

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL
MINUTES OF A MEETING HELD ON 14 JANUARY 2022 AT THE COUNCIL
CHAMBER, MANCHESTER TOWN HALL**

PRESENT:

Councillor Janet Emsley, Rochdale Council (Chair)
Councillor Rabnawaz Akbar, Manchester City Council
Councillor Kevin Anderson, Wigan Council
Councillor Richard Gold, Bury Council
Councillor Mudasir Dean, Bolton Council
Councillor Allison Gwynne, Tameside Borough Council
Councillor David Lancaster, Salford Council
Councillor Tom McGee, Stockport Council
Councillor Graham Whitham, Trafford Council
Councillor Steve Williams, Oldham Council (Vice-Chair)
Majid Hussain, Independent Member
Angela Lawrence, Independent Member

Also in attendance: Baroness Beverley Hughes, Deputy Mayor.

Officers Present:

Paul Fearnhead, Area Manager, Frontline Service Delivery, GMFRS
Lisa Lees, Strategic Planning Manager, Police, Crime, Criminal Justice and Fire, GMCA
Carlos Meakin, Assistant Chief Fire Officer, GMFRS
Clare Monaghan, Director, Police, Crime, Criminal Justice and Fire, GMCA
CFO Dave Russel, Chief Fire Officer, GMFRS
Vicky Sugars, Community & Policing Principal, Police, Crime, Criminal Justice & Fire, GMCA
Lee Teasdale, Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA
Gwynne Williams, Deputy Monitoring Officer, GMCA
Steve Wilson, Treasurer, GMCA

PFCP/01/22 APOLOGIES

Apologies for absence were submitted on behalf of Jeanette Staley and Councillor Amanda Peers (Stockport). Councillor Tom McGee attended the meeting as Stockport's nominated substitute.

Following his recent retirement, members expressed their thanks to Governance Officer Steve Annette for his support to the Panel over the past few years, wishing him all the best for the future.

PFCP/02/22 DECLARATIONS OF INTEREST

No declarations of interest were made.

Members were asked to note and agree the minutes of the Panel meeting held on 22 October 2021.

The Chair highlighted that PFCP/35/21 requested that an update on IOPS be brought to the next ordinary meeting of the Panel. Members were reminded that this meeting, and the Precept meeting at the end of January were extraordinary meetings of the Panel, and therefore this update would be brought to the next meeting considering the regular business of the Panel.

RESOLVED/-

That the minutes of the meeting held on 22 October 2021 be agreed by the Panel.

The Chair invited Beverley Hughes, Deputy Mayor of Greater Manchester to introduce the refresh of the Police and Crime Plan.

Members were advised that the refreshed plan still retained the 'Standing Together' title but now also contained a supplementary strapline which highlighted the plan for a new era of accountable and people centred policing, community safety and criminal justice services for Greater Manchester. This strapline reflected developments in recent times and the response to this, particularly following the HMICFRS report.

The refresh had needed to consider a number of new elements since the development of the original plan. This included promises highlighted as part of the GM Mayor's manifesto following his re-election in 2021; extensive consultation with all the region's community safety partnerships; consultation with GMP; and consultation with the region's partner organisations in the voluntary sector. It was emphasised that connection with the voluntary sector was important, as the Plan was not just about police activity, but very much about partnership and joint enterprise across the region.

The Plan contained the three pillars that featured in the original plan, though these had been further developed. Reflecting further on the context since the original plan, two further fundamental underlying themes had been added. These were:

- Theme for Action 1: Tackling inequality and injustice in all its forms including Gender Based Violence.
- Theme for Action 2: Delivering with victims, communities and partnerships.

There was a much stronger emphasis on victims within the Plan now based on public and partner feedback. There was also a clear read across to the GMP Improvement Plan, whilst also recognising that the scope of this Plan was much broader than just GMP.

In terms of Priority 1 (Keeping People Safe and Supporting Victims), strong public feedback had been received on improved access to/visibility of policing; improved services to victims, particularly those experiencing sexual violence and abuse; and improvements around mental health support.

On Priority 2 (Reducing Harm and Offending), there was a conscious attempt to seek a balance between protecting people, enforcement, and rehabilitation of offenders.

On Priority 3 (Strengthening Communities and Places), there had been more recognition of elements such as roads policing being an issue; reducing anti-social behaviour and neighbourhood inequalities. Also highlighted was the improving of carbon credentials and linking into the Greater Manchester Strategy on this.

