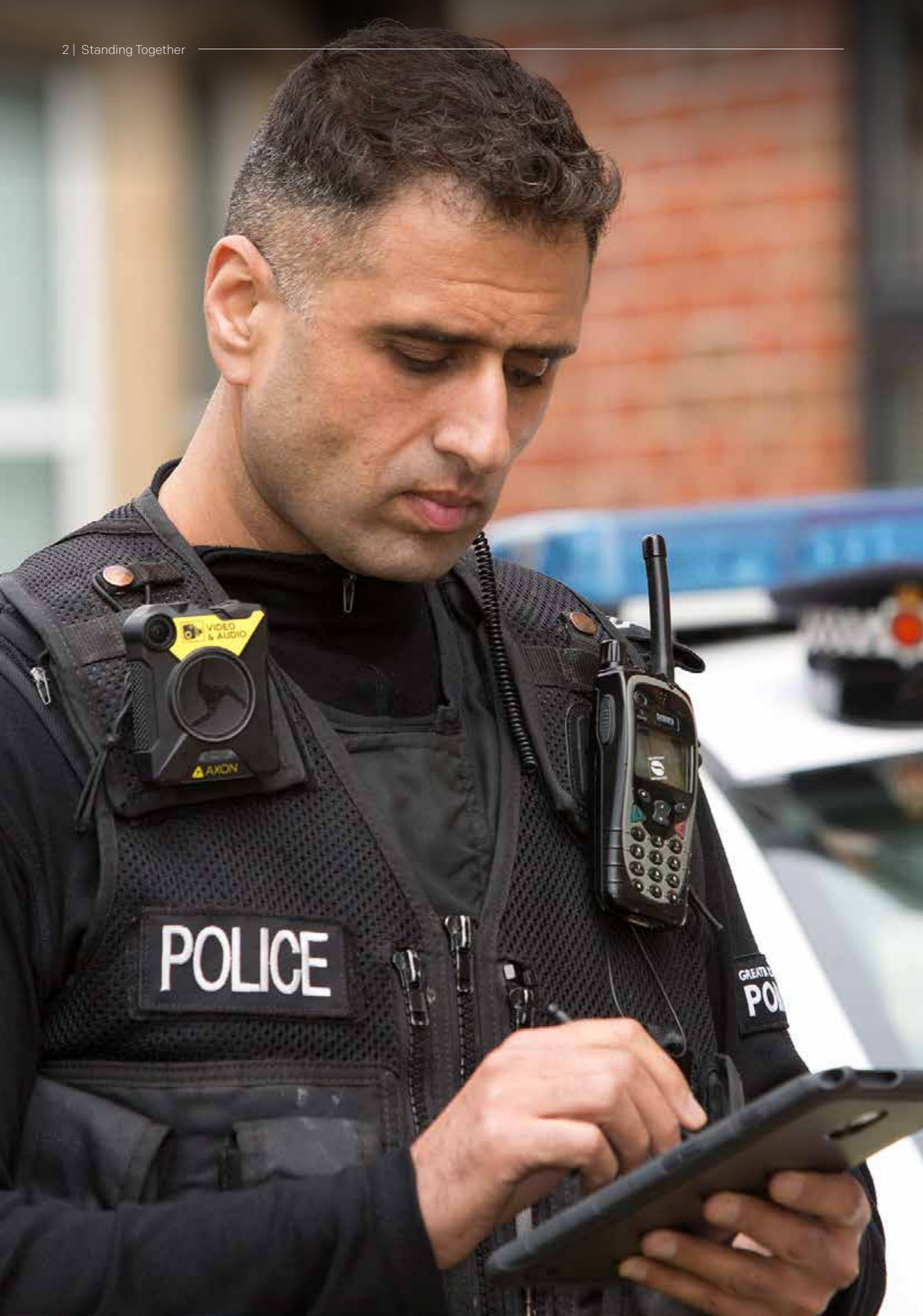




Standing Together

Annual Report
May 2017 – March 2019



FOREWORD FROM THE MAYOR OF GREATER MANCHESTER

This is the first annual report reflecting the delivery of policing, community safety and criminal justice services since I took on responsibility for these services in May 2017. It also reflects the first full year of delivery for the Police and Crime Plan, Standing Together, published in March 2018.

It has been a challenging period for Greater Manchester with the horrific attack on Manchester Arena, which saw 22 innocent people lose their lives, just days after myself and the Deputy Mayor for Policing and Crime took up office.

We will never forget those who lost their lives or the impact it has had on others. I am proud of the way Greater Manchester responded; the way people from all faiths, cultures and backgrounds came together. The dedication and skills of the police services – and other emergency services – was clearly evident and a key part of that response.

Operations in the aftermath clearly show the strain that government spending cuts are having on policing.

Over 2,000 fewer police officers and 1,000 fewer police staff and

PCSOs since 2010 across Greater Manchester has left staffing at a level that is not sustainable.

The latest crime figures show a five per cent increase in recorded crime across Greater Manchester in the 12 months ending September 2018. Whilst this is lower than the national average, local policing continues to be stretched, with greater increases in serious and violent crime.

In such tough times it's important that we all recognise the dedication and commitment that all our police officers demonstrate when they are facing the challenges that budget reductions have brought about. This report is also an opportunity to thank and acknowledge the work they do for us every day in such difficult circumstances. That is why we have restated our commitment to community safety by increasing policing numbers in Greater

Manchester for the first time in eight years, pledging to protect PCSO numbers and delivering on improvements to the non-emergency 101 number.

Throughout this report, the challenges and complexities of policing Greater Manchester and keeping our communities safe are a common thread. Only by standing together can we meet these challenges head on and, as this report highlights, that is very much our approach in Greater Manchester. We will continue in this vein, by transforming services, doing things differently, and working as one to keep people safe and protect the most vulnerable in our communities.

Andy Burnham

Andy Burnham
Mayor of Greater Manchester



INTRODUCTION FROM THE DEPUTY MAYOR OF GREATER MANCHESTER

Launched in March 2018, our first Police and Crime Plan, Standing Together was developed in partnership with local people, the police, local authorities, community safety partnerships, businesses, health services and voluntary and community organisations across Greater Manchester.

Because most of the challenges that face local communities today cannot be addressed by the police alone, they demand a partnership approach, local organisations working together with local residents to identify and solve local problems.

The context within which the police and partner agencies are working is also challenging and becoming ever more complex. Greater Manchester was resolute and united in the face of terrorism – but this remains a threat. Organised crime groups are increasingly engaged in diverse serious criminal activity handling the supply of drugs, criminal and sexual exploitation of children, modern slavery and human trafficking, cyber crime, attacks on individuals and businesses, fraud, blackmail, grooming – it's escalating and perpetrated not only by criminals in the UK, but across the world.

We must respond to these threats whilst at the same time maintain our commitment to strong neighbourhood policing.

The police and their partners are committed to responding to the challenge of the escalating and changing nature of crime. But they have to do so with drastically reduced government funding that has cut the number of front-line police and community safety staff on our streets.

Nonetheless, as this report shows, the police, local authorities and other partners are making remarkable progress, doing things differently and demonstrating real innovation to achieve the three key priorities of Standing Together:

- Keeping people safe
- Reducing harm and offending
- Strengthening communities and places

The ultimate test of how well we are achieving these aims is how safe local people feel – in their homes, neighbourhoods, at work, travelling and when they are socialising. So we are developing a survey of how safe people are feeling in all these situations and in all ten districts across Greater Manchester. It will be repeated regularly so we can see trends over time, and the views residents express will help us refocus our efforts whenever necessary.

