

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL
MINUTES OF A MEETING HELD ON 15 MARCH 2022 IN BOARDROOM, GMCA
OFFICES, OXFORD STREET, MANCHESTER**

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Richard Gold	Bury Council
Councillor Mudasir Dean	Bolton Council
Councillor Alison Gwynne	Tameside Borough Council
Councillor Amanda Peers	Stockport Council
Councillor Graham Whitham	Trafford Council
Councillor Steve Williams	Oldham Council (Vice-Chair)
Councillor Tom Morrison	Stockport Council
Councillor Dylan Butt	Trafford Council
Councillor Russell Bernstein	Bury Council
Councillor Rabiya Jiva	Bolton Council

Also in attendance: Baroness Beverley Hughes, GM Deputy Mayor

Officers Present:

Ch. Supt. Rick Jackson	GMP
Ch. Supt. Colette Rose	GMP
DCC Terry Woods	GMP
Jeanette Staley	Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA
Gwynne Williams	Deputy Monitoring Officer, GMCA

PFCP/19/22 WELCOME AND APOLOGIES

Apologies for absence were submitted on behalf of Councillor Kevin Anderson (Wigan), Councillor Rabnawaz Akbar (Manchester), and Councillor Rabiya Jiva (Bolton). Apologies were also received from Ben Norman (GMFRS) and Claire Monaghan (GMCA).

It was noted that Councillor Luthfur Rahman (Manchester) had been nominated as the fifth co-opted member to the Panel. However, he was unable to attend the meeting on this occasion.

Members received an update from the Chair. It was advised that she had met with the Chair of the Race Equality Panel at a meeting on strengthening relationships across GM.

Some Members of the Panel had also attended a site visit to Whitehill Fire Station in Stockport, followed by a showing of a Safe Drive, Stay Alive event held at Stockport Plaza. The day had provided valuable insight into the work being undertaken and issues being faced, including a significant emphasis on messaging around prevention, and the importance of services working together to protect residents.

PFCP/20/22 DECLARATIONS OF INTEREST

No declarations of interest were made.

PFCP/21/22 MINUTES OF THE PANEL HELD ON 31 JANUARY 2022

Members were asked to note and agree the minutes of the Panel meeting held on 31 January 2022.

RESOLVED/-

That the minutes of the meeting held on 31 January 2022 be agreed by the Panel.

PFCP/22/22 MINUTES OF THE PANEL HELD ON 10 FEBRUARY 2022

Members were asked to note and agree the minutes of the Panel meeting held on 10 February 2022.

RESOLVED/-

That the minutes of the meeting held on 10 February 2022 be agreed by the Panel.

Jeanette Staley introduced a report that sought approval from Members to extend the Independent Members terms of office.

Members were informed that the original agreement to the co-option of Independent Members Majid Hussain and Angela Lawrence had been for three years from October 2018, with the option to then subsequently extend for a further three-year period.

It was requested that members approve the three-year extension sought, backdated to October 2021 for the allowance of further continuity and consistency with the Panel's membership.

The Chair of the Panel and the Independent Members themselves had been consulted on this, and all agreed that the extension would be welcome.

Comments and Questions

Members asked if two independent members remained sufficient given the now extended overall membership of the Panel. It was advised that the legal requirement for two independent members remained unchanged.

RESOLVED/-

1. That the Panel approves Majid Hussain and Angela Lawrence MBE as the independent members of the GM Police, Fire & Crime Panel, to commence retrospectively from 1st November 2021 until October 31st 2024.

CFO Dave Russel was invited to present a report to the Panel that summarised the round 2 GMICFRS inspection of GMFRS. The outcomes and ongoing actions taking place to support improvement were highlighted by CFO Russel:

- The second round of inspection had taken place during June/July of 2021, with the outcome report being published on 15th December 2021. Two causes of concern highlighted during the original 2019 inspection had now been removed and closed out. However, a new cause for concern had been included in respect of GMFRS' ability to respond to a marauding terrorist attack.
- The service was graded against three pillars (Effectiveness, Efficiency & People). The People pillar had moved from 'Requires Improvement' to 'Good'. However, the other two currently remained under the 'Requires Improvement' level.
- Two areas of innovative practice had been cited by the review. One being the introduction of an app to display operational flashcards on both mobile data terminals and officers' mobile phones – allowing instant access to standard operating procedure. The other being the introduction of a Freedom to Speak Guardian, providing staff with an informal route for giving feedback on the service.
- CFO Russel accepted all the findings, stating that the report was fair and balanced and accurately reflected a service which was evolving and improving, as evidenced by the different tone of the report compared to 2019.
- Particularly welcomed was that the report picked up upon the hard work that had been taking place to address the 'People' pillar. This provided a collective recognition of the leadership and culture that CFO Russel and the wider leadership team sought to engender throughout the service. Robust plans were now in place in terms of what was required to ensure that the remaining two pillars also moved to a 'good' rating when next inspected.
- Issues around the service's ability to respond to a marauding terrorist attack (MTA) were highlighted. It was advised that a successful outcome had been reached following a ballot of the Fire Brigades Union. With a way forward now established for a more sustainable MTA capability. Work had been taking place with the London Fire Brigade on the further development of this.
- Sixteen specific areas for improvement were highlighted within the report. None of these were areas where work was not already taking place to address the improvements required.

