

# Standing together

Annual Report 2021/22



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# Foreword by the Mayor, Andy Burnham



**Mayor of Greater Manchester,  
Andy Burnham**

This is my fourth annual report for police and crime, covering a broad range of work that has been achieved by working closely with local residents, local authorities across Greater Manchester, Greater Manchester Police and voluntary and community sector organisations.

Not forgetting the many challenges and tragedies that the COVID 19 pandemic presented, and the impact on every resident, this report demonstrates how we have got on with the job of tackling crime and supporting victims and their families. In the face of adversity, the people of Greater Manchester showed their grit and determination by coming together to support the most vulnerable members of our society.

Our Place, Our Time, my manifesto commitment for change, stressed the central role that GMP have in achieving a better quality of life for us all. Following the HMIC VSA report and my appointment of a new Chief Constable, who wasted no time in developing and implementing a clear plan for improvement that is taking GMP forward. Launched in September 21, the Chief Constable's plan focussed on the basics of policing: fighting, preventing and reducing crime; keeping people safe and caring for victims.

Supported by a committed and dedicated workforce, GMP is already seeing the positive impacts of that plan, with improvements over the last twelve months in the areas of:

- Quicker call handling times for both 999 and non-emergencies
- Significantly faster response times to grade one and grade two calls
- Commitment to attend all burglaries
- Doubling of arrests
- Increased crime recording and compliance with national standards
- Improvement in outcomes
- Increased use of stop and search
- Record breaking seizure of criminal assets

The Chief Constable and his senior leadership team have the commitment and drive to transform GMP, making tangible change against the public promises that have been made.

My focus on continued improvement will not waiver and I will ensure the police are accountable through previous and planned Police Accountability meetings. These meetings are live streamed and have provided a face to face opportunity for local councillors and MPs to hold the Chief Constable and his leadership team, to account on matters that have been raised by their constituents.

These meetings are one of the ways that Greater Manchester residents can directly influence the service that GMP provide. GMP have recently held a number of consultation events about Neighbourhood policing. They have had over 7000 responses from the public and, together with the Deputy Mayor, will be taking a keen interest in how this information will be used to shape the service that we see on our streets.

The residents of Greater Manchester deserve a world class police force and I am confident that the progress we have already seen is taking GMP on the right path.

As Mayor for Greater Manchester, I consistently make the case for additional funding for GMP, so was encouraged that the Government grant for police in 2022/23 included an additional £29.9 million compared to 2021/22. This funding will deliver the third year of the national expansion programme of 20,000 police officers over three years which equates to 438 officers in 2022/23 across Greater Manchester and an additional 25 officers to tackle Serious Organised Crime.

Supported by Council Leaders, the £10 increase in 2021/22 in the Police precept allowed investment in:

- A force-wide team tackling child sexual exploitation
- New city centre team for violence reduction
- Crisis worker pilot programme for responding to rape and serious sexual offences reports
- 150 officers for safeguarding
- Mentoring for young people involved with/at risk of becoming involved in gang activity
- Continuation of mental health tactical advice service in control rooms
- Road safety initiatives including piloting community-led Speedwatch

- Transformation in the response to and support for victims of domestic violence
- Continued work with trusted victims' organisations

With this increase, the Greater Manchester police and crime precept will remain one of the 10 lowest out of the 42 police and crime areas of England.

In each of the annual reports, I have stated my commitment to our frontline police officers and staff and recognise the work they do and the risk they take every day to reduce crime and anti-social behaviour and safeguard and protect the most vulnerable people in our society.

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

# Foreword by the Deputy Mayor, Bev Hughes



**Deputy Mayor for policing, crime,  
criminal justice and fire, Bev Hughes**

Welcome to my annual report for 2021/22 and the overview of work from April 2021 to March 2022.

As the unprecedented challenges of the pandemic appeared to be receding, and working practices return to more normal patterns, we were determined harness the potential pursue ever more vigorously our commitments to the people of greater Manchester. As you read through this report, I hope you can see the commitment and drive that I have witnessed amongst the officers, staff and volunteers in organisations I work with, including the police and fire services, local authorities, business, voluntary organisations, all of whom are essential to improving community safety and well-being for our citizens.

My new Police and Crime plan was published in January 2021, following a robust and wide-reaching programme of engagement and consultation which supported the continuation of the three priorities, Keeping People Safe and Supporting Victims; Reducing Harm and Offending; Safer communities and Places. Whilst the plan was in development, I continued to work closely with the new Chief constable, Stephen Watson, who set out an ambitious improvement plan to transform GMP into the police service you all deserve. The plan focussed on getting the basics right: Fight, prevent and reduce crime; Keep people safe; Care for victims.

