

GREATER MANCHESTER

DOING THINGS DIFFERENTLY FOR OUR COMMUNITIES

Standing Together Annual Report

April 2019 – March 2020





Foreword from the Mayor of Greater Manchester

This is the second annual report reflecting on the delivery of policing, community safety and criminal justice services over the last 12 months.

It has been a year of challenges as the police and public services continue to tackle complex issues in the face of over-stretched resources. But it has also been a year of successes, as you will read in this report. The support and resilience of our communities has shone through as always, helping Greater Manchester Police (GMP) and our community safety partners to deliver a real difference for our citizens, particularly those who are most vulnerable.

Never has the Greater Manchester spirit been the strongest, than during our darkest hour. The 22 innocent people we lost in the Manchester Arena attack in May 2017 will never be forgotten, and we stand with their families and all those affected always. As this report is published, the Manchester Arena Public Inquiry is ongoing. I know it will be a difficult few months for all those involved but we stand together with you.

I know that Greater Manchester residents are rightly concerned about the safety of their communities against the backdrop of a decade of Government-imposed cuts. I, of course, welcomed the national announcement to recruit 20,000 new police officers and the opportunity this brings to

ensure that those new recruits understand, value and are committed to the communities they will serve. However, we need to be realistic about the time it will take for those officers to be trained and develop the frontline skills to be able to play their part. The support that is provided to them is crucial and I know that we have a first rate police force that will deliver the best training throughout their careers. Our police officers are our strongest asset and I will always make sure they have my full support. The challenges they face every day demonstrates their commitment to keeping us safe.

COVID-19 continues to challenge every one of us, in our day to day business, in the way we interact with our families and each other and in the loss of jobs that I know many have faced. I will make sure that by listening to residents and working closely with the 10 local authority leaders, that there will be no area left behind in our work to reduce crime and anti-social behaviour, safeguard and grow employment opportunities and protect the most vulnerable people in our society.

Throughout this report, you will see how Greater Manchester continues to stand together with the police, local authorities, and other partners in the fight against criminality.

Andy Burnham
Mayor of Greater Manchester

Introduction from the Deputy Mayor of Greater Manchester

I am pleased to present my second annual report outlining the progress and developments in implementing our Standing Together Police and Crime Plan, launched in March 2018.

Over the past three years, Greater Manchester has faced some critical challenges, the nature of which we could not have imagined. The horrific attack on the Manchester Arena, when 22 innocent people lost their lives and hundreds more were injured, has remained at the forefront of my mind and been a continuing focus of work. Amidst the tragedy, the solidarity of our citizens and communities shone through, united in facing down those who sought to divide us. The painstaking, forensic dedication of Greater Manchester Police (GMP) officers and staff with their partners secured the conviction and sentencing of Hashem Abedi, the brother of the bomber, to a minimum of 55 years in prison. The Manchester Arena Public Inquiry opens another chapter and will undoubtedly be a difficult time for all those involved. However, I am confident that Greater Manchester will stand strong together, as it did in the aftermath of the attack in 2017.

And currently we are in the throes of a global pandemic which has affected, and will continue to affect for some time, every aspect of our personal, family, social and economic life. The challenges of the COVID-19 pandemic could have been a further barrier to victims accessing the services they need to help them cope and recover from crime. This report shows how we were able to act swiftly to ensure police and support services remained available and accessible, and much of this learning has been integrated into new and better ways of working going forward.

Despite these unprecedented challenges, citizens and communities still experience the consequences of crime and disorder. It is testimony to the commitment of our police officers and staff in GMP, their partners in local authority community safety partnerships and voluntary sector organisations across the city-region that the drive to keep people safe has continued undiminished. The work outlined in this report could only have been achieved through strong partnership working – including directly with communities – and this is the hallmark of our approach in Greater Manchester. We are committed to listening to local people and working together to solve local problems.

“It is a privilege for me not only to have the opportunity to make a positive difference for the citizens of Greater Manchester but also to see at first hand the dedication, commitment and expertise of our police officers, police staff and the wider community safety community.”

In July 2019, I initiated the Greater Manchester Policing and Community Safety Survey as a way of finding out how effective our services are in making people feel safe, confident and satisfied in their communities. With over 13,000 responses so far, the survey will continue for at least a further two years and is providing valuable insights, helping us progressively to improve services and ensure we are making the best use of our resources for the benefit of local people.

The nature and complexity of crime is continuously evolving, as criminals use every means to exploit new opportunities for illegal activities. The harm, threat and risk experienced in local communities, however, is increasingly the result of organised criminal groups operating nationally and internationally. Cybercrime knows no geographic boundaries – the victims and perpetrators of fraud or exploitation will often be in different parts of the world, as criminals use technology to increase their reach.

That is why we must ensure GMP has the resources and expertise to tackle these offenders and reduce the risk to vulnerable people. Scambusters, for example, is a group of committed trained volunteers, all from local communities, who work with our Economic Crime Unit to prevent fraud and reduce the risk of victims being targeted again. This scheme, highlighted in this report, has been a great success.

The work of Greater Manchester’s Violence Reduction Unit (VRU) also features in this report. Established in October 2019, the multi-million pound unit brings together health, police and criminal justice, education, youth justice, and the voluntary, community and social enterprise (VCSE) sector to tackle the underlying causes of violent crime. Championing a public health, community-led approach, the work of the VRU is already achieving early success in improving the lives of residents, particularly young people.

It is a privilege for me not only to have the opportunity to make a positive difference for the citizens of Greater Manchester but also to see at first hand the dedication, commitment and expertise of our police officers, police staff and the wider community safety community. I hope in highlighting some of our activities, this report conveys the breadth, creativity and public service ethos that underpins our work on behalf of the people of Greater Manchester.



