s Support Alliance (GMWSA) should be awarded the contract to deliver Women’s Support Services for the Greater Manchester Integrated Rehabilitative Services. The value of the contract is set out below and funded jointly by NPS and GMCA to allow for the provision of a fully funded service from year 1. The funding of £850,000pa pro rata has been agreed by the JRE for the duration of the contract. The tender was priced and a pricing schedule was completed by GMWSA, the total cost per year for the Women’s Support Service is as follows;</p> <p>Year 1 £209,878.43 (mobilisation) Year 1 £215121.17 Year 2 £850,000 Year 3 £850,000 Year 4 £850,000</p>	PCC
10 th September 2021	<p>For the provision of Greater Manchester Integrated Rehabilitation Services: Employment Education and Training support</p> <p>The decision is that: Following an advertised competitive tender exercise in accordance with the public procurement rules, Career Connect should be awarded the contract to deliver Employment Education and Training support as part of the Greater Manchester Integrated Rehabilitative Services.</p> <p>The service will be funded by HMPPS:</p>	PCC

	<p>The initial period (10th September 2021 to 31st March 2023) will be contracted on the basis that the provider will require the full funds</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Education, Training & Employment</th> </tr> </thead> <tbody> <tr> <td>Period covering 10/09/21 to 31/03/23 (Approx. 19 months)</td> <td>£465,402 (10/09/21-31/03/22) £624,667 (01/04/22 to 31/03/23)</td> </tr> <tr> <td>2023/24 (01/04/23 to 31/03/24)</td> <td>£862,695</td> </tr> <tr> <td>2024/25 (01/04/24 to 31/03/25)</td> <td>£921,787</td> </tr> <tr> <td>2025/26 (01/04/25 to 31/03/26)</td> <td>£926,790</td> </tr> <tr> <td>Total value</td> <td>£3,801,351</td> </tr> </tbody> </table> <p>available. The initial period prior to 31st March 2022, can include relevant mobilisation costs alongside relevant delivery costs, i.e. staffing etc. From 1st April 2022, the costs should only relate to the delivery costs required for the service. Through regular reviews, with these to be agreed during mobilisation between GMCA and the provider, volumes of referrals and levels of interventions will be monitored to ensure this does not negatively impact upon the quality of delivery.</p>	Year	Education, Training & Employment	Period covering 10/09/21 to 31/03/23 (Approx. 19 months)	£465,402 (10/09/21-31/03/22) £624,667 (01/04/22 to 31/03/23)	2023/24 (01/04/23 to 31/03/24)	£862,695	2024/25 (01/04/24 to 31/03/25)	£921,787	2025/26 (01/04/25 to 31/03/26)	£926,790	Total value	£3,801,351	
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27 th August 2021	<p>A0813 HOLMES 2 (Home Office Large Major Enquiry System)</p> <p>The Deputy Mayor approves the award of a 2 year contract plus 1 year extension for HOLMES 2, to Unisys with the option to extend for a further year. The likely value of 4 years spend would be circa £609K.</p>	GMP												
13 th September 2021	<p>Award of additional funding of £16,923.50 to Mitie Care and Custody (Health) Ltd as the Lead Provider of the Greater Manchester Reconnect service to provide an additional prison link worker from 1st August 2021 to 31 January 2022.</p>	PCC												
11 th October	<p>Expansion of 'liaison and diversion' offer into Bolton Crown Court through additional funding from NSE England commencing 1st October 2021 to Jan 2022</p>	PCC												
13 th September 2021	<p>Approve for the Greater Manchester Violence Reduction Unit to fund Manchester Art Gallery to support the delivery of the Art of Resilience project in partnership with the Greater Manchester Population Health team. The programme will be funded out of the VRU Serious Violence fund (Education delivery group budget line) worth £14,000</p>	PCC												
10 th September 2021	<p>Greater Manchester Violence Reduction Unit to fund Innovating Minds to deliver a trauma informed 'Healing Together' programme to support children impacted by domestic abuse. The programme</p>	PCC												