- The Deputy Mayor was invited to comment on the report. Reference was made to the two-year Programme for Change that had taken place prior to the appointment of the current CFO – which had addressed many of the fundamental basics that required improvement straight away. Following the appointment of CFO Russel, this was then used as the platform for a more progressive and ambitious period of improvement towards a target of excellence. It was agreed that addressing the leadership and culture within GMFRS was vital, and the benefits of these changes were now becoming clear. Four key strategies underpinning the GM Fire Plan had been prepared and would be brought before the Panel for commentary.

Comments and Questions

The Chair thanked CFO Russel for his report and invited comments and questions from Panel Members.

- Members asked if other senior leaders at the Fire Service had the same positivity and did not feel hurt by yet another report that addressed remaining concerns. CFO Russel stated that it was important that the Service be able to ‘look at itself in the mirror’ and this was essential to its culture. There was still a long way to go, and this was acknowledged internally, but a clear way forward had been established and the entire Service was now galvanising around this.
- Members asked if the sharing of good practice took place. It was advised that there were means in place to allow the sharing of good practice and learning at the national, regional, and local levels.
- Members queried what a reasonable timescale was for the remaining ‘requires improvement’ pillars to reach the level expected of GM residents. CFO Russel stated that if a round three inspection was to take place two years from now, there was absolute confidence that all pillars would be sitting at ‘good’, and that the ‘People’ pillar would be pushing towards ‘outstanding’ – though this was not to say that those levels would not be achieved in working practice before the third inspection took place.

- Members stated that when they received a copy of the action plan, information on when each of the actions was expected to be complete, and the impact/outcomes expected from the actions would be welcomed. CFO Russel advised that such a breakdown could be provided at a future meeting.
- Members expressed concern about workplace culture in terms of extant 'locker room' atmospheres that still appeared to exist to the detriment of inclusion of female staff members. How were messages around this getting to crews on the ground level? CFO Russel stated that the culture within the Service started with him, and that he was absolutely clear about the need for an inclusive culture within the organisation and appropriate behaviours being promoted. Interventions would absolutely take place where appropriate, and the new leadership academy established at Bury would actively include workplace culture within its training for frontline leaders.

RESOLVED/-

1. That the Panel acknowledges the outcomes and headlines of the HMICFRS Round 2 inspection report.
2. That the actions in Appendix A of the report addressing the 'areas of improvement' be noted by the Panel.
3. That the Panel acknowledges its support for the activities required to produce a detailed Improvement Action Plan that will be linked to the relevant directorate action plans.
4. That the Panel requests that Action Plans brought to future meetings include detail on expected timelines and sought impacts/outcomes.

PFCP/25/22 GMP UPDATES ON AREAS OF FOCUS

DCC Terry Woods and Chief Supt. Rick Jackson (GMP) were invited to provide members with an update on the progress made against all the HMICFRS areas of concern, in light of the recent publication of GMP's Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection report. Key issues highlighted included:

- Whilst, as expected, the latest inspection had not seen GMP taken off the 'cause for concern' list, GMP did receive positive feedback regarding the inspectorate's confidence around the plan, the new leadership and the general direction of travel.
- Further context was provided on strategic work taking place to progress plans. The 'Plan on a page' was cited – the plan being underpinned by a programme board to lead the necessary changes and was chaired by DCC Woods. This included the tracking of activity to ensure full accountability and action. Agreements had been ratified through the Board in March 2022 for investment in:
 - Uplift to the staffing in the Force Control Centre.
 - Doubling the number of officers on road policing.
 - The Crime Futures Programme.
 - The Response Review.
 - The Neighbourhoods Review, together with a commitment wherever possible to ringfencing neighbourhood resources.
 - The creation of the Corporate Development Branch.

All of which would contribute to sustained performance improvements and improved victims' outcomes.

- The importance of the culture within the organisation was raised. CC Watson had now seen over 1000 GMP sergeants personally, to discuss standards, values, and expectations.
- Chief Supt. Jackson had led the development of a proposal around the establishing of a Corporate Development Department. Most of the country's high performing forces had one of these in place, as they looked into audit; insight; accountability and importantly – diversity; equality; inclusivity and improvement.
- The Performance Management Framework had been in place since September 2021. DCC Woods held every senior figure within GMP to account on a monthly basis in terms of performance across the board. Not only were 'green shoots' being

seen now in terms of performance figures, but since January 2022, real tangible examples of genuine improvements in terms of 101 service pickup times etc.