Baroness Bev Hughes

Deputy Mayor for Policing, Crime, Criminal Justice and Fire

Challenges

The Deputy Mayor 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.

This report provides a snapshot of work over the period of April 2019 to March 2020, highlighting how public bodies are working more closely together and with the voluntary and community sector, to transform how they provide services to ensure the focus is on prevention and earlier intervention, and making sure the most vulnerable people in our communities access the service that makes a difference.

How your council tax money has been spent

Direct entry detective recruitment to support investigations particularly those into serious and violent crime and violence against women

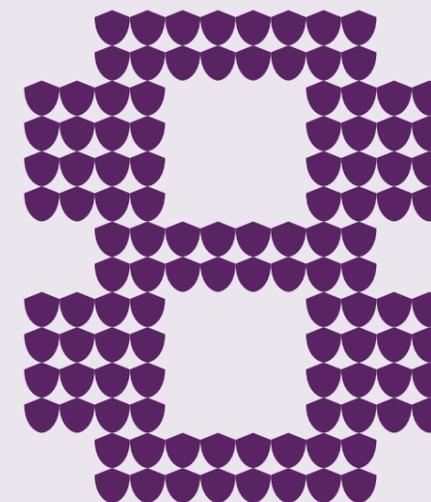
Financial

As we went into 2019/20, the financial challenges of delivering a first rate police service remained. Whilst the Deputy Mayor welcomed the government’s November 2019 announcement to recruit an additional 20,000 police officers, the allocation for Greater Manchester will still fall short of replacing the 2,000 police officers and almost 1,000 police staff that have been cut over the last decade.

To help mitigate this, last year the Mayor increased the council tax precept by £24 (for an average Band D property). This additional funding has allowed GMP to recruit an additional 320 officers during the year. GMP is also committed to ensuring the service is representative of the communities it serves and, of the officers joining GMP in the last 12 months, 18% were from a black, Asian or minority ethnic background and 37% were female.

An increase of 50 Neighbourhood Beat Officers (NBOs)	An increase of 170 Neighbourhood Police officers (NPOs)
An increase of 50 officers to establish a new Transport Unit	An increase of 50 officers to create a Force Pro Active Unit

2019/20



Overall crime numbers in Greater Manchester have reduced by 8% compared to the previous 12 months



Missing people in 2019



people reported missing

31,573

reports were generated
(some people go missing more than once)

Of which

551

reports were missing from local authority children's homes

405

people were reported missing from mental health units

66

people who were reported missing were found deceased

1,231

were recorded from hospital Accident and Emergency departments

Technical

In July 2019, GMP's new IT system went live. The implementation of the Integrated Operational Policing System (iOPS) is the biggest change within GMP in a generation, replacing 30-year-old computer systems that no longer met the requirements of 21st Century policing.

However, there have been challenges, which led the Deputy Mayor to commission Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to carry out a review to ensure there was independent oversight of the implementation of iOPS. The report, published in March 2020, made a number of recommendations and GMP have since been making good progress in implementing these.

Earlier intervention and prevention

It is important that services for young people who are at risk of or already involved in the youth justice system are the best they can be at a local level.

Targeting early intervention with the most at risk young people has to be a key priority for youth justice services across Greater Manchester. For this reason, the Deputy Mayor has continued to invest £0.5 million every year to enhance local prevention and early intervention.

Greater Manchester continues to work with health colleagues, providing vulnerable people both within custody and at court with the support they need at the right time in the right place through an integrated healthcare service.

GMP is working closely with partners to intervene earlier and support individuals before they reach crisis point. Supported by a network of health professionals and skilled community volunteers, the Deputy Mayor has invested in schemes that support victims of domestic abuse and people who have mental ill health. The quicker victims are able to access the services they need, the greater the chance of recovery.

COVID-19

Towards the end of March 2020, we were faced with a range of challenges that have truly highlighted the strength and resilience of GMP, local communities and other public and voluntary sector organisations. Working from a solid foundation of collaboration, trust and respect, this report demonstrates how our work to tackle crime and disorder in all its forms has continued, despite the testing time that we have all faced as a result of the COVID-19 pandemic.

For example, GMP staff with existing mobile technology have been supported to work from home and this was expanded resulting in more than 2,800 staff working remotely every day.

Monitoring improvement

Following the launch of iOPS, increases in both 999 and 101 answering times have been promptly addressed, and GMP is consistently meeting the national target of 10 seconds to answer 999 calls. This is despite a nine per cent increase in total calls compared to 2019/20, and the challenges that COVID-19 has presented.



In 2019/20

Almost
23,000
adults and
2,700
children and young
people referred to the
Mental Health Tactical
Advice Service

**£5
million**
a year invested in the
integrated healthcare
in custody service

29%
of people seen
by the service
had mental
health problems

Working Together and Our Priorities

Notwithstanding the challenges that funding, resources, technology and the COVID-19 pandemic have presented, there has been a great deal of progress under each of the three priorities of the Standing Together plan.

At the end of March 2020, the COVID-19 pandemic placed significant stresses on the continuation of services to the public. Working with the Chief Constable, the Deputy Mayor has been able to ensure that the police service has been maintained throughout and put in place alternative arrangements for holding the Chief Constable to account.

The Deputy Mayor has also attended the weekly Greater Manchester COVID-19 Emergency Committee to ensure that policing and community safety issues were a key part of the Greater Manchester response. Weekly updates to the Chair of the Police and Crime Panel have also been implemented.

The three priorities of the Standing Together plan have continued to shape the delivery of schemes and projects to support the achievement of the outcomes under each of the priorities:

- Keeping People Safe
- Reducing Harm and Offending
- Strengthening Communities and Places

Recognising the opportunities that are created through working in partnership, and in order to ensure the delivery of the three priorities, in early 2019 the Deputy Mayor brought together the 10 community safety partnerships to share best practice and examine approaches to tackling local issues such as antisocial behaviour and the promotion of safe parking around schools.