Comments and Questions

- Members welcomed the steps now being taken by GMP to engage more directly with the public. With a recent public engagement session at Oldham Council being highlighted as a strong example, with a sense that some of the issues raised in that forum had gone towards helping shape revisions to the Plan. The Deputy Mayor agreed, stating that the engagement seen at the meeting was qualitatively different to what had been seen previously, and that this was a welcome introduction to an improved culture around transparency and willingness to engage.
- Members questioned whether further detail was available around best practice, and how comparator work had been undertaken on this with other police authorities. It was advised that the Chair would liaise with the Deputy Mayor and relevant officers on how best to take this forward.
- Members expressed concern that labelling the priorities as 1,2 & 3 may lead to a public misunderstanding that these were in order of importance. The Deputy Mayor welcomed the observation and confirmed that these were to be seen as three equal pillars with no intention of hierarchy, but rather they were in alphabetical order. Care would be taken to make it clear to the public that the three pillars were all of equal importance.
- Members referenced each borough having its own self-contained community safety plan, asking if there were any difficulties in integrating these with the wider plans. The Deputy Mayor advised that it worked well in practice, with GMP now moving towards strengthened local leadership with the introduction of a cadre of new senior officers in each borough, developing close relationships with leaders and community safety partnerships in each area. There was also a considerable level of overlap between the local and the overarching plans
- Members asked about the possibility of increasing resources around local community safety teams. The Deputy Mayor stated that where possible there was a conscious effort to devolve to the localised level. Examples of this included grants for voluntary organisations, which previously had been administered centrally, but had now been devolved to the local level to allow for more informed decision making on which voluntary organisations would be best served by this.
- The Chair drew the item to a close, commending the work of officers in drawing the Plan together and reporting that the Panel accepted the Plan without the requirement for further amendment.

RESOLVED/-

1. That the process undertaken to refresh the Police and Crime Plan be noted;

2. That the key points highlighted through consultation be noted;
3. That the Panel provide the GM Mayor with its report on the draft plan in order to fulfil statutory requirements; and
4. That the next steps be noted.
5. That the Chair be asked to liaise with the GM Deputy Mayor and relevant officers on how best to present information pertaining to comparator figure analysis with other police authorities.

PFCP/05/22 FIRE SERVICE PRESENTATION

CFO Dave Russell, ACFO Carlos Meakin and Area Manager of Front-Line Service Delivery Paul Fearnhead, introduced a presentation to the Panel, which sought to build a further understanding of the GMFRS services, functions and performance.

Points highlighted included:

- Attention was drawn to the work undertaken around identifying and assessing all foreseeable risk within GM, and much of the work undertaken by the service on a day-to-day basis included the prevention and mitigation of such risks.
- There were 41 fire stations strategically located across GM, based on level of risk evaluated through the risk planning process.
- The Fire Plan 2021-2025 had been recently published, and this was underpinned by a robust and comprehensive Annual Strategic Assessment for Risk (SAoR). Also informing this were yearly Annual Delivery Plans, which were more specific in terms of what the service sought to achieve within that window.
- The importance of developing local risk management knowledge was highlighted. The Community Risk Management Model provided a process that enabled a greater understanding of the specific risks each community faced.
- Local station managers and watch teams were tasked with identifying local risks and priorities in the form of Station Action Plans. Group Managers then reviewed and extracted the highest risks from across all these stations to develop Area Action Plans. These were then shared with Community Safety Partners for feedback.
- A prevention team was in place to provide strategic direction, policy, guidance, and specific resources to deliver on the strategic policy focussing upon helping people to reduce the risk of fires and other emergencies. The Head of Prevention was the strategic lead for home safety, education, campaigns, community safety and volunteering.
- A protection team was also in place to provide strategic direction, policy guidance and support to enable the service to deliver on its strategic policy to help protect the built environment. The Head of Protection was responsible for fire investigation, fire engineering, petroleum and explosives, operational intelligence, technical fire protection and enforcement.

- Investigations undertaken by HMICFRS were highlighted. A first inspection had been undertaken in November 2018 and graded the service as 'requires improvement' in a number of areas, therefore considerable work had gone into ensuring the improvements required in these areas were scaled up. A second inspection had taken place in June 2021, the recently released outcome from this and had found that two areas (efficiency and effectiveness) still required some improvement, but that there had been substantial moves forward in improving the service, particularly in terms of leadership.
- It was noted that there had been a rise in hostilities towards fire fighters during Q2 of 2021 (53% rise totalling 9 extra incidents), which was a concern.