Residents have told us that what matters most is being able to get through to the Police when they are needed, having their concerns taken seriously and being treated with respect. Led by the Chief Constable, I am already seeing improvements in the speed of the phones being answered, response times, crime recording and the support that victims receive from when they contact the police. I know there is a long way to go but I know we are on the right path.



In September 2021, I launched the Greater Manchester Gender-Based Violence Strategy which sets out a comprehensive, responsive programme of service delivery to enhance the safety of women and girls, preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it. I am determined that over the next 10 years we will become world leaders at tackling gender-based violence in all its forms.

Working with GMP and the voluntary and community sector, my team are designing the future model for new and improved victim services to be in place from December 2022. The creation of this new service has been informed by what victims of crime have told us. Ease of access, honest, respectful with good communication and listening to what victims need, are key principles which will underpin the service.

Over the year we have all witnessed the devastating impacts of violence in our communities. Tackling Serious Violence and prioritising early intervention remains a key priority. Throughout the year I have developed community alliances that have strengthened relationships and trust between the community and partners from the voluntary and statutory sectors. This work complements the well-established community initiatives that I have funded through district community safety partnerships.

The reunification of Probation has been a significant opportunity to design services that focus on rehabilitation for sustainable change. Leading a collaborative approach with Probation for Greater Manchester, we have developed a range of services that have utilised and enhanced the best interventions to develop a programme of Greater Manchester Integrated Rehabilitation Services covering welfare, families, women, dependency/recovery, peer support and education/training and employment.

The report also makes reference to the work of the Fire service and I firmly believe that fire safety is a critical aspect of overall community safety. We have made significant progress this year, in particular the ongoing improvements made to the culture of the Service. This has been recognised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) who, in their latest report graded GMFRS 'Good' in the People section, one of the three pillars of the inspection process. Particular reference was made to the improvements to ensure fairness and promote diversity.

The Greater Manchester approach to improving community safety and citizen well-being is, and has to be, based on strong partnerships between all our organisations. The report also brings to life what this means for communities, with great examples of community initiatives which are making a difference to local people and, importantly, working with local residents to decide priorities and deliver real change.



# Responding to challenges and successes

## Crime and changing police demand

**Greater Manchester makes up just five per cent of the population but at times accounts for seven per cent of the country's police demand. This is against a backdrop of more complex types of crime including cyber-crime, fraud, and child sexual exploitation. We have seen more than a 40% increase in police demand relating to hate crime this year and an increase in violence of 36%, although reported anti-social behaviour has dropped by nearly a third.**

Over the past twelve months, police officer numbers (FTEs) have risen from 6,943 at the end of the previous financial year to 7,222 as at 31 March 2022. The majority of these additional officers have been in front line policing roles, which have increased in each of the ten districts within GMP.

There was a step-change in GMP's compliance with the National Crime Recording Standards in 2021/22. The most recent external independent assessment of crime recording accuracy undertaken by HMICFRS estimated that GMP's compliance rate across all crime types (excluding fraud) stood at 90.6%. This is a significant improvement from the 77.7 % rate reported in the 2020 VSA assessment but does mean that levels of recorded crime have increased across most crime types.

We also need to be mindful of the impact of COVID lockdowns on reporting of crimes when we are comparing 2020/21 to 2021/22 as a significant portion of 2020/21 was under full COVID lockdown.

# 279

**Increase in police officer numbers (FTEs) compared to the end of the previous financial at 31 March 2022.**





Recorded crime levels have been affected by both COVID and improvements to GMP's crime recording accuracy

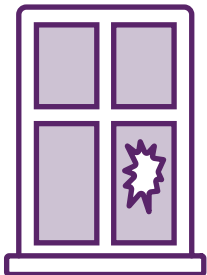
## REPORTED ASB

In 2020/21 there were **103,317** reports of anti-social behaviour. This figure **decreased 30%** in 2021/2022 to **72,299**.



## TOTAL RECORDED CRIME

In 2020/21 there were **273,687** total recorded crimes. This figure **increased 29%** in 2021/2022 to **351,989**.



## NEIGHBOURHOOD CRIME

In 2020/21, there were **45,000** incidents of neighbourhood crime. This figure **increased 21%** in 2021/2022 to **54,409**.

## MENTAL HEALTH INCIDENTS



In 2020/21 there were **15,966** mental health incidents. This figure **increased 17%** in 2021/2022 to **18,629**.