Priority One – Keeping People Safe

Victim services

Ensuring victims have the help and support they need is at the heart of the Deputy Mayor’s approach to tackling crime and this is reflected in the review of victim services. This joint approach has involved extensive consultation with victim service partners and independent victim voice interviews.

As the COVID-19 pandemic hit, it was clear that we needed to do more to protect the most vulnerable in our communities.

As lockdown began, and people were staying at home more, we recognised quickly that home is not a safe place for everyone. For some, this meant being trapped at home with their abuser, potentially cut off from existing support networks. In response, we knew that we had to do things differently to make sure support services were still available and accessible during this time.

The Greater Manchester Domestic Abuse Partnership Board came together virtually to ensure the right measures were in place to respond, working across multiple sectors including health, housing and education. This has included working with schools to continue offering immediate support to children and young people who have witnessed domestic abuse, producing guidance for GPs, and securing additional emergency accommodation places for women fleeing abuse.

The victim services reassurance and resilience forum was also swiftly established as part our response to COVID-19. This group brings together commissioned services across Greater Manchester to monitor demand and need, and respond to emerging concerns and issues.





Greater Manchester Violence Reduction Unit

In October 2019, the Deputy Mayor launched the first Greater Manchester Violence Reduction Unit (VRU), a multi-disciplinary and co-located team, modelled on the public health approach to tackling violence that was developed in Glasgow. The VRU is taking a community-led, place-based approach to its work, in which local residents are actively involved in identifying both the problems and their solutions and being directly involved in decisions about investments in their community.

The launch of the Greater Manchester Serious Violence Action Plan in 2020, set out our strong focus on preventing violence from happening or recurring as well as addressing violent crime and its causal factors. Providing support and interventions to children, young people and families, and investing in schools, colleges and youth provision are key strategic priorities for the programme.

The programme attracted more than £8 million of Home Office funding, and this has supported Greater Manchester-wide collaboration to establish early intervention and enforcement approaches, working closely with local authorities, police, health, the VCSE sector, and schools.

Our approach to tackling violent crime has to be long-term investment in order to have a lasting impact and with a significantly reduced allocation of funding for 2020/21, this area of work will be challenging to sustain.

The importance of understanding a victim’s perspective is integral to all of our work. Within the VRU, a Victims’ Champion role is also being developed, who will be responsible for ensuring that the strategic direction of this programme has a strong victims’ voice and that the needs of victims run throughout the decision making of the partnership team.

Tackling child sexual exploitation – Operation Augusta

Victims of historic child sexual exploitation in Greater Manchester are having their cases newly investigated as a result of a review commissioned by the Mayor of Greater Manchester, Andy Burnham.

The findings of the first independent review were published in January 2020, “An assurance review of Operation Augusta.”

The report, written by independent child protection specialist Malcolm Newsam CBE and former senior police officer Gary Ridgway, reviewed the Operation Augusta investigation, launched in 2003 by GMP following the tragic death of 15-year-old Victoria Agoglia.

Whilst the report states there is much to be commended in Operation Augusta, it also found that it had not addressed fully the issue it was set up for: to tackle the sexual exploitation of a number of children in the care system. Very few perpetrators were brought to justice, their activities were not disrupted and therefore children were not effectively safeguarded.

Cybercrime

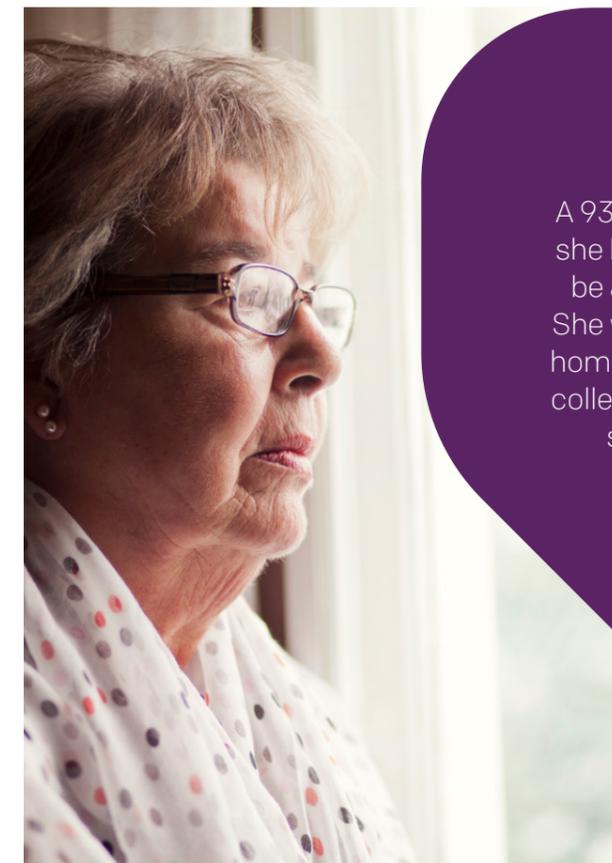
Funded by the Deputy Mayor, GMP’s Cyber and Economic Crime Awareness Service (CECAS) aims to safeguard people with high risk needs, prevent people becoming victims of further crimes and offers an enhanced level of victim care including volunteer visits. The service identifies vulnerable victims and staff make contact with victims or their guardians and work with them to reduce the risk of being a repeat victim of crime.

Many victims of telephone scams, online scams and doorstep crime are older members of the community.

In response, GMP has recruited a band of older and retired volunteers – Senior Scambusters – who are trained to give fraud advice and guidance to their peers.

