

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL**  
**MINUTES OF A MEETING HELD ON 4 AUGUST 2022 IN FRIENDS MEETING HOUSE,**  
**MANCHESTER**

**PRESENT:**

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Kevin Anderson	Wigan Council
Councillor Russell Bernstein	Bury Council
Councillor Dylan Butt	Trafford Council
Councillor Richard Gold	Bury Council
Councillor David Lancaster	Salford Council
Councillor Tom Morrison	Stockport Council
Councillor Steve Williams	Oldham Council (Vice-Chair)
Majid Hussain	Independent Member

**Also in attendance:**

Baroness Beverley Hughes	GM Deputy Mayor
Cllr Luthfur Rahman	Manchester City Council
Ch. Supt. Rick Jackson	GMP
Deputy CFO Ben Norman	GMFRS
ACC Wasim Chaudhry	GMP
Ch. Supt Mark Dexter	GMP

**Officers Present:**

Jeanette Staley	Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Samantha Stabler	Strategic Lead, Community Safety, Manchester CC
Kate Green	TravelSafe Partnership Manager, TfGM
Lucy Kennon	Head of Resilience & Business Continuity, TfGM
Damian Dallimore	Head of Serious Violence & Organised Crime, GMCA
Frank Hamill	Children and Young People Principal, GMCA
Louis Richards	Lead Analyst, Police & Crime Team, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA

**PFCP/42/22            WELCOME, APOLOGIES & CHAIRS ANNOUNCEMENTS**

Apologies were received from Councillor Vimal Choksi (Tameside), Councillor Mudasir Dean (Bolton) and independent member Angela Lawrence. Apologies were also received from Carlos Meakin and Paul Fearnhead of GMFRS.

The Chair welcomed all to the meeting and invited Deputy CFO Ben Norman of GMFRS to provide Members with an update on work undertaken in preparation for, and response to, the recent heatwave.

Tuesday 19<sup>th</sup> July had represented the peak of the heatwave, with a day of unprecedented temperatures across the country. This had seen levels of operational demand in the GM region running at around double that expected during previous summers. Within context – nationally on 1<sup>st</sup> July, fire services had mobilised to 2,351 fire incidents, on 19<sup>th</sup> July this had risen to a response to over 13,000 fire incidents in that single day.

Whilst GM had seen a challenging environment, it had thankfully not been to the scale seen in London or the 15 authorities where a major incident had been declared. The impact of this puts critical pressure on the 999 system infrastructure, with calls needing to be spread out widely and the creation of further risk.

Pro-active multi-agency work had taken place ahead of the heatwave, particularly in ensuring there was visibility at key sites historically used during periods of hot weather such as Salford Quays and Dovestones Reservoir. Tragically there had been two incidents in GM which had resulted in drowning. One of these being a young man swimming recreationally in Salford Quays. A Water Safety Summit was due to take place in September 2022, which would aid in shaping a more strategic and collaborative approach for the future.

Members asked about the houses that had been destroyed by fire in London during the heatwave. It was advised that there would be a need to adapt to the 'new normal' going forward in terms of risk to properties, and adopt preventative measures seen in traditionally warmer countries such as clearing/cutting back foliage and creating fire breaks.

Members thanked the Deputy CFO for the update and the wider GMFRS for all the work they had undertaken.

Members were advised that a site visit to the GMFRS Training Centre at Bury had been arranged for Friday 7<sup>th</sup> October 2022 to provide further insight into how the service approaches large scale events.

**RESOLVED/-**

1. That the apologies be noted.
2. That the update on work undertaken by GMFRS to respond to the recent heatwave be noted and welcomed.
3. That Members note that date of the forthcoming GMFRS Training Centre site visit.

**PFCP/43/22            DECLARATIONS OF INTEREST**

There were none.