Baroness Bev Hughes

Deputy Mayor for policing, crime and fire

CHALLENGES

Deputy Mayor of Greater Manchester Bev Hughes is responsible, on behalf of the Mayor of Greater Manchester, for making the police service accountable to local people and supporting local authorities in their duty to improve community safety.

Greater Manchester is one of the most challenging areas to police in the United Kingdom, if not Europe, as demand on police and other services continues to soar and police deal with more complex crime, such as cyber crime, child sexual exploitation and human trafficking.

Local policing also faces significant financial challenges as a result of almost a decade of

central Government budget cuts. Since 2010, the Government has cut the amount of money they provide to Greater Manchester Police by more than £200 million. This has resulted in the loss of 2,000 police officers – a 25% reduction – and almost 1,000 police staff and PCSOs. The Mayor and Deputy Mayor have worked tirelessly with local leaders to reverse this trend, using money raised through the annual precept to prioritise an increase in the recruitment of police officers. We know this is important to local people.

There is a wealth of innovative and ambitious work taking place across Greater Manchester to keep people safe, reduce harm and offending and strengthen communities and places, against this backdrop of unprecedented and complex demand and

shrinking resources.

This report provides a snapshot of this work over the period of May 2017 to March 2019, highlighting how public bodies are working more closely together and with the voluntary and community sector, to transform how they provide services with a focus on place-based delivery. This is allowing for a focus on prevention and earlier intervention and making sure the most vulnerable people in our communities get the help and support they need at the right time in the right place.

All of the work outlined in this report aligns with the three priorities of the Police and Crime Plan and the ambitions set out in the Greater Manchester Strategy: Our People, Our Place, to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

GMP COMPLEX DEMAND

2017/18



2018/19



WORKING TOGETHER AND OUR PRIORITIES

No single agency or community acting alone can tackle the issues and challenges outlined in the report. Only by standing together with the police and criminal justice agencies, local authorities, community safety partnerships, voluntary and community groups can we build safer, stronger neighbourhoods. That is what we are doing in Greater Manchester.

In March 2018, the Mayor and Deputy Mayor launched the new Police and Crime Plan, setting out the key priorities for building community safety across Greater Manchester over the next three years.

Produced in partnership with a wide range of people and organisations across Greater Manchester, the Standing Together plan is aimed at everyone with a stake in community safety – not only the police, but also the criminal justice system, the health services, local councils, voluntary groups and local people.

The plan builds on the partnership principles already engrained throughout Greater Manchester's public services, recognising the wealth of good work and innovative approaches already in place, and setting out how Greater Manchester will continue to do things differently to create safer, stronger communities.

This includes commissioning innovative services, such as the health care in custody service, and continuing to transform how we work with partner organisations and the voluntary sector to protect the most vulnerable in our communities, tackle the issues that cause the most harm to our citizens, and make sure we are using resources and delivering services in the most effective way.

The following gives a snapshot of some of the challenging and complex issues we continue to face and how Greater Manchester is working together to keep people safe, reduce harm and offending, and strengthen communities and places.



Priority One: Keeping people safe

Greater Manchester is one of the most challenging areas to police in Europe. Demands on policing and other services have soared, and although serious and complex crimes are on the increase, Government grants have been cut and Greater Manchester Police (GMP) has been forced to lose 2,000 police officers.

GMP is transforming the way it works to continue providing high quality services, and partner agencies are working together to reduce demand on emergency services, support the most vulnerable and keep people safe.

Greater Manchester is making great strides in tackling domestic abuse and violence, with particular emphasis on early intervention. Our innovative STRIVE programme helps victims of domestic abuse and their families at an earlier stage to prevent reoffending and stop violence escalating. This has involved police, local authorities and other partner agencies working with the voluntary sector to develop a network of Victim Champions, bringing agencies together to signpost victims to relevant support services, share best practice and prevent repeat victims of domestic abuse. The scheme has supported more than 10,000 victims of domestic abuse and their families and has now been commissioned on a Greater Manchester-wide scale.

As part of the Deputy Mayor's commitment to protect girls and young women from the hidden crime of female genital

mutilation, the Guardian Project is commissioned to coordinate care and support for those affected by or at risk of this illegal and abusive practice. Since November 2017, more than 681 women and young girls affected by or at risk of female genital mutilation have been helped by the service.

Mental health-related incidents place a significant demand on policing, with police officers often the first contact for people going through a mental health crisis. Building on our work to transform mental health crisis care in Greater Manchester, mental health workers are now in the police control room 365 days a year, helping police respond to 17 mental health-related calls a day. This service is helping to reduce demand on the emergency services, whilst ensuring vulnerable people get the right help and support.

When the Deputy Mayor was consulting on the priorities for the Standing Together plan, residents told her how important it was that she took action on the harm caused by drugs and alcohol, not only to those who suffer from addiction and their families but

also to clean up our streets and tackle drug related litter. Official figures show there were almost 1,200 deaths caused directly by alcohol between 2015 and 2017, with the overall cost of alcohol to Greater Manchester an estimated £1.3bn per year – the equivalent of £500 a resident. Drug-related deaths have increased by 74% in Greater Manchester over the last decade. Street drugs have got stronger, new psychoactive substances have been developed, and drug use has changed, creating more challenges for public services.

In response, and working closely with health colleagues, the Deputy Mayor consulted on the priorities for a Drugs and Alcohol Strategy for Greater Manchester.



The overall cost of alcohol to Greater Manchester estimated £1.3bn per year – the equivalent of £500 a resident.



Local residents were encouraged to help shape a new approach to tackling substance misuse as it was revealed that drugs and alcohol kill more people in Greater Manchester, compared to national average.

With the support of all the ten Greater Manchester councils, the strategy was launched in March 2019 and set out the city-region's ambition to significantly reduce the risk and harm caused by drugs and alcohol. Devolution is providing the opportunity to do things differently by transforming support services, protecting children, young people and families from the impact of substance misuse, and reducing drug and alcohol-related crime.



There are more than 1,000 victims of fraud and scams in Greater Manchester every month

It will drive forward an ambitious programme of work to tackle the things that matter most to local people.

The strategy also brings together the work that was already taking place to protect people from harm. One example of this is the Drugs Early Warning system, an online network of frontline staff from police, health, prison service and others agencies, which allows participants to share dangerous and emerging drug trends in their local area.

The Greater Manchester Drug Early Warning System consists of two main parts: an online Professional Information Network (PIN) consisting of over 700 Greater Manchester professionals who share knowledge and are kept up to date with national and local drugs intelligence; and a multidisciplinary online Drug Alert Panel consisting of a small group of local professionals from the NHS, Public Health England, GMP, Manchester Metropolitan University and drug service providers. The Alert Panel investigate drug related incidents and recommend appropriate responses. The Greater Manchester Drug Early Warning System works in tandem with MANDRAKE, a joint GMP and Manchester Metropolitan University initiative that enables drugs to be tested rapidly when incidents occur.

As crime continues to evolve - becoming more demanding and complex - so too does the need to evolve our response to tackling it. This includes cyber and economic crimes, which increasingly target some of the most vulnerable people in our communities as well as businesses. Whilst often hidden, the impact of these crimes can be shattering, causing real harm to victims.

There are more than 1,000 victims of fraud and scams in Greater Manchester every month and a large percentage are older people who have fallen victim to telephone scams, online scams and face-to-face doorstep crime. In recognition of the harm caused to vulnerable victims of fraud, the Deputy Mayor has funded the pilot of the Cyber and Economic Crime Awareness Service to reduce fraud and meet the needs of victims. The service, provided by GMP, works with banks and

businesses to identify suspicious activity, raises awareness of the measures people can take to protect themselves from preventable online fraud, romance fraud, bogus traders and other scams, and allows the police to act proactively using warnings to disrupt and deter fraudulent behaviour where the chances for prosecution are low.