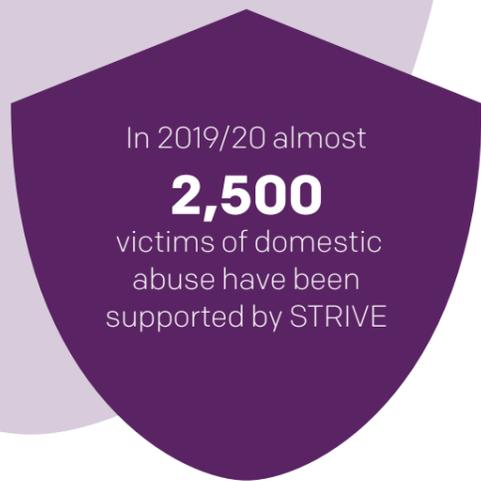
Having supported over 3,000 victims since it was launched, the scheme has provided crime prevention advice, home visits and referrals to other agencies for additional support. The service also supports victims to claim back money lost through the scams, successfully recovering more than £3.2m. Work is underway to scope potential opportunities to expand the use of volunteers to reach more vulnerable victims and communities.

CECAS won the 2019 National Tackling Economic Crime Awards – recognising its “outstanding customer service initiative”



A 93yr old victim contacted the police stating she had been the victim of what turned out to be a ‘Courier Fraud’ involving a cloned card. She was asked to withdraw £5,000 and take it home where a ‘police courier’ would come and collect the money for transfer following which, she heard nothing else. She had been defrauded of her money.

Through the CECAS service working with her bank, the victim secured the return of the money.



Domestic Abuse

In December 2018, the Deputy Mayor commissioned Talk, Listen, Change (TLC) to deliver a volunteer based service, providing early intervention support to individuals and families experiencing domestic abuse. In partnership with GMP and The Jigsaw Group, STRIVE, allows highly trained volunteers to attend homes where the police have attended a domestic abuse incident, to support the victim and their families at an early stage.

Abuse and exploitation

Each of the 10 districts of Greater Manchester now has a multi-agency, complex safeguarding team, which ensures that children and young people who are known to be at risk of, or a victim of extra-familial abuse or exploitation, are provided with a high standard of care from a partnership team of professionals. In addition, the Trusted Relationships programme has enabled us to embed psychotherapists into those complex safeguarding teams, whose knowledge and expertise in psychological development in adolescence has greatly assisted professionals in understanding the impact of trauma on emotional wellbeing and behaviour.

Modern slavery

Greater Manchester’s multi-agency approach to tackling modern slavery has resulted in a number of successful operations and investigations over the past 12 months, including the first Slavery and Trafficking Risk Order for the city-region.

In Rochdale, an operation to tackle exploitation and drug trafficking has led to convictions and the safeguarding of victims. This was the result of innovative investigative work that had the needs of vulnerable victims at the heart.

Greater Manchester is also piloting a Victim Navigator role, funded by the charity Justice and Care. The role commenced in December 2019 and works with the Modern Slavery Co-ordination Unit and local investigation teams to support identified victims of modern slavery.

To date, the Victim Navigator has:



Priority Two – Reducing Harm and Offending

Greater Manchester continues to harness the opportunities of devolution through the Greater Manchester Devolution Agreement. In the last 12 months, we have been working with central government and partners to design a probation service for the city-region, ready for the planned launch in June 2021.

Restorative Justice

The Greater Manchester Restorative Justice Service, commissioned by the Deputy Mayor, was launched in June 2019 and brings together the victim and offender in a managed way, face to face or through letters or messages, supported by a fully trained practitioner.

Since its launch, the service has received over 700 referrals and completed almost 400 interventions with victims and offenders.

The service has made a difference to victims:

“He wrote me this letter to explain and I was quite surprised...he was actually really apologetic and he explained what was going on in his life at the time. He was homeless, he was taking drugs, various other things but that made me a lot more comfortable with the thought of actually in the future going ahead with the meeting because you’ve got an idea of what they’re going to be like.” (victim)

It has also had an impact on offenders:

“It was deep and I got upset a little bit. I didn’t realise how much it had affected her business and the public...it enlightened me and opened my eyes. It made me feel guilty, more than I had done. It gave me a different outlook.” (offender)



Supporting vulnerable women

Greater Manchester has pioneered its whole-system approach to dealing with women offenders and this work has continued to grow. At the start of the COVID-19 pandemic, the Deputy Mayor led a programme of work to ensure that vulnerable and marginalised women would still be supported, by reshaping existing services to meet the additional health and service delivery challenges.

Youth justice transformation

Changing the way organisations work together to support young people who have committed crimes is a key priority for the Deputy Mayor. The transformation of youth justice services is driven through the Greater Manchester Justice and Rehabilitation Board, chaired by the Deputy Mayor, and will include a focus on early intervention and more effective investigation.



Reductions in prosecutions & sentences



Local Criminal Justice Board

Alongside working with partners who manage interventions, the Deputy Mayor also works with the courts, Crown Prosecution Service, probation services and GMP through the Local Criminal Justice Board (LCJB).

The LCJB has been focussing on several themes in the past year to improve outcomes for victims and reduce the time it takes for cases to be concluded.

Programme Challenger

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.