## DOMESTIC ABUSE

In 2020/21, there were **51,364** incidents of domestic abuse. This figure **increased 27%** in 2021/2022 to **65,175**.

## VIOLENCE WITH INJURY



In 2020/21, there were **22,993** incidents of violence with injury. This figure **increased 36%** in 2021/2022 to **31,192**.

## RECORDED HATE CRIME



In 2020/21, there were **9,198** recorded hate crimes. This figure **increased 43%** in 2021/2022 to **13,165**.

## RE-OFFENDING RATE

Year ending March 2020 (latest data) the proven re-offending rate in Greater Manchester for adults is **22.1%** compared to a national rate of **26.1%**.



## What residents have told us

**The Deputy Mayor wants to know how safe people feel, their experiences of crime and their satisfaction with services. More than 39,000 Greater Manchester residents have responded to a quarterly survey on policing and community safety, which was first commissioned by the Deputy Mayor in 2019. This information helps shape how Community Safety Partnerships (CSPs) and Greater Manchester Police (GMP) work together to tackle crime and anti-social behaviour.**

**The main reasons for feeling safe** were a lack of personal experiences of problems (22% of those who felt safe), quiet/pleasant neighbourhoods (20%), and a sense of community in the local area (19%).

**The main reasons for not feeling safe** were an awareness of anti-social behaviour (36% of those who felt unsafe) and crime (27%).

## GMP's Improvement Plan

In December 2020, Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) found that GMP's services to victims were a serious cause of concern.

Following this assessment, GMP was formally 'engaged' by HMICFRS, and four enduring causes of concern were identified. In May 2021, Stephen Watson took up his position as GMP's Chief Constable and began a wide-reaching root cause analysis of the enduring concerns to establish the strategic conditions required to secure fundamental long-term success, with a focus on:

- Clear strategic direction
- Capable, committed and inspiring leadership
- Operational effectiveness
- Cultural transformation

In September 2021, GMP published an improvement plan set out as a 'Plan on a Page' with the purpose of re-focussing on the basics of preventing and reducing crime to keep people safe and to care for victims. [To see the plan, click here.](#)

The plan was devised with input from hundreds of frontline police officers and staff and was well received internally and with strategic stakeholders. It is now the framework through which transformational change is being delivered within GMP.

## Safety Survey 2021/2022:

# 62%

feel confident in GMP in an emergency.  
**Down four per cent from the previous year.**

# 88%

of people feel safe in their local area.  
**Down one per cent from the previous year.**

# 40%

feel confident in GMP in a non-emergency.  
**Down three per cent from the previous year.**

# OUR PURPOSE:

Focus on the basics: Fight, prevent and reduce crime.  
Keep people safe. Care for victims.



## THIS IS WHAT WE DO:

RESPOND TO INCIDENTS  
& EMERGENCIES

INVESTIGATE & SOLVE CRIME

PREVENT AND REDUCE CRIME, HARM  
AND ANTI-SOCIAL BEHAVIOUR

DELIVER OUTSTANDING SERVICE

BUILD PUBLIC TRUST AND CONFIDENCE

## THIS IS HOW WE DO IT:



Improve, simplify and align our  
core processes

- Ensure we deal with incoming demand, and properly record, investigate and solve crimes
- Ensure end-to-end accountability and victim focus
- Simplify governance, reduce duplication and bureaucracy



Improve I.T. and broaden digital  
transformation

- Improve / replace police works
- Boost digital skills across the organisation
- Ensure I.T. and digital technology are easy to use enablers of our core processes
- Update and upgrade our I.T. infrastructure and ensure it is fit for purpose



Become a more intelligent  
organisation

- Foster evidence-based decision-making
- Scan the horizon, map and predict demand and emerging threats (incl. failure demand)
- Collect and analyse accurate, reliable and up-to-date information and share it in an easy to understand way
- Boost data and analytics skills



Strengthen and invest in the  
corporate services function

- Ensure corporate services enable, contribute, support and influence the force as a strategic partner
- Boost and grow the professional skills across corporate services



Establish effective performance  
management regime

- Measure, monitor and manage what really matters
- Set clear performance expectations for everyone
- Recognise and celebrate good performance
- Fairly tackle poor performance



Strengthen our dedicated  
neighbourhood policing teams

- Ensure they have resources and decision-making powers, local knowledge and a focus on partnership-based problem solving
- Help to build resilient communities
- Supported by specialist capabilities



Work in effective partnerships

- Reduce risk to vulnerable people and stop people becoming victims in the first place
- Create a joint focus on creative problem solving in order to reduce demand
- Shared accountability for problems
- Joint intelligence and understanding of underlying causes of demand