	will be funded out of the VRU Serious Violence fund (Education delivery group budget line) worth £20,520 exc VAT The training will take place between 01 September 2021 and 31 July 2022																					
29 th Sept 2021	GMCA comms team to procure art work and design to produce the Police and Crime Annual Report for 2020-21 to the value of a maximum of £5,000	PCC																				
17 th Sep 2021	The GMCA Serious Violence fund will pay Oldham CCG for the 2021/22 contract with Liverpool John Moores University for the provision of the TIIG programme to the value of £26,125 total. This will be funded out of the VRU's Health and Wellbeing Delivery Group budget.	PCC																				
11 th October 2021	<p>The decision is that £72,000 funding be provided to Liverpool John Moores University's Public Health Institute to set up a DRD surveillance system across Greater Manchester. This will be based on the Cheshire and Merseyside model which allows treatment providers, local authority commissioners and the Combined Authority the ability to monitor incidence of drug related death across the region, with implementation of a bespoke online data collection tool incorporating automatic notification for relevant individuals when a death has occurred, and the setting up of panels in order to reflect on practice and potential learning outcomes, with the ultimate aim of reducing the number of drug related deaths across the GM region. The system will capture both deaths inside the treatment system and those outside of it, reported via the coroner.</p> <p>GMCA will commission this system on behalf of all 10 GM local authorities and the total cost of the system is £72,000. Each local authority will contribute as below:</p> <table> <tr> <td>Bolton</td> <td>£7301.09</td> </tr> <tr> <td>Bury</td> <td>£4849.37</td> </tr> <tr> <td>Manchester</td> <td>£14037.44</td> </tr> <tr> <td>Oldham</td> <td>£6020.38</td> </tr> <tr> <td>Rochdale</td> <td>£5647.19</td> </tr> <tr> <td>Salford</td> <td>£6571.97</td> </tr> <tr> <td>Stockport</td> <td>£7450.21</td> </tr> <tr> <td>Tameside</td> <td>£5750.81</td> </tr> <tr> <td>Trafford</td> <td>£6026.58</td> </tr> <tr> <td>Wigan</td> <td>£8344.95</td> </tr> </table>	Bolton	£7301.09	Bury	£4849.37	Manchester	£14037.44	Oldham	£6020.38	Rochdale	£5647.19	Salford	£6571.97	Stockport	£7450.21	Tameside	£5750.81	Trafford	£6026.58	Wigan	£8344.95	PCC
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23 rd September 2021	Approval is given to tender the contract for the supply of Domino Managed Service using the Crown Commercial Services GCloud 12 framework to the value of £501,000 per annum	GMP																				

23 rd September 2021	The Deputy Mayor approves the award of a 3 year contract for a Domino Managed Service for Notes Client applications, to Intec Systems Ltd, with the option to extend for a further 1 year. The likely value of 4 years spend would be circa £2.004m.	GMP
29 th Sept	Up to £50,000 be allocated to support activity to raise awareness, reporting and understanding of hate crime in Greater Manchester. This will include a central awareness campaign in support of Hate Crime Awareness Weeks in October 2021 and February 2022.	PCC
11 th October	The decision is that a further grant be awarded to Manchester Metropolitan University for a period of 2 years (1 st September 2021 – 31 st August 2023) for the continuation of the Greater Manchester Emerging Drug Trends Survey, complemented by regular testing of street drugs for purity and content. The amount of funding over 2 years is is £128,654 (£64,327 per annum)	PCC
15 th October 2021	Following an advertised competitive tender exercise in accordance with the public procurement rules, Prison Advice and Care Trust (PACT) should be awarded the contract to deliver Family Support as part of the Greater Manchester Integrated Rehabilitative Services. The service will be funded by HMPPS: The initial period (1 st November 2021 to 31 st March 2022) will be contracted on the basis that the provider will require the full funds available. The initial period prior to 31 st March 2022, can include relevant mobilisation costs alongside relevant delivery costs, i.e. staffing etc. From 1 st April 2022, the costs should only relate to the delivery costs required for the service. Through regular reviews, with these to be agreed during mobilisation between GMCA and the provider, volumes of referrals and levels of interventions will be monitored to ensure this does not negatively impact upon the quality of delivery. Contract Value: £1,911,995.33 Duration: 53 months	PCC
20 th October 2021	Take up the option to extend the following contracts by a further three months resulting in a nine-month extension in total from 1st February 2022 to 31 October 2022. Both contracts are delivered by Mitie (Care and Custody Health) Ltd, <ul style="list-style-type: none"> A0283 Integrated Healthcare in Custody contract for the Greater Manchester Integrated Healthcare in Custody and the wider Liaison and Diversion Service. A further three months extension is to the value of £1.325,202.85 with GMCA contribution of £583,088.99. 	PCC