Between January 2019 & December 2019:



Priority Three – Strengthening Communities and Places

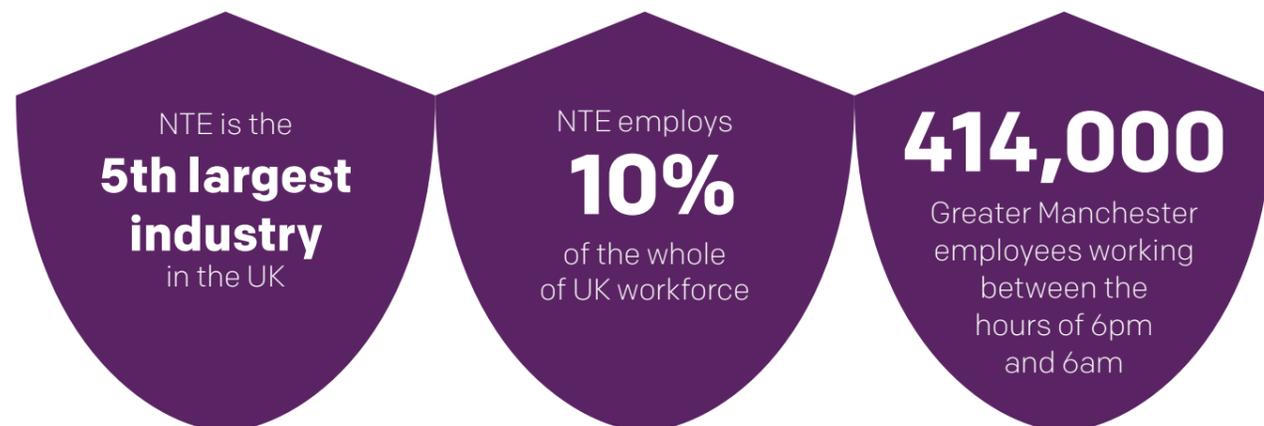
Our vibrant and diverse communities are what makes Greater Manchester such an inviting and welcoming place to live, work, study and visit. No matter which town or community you belong to, we want everyone to feel that, as individuals and communities, they have an important role to play in our shared present and future.

Night-time economy

The Greater Manchester Night-time Economy Blueprint was published in July 2019 and sets out Greater Manchester’s ambition to be one of the best places in the world to go out, stay out, work and run a business between the hours of 6pm and 6am.

Greater Manchester is widely renowned for its thriving nightlife whether it be through live music, sport or food, and around one third of our workforce work in jobs or businesses that are significantly active at night.

We have already seen a number of hugely successful schemes develop as a result of the blueprint, including improved transport links and safety. Funded by the 2019/20 council tax police precept, an additional 50 police officers have been recruited to form a new Transport Unit within GMP. The unit tackles criminality and anti-social behaviour across the transport system, supports local and national road safety campaigns, and is an integral part in the TravelSafe and Safer Roads Greater Manchester (SRGM) partnerships.



Safe Drive Stay Alive

With a focus on young people, Safe Drive Stay Alive is an emotionally engaging performance delivered in collaboration by Greater Manchester Fire and Rescue Service (GMFRS), GMP, North West Ambulance Service (NWAS), Salford Royal Foundation Trust (SRFT) and HMP Forest Bank.

Each November, the SRGM partnership currently provides funding for 20 performances to more than 9,000 young people who are approaching driving age. The Deputy Mayor has committed additional funding over the past two years to run further performances in the spring, providing the opportunity for thousands more young people to attend.

Evaluation data from surveys conducted before and after the events indicated significant improvements in attitude after attendance, particularly in relation to challenging a driver who was thought to be driving too fast and on the wearing of seatbelts. Additionally, hundreds of students have submitted road safety pledges, indicating that they had taken some strong messaging from the events.



Safe Haven and Village Angels

The Deputy Mayor has continued to support the Village Safe Haven, provided by the LGBT Foundation. The Safe Haven is open on Friday and Saturday evenings, making sure vulnerable people are able to get home safely. In 2019/20 the scheme supported 563 vulnerable people, whilst providing more general support to many more.

During the same period, 84% of service users were able to leave the Safe Haven with no involvement from statutory services.

This work is supported by the Village Angels, a team of volunteers who have been providing support and assistance to people in need every Friday and Saturday night in Manchester's Gay Village since 2011.

Student Angels

The Manchester Community Safety Partnership has invested community safety funding from the Deputy Mayor to deliver a Student Angels Scheme. Eighteen student volunteers have been trained to support vulnerable people from the city centre along the Oxford Road Corridor on Friday and Saturday nights.



Between 1 April 2019 and 31 March 2020



Cohesion and tackling hate crime

Work continued throughout 2019/20 to tackle hate crime and build stronger, more cohesive communities.

This has included the development of a hate crime plan for Greater Manchester, shaped by consultation with residents and community groups. More than 90% of respondents to the online consultation exercise agree with the priorities set out in the plan. The plan will be launched in autumn 2020. The hate crime plan will build on the work happening across Greater Manchester, highlighted each year during hate crime awareness week.

The Deputy Mayor provides grants of £10,000 to each local authority area, to help them host events and initiatives aimed at bringing communities together and promote community cohesion.

This year saw hundreds of events take place throughout the week, building on the success of previous years, including:

- Woodhouse Park in Wythenshawe, Manchester, hosted Better Things, a community sports day to raise awareness of hate language used in sport and explore prejudice, discrimination, and stereotyping.
- Oldham Athletic Community Trust hosted workshops with primary school pupils, using football and sports activities to build an understanding of hate crime.
- In Chorlton, Manchester, Barlow Moor Community Association hosted an event for children aged five to 12, looking at the impact of hate crime in communities and what can be done to promote positive messages.



Tackling Homelessness

In February 2020, the Deputy Mayor provided funding to support an innovative scheme that aims to support vulnerable people and reduce begging in Manchester city centre.

Led by GMP and Manchester City Council, the Street Engagement Hub tackles the underlying issues which have resulted in people begging.

Police and council officers refer people known to be begging to the Hub. Here, they have access to a wide range of help including first aid, support for mental health, help with

applying for the right kind of benefits and referral to the Greater Manchester A Bed Every Night Scheme which provides safe accommodation for those sleeping rough.

In many cases people who are begging often do so because they feel they have no other option. This project is helping break down barriers that have been identified in those who need help, enabling people to access support to live safer and healthier lives.



“In Greater Manchester we don’t just walk on by – we take care of each other. We’ve made great strides in tackling rough sleeping in our city-region in recent years and now this scheme is helping people who have been begging on our streets, many of whom feel they have nowhere else to turn to. It’s Greater Manchester doing things differently, which is what we do best.”