In the six months since it was launched in November 2017, 316 victims have been referred to the service, of which more than a third are over the age of 65 years old. Awareness events have also been held in localities and prevention messages are shared via social media.

As part of the work to tackle fraud, the Deputy Mayor has also helped to launch GMP's Senior Scam Busters initiative, which gives peer-to-peer support to older victims of fraud and cyber crime.

The scheme comprises more than 13 predominantly older and retired volunteers, who have been trained to give fraud advice and guidance as well as signpost people to specific agencies when necessary. The team identifies and contacts victims over 60 years old from fraud reports, giving practical help and advice over the telephone to reduce the risk of them falling victim again.



Greater Manchester covers an area of nearly 500 square miles and is home to approximately 2.8 million people, forming 1.2 million households.

PUTTING VICTIMS AT THE CENTRE

The Deputy Mayor is committed to making sure all victims of crime get the best support possible across Greater Manchester, and in July 2017 commissioned the Assessment and Referral Service. Delivered by Victim Support, this integrated model is embedded into the local public service hubs in each borough to provide a better, streamlined service for victims of crime.

The service provides emotional, advocacy and practical support for all victims of crime, no matter when the crime took place or whether they choose to report the crime to the police.

In 2017/18, the service supported 53,033 victims and in 2018/19 the service provided support to a further 54,081 people.

The rollout of local dedicated Victims' Services Coordinators is an integral part of the service. The 11 coordinators are the single point of contact on each GMP police division to ensure quality of service delivery for victims and develop partnerships and co-ordination between partners and the independent service provider. The role of the coordinators is to ensure the voice of victims are heard and to influence service redesign across GMP and the wider system.

Victims of crime can also access the Greater Manchester Victim Services website – gmvictims.org.uk – an online tool providing support and advice to victims of all crime, regardless of when the crime took place or whether it was reported to the police or not. As well as information and advice, the site features a directory of victims' services available to the people of Greater Manchester, to help them self-navigate to support services that may be suitable for their needs.

The ongoing work of the Deputy Mayor is helping to transform the victims' journey by reducing waiting times and giving victims easier access to vital support services.



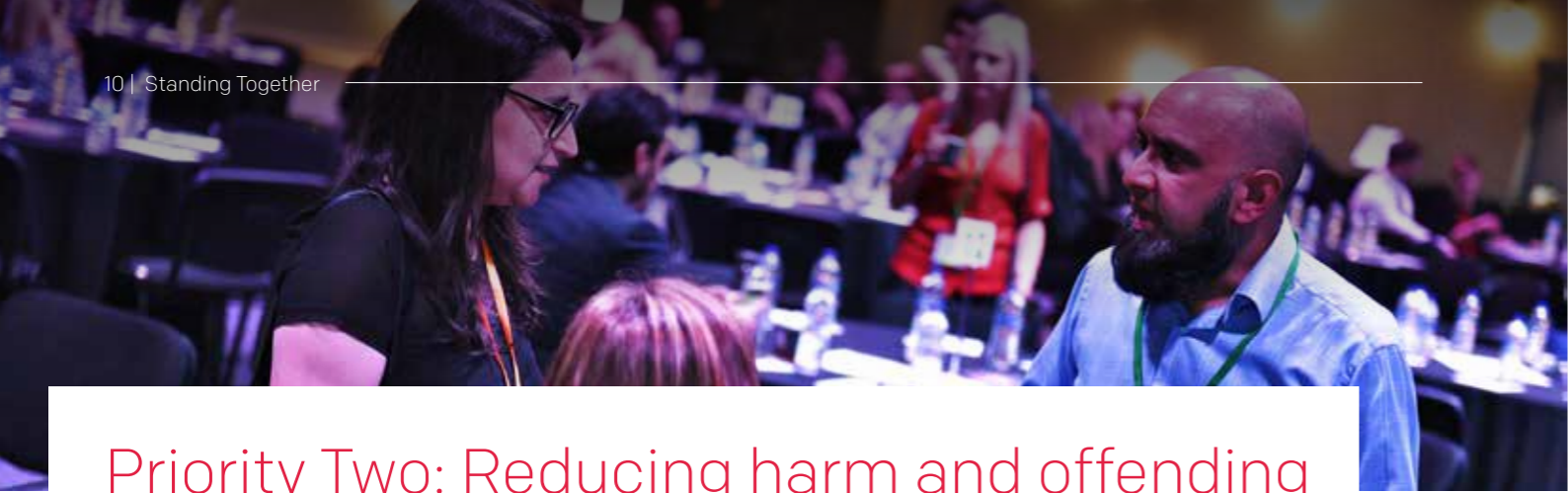
CASE STUDY

Dating fraud

Joan* met a man online who claimed to be a US Army General based in Kabul. Soon after beginning what she believed was an online relationship, the man asked Joan to send him money to help his gravely ill son. This led to further requests for larger sums of cash, and Joan took out two loans and borrowed £8,000 from her son's savings account to send to him.

After becoming suspicious that the man wasn't who he said he was, Joan reported it to Action Fraud in October 2017. Concerned for her welfare, GMP visited Joan at her home a number of times to offer support, seek help from her family, and put her in touch with a befriending service. Investigations found that there were a number of people online who had been scammed by the same man, who was actually in Nigeria, using exactly the same story.

Joan is now taking positive steps to turn her life around, with the full support of her family.



Priority Two: Reducing harm and offending

Only by working together with partners across public services, including criminal justice and the voluntary sector can we challenge and change behaviours that cause most harm.

The police, National Probation Service, the Community Rehabilitation Company and many other organisations play a vital role in protecting and supporting not only those who have been victimised but also rehabilitating those who have committed offences. However, this does not mean that offenders go unpunished. For those who have caused the greatest harm, this will include custodial sentences, and management and supervision in the community.

women and their families rebuild their lives and reduce reoffending. We have also worked with HMP Styal to jointly develop services to support families of offenders. This is a UK first.

In some cases, we recognise that prison won't achieve positive change and intervening earlier can have a constructive impact and deter people from further offending. Known as restorative justice and previously managed at a district level, we have designed a new approach, which is brought together in the Greater Manchester Restorative Justice service, which will fully launch later in 2019. This is complemented by a problem-solving court, which aims to divert young people from the criminal justice system.

Launched in November 2017, a health care service that is provided in police custody, brings together health and justice organisations to better support vulnerable people who find themselves in police custody, it has already helped a further 79,000 people. Available for both adult and young offenders, the integrated service supports people affected by a wide range of issues, including physical and mental ill health, learning disabilities, debt,

homelessness, drug addiction, and PTSD, providing interventions and support to people from the moment their additional needs are first identified.

Integral to the work to keep people safe and reduce offending, the Deputy Mayor is dedicated to the importance of early intervention, particularly intervention that can be targeted at young people at risk of getting involved in criminal behaviour. More than £1.1 million has been awarded to Greater Manchester, by the Home Office, to fund a new project aimed at supporting children and young people at risk of exploitation or abuse. It will deliver better quality, trusted relationships between professionals and vulnerable children and young people.



Greater Manchester has achieved the highest number of modern slavery prosecutions in the UK

Through devolution, Greater Manchester has been leading the way in transforming the criminal justice system to reduce offending and better support rehabilitation. Our whole-system approach to women offenders, for example, has helped more than 2,671



Our whole-system approach to women offenders, has helped more than 2,671 women and their families rebuild their lives and reduce reoffending.

