

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL**  
**MINUTES OF A MEETING HELD ON 24 JULY 2023 IN THE GMCA BOARDROOM,**  
**GMCA OFFICES, 56 OXFORD STREET, MANCHESTER**

**PRESENT:**

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Dane Anderton	Wigan Council (Vice-Chair)
Councillor Richard Gold	Bury Council
Councillor Rosemary Barratt	Stockport Council
Councillor Barbara Bentham	Salford Council
Councillor David Lancaster	Salford Council
Councillor Chris Goodwin	Oldham Council
Councillor Tom Morrison	Stockport Council
Councillor Rose Thompson	Trafford Council
Angela Lawrence	Independent Member

**Also in attendance:**

Kate Green	GM Deputy Mayor
Baroness Beverley Hughes	GM Assistant Deputy Mayor
Councillor Aalaina Khan	Bolton Council

**Officers Present:**

Peter Boulton	Head of Highways, TfGM
Ian Cosh	Chief Finance Officer, GMP
Neil Evans	Director of Police, Fire & Crime, GMCA
AM Billy Fenwick	GMFRS
Chief Supt. Richard McNamara	GMP
Deputy CFO Ben Norman	GMFRS
CI Mike Parker	GMP
Lee Rawlinson	Chief Resources Officer, GMP
Jeanette Staley	Advisor to Panel & Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Sandra Stewart	Chief Executive, Tameside Council
Vicky Sugars	Assistant Director of Police, Fire & Crime, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA

Gwynne Williams  
Steve Wilson  
DCC Terry Woods

Deputy Monitoring Officer, GMCA  
Treasurer, GMCA  
GMP

### **PFCP/35/23            APOLOGIES**

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Amy Cowen (Bolton), Councillor Dave Arnott (Oldham), Councillor Vimal Choksi (Tameside) and independent member Majid Hussain.

### **PFCP/36/23            DECLARATIONS OF INTEREST**

No declarations were received.

### **PFCP/37/23            MINUTES OF THE MEETING OF 12<sup>TH</sup> JUNE 2023**

Members considered the minutes of the previous meeting. Points highlighted included:

- In reference to PFCP/24/23 – the outstanding complaint had now been concluded with the result being that the complaint was not upheld.
- In reference to PFCP/28/23 – the updates on Stop and Search were in process and Chief Supt Richard McNamara provided a further update on Bully XL ownership. It was confirmed that this would be a primary area of discussion at the National Conference on 12<sup>th</sup> October 2023, and legislation was being worked on around the banning of ownership of this type of dog.
- In reference to PFCP/29/23 – a visit to the Central Control Centre had been arranged for 28<sup>th</sup> September 2023.
- In reference to PFCP/31/23 – an update on the earmarked GMP reserves had now been emailed to Panel Members.
- A comment was raised in reference to PFCP/33/23 asking that a report ‘could’ be brought to the September Panel. It was asked that this be changed to ‘would’. The Deputy Mayor advised that it may not be possible as a full analysis was required of the consultation responses, and with that in mind, ‘if available, could be brought’ would be the appropriate wording.
- Further referencing PFCP/33/23 – it was advised that a visit to the Bury Fire Training Centre was in the process of being arranged.

## **RESOLVED/-**

1. That the minutes of the meeting held on 12 June 2023 be agreed as a true and correct record.
2. That the updated as above be received.

## **PFCP/38/23            GMFRS ANNUAL STATEMENT OF ASSURANCE**

DCFO Ben Norman introduced a report providing Panel Members with the Annual Statement of Assurance, asking that it be approved for publication in accordance with the Fire and Rescue National Framework for England.

## **RESOLVED/-**

1. That the Panel notes the contents of the report and the Statement of Assurance for 2022/23 and approves the document for publication.

## **PFCP/39/23            GMFRS ATLAS PROJECT**

Area Manager Billy Fenwick (GMFRS) introduced a report which contained a stakeholder document giving members background to The Atlas Project – a first of its kind intervention developed in response to an identified need to support and educate adults who had been involved and/or engaged in harmful or potentially harmful use of fire. Points highlighted included:

- 2022/23 had seen 7240 deliberate fires started in GM at a cost of over £30m. Only two Fire and Rescue Services in the country were offering interventions addressing deliberate fire setting, and these were only in prisons, with no specific community interventions available. So the ATLAS Project was a vital new addition.
- Benefits arising from ATLAS included improved collaboration and partnership working; increased effectiveness to protect communities; reductions in incidents of fire setting; and academic & psychological support.
- Initial three-month psychological assessment findings had shown that 80% had reported improved mental wellbeing; evidence of reduced interest in fire setting; an

improved understanding of the consequences; and 100% of the cohort had not re-offended or returned to prison.