Bev Hughes, Deputy Mayor for Policing, Crime, Criminal Justice and Fire

Improving Services

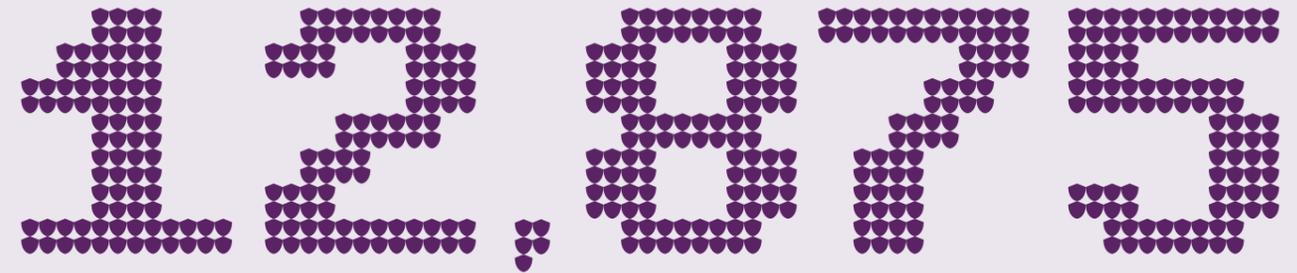
GMP is transforming its approach to neighbourhood policing, as part of the way public services work together. This will be laid out in a new neighbourhood policing strategy which is currently being shaped. The strategy will set out the importance of integrated neighbourhood policing teams working alongside other public and voluntary sector services such as health, community safety and youth organisations.

The implementation of iOPS will reduce the need for officers and staff to duplicate information across multiple IT systems, improving the quality and efficiency of data. By giving officers and staff greater access to better quality information, they will be able to take a proactive problem-solving approach to tackling the root cause of issues in our communities, and ultimately reduce demand.

iOPS will further support the increase of integrated place-based teams by improving GMP's ability to share information directly with partner agencies.

In 2019/20, the Deputy Mayor commissioned an ongoing large-scale quarterly independent survey of nearly 13,000 Greater Manchester residents per year, one of the largest surveys of its kind in the UK. The survey provides valuable insight about how residents feel about where they live.

The survey has produced a rich new source of intelligence available to public sector partners across the city region, and captured information previously unavailable elsewhere on people's experience of crime, feelings of safety, satisfaction with local services, and sense of belonging and community. The next 12 months will focus on how we use this growing source of information to make the best use of our resources.



Greater Manchester residents have completed our Policing and Community Safety survey.





Transforming Police Services

A great deal of reform has taken place within GMP's operational communications branch, which is responsible for receiving incoming calls and dispatching officers to incidents. Whilst overall incoming demand to the switchboard is falling, demand via the 999 facility continues to rise, which has implications for the effectiveness of the 101 system. Digital channels such as LiveChat and single online reporting allow more accurate identification of initial demand.

The average time officers spend at an emergency incident is now longer than it was two years ago, because of the focus on vulnerability, the increase in complexity and the increase in incidents overall. The introduction of supportive measures such as 'hear and treat' medical triage via North West Ambulance Service (NWAS), and the mental health triage desk, funded by the Deputy Mayor, are examples of this. An information campaign to police officers launched in 2020 to ensure they make use of these and other supportive measures.

How resources are allocated

Cuts in government police funding since 2010, has significantly reduced the number of officers and staff in GMP and has impacted on the level of service GMP has been able to deliver to Greater Manchester citizens. Despite the increase of officers funded by the Mayor's precept increases since 2017 and the additional recruits from the very recent national recruitment programme, it will take some years to recover fully the previous levels of capacity.

The Deputy Mayor continues to work with the Chief Constable to ensure that as much resource as possible is dedicated towards visible local policing in neighbourhoods.

HMICFRS inspections and Deputy Mayor oversight

Against the difficult backdrop of reducing resources, increasing and complex demands, and the COVID-19 pandemic, it is even more important that GMP are as effective and efficient as possible.

In 2019/20 GMP has continued to address the recommendations raised in the 2018/19 HMICFRS inspections:

- 'Requiring improvement' for the extent to which they are effective at reducing crime and keeping people safe and also for the extent to which they operate efficiently and sustainably.
- 'Good' for the extent to which they treat the public and its workforce fairly.

The Deputy Mayor receives regular reports from the Chief Constable about the progress that is being made against the recommendations of these reports.

Following the introduction of iOPS, the Deputy Mayor requested HMICFRS to inspect the approach that was taken by GMP, both in the planning and implementation stages. This was reported on in early 2020 and the nine recommendations have been implemented fully.

Investing in Communities

In 2019/20, more than £4m was delegated to each of the 10 community safety partnerships to support the delivery of the Standing Together plan, collectively making our communities safer and more resilient.

Part of this funding was ring-fenced for community groups, giving them the tools to help reduce crime and anti-social behaviour in their local area. More than 100 community groups across Greater Manchester have received funding through their local community safety partnerships and their work has been invaluable to tackling local priorities.

Tameside

In response to COVID-19, Tameside adapted its wellbeing services to deliver weekly online, interactive activities, such as arts and crafts, growing from home, mindfulness and writing for wellbeing.

Local people have shared how valuable the services have been during this challenging time, including Lorraine, a single mum of two children who was working from home before being furloughed.

She joined the mindfulness sessions to learn new skills to manage her stress.

“Mindfulness via Zoom is perfect for helping me to keep focused on finding time for me and reminding me to focus on the here and now. There is still so much going on with home schooling, housework, missing family and friends. Getting together with others via Zoom is helping me to keep in touch and to remind me that mindful moments really do bring calm, even over the Internet.”