The scheme will see psychologists brought in to guide 120 professionals and enable them to deliver more effective interventions. A review by the Early Intervention Foundation found that a trusted relationship with an adult is an important part of effective programmes to support vulnerable children, and that the lack of trusted relationships is consistently cited as a contributing factor in cases of child sexual abuse and exploitation.

Responding to the problem of organised crime requires collaboration, as well as positive, reciprocal relationships between these agencies and the law-abiding public. Tackling the criminal exploitation of children and vulnerable people has continued to be one of the top

priorities for the Deputy Mayor, police and other agencies. Programme Challenger is Greater Manchester's partnership approach to tackling serious organised crime in all its forms. It brings together police, councils and other public, private and voluntary sector organisations. The Deputy Mayor has committed to ensuring that individuals and communities affected by those crimes receive appropriate protection and safeguarding. Since January 2018, there have been 165 disruptions recorded against organised crime by GMP and partner agencies. This includes 107 arrests and 59 organised criminals have been convicted to 487 years in custody. In 2018, almost 3,000 people attended training in relation to human trafficking and modern

slavery, delivered by partnership officers working in the Programme Challenger team. The Trapped campaign has resulted in our first four child criminal exploitation recordings in 2017 and this has increased to 48 in 2018. The Challenger programme has also successfully implemented emergency accommodation for victims of modern slavery and trafficking with 35 victims benefitting from this provision in 2017 and 2018. Between 2018 and now, 221 victims were officially identified via the National Referral Mechanism (NRM) and Duty to Notify, and post NRM support beyond the statutory period is enabling a better chance of recovery and accessing appropriate services for some of the most vulnerable people.



CASE STUDY

Tackling modern slavery and organised crime

In Rochdale, the police, local authority and other agencies have been working together to tackle modern slavery, criminal exploitation and drug dealing. In April 2018, this led to a number of arrests and the charge of four people in relation to drugs offences and the criminal exploitation of children and vulnerable adults.

In November 2018, a further 16 people were arrested for drugs offences and serious organised crime as part of the ongoing investigation. Police also recovered large quantities of cash, drugs and gold bars and seized five cars.

Priority three: Strengthening communities and places

Greater Manchester's industrial heritage is reflected in its architecture and in its long history of innovation and immigration giving us a population that is rich in cultural diversity and creativity.

More than 150 languages can be heard on the streets of Greater Manchester and yet there is a shared sense of place that is encapsulated by Tony Walsh's poem 'This is the Place', which includes the line: some are born here, some are drawn here but they all call it home.

Improving the safety of our town and city centres is vital to building resilient and resourceful communities and protecting the places where people live, work, socialise or travel.

Through the Standing Together plan, the Deputy Mayor has committed to working with partners to create vibrant night-time economies, where increasing numbers of visitors have the confidence that our town centres are safe places to visit.

In June 2018, Warehouse Project and Parklife founder Sacha Lord was unveiled as Greater Manchester's first-ever night-time economy adviser, to champion Greater Manchester's thriving nightlife and work to ensure people on a night out can have a safe and enjoyable time. He is supported by a night-time economy panel, comprised of experts from across Greater Manchester.

We are also making it safer to travel around Greater Manchester

by committing further investment in the TravelSafe Unit, which works to deter and reduce crime and anti-social behaviour on the public transport network. In July 2017, Metrolink introduced 900 hours of additional security patrols each week, the equivalent of 24 additional TravelSafe officers, and the transport network CCTV control centre is now also operating 24/7.

The Deputy Mayor has also committed to using the additional funds raised through the 2019/20 council tax precept to bolster the unit with an additional 50 police officers.

Following the Manchester Arena attack in May 2017, the Mayor of Greater Manchester announced a review to examine the work being undertaken to confront all forms of violent extremism and build cohesion to ensure residents across Greater Manchester are protected. The Commission for Preventing Hateful Extremism and Promoting Social Cohesion was established to undertake this work. In July 2018, the Commission published its report, which called for a whole-society approach to tackling violent extremism, where families, communities and faith groups work to provide information to support the work of public bodies. Work is ongoing to implement the Commission's recommendations.



Challenging hatred and prejudice and building social cohesion is central to strengthening our communities and places. Since May 2017, The Deputy Mayor has invested more than £150,000 in more than 150 initiatives to raise awareness of hate crime and encourage reporting as part of Hate Crime Awareness Week and other events that take place over the year. This has included community and youth group events using arts and crafts, drama and short film to bring people together, awareness raising at football and rugby clubs, shopping centres, schools and hospitals, and sessions with taxi drivers and frontline staff.

IMPROVING SERVICES

The increases in demand for services, combined with funding reductions, means we need to work differently to share data, better coordinate services, exploit digital technologies, and make sure people get the right help, in the right place, from the right people, at the right time.

This approach is consistent with Greater Manchester's innovative programme of public service reform which places an emphasis on services being provided locally by co-located teams made up of workers from different organisations including the police.

We will work with and lobby Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HIMCFRS), other inspectorates, regulators and the Government for more rounded inspections of the services that are provided to keep people and places safe.

Local people have told the Deputy Mayor how important it is that they are able to contact the police and get a response when they do.

Calls to the police are continuing to increase and the Deputy Mayor knows that there have been reports of unacceptably long waits for calls to be answered, and for a police officer to contact a victim of crime when it is needed. Faced with shrinking resources and increasingly complex demand from the most vulnerable people, the Deputy Mayor committed to additional investment in the area of the 101 response and also regularly discusses performance with the Chief Constable. This investment has seen some improvement

but there is still a long way to go and this remains an area of focus for the Deputy Mayor and the Chief Constable who monitor progress against a detailed improvement plan of action that aims to improve accessibility and speed of response. The additional investment that the Deputy Mayor has made has funded 30 additional call handlers in addition to developing alternative communication channels.

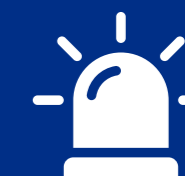
Other work includes:

- Live Chat, which was first piloted in December 2017 with the aim of providing an alternative point of contact for the public to raise questions with GMP. It is not intended that Live Chat will be prioritised over calls, however, it is a useful alternative for people who may just want some advice. This is one way of trying to reduce the number of calls whilst at the same time facilitating a more speedy response for people who need to make a telephone call.

- Establishing a system of triage to make sure that the most urgent calls can be responded to appropriately. This ensures that only genuine 101 and 999 calls go through to call handlers and has helped to manage the volume of calls and enabled a speedier response time for people who need it.

- Promoting the use of the Crimestoppers reporting facility, an anonymous way of contacting GMP and separate to the Operational Control centres. It has its own telephone number, and should be used by people wanting to leave information about crime or who may be committing crime. It is an important, albeit sometimes overlooked, further channel that the public can use.

- The GMP citizens' contract, which sets out seven commitments to the public about how they will continue to be upfront and honest about priorities and demands in return for the public's support to contact them in the right way, share information and intelligence and work together to create places to live that everyone can be proud of.



**Greater Manchester
is one of the most
challenging places to police
in Europe**



TRANSFORMING OUR POLICE SERVICES

Against the difficult backdrop of reducing resources and increasing demands it is even more important that GMP are as effective and efficient as possible. That's why, even with these challenges, we are continuing to oversee and support GMP's efforts to improve their efficiency, effectiveness and legitimacy. These are the categories considered by the HMICFRS as part of the annual PEEL assessment.

In 2018/19, GMP were rated as requiring improvement for the extent to which they are effective at reducing crime and keeping people safe, as requiring improvement for the extent to which they operate efficiently and sustainably and rated good for the extent to which they treat the public and its workforce.