- The desire for 23/24 was to step the project up to a full programme, and funding had been made available in collaboration with the GM Probation Service.
- It was advised that the blueprint for this programme could be adapted to support other types of offenders, such as ASB.

## **Comments and Questions**

- Members noted that the initial pilot had just been two weeks in length. Was this considered truly long enough to change behaviours? It was advised that initial findings had shown that to be the case, however further evaluations would be undertaken at the six and twelve-month points, and there would be an expansion to a full programme this year.
- Members asked about any further support made available to those who partook in the programme. It was advised that those on the course had been referrals through the probation service, so a wraparound support service was in place.
- Members asked how candidates were chosen for the course. It was advised that any candidates had to come through the probation service process with individual recommendations based upon a set criterion.
- It was asked if discussions had been taking place with adult education teams in local authorities. It was advised that there had not been contact so far with the focus on implementing behaviour change – however, if there were further elements that could be introduced to the programme, or opportunities were found to ‘bespoke’ the programme into another area, then such conversations would be welcomed.
- Members asked about the perceived differences between younger and older people who set fires. It was advised that of the initial cohort on the pilot programme, every one of the participants had issues with mental health, and that this played a big part in their fire setting issues. Whereas with younger people, this was often associated more with anti-social behaviour.
- A query was raised about how many participants would be on the programme going forward. It was hoped that there would be 10 participants in the programme each time, with around 40-60 undertaking the programme each year. 60 would equate to 50% of people currently involved with probation services due to fire setting. This ambitious approach would seek to reach all of them within a couple of years.

## **RESOLVED/-**

1. That the contents of the report and the supporting presentation be noted.

### **PFCP/40/23            GMP POLICE UPLIFT NUMBERS**

Ian Cosh (Chief Finance Officer, GMP) provided an update on progress with police uplift numbers, alongside information on broader GMP staff recruitment, retention and diversity.

Points highlighted included:

- GMP as with all other forces across the country, had been set an uplift target of 1155 to meet by 31<sup>st</sup> March 2023. It was confirmed that GMP had not only met, but indeed exceeded that target.
- The report also set out the challenges in increasing diversity amongst the workforce. Whilst the direction of travel was positive on this, it was agreed that there were still shortfalls in intended targets, and this would continue to be a priority in the coming years.
- The importance of staff retention was highlighted. Research from the uplift programme indicated that it took over £100,000 of investment to fully train a police officer, so to lose them would be a real impact on value for the public purse. GMP had developed a retention programme, which included ‘stay interviews’ – providing an opportunity for officers to raise their concerns within a psychologically safe environment. Interventions had been developed which had been successful to date, with over 70% of those requiring interventions staying in the service.
- The importance of police staff within the organisation was highlighted in terms of maintaining high levels of operational delivery. Almost 500 staff had been recruited in the last six months into areas such as the call centre and operational control. The results of this recruitment programme were now being seen in the hugely improved response time statistics regularly presented.

The Deputy Mayor was invited to provide some further detail. In relation to the figures on diversity, a more detailed breakdown was available of the different ethnic minority backgrounds of people being recruited by GMP. There was a mixed picture here, with it showing that in some cases (such as the recruitment of black officers) that there had been a slight backwards step, this breakdown would be made available to the Panel.

It was also advised that the police pay settlement had now been agreed at 7%. This meant that the starting salary for police officers would now be £28,551 which would aid in the attraction of future applicants. Confirmation was still being awaited from the Home Office on how this would be funded, though the indications were that the funding would come from Government rather than an expectation that forces fund this themselves.

## **Comments and Questions**

- Members sought further information on retention rates – with reference to the 70% intervention success rates following stay interviews. Were there not opportunities however to address the issues being raised before it reached the point where officers were considering leaving the profession? It was agreed that this was a valid point, and that learning was being taken from these interviews to pick up potential trends and put in place mitigation measures accordingly.
- A query was raised about how open the recruitment process was in terms of candidates potentially getting the wrong impression about police work? Officers agreed that candidates, and their families, often applied with a preconception of what the role involved. Measures were in place to work with candidates and their families to help them fully understand what the reality of the role would involve.
- Member asked how confident GMP were in terms of monitoring figures around how many officers were leaving each year. It was advised that this was monitored closely amongst a suite of figures monitored, whilst uplift was over officially, from a financial point of view it was not over, so risks around attrition were monitored very closely. Members asked that some of this detail be provided.
- It was asked if a mentoring programme was in place so that officers on the verge of retirement could pass on their experience. It was advised that this coaching and mentoring approach was now being strongly considered as it was agreed that this was something that had not been fully exploited previously.
- Reference was made to the hiring of disabled staff. Approximately 18% of GM's population was classified as disabled, so the current figures were some ways out in terms of representation.