- Reference was made to the concern raised by HMICFRS that GMP failed to respond appropriately to people who were vulnerable and at risk. It was advised that investments had been made on training, not just in the force control centre, but amongst staff in general – this training had drawn national praise, with other forces now looking to emulate the model. The force grading policy had been changed to bring it in line with the rest of the country. New technologies had been adopted, such as voice recognition technology. Investment had also been made in radically upgrading the ControlWorks system.
- Improvements now being seen in general response times were highlighted. At its worst point 999 pick-up time had been as delayed as 2 minutes, this now averaged around 16 seconds, and had been as low as 7 seconds. The Grade One attendance target was under 15 minutes, and now stood at 14mins 35secs on average. Grade Two attendance was down to 2hours 40secs, where previously it could have been a day or more. There had also been severe concerns around a peak of 2700 open incidents at any one time, this was now down to 827. Open crime investigations had reduced steadily from 80,000 to around 51,000 at present. The forthcoming implementation of the Crime Futures Transformation Project would however result in a complete overhaul of crime investigations.
- A net result of the improvements was that overall compliance with the National Crime Recording Standard (NCRS) had risen from a low of 77% to now sitting at 90.6%. The force would always strive for 100%, but the reality was that this was not possible for any force, and that anything over 90% could be considered a 'good' performance.
- Reference was made to the HMICFRS concern that GMP was inappropriately concluding investigations with cautions and community resolutions that were not appropriate and did not consult the victim. It was advised that many of these were known as 'outcome 16' where a victim did not support a prosecution going forward. There had now been a sizable reduction in the number of those outcomes and instead many more 'detections' (taken to the point of prosecution) were now taking

place. In the rolling twelve months to February 2022, 3400 more crimes had been 'detected' resulting in a court date for the accused.

Comments and Questions

The Chair thanked DCC Woods and Chief Supt. Jackson for the update and welcomed comments and questions from members.

- Members asked about what GMP were doing to reinstate trust within GM's communities? And to ensure that residents of all the region's communities felt valued. DCC Woods welcomed the challenge, stating that this was where the vital importance of high-quality neighbourhood policing came to the fore in gaining the trust of communities. This needed to be consistent and reliable across all areas of the region, and this was the core strain of the strategy on communities. DCC Woods stated that he would welcome the opportunity to discuss this issue in more depth with members outside of the meeting.
- Members enquired as to what could be considered the biggest threats to the plans in place not coming to fruition. DCC Woods suggested that the right leadership being in place was vital to lead the plan and the direction to fruition – and give both staff and the community the confidence that they were the right people to take this forward. Another vital element was for the leadership to 'hold its nerve' in proceeding with the plans in the face of demand.

RESOLVED/-

1. That the update be received and noted by the Panel.

PFCP/26/22 NEIGHBOURHOOD POLICING UPDATE AND NEXT STEPS

Chief Supt. Colette Rose was invited to update the Panel on the GMP Neighbourhood Policing Review, including what the Review sought to achieve and the consultation activity underway. Key points highlighted included:

- It was fully recognised that neighbourhood policing in GM was not at the level it needed to be. There were 1500 members of staff posted within the current

neighbourhood offer, but these were often being “pulled from pillar to post” and not given the time and space to deliver at the level needed within localities. The key focus of the review was to establish how best to get to the root causes and rectify this position.

- The review aimed to raise the standard of the offer delivered within GM's communities; improve the communications with communities; reduce the abstractions of officers and stop them from being pulled away from vital community work, allowing them to fully integrate themselves within the neighbourhoods and with partners. These were all vital in ensuring effective and visible community policing.
- The Review was now well underway – with a report being prepared to be taken to GMP's 'Plan on Page Board' in May 2022. Following that a strong focus would be placed on appropriate implementation.
- The Review also included the results of considerable engagement work that had included a public consultation, have your say events, and partnership work with community safety managers, the police and crime steering group, the voluntary community and faith sectors.
- Internal consultation had also been key. Staff joined the Neighbourhood Policing Team seeking to deliver change within their neighbourhoods and were frustrated by the inability to do that effectively.

Comments and Questions

- Members welcomed the consultation work, emphasising the importance of full engagement with local neighbourhoods.
- Members reinforced the importance of also engaging with elected members as they provided a helpful source of local knowledge. Jeanette Staley would ensure all members had information pertinent to their engagement with the consultation process.

- Further to the above, members also noted the level of resource available to GMP in regard to neighbourhood policing, and that fostering strong relationships with the relevant local authorities would be key to this.
- Members enquired about engagement work with local schools. It was advised that schools and education formed part of the work taking place with the Community Safety Partnership. Every school was now also linked to a dedicated School Engagement Officer.

Members were advised that a Police Accountability Meeting was due to take place the following Friday in Salford.

RESOLVED/-

1. That the Panel notes the objectives of the Neighbourhood Policing Review.
2. That the Panel notes the consultation activity that has taken place so far and supports the promotion of outstanding consultation activity.
3. That Jeanette Staley provides members with information related to the Neighbourhood Policing engagement process.
4. That members be provided with details about the next Police Accountability Meeting due to take place in Salford.

PFCPI/27/22 DEPUTY MAYOR DECISION NOTICES – DECEMBER 2021 TO MARCH 2022

The report highlighted decisions made by the Deputy Mayor in the period from December 2021 to March 2022.

RESOLVED/-

1. That the Panel notes the decisions made.

PFCP/28/22

**JOINT POLICE, FIRE AND CRIME PANEL AND STEERING
GROUP WORKPLAN**

RESOLVED/-

1. That the Panel notes the content of the Panel and Steering Group Workplan.