	<ul style="list-style-type: none"> The Reconnect service, with a value of 9 months spend would be circa £176k to be paid by GMHSCP. There is no cost to GMCA, however as the service is jointly commissioned by GMCA and GMHSCP both parties need to agree to this extension. 	
27 th October 2021	<p>Zoe Appleton Consultancy to deliver a pilot programme for safer digital access for Year 6 pupils in schools across Greater Manchester. The programme will be funded out of the VRU Serious Violence fund (Education delivery group budget line) worth £41,800. The project will be delivered over a six month period between July 2021 and December 2021 The specification has been distributed to the VRU education network and extended partners across GM. Having received two quote submissions Zoe Appleton consulting were deemed to be the best fit to deliver against the specification</p>	PCC
1 st November 2021	<p>To continue the service provided by DJS, for the public perception survey for policing and community safety, into the 'plus one' extension year from 1st May 2022 to 30th April 2023</p> <p>Total cost over the 12 months = £160,000</p>	PCC
1 st November 2021	<p>GMIRS – Dependency and Recovery</p> <p>Grants are to be awarded as part of a co-investment (GMCA & HMPPS) approach in Substance Misuse providers currently delivering across GM with Local Authority Public Health statutory partners in order to provide enhanced provision for people on probation. The total GMIRS investment in Dependency and Recovery Services for 2021/2022 will be £639,733 to Substance Misuse Providers & Commissioners in each GM LA area.</p> <p>The total GMIRS investment in Dependency and Recovery Services for 2021/2022 will be £639,733. The break down by locality to each Provider will be:</p> <p>Bolton £69,573.32 Salford £70,651.98 Bury £38,741.73 Stockport £43,146.25 Manchester £153,528.73 Tameside £47,460.87 Oldham £49,887.85 Trafford £31,370.92 Rochdale £55,371.02 Wigan £80,000.33</p> <p>The funds provided are at a fixed price. Payment will be in-year and then moving to annually in advance for subsequent years.</p>	PCC

1 st November 2021	<p>Collaboration Agreement Pursuant to Sections 22A to 22C, 23 and 23A of the Police Act 1966 (as amended by the Policing and Crime Act 2009 and the Police Reform and Social Responsibility Act 2011)</p> <p>Relating to the procurement and delivery of forensic and analytical services to the West and Southern Coast Consortium ('WSCC')</p>	GMP
2 nd November 2021	<p>The GM VRU to award Oasis Hub UK (already contracted by GMCA to provide the Hospital Navigator service) to deliver an extension of the existing Navigator programme to include community interventions following a successful Home Office Funding Bid worth £331,832 (Grant agreement already in place between Home Office and GMCA) up to 31.3.22</p>	PCC
5 th November 2021	<p>Safer spaces portal</p> <p>The Deputy Mayor will directly fund the purchase of a GM Safer Spaces Licence for the Commonplace Safer Spaces Hub, including the Community heatmap, for a 12 month period at a cost of £5,000</p>	PCC
5 th November 2021	<p>Association of Police and Crime Commissioner Chief Executives annual APACE membership subscription 2021/22 £1,000</p>	PCC
9 th November 2021	<p>Greater Manchester Combined Authority were successful in receiving a grant from the Home Office for Domestic Abuse Perpetrator work.</p> <ul style="list-style-type: none"> • £992,050 for Bid 1- to support general perpetrator interventions • £524,499 for Bid 2- to support child and adolescent interventions. <p>The funding is aimed to increase the geographic expansion of programmes and the target cohort through adaptation of programmes to reach wider needs.</p> <p>Grants will be provided to PCCs as the lead partner, but the expectation is that PCCs will deliver the intervention in collaboration with a partner organisation.</p> <p>The funding period will be from 1 August to 31 March 2022.</p> <p>GMCA received expression of interest from Local Authorities and as such the GM Bid was formed.</p> <p>GMCA have allocated £167, 000 Bolton for adult interventions, GMCA have allocated £335,000 Bury Interventions GMCA have allocated. £187,000 for Oldham Interventions GMCA have allocated £234,000 for Rochdale for adult interventions, GMCA have allocated. £445,000 to Tameside GMCA have allocated £147,000 for Trafford Interventions</p>	PCC
15 th November 2021	<p>The Deputy Mayor approves the award of a 2 year 5 month contract for tyres and associated products and services, Goodyear G B Ltd, with the option to extend for a further 2 years. The likely value of 4 years and 5 month spend would be circa £1.28m</p>	GMP

30 th November 2021	<p>Permission for contract variation: Mite Care and Custody (Health) Ltd is the current Provider of the Greater Manchester Police Custody Healthcare (PCH) and Wider Liaison and Diversion (L&D) Service (the Integrated Service). The Integrated Service is currently commissioned by GMCA and GMHSCP.</p> <p>At the Service Performance Meeting held in February 2021, the following was agreed: during Y4, the KPI to provide referrals data was met and, as such, for the first half of Y5 this was moved to a non-service credit KPI and replaced by 'Service Users Engaged with Services Referred'. During this period, a baseline target from the first 6 months was to be determined. For the second half of Y5, this KPI is to move to a service credit KPI.</p>	PCC
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3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report