

**DECISION NOTICE**

**Decision author and proposer:** Carol Judge-Campbell

<b>Subject/ Title:</b>
<b>Delivery of Look Again Training to GMFRS to Support the Cultural Change programme within GMFRS</b>

<b>Type of decision:</b>			
<b>Deputy Mayor's decision</b>	<b>x</b>	<b>Chief Officer's decision</b>	

**In all cases this will need to be approved by the Director Police, Crime, Criminal Justice and Fire.**

**The decision is that:** The Deputy Mayor for Policing and Crime approves funding for the delivery of the Look Again programme developed by Super Being Labs in conjunction with Safe Lives. This programme of training will be delivered as a pilot to 30 managers in GMFRS the aim of the training is to assess the current state of gender bias, discrimination, exclusion, misogyny, and barriers within GMFRS and then identify key areas for improvement. Originally this work was supposed to be targeted at GMP as an Authentic Voice training programme but there was no capacity within the training division to deliver this and also GMP personnel have been in receipt of Safe Lives DA Matters training to every front-line Officer. The Authentic Voice Programme was budgeted at £170,640 and this programme targeted at GMFRS will cost £90,591 – comprising:  
£71,300 – Super Being Labs  
£19,291 – Safe Lives

**The reasons for the decision are:**

When it became obvious that there were significant capacity issues with GMP and their ability to deliver the Authentic Voice programme agreed by the GBV Board – the Director of the PCCJF Directorate met with the Chief fire Officer to determine whether the programme could be pivoted to support the cultural change programme in GMFRS. The Chief Fire Officer agreed with this approach and the programme was tailored to be delivered to GMFRS.

**The Training Programme**

- Working with the 30 middle managers, we can run them through the Look Again exercises
- We will then work with them to reflect and co-design how they would filter this thinking down to staff they manage and also how they will inspire the leaders above them.

- From that work, we can collect and curate the stories to playback to the 30 middle managers and show them what we want them to see, feel, and be inspired by.
- By getting people to look again they'll constantly challenge their own assumptions, learn from that, and also inspire others to see how to perform better.
- This pilot will set up ripples that you can then allow you to quickly use this investment to roll out to a wider number of staff on a continuously rolling basis without the constant set-up. Once the programme is set-up, more people can join and this can be run by GMFRS.

**Legacy Of The Training Programme**

- After the pilot SBL and SafeLives will work with GMFRS to reflect, review, iterate and plan for widening the reach.
- This will include updating the knowledge board and systems map.
- GMFRS will clearly be able to see where we started and how positive outcomes have been created.
- Plan for maintaining the momentum and impact of the initiative for future phases.
- Work out a plan to integrate positive changes into GMFRS policies in the future.
- Disseminate successes and learnings.
- Celebrate the 30 middle managers so that they can see what they've accomplished and become allies to the bigger goals.
- Work towards embedding these changes into the cultural fabric of GMFRS.
- Ensure that GMFRS is seen as a desirable and progressive employer.
- Use all this progress to deepen social ties beyond GMFRS and across the communities in Greater Manchester

**This decision will contribute to priorities of the Greater Manchester strategy in the following ways:**

This will contribute to the following Police, Crime and Fire actions for the GMS Delivery Plan:

- Tackle gender-based violence and abuse in all its forms.
- Gender-based Violence Strategy.

This also contributes towards delivery of priorities within the Standing Together Plan:

Priority 3: Strengthening Communities and Places

- Tackling inequalities within services

**Procurement comments:**

This funding and arrangements for this training were approved in 2022, unfortunately since that date GMP have concluded that they are unable to deliver the training due to capacity issues both within their training

infrastructure and with their workforce. In response to this the Director of the PCCJF Directorate approached our other uniformed service to see if they were able to include this work as part of their culture change programme and this was agreed.

**Financial comments:**

Funding will be allocated from GBV Budget 3044. Funding for this training was approved by the GBV Board in 2022 but because of the capacity issues identified in GMP and described above, the programme had to be re-engineered and agreed with GMFRS. This resulted in a smaller more targeted programme of training being delivered which also meant that the overall costs for this work reduced by £80,049 to a total of £90,591. A financial allocation for this work has been made in the GBV Budget 3044.

**Legal comments:**

Legal will be requested to draw up grant agreements for this funding. This will outline the monitoring requirements.

**Risk Assessment:**

GMFRS are a core part of the PCCJF Team and as such have robust risk management strategies. Safe Lives and Super Being labs have worked co-operatively on a number of projects across the UK and have a strong track record in the delivery of similar training programmes.

**Is safeguarding of children relevant and has this been considered:**

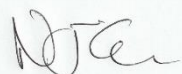
It is not relevant to the delivery of this programme.

**Is safeguarding of vulnerable adults relevant and has this been considered:**

The design and delivery of the training programme has at its heart the protection of vulnerable adults.

**Agreed by Director – Police, Crime, Criminal Justice and Fire**

**Signed**



**Date** 22<sup>nd</sup> August 2024

**Agreed by GMCA Treasurer**

Signed 

**Date** 22<sup>nd</sup> August 2024

**Agreed by Deputy Mayor**  
**Only required for a Deputy Mayor Decision on amounts of £50,000+**

Signed: 

**Date:** 28<sup>th</sup> August 2024

**Contact Officer:** Carol Judge Campbell