Communicate and engage in a  
positive and proactive manner

- Have a proactive dialogue with communities, listen to the public, understand issues
- Establish internal voice and create staff engagement channels
- Enhance media and stakeholder relationships



Invest in and support our people

- Make GMP an attractive place to work
- Improve staff engagement, staff recognition and staff wellbeing
- Improve leadership skills across the organisation
- Strengthen strategic, operational HR and workforce planning processes so that we recruit, retain, develop and promote the best people
- Provide ongoing training, development support and career progression opportunities to all staff and officers



Invest in and improve our  
infrastructure

- Ensure the estate, fleet, equipment and I.T. are fit for the job
- Embrace effective agile working
- Reduce environmental impact



Manage our resources effectively

- Secure funding and align finance strategy with strategic priorities
- Balance short and long-term financial planning
- Improve financial awareness and delegate more financial authority
- Focus on value for money

## UNDERPINNED BY OUR VALUES:

PUBLIC SERVICE &  
PROBLEM SOLVING

INTEGRITY, HONESTY  
& OPENNESS

ACCOUNTABILITY  
& UNITY

KINDNESS

HIGHEST PROFESSIONAL  
STANDARDS

BEING A LEARNING  
ORGANISATION

DIVERSITY, EQUALITY  
& INCLUSION





**Whilst much remains to be done, and further improvements must be made, there is also much to be proud of in what GMP achieves every day. Highlights of improved performance include:**

- Quicker call handling times for both 999 and non-emergencies
- Significantly faster response times to grade one (attend most vulnerable and high risk victims within 15 minutes) and grade two calls (attend within one hour, safeguarding risk at the earliest opportunity and securing evidence)
- Commitment to attend all burglaries
- Doubling of arrests
- Increased crime recording and compliance with national standards
- Improvement in outcomes
- Increased use of stop and search
- Record breaking seizure of criminal assets



## Neighbourhood policing

Building back neighbourhood policing as the eyes and ears of our communities, alongside wider fire, community safety and other public services, has been a key priority for GMP who have started a neighbourhood policing review, which is due to report by the end of 2022.

Key to the review was understanding residents' views about what is important to them. GMP received over 7,000 responses to an online survey as well as arranging public engagement events in each district, completing neighbourhood profiles and self-assessments.

A community messaging service is also being introduced, which will enable better communication with the public through digital means.

## GMP inspection reports and progress

Following on from the Victims Services Assessment inspection at the end of 2020, HMICFRS provided its annual police effectiveness, efficiency and legitimacy (PEEL) inspection for 2021/22 in early 2022.

The PEEL inspection provided an accurate assessment of the position of GMP as of September 2021, when the assessment was made. However, action against the recommendations within the report had already progressed significantly in that time and continues to do so.

Prior to the publication of the PEEL report, GMP had been formally engaged by HMICFRS because of enduring concerns about crime recording practices and the provision of investigative and safeguarding services. Upon his appointment, the new Chief Constable took immediate action by establishing a tactical plan to increase the capacity of officers, reduce incident backlogs, and remedy issues with crime recording.

It is pleasing that within the PEEL report, HMICFRS has acknowledged the progress made, noting that the significant improvement in crime recording practices.

In addition to the PEEL inspection, a number of other inspections took place, with findings and recommendations for the policing sector.

Action against the recommendations made within each report are monitored by the Deputy Mayor and GMP. The Deputy Mayor's response to each report published can be found on the GMCA website:

[www.greatermanchester-ca.gov.uk/what-we-do/police-and-fire/](https://www.greatermanchester-ca.gov.uk/what-we-do/police-and-fire/)

## GMP workforce diversity

**By 31 March 2022, GMP had recruited 662 additional police officers. Whilst this fell 30 officers short of the end of year two target, an ambitious yet deliverable plan is in place to ensure that the shortfall will be made up and the target of 7,942 total police officers will be achieved in 2022/23.**

GMP has a strong drive to improve the diversity of the workforce and works closely with staff support networks such as the Muslim Police Association (MPA) and Black and Asian Police Association (BAPA GM).

In 2021/22, the proportion of the workforce who are female, from a minority ethnic group, identify as LGBTQ+ and those who have declared a disability have all increased. These increases can also be seen in the diversity of new recruits in this period.

However, data from the GMP Achieving Race Equality report identifies that GMP needs to improve the recruitment of Black males and, critically, females, so there is still some way to go. GMP needs to look at different ways of maintaining the momentum and ensuring that all diverse groups are more represented within the rank and staff, at all levels.