Oldham

In Oldham, Positive Steps has invested community safety funding into rolling out How to Argue Better – a voluntary sector pilot that provides staff and volunteers with training as part of an evidence-based relationships programme.

Positive Steps coordinates the programme, bringing Oldham’s VCSE organisations together and working with the national organisation OnePlusOne to provide evidence-based training and resources across the voluntary sector.



Stockport

Owls (Ongoing Women’s Local Support) is a self-help group for women that have suffered from domestic abuse. Community safety funding has been awarded to the group to enable it to provide training opportunities for local women.

Funding has also been provided to Mentell, an organisation that provides mental health support for men across the borough, providing safe and confidential spaces. Suicide is still the biggest killer of men under 45 and to combat this, the group aims to challenge the stigma around men talking openly about thoughts and feelings. Community safety funding has allowed Mentell to expand its weekly peer-to-peer support group offer.



Bury

Community safety funding has been awarded to the Fed Project, a community support group for women experiencing domestic abuse within the Jewish community.

The funding is being used to provide one-to-one sessions, focusing on practical and emotional support, supporting women to build their self-esteem and help them recover from abuse.

Between January 2020 and March 2020, 14 women were supported by the service.

Manchester

In Manchester, Sow the City has been working with Boiler House and Remedi on a project for young people who are subject to Youth Justice Orders.

Funding has been used to refurbish the Boiler House workshops and provide new tools for the project, which aims to improve integration within the community and develop new skills for employment.

Young people have been learning woodworking skills and have produced pieces of furniture that have since been donated to care leavers moving into their own accommodation. Some of the young people have also gone on to further training and employment.

The young people are also producing a picnic bench for Eccles Community Garden, and have donated cellos to the Royal Northern College of Music, helping to strengthen community relations across the city.

Trafford

Trafford Community Cohesion Forum works with faith and community groups across the borough to promote and encourage community cohesion.

As part of hate crime awareness week, the Forum brought together different faiths and communities to have an open and honest conversation about hate crime. Other activity included information stalls across the borough, awareness raising workshops in schools and two hate crime awareness events in partnership with the Trafford College Group, Remembering Srebrenica and the Sophie Lancaster Foundation.

In October 2019, forum members worked in partnership with local charity Rehoboth for Families and LifeCentre in Sale, to host a Black History Month celebration event - Archiving the Past, Reflecting the Future. This event was well attended by residents from across the borough, and celebrated black history through cultural entertainment, food and fashion.



Bolton

Bolton Council, working with Bolton Solidarity Community Association, has delivered a female genital mutilation (FGM) training programme to primary and secondary schools across the borough.

Delivered by local professionals with an expertise in FGM, the programme aims to raise awareness of FGM and educate staff on what to do if they suspect FGM is occurring. The project aims to prevent FGM within practicing communities and protect victims and potential victims.

The Early Intervention Youth Violence project has supported more than 30 young people identified to be at high risk of perpetrating or being a victim of violent crime, or who have an association with peers or family members involved in organised crime groups or violent crime.

This has involved developing a bespoke programme of support for each young person including mentoring, coaching and other interventions. The success of the project has led to further funding to support more young people.



Salford

Barton Athletic Club in Eccles has benefitted from community safety funding, which has enabled them to purchase equipment needed for the club to continue to offer their activities, especially to young people.

The club also provides many volunteering opportunities for local people from all cultures and backgrounds, allowing them to build new skills, gain confidence and make a positive contribution to their community.

In Walkden, Maverick Stars Trust has been working with Salford Community Leisure, Salford Youth Alliance, Integrated Youth Services, Rio Ferdinand Foundation, ForHousing and others to establish Walkden Youth Zone, a new youth facility and community amateur sports club.

The project works with young people who are not in education, employment or training by providing courses and training on topics such as coaching and leadership.

Rochdale

Rochdale Borough Council, working with Action Together, has brought together voluntary organisations to share best practice and collaborate on projects. This has included volunteers from each organisation undertaking a two-day youth mentoring training programme and working with young people to co-design activities and workshops.

Community safety funding has also been provided to the Nigerian Community Association and Caring and Sharing, who have continued to work with young people and strengthen engagement with local communities during the COVID-19 pandemic.

Wigan

Funding from the Deputy Mayor has maintained community-based services for women and girls who have experienced domestic abuse and other vulnerabilities.

DIAS (Wigan) and Well Women (Leigh) have used the funding to come together to build an evidence-base for an early intervention and prevention approach which is consistent, provides equal access to support, and is sustainable over three years. The £1.2 million contract will provide a helpline for victims, friends, families and professionals, support for schools, and training and recruitment of volunteers to provide peer support.



Budgets / Grants / Accountability

Police Fund Resources 2019/20 (£m)

- Other Government Grants (£175.2)
- Income & Sponsorship (£39.6)
- Precepts (£152.6)
- Police Grant (£443.1)
- Transfer from Reserves (£6.0)



Police Fund Expenditure 2019/20 (£m)

- Employees (£663.1)
- Premises (£32.6)
- Supplies & Services (£81.4)
- Agency Payments (£8.2)
- Transport Related (£6.1)
- Supported Services (£1.3)
- Capital Financing (£8.4)
- Transfer to Reserves (£12.9)



In 2019/20, the council tax precept increased by £24 a year (for an average Band D property).

The additional £18m raised was invested in the following priority areas, addressing public concerns:

- Neighbourhood policing
- Safety on the transport network
- Safe night-time economy
- Continued improvements to the 101 service and other forms of customer contact
- Tackling serious and violent crime
- Tackling violence against women and girls
- Improvements to sickness absence

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.

In September 2019, the Deputy Mayor presented the Police and Crime Outcomes Framework to the Police and Crime Panel. The framework consists of a range of information, aligned to each of the three priorities of the plan, that gives an indication as to whether the plan is on track. This brings together the survey results as well as statistics and crime information at a Greater Manchester and district level.