## **RESOLVED/-**

1. That the contents of the report be noted.

2. That further detail on ethnic minority breakdown be made available to Panel Members.
3. That further detail on the monitoring of risks around GMP Officer attrition be made available to Panel Members.

## **PFCP 41/23                    GMP PERFORMANCE REPORT**

DCC Terry Woods and Chief Supt. Richard McNamara introduced the latest GMP Performance Report to the Panel. Points highlighted included:

- The importance of the recent investments into the call centre were highlighted following a recent surge in call, both emergency and non-emergency. As an example, Grade 2 calls had risen almost 20% in a single month. This surge in demand was not localised and was being seen across the country.
- GMP were now ranked the best service in the country in terms of call speed. There were still exceptions, and these were monitored closely so that they could be learned from.
- Stop & search and arrests continued to rise, both of which were seen as a positive.
- Significant reductions were now being seen in residential burglaries, and the detection rate was increasing. At 8.2% this did not sound great on paper, but in policing terms this was a positive.

### **Comments and Questions**

- Members welcomed the continued improvements in initial response times to calls but asked if similar levels of improvement were being seen in the time from that initial pickup to the call feeding through to the right person. It was advised that GMB had their own internal breakdowns relating to handover speed and that these would be added to the next Performance Update to the Panel.
- Members had heard that Section 5 offences were no longer going to be recorded as crimes, would this impact ASB figures? It was advised that national changes to crime recording were taking place, and that there were myriad complexities around this at present. However, it should have little impact upon ASB. The crime would still be recorded (likely under Section 4 – Breach of the Peace), it just would not appear within Section 5.

- It was asked if GMP felt they were doing enough to advertise how well the service was now operating and how significant the improvements had been. It was advised that GMP probably could advertise this more, however they sought to strike a balance with a degree of humility as well. As the improvements had come from a position just two years earlier as the worst force in the country, and it remained the case that there was still a long way to go. It was important not to indicate in any way that GMP might now consider it a case of 'job done'.
- A query was raised about disproportionality in stop and searches. Was this figure improving? It was confirmed that there had been improvements, however there was no complacency as these had not been huge and it remained a live topic.
- Members asked how best to ensure that the quality of information being fed to police was of sufficiently high quality. It was advised that GMP's focus over the last 18 months had been to ensure that it was getting the 'basics' right again. GMP was now moving into its next phase which would be about ensuring a high quality of interaction through whichever channel a person communicates with GMP.

#### **RESOLVED/-**

1. That the GMP Performance Update be noted.
2. That the next Performance Update to the Panel will include information containing further breakdowns of call handover speeds.

#### **PFCP 42/23                      DRAFT DEPUTY MAYOR ANNUAL REPORT 2022/23**

Deputy Mayor Kate Green was invited to introduce the draft Annual Report of the Deputy Mayor which outlined the functions, activity and progress in meeting the police and crime objectives in the Mayor's police and crime plan 'Standing Together'. Following agreement of the content, the designed report would be presented to the September 2023 Police, Fire and Crime Panel for endorsement.

#### **RESOLVED/-**

1. That the Panel notes the draft Deputy Mayor's Annual Report 2022/23.
2. That the extended content in Section 3 of the report, containing more detail about the work taking place in each locality be noted.

3. That it be noted that a designed Annual Report will be presented for endorsement at the September 2023 meeting of the Panel.

**PFCP/43/23                    STANDING TOGETHER 2021-2025 – PRIORITY 1, YEAR 2**  
**PROGRESS REPORT: KEEPING PEOPLE SAFE AND**  
**SUPPORTING VICTIMS**

Neil Evans, Director of Police, Fire & Crime, GMCA, was invited to provide a Year 2 progress update on the work undertaken to progress Priority 1 of the Police & Crime Plan 2022-2025. Points highlighted included:

- Reference was made to the monitoring by the Deputy Mayor of the Neighbourhood Policing model introduced by GMP earlier in 2023 and how this would align with the new response model that would come into effect in September.
- 10 prevention hubs had also gone live in the districts as a good example of enhanced partnership working and prevention of crime.
- In terms of improving services to victims – significant investment had been put into the Victims Multi-Crime Gateway Service which would launch in August. This represented a near £7m investment over a three-year period.
- The Victims Satisfaction Survey had shown a 6% reduction on the previous year, which showed how confidence in improved performance was not quite feeding through to the public yet and needed continued work to address.
- Work continued around the national programme ‘Operation Soteria Bluestone’ which sought to transform the policing response to rape and serious sexual offences and increase confidence in coming forward to report such crimes.
- Reference was made to a suite of programmes in place to support young people at risk of crime, including young people involved in county lines drug dealing.
- Mental Health support programmes were highlighted – including work on ensuring that people suffering from mental health crises are not kept in holding cells.