Comments and Questions

- Members sought more information about the Community Risk Model and where the local knowledge was acquired from. It was advised that this came from a number of areas, crews out in the community on a day-to-day basis may identify risks or areas that could be improved but were not captured in more strategic assessments. Engagement also took place with local authority partners, GMP, community safety partnerships and others through formal meetings and informal discussions.
- Members noted that there was a lack of KPIs on prevention work at present and asked if these were being developed further. It was stated that following on from the Programme for Change for Greater Manchester, provision for prevention was altered to a new model looking at national campaigns and linking with the national police chiefs' model to ensure a broader all age curriculum. A new governance model had been put in place around prevention which would involve closer scrutiny of activity and the prevention KPIs which would be developed further this year and go wider and broader in terms of education. A new prevention strategy was also about to be launched.
- Members stated that they would welcome sight of the improvement plans to address HMICFRS concerns around efficiency and effectiveness. Officers stated that they would be happy to bring the HMICFRS report inclusive of the future plans to a meeting of the Panel in due course.
- Members emphasised the importance of taking full responsibility in terms of the duty they now had to scrutinise the fire service, including invites to Borough Commanders. The Deputy Mayor welcomed the level of engagement shown and assured the Panel that regular update reports would be made available.
- Members further enquired about the steps being taken to address the continued concerns raised in the recent inspection and sought assurances that the public could be assured of community safety. Members were assured that a full set of plans were in place to address the findings, and updates on these would be brought to future meetings. Recent work that had taken place on safety was addressed, this included a refresh of the Home Fire Safety Assessment; specific targeting work with those most at risk in the community; the drafting of new prevention and protection strategies; the restructuring of the protection function to be more agile; and also seeking to recruit more staff to support the protection function.

- The Chief Fire Officer (CFO) further addressed the issues highlighted by the HMICFRS report. The service was clearly now on a strong direction of travel, but there was significant work that was still required, specifically in terms of capability around MTAs (Marauding Terrorist Attacks). The CFO had made this a personal priority item, when he joined the service 15 months ago it did not have this capability, but it was now in place, and work was taking place with fire service unions to further improve the resilience of this capability. Updates on this would also be brought back to a future meeting.
- The Deputy Mayor referenced the development of Integrated Place Based Working, and the important role the fire service would play as part of this. There was a great deal of latent potential in the fire service to be leaders in the problem-solving place-based approach that was being developed across GM.
- Members referenced the new government legislation on building cladding. Were there any plans on communicating with residents on how this would impact them? It was advised that discussions had taken place with the Head of Protection regarding this, and it was understood that further information would be made available from government around March 2022, and that engagement would take place following this. It was planned that all affected residents would be written to about this in the next two weeks updating them on expected timelines, and the High-Rise Taskforce continued to liaise with residents on a regular basis.
- Members raised questions around workforce equality and inclusion for underrepresented groups. Clearly good progress was being made and more detail on numbers was requested. It was noted that KPIs did not appear to have a specific target. It was advised that there was significant work taking place to make further improvements, as whilst this was going in the right direction, percentage figures in terms of female and minority ethnic firefighters still remained in high single percentage figures which was still nowhere near good enough. The service had recently recruited in the region of 170 firefighters, which had presented opportunities to increase representation from underrepresented groups. One recent group of recruits had included just over 40% female, and this agenda would remain front and centre going forward. The Chair asked that the statistics on the numbers be forwarded to the Panel in due course.
- The Chair welcomed the invitation to Panel Members to undertake site visits during 2022, and for the presentation and improvements taking place throughout the service. The service had also clearly coped admirably with the many challenges posed by COVID-19 and the continued work with the Princes Trust was also commended.

RESOLVED/-

1. That the information contained in the presentation be noted.
2. That future reports be provided to Members updating them on the continued development of plans in response to the HMICFRS report.
3. That statistics pertaining to the number of firefighters at GMFRS from underrepresented groups be forwarded to Members when available.

4. That the opportunity to undertake site visits during 2022 be welcomed by Members.

PFCP/06/22 PRECEPT PROCESS AND RESPONSIBILITIES OF THE PANEL

Steve Wilson (Treasurer, GMCA) presented a report setting out the process being followed ahead of the Precept being received at the next meeting.

RESOLVED/-

1. That the statutory duties of the Police, Fire and Crime Panel in relation to the setting of the police precept be noted.
2. That the timetable for the setting of the 2022/23 police precept and the need for a meeting by 31st January 2022 to consider this, be noted.

PFCP/07/22 LEGAL REPORTS

Complaints Process and the Proposed Changes in Relation to Police Reviews

Gwynne Williams (Deputy Monitoring Officer, GMCA) presented a report which recommended a change to the complaints procedure. This arose from the transfer of a statutory function from GMP to the GM Mayor in relation to the handling of statutory complaint reviews.