**PFCP/44/22            MINUTES OF THE MEETING OF 7<sup>TH</sup> JUNE 2022**

**RESOLVED/-**

1. That Members agree the minutes of 7<sup>th</sup> June 2022 as a true and correct record of the meeting.

**PFCP/45/22            HMICFRS CAUSES OF CONCERN, RECOMMENDATIONS AND  
PROGRESS WITH ENGAGEMENT**

Chief Superintendent Rick Jackson was invited to update the Panel on progress made against the HMICFRS key causes of concern and recommendations. Points highlighted included:

- One of the most pressing enduring causes of concern was the Victims Services Assessment. There had been a failure to respond to incidents quickly enough, and a failure to record the incidents accurately; not enough emphasis was placed into

the investigation plans and crimes were being concluded inappropriately. On the worst occasion, a 999 call had taken 2mins 6secs to answer, and non-emergency over 6mins, leading to a significant abandonment rate. Significant investment had led to a tremendous improvement in this area, with performance data now being used to its full effect. As of June 2022, 999 calls were taking an average of 29secs for response, and non-emergency down to 4mins, there was still further investment taking place for the force control room, so it was expected that these stats would continue to improve. Members were also provided with detail on the work that had taken place to improve response times to incidents, recording incidents, investigation plans and concluding crimes.

- HMICFRS have expressed their full satisfaction with the work on record keeping and concluding of crimes, effectively meaning that two of the four key areas of concern had been signed off. The remaining two areas were due to be reinspected throughout August and September.
- The current trajectory of improvements indicated that GMP would be release from engagement with GMICFRS later this year. If this did happen, it would be one of the fastest releases from engagement seen. GMP were already being seen as an exemplar on this front to other forces on how best to respond when placed in special measures.

The Chair then invited the Deputy Mayor to provide her views on the progress made to date. In addition to the substantial progress seen across the piece, the issue for the Oversight Group going forward would be to ensure that the rapid progress made to date would be sustainable. Had a series of 'quick wins' been undertaken or had a foundation been built that would ensure that the hard work undertaken led to permanent change. The Deputy Mayor was confident that the latter would be the case, in part because the approach taken had not focussed only on the headline performance indicators, but on all areas of the force including governance systems, involvement of the work force, leadership change and a process of direct engagement between the leadership and the workforce. The Deputy Mayor also warmly welcomed the complete change towards openness and transparency in GMP relationships with both the GMCA's Police and Crime Team, and the HMICFRS.

## **Comments and Questions**

- Members welcomed the level of progress made in such a short space of time.
- Members highlighted though that there was still a lot of work to be done to increase public confidence in the force and enquired about the work being undertaken to ensure that the public were 'taken on the journey'. It was advised that significant investment had been made into corporate communications, which was undertaking campaigns to ensure a level of transparency within the public realm greater than that ever seen previously. The Deputy Mayor's office also commissioned independent research organisations to contact a random sample of GM residents to build a body of knowledge around public opinion of GMP, and how relations could be improved.
- Members referenced the crime recording standards pilot taking place in Tameside. Would it be helpful to undertake these in more than a single borough for balance? It was advised that the Commander who had instigated the pilot within Tameside had now moved to the City of Manchester command unit with the intention of the pilot also taking place there as a real test bed. There were also intentions around testing in other areas before a force wide full rollout. Further details on which should be available soon.
- Members the aspiration to hit 9.95% solved outcomes and asked if this would have been an aspirational figure in the past. It was advised that there needed to be caution when considering solved outcomes. The work on this needed to be careful and incremental as more resource was put into secondary investigation teams. It was advised that solved rate figures could be skewed at present due to increases in the number of crimes recorded, so whilst the percentage had dropped, there had actually been 4500 more crimes solved.
- Members expressed concerns around officers being extracted from neighbourhood policing. It was advised that it had been made clear to local superintendents that no neighbourhood officers should be extracted for any reason other than emergency scenarios going forward.

The Chair drew the item to a close, welcoming the progress made.

## **RESOLVED/-**

1. That the Panel notes the update report and the aspirational targets going forward.
2. That Members welcome the significant progress made to date.
3. That further information be provided on the progress of Crime Recording Standards Pilots when available.

## **PFCP/46/22            GMFRS ANNUAL DELIVERY REPORT 2021/22**

Ben Norman (Deputy Chief Fire Officer, GMFRS) was invited to provide Members with an overview of the service's achievements and performance against the six strategic aims detailed in the Annual Delivery Plan 21-22 and the overarching Fire Plan 21-25. Key points highlighted included:

- One of the most important new additions had been the successful agreement with the Fire Brigades Union to implement new ways of working around Marauding Terrorist Attacks, with multi-agency training having now commenced.
- Financial efficiencies of £2.9m had been achieved during 21/22.
- KPI's on how the Service had performed against its six strategic aims were identified throughout the report. Information on work around change and innovation had also been weaved into this.