**Comments and Questions**

- Further information was sought on the Multi-Crime Gateway. It was advised that a future report providing a full breakdown of the service could be brought to a future meeting.

- Further reference was made to how this good work was not fully feeding through to the public. Was there scope for public facing meetings lead by the Deputy Mayor and/or GMP officers? It was advised that from the mayoral public accountability meetings were held twice a year with invites being circulated to all involved in local politics. On a more local level, dedicated district commanders were now in place, with a key role being to interact and communicate with local communities.

## **RESOLVED/-**

1. That the report be noted.
2. That an item on the Multi-Crime Gateway and wider victims services work be brought to a future meeting.

## **PFCP/44/23 ROAD SAFETY INITIATIVES**

Vicky Sugars (Assistant Director of Police, Fire & Crime, GMCA) along with Peter Boulton (Head of Highways, TfGM) and CI Mike Parker (GMP) was invited to present an item providing the Panel with an overview of work undertaken to improve road safety across the region and to outline the ambition for Vision Zero. Points highlighted included:

- It was advised that last year's increase in the policing precept had enabled the doubling of road and transport policing, and this had been a vital step in building up this agenda. A number of other initiatives had also been directly funded by the Deputy Mayor such as Community Speedwatch and Safe Drive Stay Alive.
- 2021 had seen an 11% increase in road casualties over 2020 – though it was noted that the COVID lockdowns of 2020 impacted these figures. So instead, the picture was better found by comparing with years such as 2017-2019, where 2021 had actually seen a reduction on the average of those three years. Provisional data for 2022 showed further improving trends. However, in terms of fatalities, there had been an increase even over 2017-2019 so a lot of work remained.
- As part of the action plan for tackling road safety, and approach to Vision Zero was being developed, this was an ambition to eliminate all traffic fatalities and severe injuries whilst increasing safe, healthy and equitable mobility for all. This vision was already in place in a number of cities around the world.
- The 60 dedicated officers in place over the past 12 months had made a significant difference. There was a total of 133 road police officers in place now, based over

three policing bases. The focus of these units were to target and remove high risk drivers from the road. This work was underpinned by intelligence led operations. Operation Wolverine for example had seen the removal of 10,000 uninsured vehicles from the road.

## **Comments and Questions**

- Members highlighted concerns that many taxis within the region were being licensed outside of Manchester, many at Wolverhampton Licensing Authority. As these often allowed for older cars to be licensed than GM authorities would accept. It was advised that a GM wide project was taking place on this issue, and that arrangements would be made for a report to be brought to the Steering Group.
- It was noted that there was a lack of demographic breakdown in the details on fatalities and casualties in road accidents. Was this kind of information collected to allow for a more targeted approach? It was advised that there was improved data available to all districts to allow them to identify hotspots. The breakdowns went to age range and gender, the possibility of ethnicity breakdowns would be looked into.
- It was noted that the education workshops had only gone to 41 schools. This was a relatively small number; therefore, were more being arranged? It was advised that the initial tranche had been a pilot, and schools were being asked to put themselves forward for future events.

## **RESOLVED/-**

1. That the report be noted.
2. That a report be arranged for presentation at the Police, Fire & Crime Steering Group detailing the cross-GM work taking place on taxi licensing issues.

## **PFCP/45/23            GENDER BASED VIOLENCE DELIVERY PLAN – YEAR 2 UPDATE**

Neil Evans, Director of Police, Fire & Crime, GMCA, was invited to introduce a report outlining the progress to date on the development of the Gender Based Violence Delivery Plan 2022/23. Points highlighted included:

- The Plan was a 10-year plan and had been launched in September 2021. The Plan was overseen by a Board of 24 senior members of VSCE and partner agencies.

- The voice of victims and survivors needed to be at the heart of all work undertaken, and to hold true to that, a Panel was being arranged that would begin in September.
- A public engagement campaign containing the 'Is This OK' video and podcasting series continued to take place, with a focus on engaging males aged 18-34 who researched showed to be a key target audience for behavioural influence.
- Specific challenges faced by people from minority communities were highlighted. A financial package had been put together for legal aid for people with no other recourse to funding and support.

### **Comments and Questions**

- Members welcomed the report and particularly welcomed the engagement with the VCSE sector and asked that funding be maintained for these in the challenging times for funding.

### **RESOLVED/-**

1. That the Panel notes the contents of the report.