GMP is working hard to make improvements where it has been judged that this is required and the Deputy Mayor receives monthly updates on each of the improvement areas and actions. It is acknowledged that the impact of reduced resources has been felt in many operational areas, however, there remains an emphasis on utilising resources to best effect, where the risks to personal safety are high this has to be a priority. Equally the work that takes place at a local level, through community safety partnerships, is key to achieving sustainable improvements and reductions.

Employees are GMP's most valuable resource and asset and the Deputy Mayor wants to make sure that GMP is making every effort to support all staff in work and whilst they are absent due to sickness in order to facilitate their return.

GMP have implemented a range of strategies and are now able to report that GMP is now seeing a steady improvement in its sickness levels. In 2018/19, the number of average days lost through sickness has started to reduce and this is largely as a result of police officer sickness levels reducing. There are now reductions across all staff groups, however, there is still more to do in order to continue this trend and a range of activities that includes learning from other organisations, analysing management information in order to better target resources, support and internal communications continues to be a priority.

Fairness at work:

Resolving workplace issues is an important aspect of managing staff and striving to ensure that the workforce is able to perform effectively and efficiently.

Analysing the types of issues that are causing staff to submit a grievance, can provide valuable insight to underlying issues of equality, however, data analysis has shown that there are no statistically significant trends where equality is the key feature.

The speedy resolution of grievances is an area that GMP needs to improve and this was highlighted by HMICFRS, which also favourably acknowledged the level of investigation that took place. A review of the end to end process is now underway, looking at bottlenecks and contributing factors in order to develop a more streamlined approach and speed up the process to resolution. All of the improvements will be brought together in a toolkit and improved guidance for managers to emphasise the importance of key stages and early resolution.

INVESTING IN COMMUNITIES

Across Greater Manchester there are ten community safety partnerships that includes local authorities, police, health services and other partners. These partnerships have a vital role in keeping our communities safe, and are integral to delivering on the priorities in the Standing Together plan.

There is a wealth of innovative work going on across our communities, with partnerships working closely with voluntary and community groups and other agencies to build safer and stronger neighbourhoods.

Since May 2017, the Deputy Mayor has invested £2.8m in community safety partnerships who have been able to direct this funding at local community safety initiatives and services to tackle local issues. Some of this work is highlighted here.

SALFORD

- Work to tackle serious and organised crime across Salford is ongoing. This involves targeting offenders and working with the community to encourage reporting. This has resulted in a number of prosecutions, disruption of criminal activity and increased community confidence.
- The local authority is working with the community and young people to tackle knife crime through the delivery of two targeted initiatives. Think Sharp is an intensive project which involves qualified support workers delivering one-to-one mentoring programmes in two secondary schools, a knife crime workshop in all primary schools, and signposting young people to support services. The second initiative, Knives Stop Lives, has been rolled out across the city and includes activity days, knife crime awareness days for staff, and an awareness campaign.
- Salford Council is working with the Salford Foundation to deliver STEER, an early intervention scheme working with 12-18 year olds who are at an increased risk of harm or offending, offering them weekly one-to-one coaching and mentoring, and supporting them to address mental health, education, substance misuse and other issues.

BURY

- In November 2018, Bury launched its community safety strategy, aligned with the priorities in the Greater Manchester Police and Crime Plan. Shaped by the local authority and community safety partners across the borough, the strategy includes the delivery of Be Safe Be Cool, an early intervention initiative for secondary schools. This involves a powerful drama performance by local college students covering issues such as hate crime, fire safety, personal safety and extremism.
- Work is ongoing to tackle hate crime, including the launch of a new third party reporting centre, a Bury Faith Forum event to bring communities together, and the establishment of an LGBT forum to provide support across the community. More than 80 schoolchildren are now Hate Crime Ambassadors, challenging discriminatory bullying, promoting tolerance and using restorative approaches to tackle issues amongst their peers.
- Through the Women of Worth project, 150 women offenders have been supported in tackling the issues behind their offending, such as domestic abuse, mental health, substance abuse and money and housing problems. As a result of the scheme, 25 women have been supported into housing, 14 have secured employment or volunteer work and many others are involved in training to develop their skills and confidence.

ROCHDALE

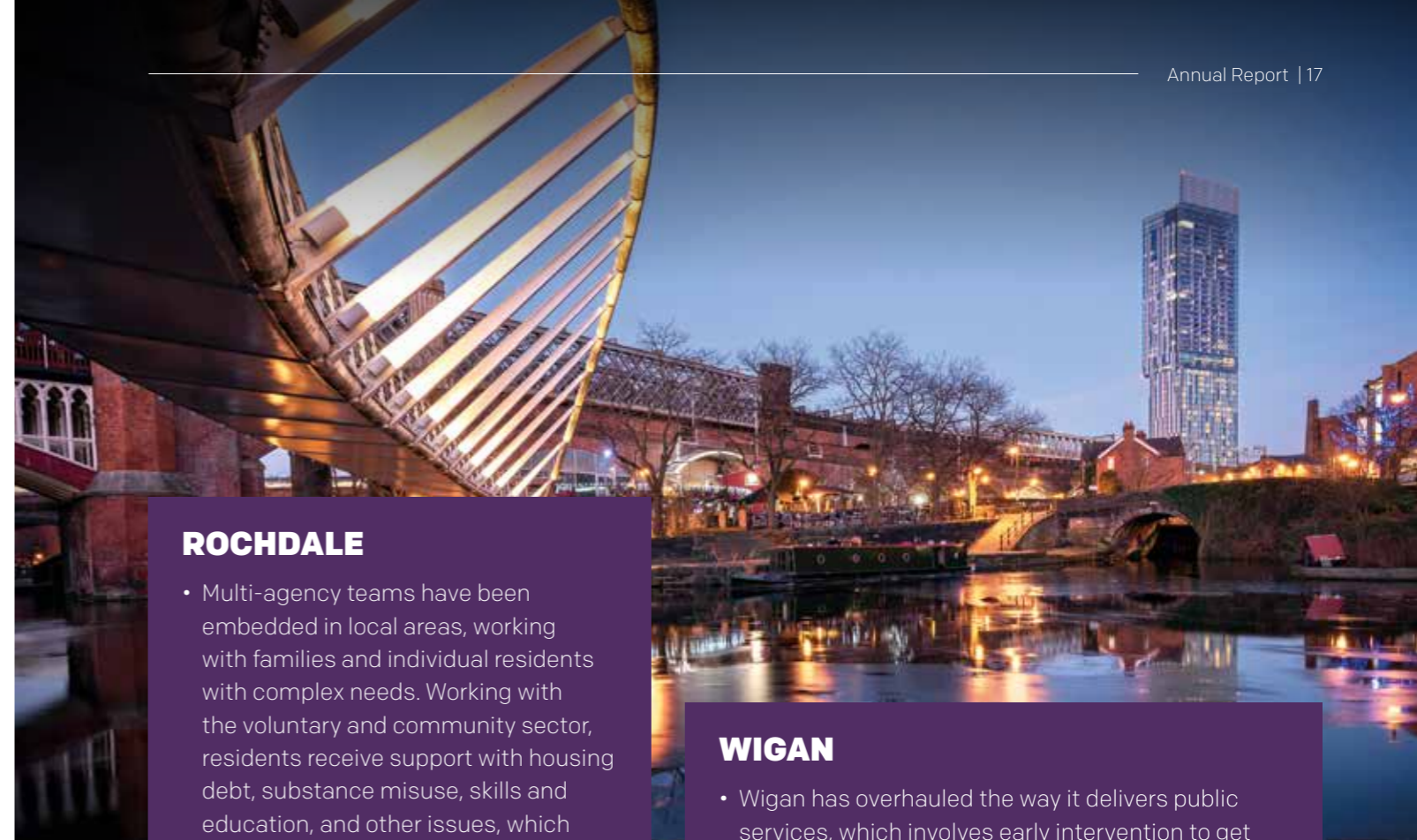
- Multi-agency teams have been embedded in local areas, working with families and individual residents with complex needs. Working with the voluntary and community sector, residents receive support with housing debt, substance misuse, skills and education, and other issues, which in turn reduces demand on public services.
- There is ongoing work to promote community cohesion in the borough. This includes work with Foundation for Peace, which brings together supported young people, women, and the wider community to give them the confidence to have difficult conversations and work together to resolve low-level issues.