## **Comments and Questions**

- The Chair welcomed the draft Annual Report and asked that members give direct feedback on the report itself outside of the meeting.
- Members referred to response times, noting that some had been delayed due to being sent to incorrect addresses, how much of an issue was this and what impact did it have? It was advised that gains in response times had been seen during COVID due to emptier roads, and now that roads had resumed pre-COVID levels some of these gains had been lost. There was advanced tech within the control room to ensure that correct addresses were identified more easily. Incorrect

addresses tended to be more of an issue in callouts to rural locations or specific areas of motorways where callers may be unfamiliar with the location.

- Members asked how far away GMFRS was from full operational strength. It was advised that five recruits' courses were taking place. By 1<sup>st</sup> September 2022, the Service would be at over 99% of its full operational strength.

## **RESOLVED/-**

1. That Members note the contents of the draft Annual Delivery Report.
2. That Members be asked to provide feedback on the draft report directly to GMFRS.

## **PFCP/47/22            POLICE & CRIME PLAN – PRIORITY 1 REPORT AND PERFORMANCE SCORECARD**

The Chair invited Damian Dallimore (Head of Serious Violence & Organised Crime, GMCA) and Louis Richards (Lead Analyst, Police & Crime Team, GMCA) to provide Members with an update summarising progress made against each of the priorities within the plan. A presentation was provided at the meeting that highlighted work being undertaken against each of the eight 'asks' within Priority 1 (Keeping People Safe and Supporting Victims).

## **Comments and Questions**

- Members enquired about the neighbourhood crime statistics. Was specific data available around the age groups of those causing these crimes? It was advised that whilst robbery on a person tended to be young offenders, burglaries skewed towards an older demographic. GMP had made a concerted effort to address burglary in recent months and a steep upwards trajectory in the number of these crimes being solved had been seen. The region having the biggest student population outside of London contributed towards the high levels recorded, as these were often targets for both robbery and burglary.
- Members noted that complaints had been received from residents regarding the 'triage' stage of 101 calls, and enquired whether figures/monitoring information was available on what happened during these second stages of 101 calls? It was

advised that a significant amount of detail was now available to aid in understanding the triage stage of calls now. This information had aided in bringing the figures down to around 4 minutes to be put through to the Central Crime Recording Unit on average now, which was amongst the best in the country.

## **RESOLVED/-**

1. That the Panel notes the contents of the summary of progress made and the performance scorecard.

## **PFCP/48/22            REDUCING HARM AND OFFENDING – YOUTH JUSTICE TRANSFORMATION**

Frank Hamill (Children & Young People Principal, GMCA) was invited to present a report which provided an update on the GM approach to drafting a delivery plan and developing the data scorecard/dashboard, and the progress made on the approach to Child Centered Policing.

### **Comments and Questions**

- Members referred to the engagement of young people, noting that the information provided did not highlight how young people were being directly engagement throughout the programme – was this the case? It was confirmed that significant work was taking place to directly engage through the Youth Combined Authority who aid with the designing of questions to put to young people about what they saw as the key issues around youth violence. Additionally, work took place with the Adolescent Hub and others to garner the views of young people. The work taking place in other forces was also being considered, such as the work undertaken by the Metropolitan Police to take surveys into schools to understand their perceptions of the effectiveness of police.
- The Chair stated that the child centered approach was welcomed, as was the relationship that the youth justice system had built with GMP. Though there was possibly a need to bridge the gap on out of court disposals, where the youth justice team was not always called upon. It was also noted that the term ‘cared for children’ was often preferred by those in care to ‘looked after children’.

## **RESOLVED/-**

1. That Members note the update on Youth Justice Transformation.

### **PFCP/49/22                    ORGANISED CRIME ANNUAL UPDATE & FORWARD LOOK (CHALLENGER, MODERN SLAVERY & TRAFFICKING)**

Damian Dallimore (Head of Serious Violence & Organised Crime, GMCA) was invited to provide the Panel with an overview of the GM partnership response to serious and organised crime. Key points highlighted included:

- The third Challenger Strategy had been published earlier in the year which had reflected on the complexities and need to adopt ever more advanced technology to address the increasingly sophisticated tactics adopted within organised crime.
- A four 'P's approach had been adopted – Prevent, Prepare, Pursue and Protect. A national standard applied within GM, as just taking a solely policing approach would never get to the root of why these crimes were happening. Therefore, a partnership approach was vital, with work taking place down to the grass roots community safety partnership level.
- Modern slavery and human trafficking was an all-too-common example of international organised crime. Additional funding had just been received for a team of six dedicated staff with specialist knowledge to investigate these issues.