If a member of the public has a complaint about policing, they make it in the first instance to GMP, and then, if dissatisfied with the outcome, they can ask for a review by the Police and Crime Commissioner, the only avenue of challenge if still dissatisfied, is then by way of judicial review. The amendments make clear that the Police, Fire & Crime Panel is not an available avenue for pursuing operational policing complaints.

Contingency Planning for the Mayor and Deputy Mayor

It was advised that in the event of a vacancy in the office of GM Mayor or incapacity of the GM Mayor, legislation automatically provided for the GM Deputy Mayor (currently the Mayor of the City of Salford Paul Dennett) to assume these police and crime commissioner functions.

In the event of suspension, the legislation provided for the Police, Fire & Crime Panel to appoint an acting commissioner who could either be the Deputy Mayor for Policing and Crime, or an officer of the GMCA who works wholly or partly within police and crime functions. A small amendment was proposed to identify a small pool of officers (by position title).

RESOLVED/-

1. That the revised complaints procedure be approved.
2. That the statutory framework applicable in Greater Manchester be noted.

3. That the revisions to the Panel's Rules of Procedure be approved.

PFCP/08/22 ANNUAL REPORT

Lisa Lees (Strategic Planning Manager, Police, Crime, Criminal Justice and Fire, GMCA) presented the Annual Report to the Panel, which outlined the functions, activity and progress made in meeting the police and crime objectives within the Police and Crime Plan.

Work had taken place to make the report more interactive this year, with links to other documents and videos where available in the community. Once agreed the report would be made available as a PDF document on the GMCA website.

Member's attention was drawn to section 4 of the report 'Investing in Communities'. This section of the report had been written jointly in conjunction with the heads of the Community Safety in each district. It contained a broad range of themes with examples/case studies of work with the community within each district where funding had been provided through the Deputy Mayor's delegated funding pot.

Comments and Questions

- Members referenced the finances, noting that £12.7m had been transferred from reserves last year, and £28.1m to the reserves. Members enquired about the level of reserves held, and whether these were earmarked for improvement programmes. The GMCA Treasurer confirmed that the majority of reserves used had been earmarked for specific purposes. This question would be taken away and a more detailed overview looking backwards at previous funds used and forwards at future earmarked projects provided with the budget reports over the next few months.
- Members made reference to 'Programme Challenger' the partnership approach to challenging serious crimes in all its forms. There had been a lot of media attention around issues in Cheetham Hill and specifically the Bury New Road corridor over the last few months as an area increasingly blighted by serious organised crime. Was there a specific plan in place to address this? It was confirmed that the issues around Bury New Road were under constant review, and close liaison was taking place with GMP to develop further plans to address this, developing further upon operations that had taken place in recent months. Damian Dallimore (Programme Manager for Programme Challenger) would be asked to contact Cllr Akbar to provide him with further details.
- Members noted that on referrals to onwards services, 10,609 individuals had been offered, but between 40-50% of people had turned down these referrals. There was concern that this would put pressures on services further down the line. Therefore, how was this being addressed? It was advised that the contract had just been re-let with a commitment to liaison diversion services. Meetings would be taking place with all community safety partnerships and liaison diversion services to establish whether the current model was the best one going forward in terms of maximising service uptake.
- Members expressed a wish to see more of the partnership voices clearly coming out of the report. The Deputy Mayor stated that by necessity this was pitched as a high-level report, and could only broach so many voices within it, however efforts

had been made to ensure that links contained within the report provided access to more detail and case studies pertaining to work with partners. This was a way to tell these stories more effectively than a high-level report could contain. However, these comments would be taken on-board to ensure that the voice of partners was clear throughout.

- Members highlighted concerns that work around equalities only appeared explicitly within a small section of the annual report. The Deputy Mayor advised that towards the back of the report there was further detail on the work taking place at district level to address issues around disadvantaged backgrounds. Officers would look at the report to ensure that equalities work came out clearly.

RESOLVED/-

1. That the information contained within the report be received.
2. That the receipt of a further presentation on the Annual Report be agreed for the January 31st 2022 meeting.
3. That the GMCA Treasurer be asked to ensure that detail on the use of reserves, both previously and planned for future, is highlighted within forthcoming budget reports.
4. That Damian Dallimore be asked to liaise with Cllr Akbar on the work taking place to address issues around Bury New Road as part of Programme Challenger.
5. That officers be asked to ensure that the Annual Report highlights the partnership voices within it.
6. That officers be asked to ensure that work taking place around addressing inequalities is highlighted clearly within the Annual Report.