OLDHAM

- The establishment of the Emerging Communities Team in local areas helping to improve community cohesion and emerging Eastern European communities integrate with the wider community.
- Following issues on local transport links, the council has been working with the TravelSafe team to tackle incidents of anti-social behaviour. This has included training staff on how to better engage with young and vulnerable people and how to deal with volatile situations to prevent them from escalating.

WIGAN

- Wigan has overhauled the way it delivers public services, which involves early intervention to get people to the services they need and supporting them to engage with the those services. Successes include reduced demand on A&E, reduced calls to police in relation to mental health, and reducing the number of adults who go missing from home.
- Through the Eyes and Ears initiative, front line staff such as refuse collectors and environmental enforcement officers are being empowered to be the eyes and ears of the community and report any issues and concerns into the multi-agency safeguarding hub (MASH). The MASH then assesses this information and takes safeguarding action if needed. Since April 2018, there have been more than 120 eyes and ears alerts received by the MASH, and the scheme is being extended to recruit more community-based workers and volunteers.
- There have been a number of months of action to tackle community concerns around burglary, anti-social behaviour and other issues which are impacting on residents' quality of life and fear of crime. For example, a month of action in Leigh brought a number of agencies together, including the fire service, police and the council, working with local people to promote fire safety and crime prevention advice, and listen to residents' views on how to improve the area. Activity included healthy relationship workshops in schools, a two-day waste amnesty, taxi licensing checks, launch of the Best Bar None initiative to improve the night-time economy, and a community clean-up.





TRAFFORD

- A dedicated multi-agency team is working with young people who have been involved in anti-social behaviour to tackle the reasons for their behaviour. Sixty young people have initially been involved in the programme, which involves one-to-one sessions, work with parents, and encouraging young people to get involved in positive activities. A further 33 young people have been identified to take part in the programme.
- Knife crime awareness assemblies are being delivered in schools by the youth offending service, health workers and the police. More than 7,000 young people have attended the assemblies and a number of young people have asked questions or stayed behind after an assembly for help and advice. The youth offending service has also delivered a number of Operation Stay Safe sessions throughout 2018, in partnership with the police, health and the fire service.

PRIME ACTIVE COMMUNITIES – TAMESIDE

Working with police, Tameside youth services, youth offending and community safety teams, this project delivers detached youth work to support vulnerable young people, reduce anti-social behaviour and improve community confidence.

Prime Active Communities has received funding to deliver targeted detached youth work two evenings a week. To date, 26 sessions have been delivered in the Hyde, Hattersley and Stalybridge areas, engaging with 853 young people aged 13-19 years old. Work is ongoing to support the young people to develop their skills and confidence, and build a sense of community and aspiration.

BOLTON

- Bolton Council has been working with the fire service to tackle deliberate bin fires, by taking a joined-up approach with neighbourhood services, waste and refuse collection and Bolton at Home. This has included multi-agency days of action, working with the community to tackle the issue. This has resulted in a 12% drop in incidents and a reduction in attacks on firefighters.
- There is a lot of work ongoing to tackle domestic abuse including behaviour change programmes for perpetrators, healthy relationship sessions in schools, and early intervention through the STRIVE programme. Bolton has also rolled out training and support for GPs to help them spot the signs of abuse, which has led to a number of referrals.
- Bolton is working with the voluntary and community sector to support sex workers, helping them to move away from the street and from criminality.



MANCHESTER

- Manchester is working with voluntary and community organisations to identify community champions to help raise awareness of female genital mutilation (FGM), have conversations with communities and support affected women and girls.
- There is a lot of work ongoing to improve the night-time economy in the city, particularly with the student community. This includes targeted prevention advice and activity, water safety, and the development of a safe haven which will offer help and support to those who need it during a night out.
- As part of efforts to tackle domestic abuse, Manchester is working with the Children's Society to rollout their Safer Together programme which involves social workers working with victims and their families to challenge and change behaviour and prevent further abuse. Other work includes the rollout of Greater Manchester-wide initiatives including STRIVE which offers support at an earlier stage, and Operation Encompass which empowers schools to offer immediate support for children and young people experiencing domestic abuse.



MANCHESTER YOUNG LIVES – MANCHESTER

Manchester Young Lives, working in partnership with N-Gage, OddArts and Families Against Violence, received funding to deliver a targeted city-wide approach to detached youth work and work with schools. Launched in summer 2018, the project has supported more than 240 young people to access positive activities and engage in mainstream services. Activities include drug and alcohol awareness sessions, art and music workshops, sport, and volunteering opportunities.



STOCKPORT

- Work is ongoing to tackle anti-social behaviour, including Operation Barometer in Summer 2018. A multi-agency approach involved the police, youth offending service and other partners working with around 100 young people, this has resulted in a 30% reduction in anti-social behaviour. This work continues.
- The Early Help Hub has been established within the Multi-Agency Safeguarding and Support Hub (MASSH) to quickly identify families who could benefit from support where there are no immediate concerns for child welfare.
- The VIP Project is a neighbourhood-focused pilot programme that works with a small cohort of people with complex drug and alcohol issues, who are not engaging in mainstream services. Thanks to additional funding, the project has been extended, enabling the recruitment of a Complex Needs Link Worker. This has led to reduced demand on emergency services and A&E, whilst improving the health and wellbeing of individuals involved in the project.



TAMESIDE

- As part of work to improve confidence in neighbourhood policing, around 300 families have been involved in the Story Makers literacy project which offers stay safe advice and brings residents together with local officers. A book has been produced by the children and families involved, which is available in local libraries.
- Tameside has been working with schools to tackle issues such as knife crime and road safety. This includes the development of two new Arts Award Discover Log Books; Staying Safe and Our Community. More than 150 children, across three primary schools have used Staying Safe working with professional artists. There are plans to use both logs with every primary school pupil over the next three years.



CYCLING WITHOUT AGE – TRAFFORD

Cycling Without Age is a voluntary group in Trafford that works with older and mobility-impaired residents, by taking them out on specially adapted bicycles. The scheme received funding to invest in a trishaw and there are now 13 trained pilots who take passengers out several times a week.

The project aims to reduce isolation and loneliness, build inter-generational relationships, and improve the health and wellbeing of local people. The group works with local care homes and supports families who are struggling to support elderly relatives.



COMMUNITY GRANTS:

Through our community grants scheme, the Deputy Mayor has given more local people the tools they need to complement and strengthen the great work that is happening to bring our communities closer together and make our streets and homes safer.

In 2017/18, £600,000 was awarded to 28 organisations across Greater Manchester to deliver initiatives relating to crime prevention, protecting and supporting vulnerable people, and working with young people to raise their aspirations and give them the best start in life.

These have included support for people with mental health and substance abuse problems, theatre-based projects working with young people to explore issues of bullying and grooming, and investment in local Neighbourhood Watch groups.