### **Comments and Questions**

- Members enquired as to the effectiveness of international co-operation. It was advised that a huge amount of work had been undertaken in recent years to look at the SOC (Serious and Organised Crime) system as a whole, at force, regional, national and international levels, and knowing what specialist capabilities each part of the system needed to be able to respond most effectively to emerging threats. A good example of international co-operation was the work that had taken place around encro-chat.

## **RESOLVED/-**

1. That the Panel notes the Organised Crime Annual Update.

## **PFCP/50/22            TACKLING HATE CRIME – BACKWARD AND FORWARD LOOK**

Chief Superintendent Rick Jackson and Samantha Stabler (Strategic Lead, Community Safety, Manchester City Council) were invited to provide the Panel with an update on work being undertaken to tackle hate crime across the region. Key points highlighted included:

- Significant rises had been seen in the amount of recorded hate crimes since the country began to emerge from COVID lockdowns. However, it was not out of sync with the levels seen pre-lockdown. There was as ever, a difficult balancing act in terms of trying to get people to come forward to report the crimes as well as trying to reduce the levels of victimisations.
- Race and religion prejudice remained the highest contributors to the statistics. However, there had been a disproportionate increase in hate crimes related to transgenderism over the last 12 months. It was felt that the increasing emphasis on issues related to this within the national media was potentially a driving factor.
- A strong partnership approach had been adopted to managing hate crime. A Hate Crime Working Group was in place that included representation from all key stakeholder groups. The Group discussed emerging challenges and the adoption of good practice across the region.
- A Greater Manchester Plan has provided the opportunity to really bring together the work of partners into a single overview/document. The Plan included four key priorities for action. Members were provided with an overview of the work taking place in each of these key areas.
- Innovation training methods for officers dealing with hate crimes had been adopted. This included virtual reality methods, in which the trainee was 'put in the shoes' of the victims to aid in fully understanding what they go through and increasing empathy for their situation. Proceeds of crime monies had been used to help in introducing this technology.

## Comments and Questions

- Members noted the 22.9% increase in hate crime reporting seen across the region and asked how this compared to the national picture. It was advised that benchmarking took place and the figures were roughly in-line with figures seen in comparable areas of the country.
- Members referenced interventions, asking how effective these currently were. Could the training offered to officers also be adapted for perpetrators? It was advised that one of the outcomes previously used had been restorative justice, which was tremendously powerful for reassurance of the victim. Such an approach may on paper appear counterintuitive, but feedback from victims was that it had been well received.

The Chair drew the item to a close, welcoming the fact that more people were now willing to come forward and report these crimes. The Chair also welcomed the renewed focus on the local and the community.

## RESOLVED/-

1. That the Tackling Hate Crime update report be noted.

## **PFCP/51/22                    TRAVELSAFE ANNUAL UPDATE REPORT**

The Chair invited Lucy Kennon (Head of Resilience & Business Continuity, TfGM), Kate Green (TravelSafe Partnership Manager, TfGM) and Chief Superintendent Mark Dexter to present a report updating the Panel on the work and achievements of the TravelSafe Partnership and the GMP Transport Unit. Key points highlighted included:

- 2021 had seen an increase in youth related anti-social behaviour, largely driven by known individuals. This resulted in a 35% increase in ASB on the bus network, and a 45% increase on MetroLink. This also included increases in missiles (such as bricks) being thrown at vehicles, and criminal damage against infrastructure. Work had been taking place to identify key hot spots and ensure patrols in the right

places at the right times. Updates were also provided on other methods adopted to address this issue.

- The GMP Transport Unit now had a dedicated investigation capability across all districts. Work was also taking place on co-location in stations to cut down on the time taken to report and respond to incidents. 700 arrests had taken place in the previous rolling 12 months, 1100 stop and searches, and the removal of 800 uninsured cars from the road network.

### **Comments and Questions**

The Chair drew the item to a close, noting the importance of the public being able to feel they are safe on public transport, and that the introduction of the Live Chat facility for the public to be able to discreetly report issues was strongly welcomed, and that this needed to be well publicised.

### **RESOLVED/-**

1. That the TravelSafe Annual Update report be noted.