To support the delivery against the above priorities there was an increase in police officer numbers by 320, in addition to the replacement of officers who leave the force (approximately 500 a year) including:

170

new Neighbourhood Police Officers (NPOs) to enable an enhanced response to calls, particularly to those most vulnerable

50 new

Neighbourhood Officers (NBO)

A new transport team, with **50** additional officers, to enable a more appropriate response to problems on the transport network, including a wider focus on other transport matters

Forward Look

The continued implementation of iOPS in 2020/21 is key to achieving the full benefits of the system and the way GMP works with other organisations as part of integrated place-based working. This will include a range of updates to different elements of the system which will improve access to the way information can be searched, including community intelligence and the vulnerability of victims of crime.

Work is also underway which will improve services to victims of crime and how GMP works with other organisations.

LCJB and the courts

COVID-19 has significantly impacted upon the criminal justice system, nationally and locally. There is a need to step back and consider the operation of Magistrates and Crown courts to ensure a COVID secure environment.

COVID-19 has increased the pace and speed of the use of technology in delivering services. Going forward, the use of video hearings will be used as much as possible in both the Magistrates and Crown Courts with all parties, including victims and witnesses, able to use video links to virtually attend court or give evidence from a remote or COVID secure location.

The Deputy Mayor also wants to capture the innovative way services have been adapted as a result of COVID-19, which benefits victims and improves overall effectiveness of the criminal justice system.

Probation reform programme

From June 2021, the nationally reformed probation model will bring responsibility for the management of offenders into the National Probation Service (NPS) by integrating it with the Community Rehabilitation Company (CRC).

The Justice Devolution Memorandum of Understanding, between the Ministry of Justice and Greater Manchester, provides an opportunity to shape probation reform at a local level to benefit the lives of Greater Manchester residents and their communities.

From conviction, to custody, to resettlement and rehabilitation, the partnership approach will aim to reduce reoffending rates by addressing the underlying causes of criminality.

Performance and accountability framework for GMP

The Deputy Mayor exercises her role of scrutiny in a variety of ways. This includes regular one-to-one meetings with the Chief Constable, in addition to more formal meetings to ensure oversight of issues such as finance, audit activity, police officer recruitment, how GMP is tackling complex issues such as child sexual exploitation, and performance against the police and crime plan priorities.

The Deputy Mayor is also working with the Chief Constable to develop a comprehensive performance framework, which recognises the changing context and nature of the



challenges faced by GMP. This will ensure that the Deputy Mayor holds GMP to account as effectively as possible on behalf of the communities of Greater Manchester.

Operation Greenjacket

Following the Assurance Review of Operation Augusta, a new investigation under Operation Green Jacket has been opened by GMP.

Work will continue on the remaining work streams of the review including the assurance exercise into non-recent child sexual exploitation in Rochdale, and support for the delivery of a separate assurance review into child sexual exploitation in Oldham, which has been commissioned by Oldham Council.

Gender-based abuse – ending violence against women and girls

Over the past 12 months, the Deputy Mayor has been leading on the development of a strategy to effectively tackle gender-based abuse. Abuse of women and girls in its various forms, has been accepted as a fact of

life. This has to change and that is what the strategy will aim to do. Men and boys are victim to many of the same offences and the impact on individual victims, female or male, is undoubtedly profound.

The strategy will focus on the causes and impact of this abuse on women and girls, specifically due to the prevalence of abuse against women and how the attitudes and beliefs society holds about women contribute to these offences.

It is anticipated that the strategy will be launched later in autumn 2020 and it will be an important part of the Standing Together plan going forward. The work will also be closely aligned with the work of the soon to be established Women and Girls Equality Panel.

Violence Reduction Unit (VRU)

There is a clear evidence-base to support the view that there is no quick fix for tackling violence, particularly in parts of Greater Manchester where there are particularly acute issues with violence.

The VRU is committed to a community-led approach with an emphasis on investing in children, young people and families and preventing violence from occurring. As such, for the VRU to be successful it will require a five to 10 year commitment to addressing the causal factors of violent crime, which is reflected in the Greater Manchester Serious Violence Action Plan.

Over the next 12 months, the community-led, violence reduction pilot will be implemented in six locations across Greater Manchester, which will involve local residents making decisions about how money is spent and how services and interventions are delivered in their area.

Modern Slavery Investigation Team

Modern slavery and human trafficking are particularly insidious crimes in which victims are exploited for financial gain, the most common forms being labour and sexual exploitation.

To help strengthen Greater Manchester's approach to tackling modern slavery and help address the challenges of investigating these crimes, a specialist team of six investigators is being developed. Their role will be to oversee investigations into some of the largest, most complex, often organised examples of exploitation taking place within the city-region.

Greater Manchester Fire and Rescue Service (GMFRS)

The Deputy Mayor will oversee the development and launch of the Mayor's Fire Plan. The plan will set out the priorities for GMFRS for the next four years.

The draft priorities have been identified from feedback from the extensive consultation on the review of the Service (Programme for Change). They also reflect the findings from the HMICFRS inspection of GMFRS and from initial consultation with Greater Manchester's community safety partnerships.

The priorities in the plan will ensure the Service's response to emergencies is as fast and effective as possible. They will focus on the new risks within the built environment that have become apparent since the Grenfell Tower fire. There will be a continued emphasis on helping people reduce the risks of fires and other emergencies, as well as ensuring the Service uses its resources transparently and sustainably. The HMICFRS report made recommendations about the culture of the service, including the need to improve leadership, diversity and staff engagement. These priorities will also be addressed in the plan.

There will be a continued emphasis on helping people reduce the risks of fires and other emergencies, as well as ensuring the Service uses its resources transparently and sustainably.