Building on the success and recognising the important contribution of local communities and voluntary sector groups, the Deputy Mayor increased funding in 2018/19 to £1.1m. This was delegated to Community Safety Partnerships so that they could continue to build their links and joint working to tackle the issues that matter most to local people.

In 2018/19, this money was invested in more than 76 community and voluntary groups, building on the £2.8m already invested in community safety partnerships across the region in the last 12 months.

MAHDLO YOUTH ZONE – FAILSWORTH FUTURE

Mahdlo Youth Zone received funding to provide additional sessions for 13-19 year olds across Failsworth. The project particularly works with young people aged 11-13 years old, focusing on early intervention to prevent young becoming involved in criminality.

The two-year funding (2016-18) has enabled the delivery of targeted sessions at Failsworth Town Hall and Limeside Oasis Academy. Activities have been shaped following feedback from more than 200 young people, using arts and sports sessions to engage and build relationships, improve health and wellbeing, increase self-esteem and reduce social isolation. The additional funding has also allowed the service to put in place a pick-up service to transport young people from Failsworth to Mahdlo's youth hub to take part in activities there.

Initially the project aimed to work with 50 young people at risk of becoming involved in the criminal justice system. However, the project has successfully engaged with 277 young people and 3,064 attendances at Failsworth and Limeside. Of these more than two thirds of young people have said their self-confidence, resilience, and self-esteem has improved, and reports of anti-social behaviour have reduced.

SECTION SIX – BUDGET, GRANTS AND ACCOUNTABILITY

About 80% of our money comes from central Government. This means Government cuts impact on our communities harder.

Since 2010, GMP's budget has been cut by £250m, resulting in the loss of 2,000 police officers, and almost 1,000 police staff and PCSOs.

The financial challenges mean we have to make difficult decisions about where best to focus time and resources. It also means the Mayor and Deputy Mayor have been left with very little choice but to ask local residents to pay more through their council tax to ensure we can keep our communities safe.

In 2018/19, the council tax precept increased by £12 a year (for an average Band D property). The Deputy Mayor was very clear that the additional £8.5m raised would be invested in neighbourhood policing and improving the non-emergency number.



This is how your money has been spent:

- Recruitment of 100 additional police officers to bolster neighbourhood policing – the first increase for eight years.
- Maintaining the number of PCSOs.
- Investment in the digital forensics unit to address the backlog of mobile phone examinations so cases can be swiftly progressed.
- Improvements to the 101 non-emergency number, including the recruitment of 35 additional call handlers and the introduction of Livechat to reduce demand.

How will we know if our plan is working?

Throughout the development of the Standing Together plan, community safety partnerships echoed the Deputy Mayor's commitment that it was important that we knew whether the plan had made a difference to local people.

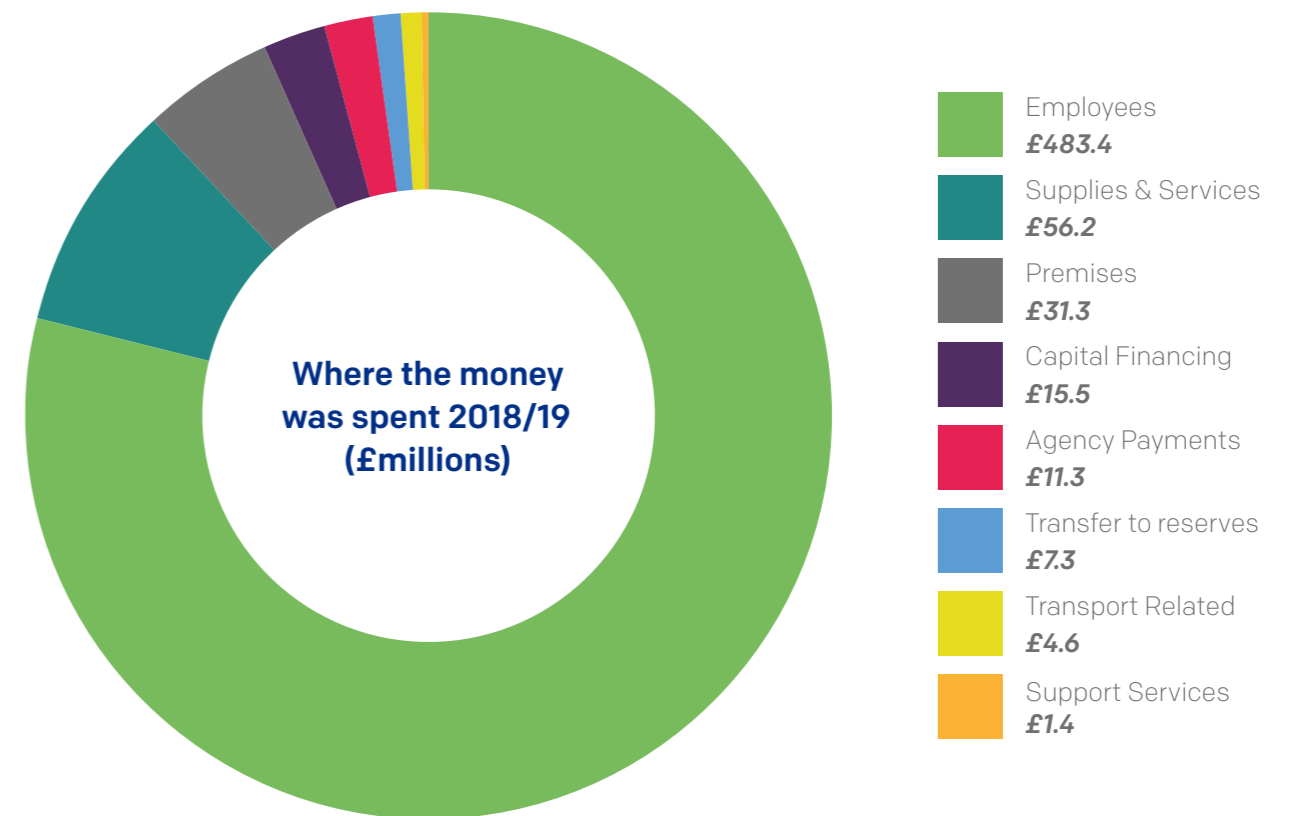
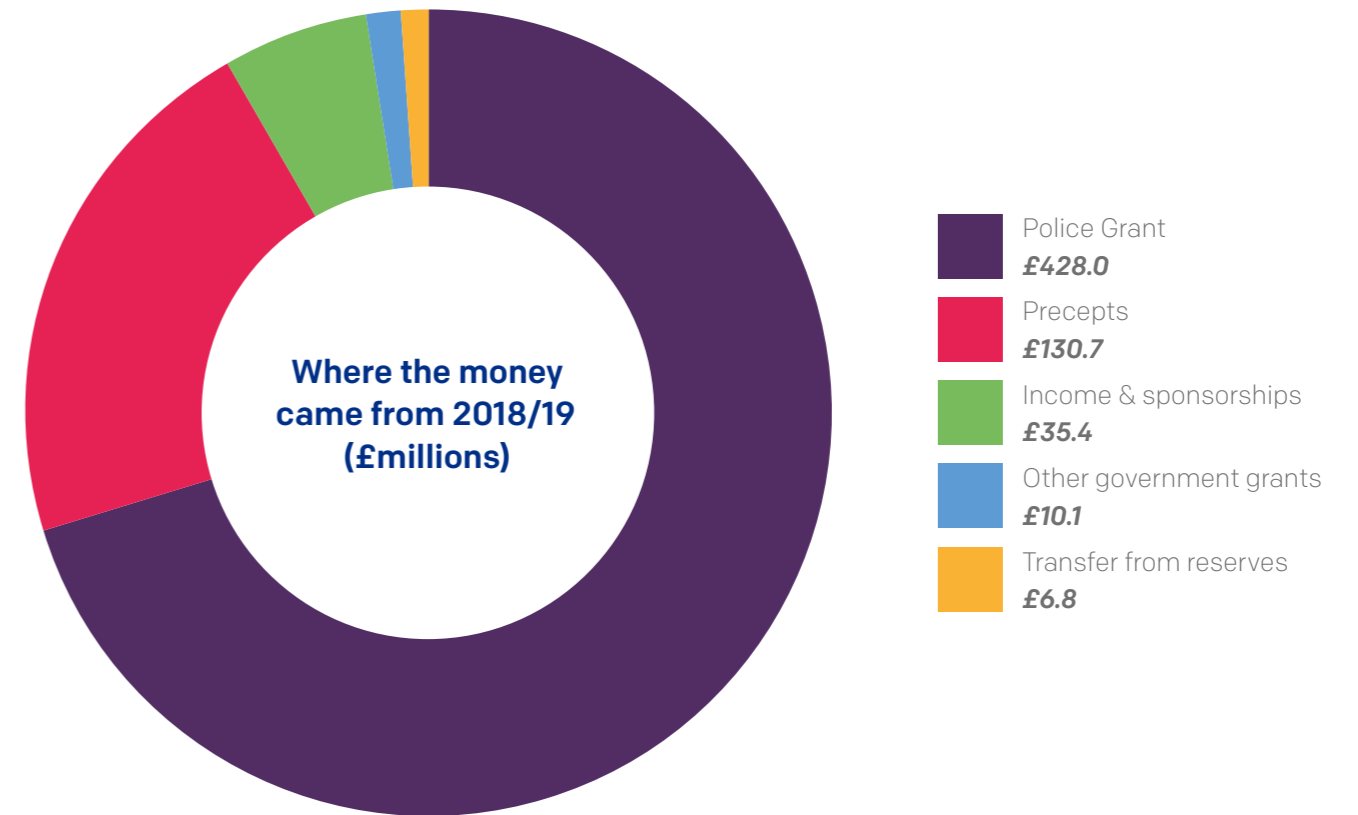
Working closely with elected members and partners across Greater Manchester, an outcomes framework is being developed which will tell us if the plan is working. The challenge is to make sure that the success of the plan is measured by meaningful information that, when it is considered together, gives an indication as to whether, or not, we

are making positive steps towards achieving the outcomes of each of the three priorities of the plan.

The outcomes framework will complement and enhance local progress arrangements in community safety partnerships, which consider a broader range of factors that impact on crime and feelings of safety.

The most important test of whether the plan has made a difference will be based on what local people tell us. The Deputy Mayor has commissioned a Greater Manchester-wide policing and community safety survey of residents which will commence in August 2019 and continue over the next 3 years. The survey will report at Greater Manchester and district level and will tell us about how safe people feel, how confident they are in services with the responsibility for tackling crime and community safety and also, from their experiences, their satisfaction with those services.

We want the outcomes framework to inform us where we need to invest funding, what needs to change, what we need to do more of and what we need to stop. It's important that every penny is working as hard as possible to tackle crime and community safety and make Greater Manchester a safer place.





SECTION SEVEN - FORWARD LOOK

The changing face of crime and offending means that any plan has to be flexible and adapt to emerging issues and concerns. Since the launch of the Standing Together plan there have been several issues that the Deputy Mayor has prioritised, these have been highlighted below:

Serious Violence:

The emergence of increasingly serious violence, often linked to organised crime, devastates the lives of individuals, families and communities. In Greater Manchester, we have developed a serious violence action plan that sets out how this concerning trend will be tackled in the short, medium and long term. The plan places schools and the opportunity to prevent children and young people from becoming involved in violence at the centre, recognising that this has to be a permanent strand of work if we are to protect our young people in the long term. Where we recognise that young people are involved, we will implement a range of approaches to turn lives around and we will use our intelligence and multi-agency enforcement approaches to tackle those offenders that commit violence against our communities.

Ending Gender Based Violence:

It is also important that we don't ignore violence in communities that is hidden from view and a tailored approach is needed to make a change. Ending gender-based violence and abuse, most often perpetrated against women and girls by men, requires a broad and wide-reaching approach if we are to make a difference and improve lives and life chances. Later in 2019, we will launch a Greater Manchester plan to end gender-based violence. The plan will strengthen and build on our existing work and also respond to what victims and survivors have told us, they know what will work and we need to listen and act. We will question gender influences from a young age and build a movement where gender-based violence is challenged by communities, organisations and partnerships.

Justice Devolution:

Building on previous Greater Manchester devolution deals, the government has agreed to give further freedom and flexibility to Greater Manchester Combined Authority (GMCA) and the Mayor around criminal justice and offender management.

A joined-up justice system is vital if we are to be able drive forward improvements for the benefit of local people. We are committed to being forerunners in this area, pushing boundaries and testing innovative new approaches to working with offenders.

Justice devolution will strengthen the work Greater Manchester is already doing to deliver effective local justice and reduce offending. It will allow GMCA to drive forward important improvements by more closely integrating health, education and accommodation, with police, Crown Prosecution Service, the courts, prisons, and probation services.



The deal will see Greater Manchester, the Ministry of Justice, the HM Prison and Probation service, the Youth Justice Board and other partner agencies work together to agree what will be implemented going forward.

The agreement will give us greater flexibility over funding for victims of crime, including allowing Police and Crime Commissioner grant funding to be rolled forward to future years to help support transformation of services. This will include improving the system for victims of crime through early intervention and prevention initiatives.

Kerslake report:

Following the Arena attack, the Mayor commissioned Lord Bob Kerslake to looking at what went well following the attack, as well as identifying the major issues for learning. We must never forget the victims who lost their lives, the bereaved and injured and all those affected by this act of terror.

We will remain focused on the recommendations of the report, the learning from what happened as well as what worked well. There will be a strong focus on implementing change, informed by the learning from the report. It is also vital that national government and security agencies continue to strengthen their collaborative approaches to best protect our communities, intervening early to reduce the risk of radicalisation and taking firm and fast enforcement action when needed.

Promoting Social Cohesion:

As part of the work of the Commission for Preventing Hateful Extremism and Promoting Social Cohesion, which called for a whole-society approach to tackling violent extremism, the Commissioners committed to hosting an annual summit to review what work is taking place to implement the recommendations in their report A Shared Future. The first of these took place in July 2019. The event brought together political leaders, policy makers, practitioners and members from across civil society to: reflect on progress made in our city region on these themes; hear keynotes from thought leaders and academics from across the UK and Greater Manchester; discuss emerging themes and trends influencing the challenges facing our communities; and, participate in policy group discussions to explore challenges and propose solutions.



HMICFRS 2019/20 Inspection programme:

In January 2019, the Deputy Mayor asked Sir Tom Winsor to consider her comments and views of the proposed HMICFRS Inspection programme for 2019/20. The results and recommendations from HMICFRS inspections are an important source of independent scrutiny and as such need to also consider the long-term impact of the reduction in financial resources to GMP as well as the complex and challenging nature of crimes against children, serious and organised crime and threats of terrorism. Single agency approaches do not have any long term impact. There is a need for a joined up approach to inspection, bringing together different inspection bodies in order to fully consider the contribution, effectiveness and efficiency of multi-agency responses to tackle deep rooted issues that affect vulnerable children and adults the most.



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