Community and partner involvement in the recruitment and selection processes will build relationships, trust, confidence, and legitimacy, and ultimately support better policing outcomes.

## GMP tackling disproportionality

Tackling disproportionality is a key priority for GMP and a Diversity, Inclusion and Equality Governance Board has been established to ensure oversight and positive action. GMP is focussed on making positive change in areas of service disproportionality and will develop a force-wide performance framework to ensure progress is made at pace in the areas of workforce representation and fairness at work, as well as provide scrutiny for arrests and stop and search activity.

## Violence reduction trends

Following several serious incidents in Greater Manchester in early 2022, including four fatal stabbings, the Mayor of Greater Manchester, Andy Burnham, hosted a round table event, chaired by Nazir Afzal, former Chief Crown Prosecutor. The event was attended by professionals and community representatives and is part of an ongoing commitment to work in partnership with agencies and communities to prevent serious violence.

## New recruits:

**47%**

Female officers

**11%**

LGBTQ+ (all)

**13%**

Minority ethnic (all)

**9%**

Declared disability (all)



## Greater Manchester Violence Reduction Unit (VRU)

The Deputy Mayor has continued to invest in the GM VRU to work with young people affected by violence across the city-region. By employing a public health model, the VRU has worked extensively in partnership with a diverse range of providers to deliver a programme of work for individuals and communities at risk of violence and harm.

More than £3 million was made available during 2021/22 targeting frontline provision, enabling both statutory and voluntary/community-based organisations to work in the highest areas of need. Just over £1.5 million was delegated between the 10 local authorities, which was used to provide support and activities to more than 33,000 children and young people, such as mentoring, education, training, sport and other creative activities. Professional training and development was also targeted at workforces across services working with young people, such as trauma awareness and coaching.

### Violent crime towards someone under 25

In 2020/21, there were **257,119** incidents of violent crime towards someone under 25. This figure **increased one per cent** in 2021/2022 to **259,225**.

### Recorded knife crime

In 2020/21, there were **3,818** recorded incidents of knife crime. This figure **increased 18%** in 2021/2022 to **4,510**.

**Family work and  
mentoring feedback**

**“Made me look at things differently – really interesting. There are certain things within my family that I can now see, so I’m going to tell them all about this.”**

**“It’s changed my outlook on everything and opened my mind, especially helping me when meeting new people.”**

**“In the darkest of times always look for a glimmer.”**

**“This is very educational, since starting the course I have used it in my day to day.”**

**“I spoke to the child like he was an adult, which made him feel welcome and respected which led to him opening up more.”**

**“What I love is when you see the kids on the street, and they just say hi and smile at you!”**

**“My brother didn’t like a film despite having never watched it, so I used perceptions to talk about it all.”**



The VRU has been working in  
**100 EDUCATION  
SETTINGS**



**MORE THAN 300  
YOUNG PEOPLE**

have been referred to the  
Greater Manchester  
Navigator programme.

Mentors in Violence Prevention  
(MVP) programme working with

**25 SCHOOLS,  
COLLEGES,  
AND COMMUNITY  
SAFETY  
PARTNERS**



**The launch of the second video** as part of the latest phase of the **'I am greater' campaign** – focussing on the risk of escalation from low-level actions such as arguments, rumours or harmful language.



**Violent crime is a growing concern** – after falling from record highs in the 90s, violent crime has been rising since the early to mid 2010s.

**Knife crime particularly impacts younger people** – 43% of suspects and 39% of victims of knife crime in Greater Manchester are aged under 25 (compared to 32% of the wider population).

Knife crime also disproportionately affects Black young people - both as victims and perpetrators. Eight per cent of victims and 20% of suspects of knife crime under 25 are Black (compared to four per cent of Greater Manchester's population under 25).

**Serious youth violence** is rising as COVID restrictions pass but youth violence has not returned to pre-COVID levels.

**There were 26% fewer A&E attendances** by young people due to assault in 2021 than the year pre-COVID, and 29% fewer ambulance call outs due to assault

**Knife crime is a particular issue among young men and boys** – 85% of suspects and 81% of victims under 25 seen by police are male.

**71% of young people** that attend A&E and 71% treated by ambulance crews due to assault are male.

**Serious violence disproportionately affects the most deprived communities in Greater Manchester** – over 40% of homicide in the city-region occurs in areas among the 10% most deprived nationally.



## Hospital and community based Navigator service

Whilst working to prevent violence is a top priority for the VRU, it is essential that services are available to respond to violent incidents as they occur. Therefore, alongside police and ambulance responses, a bespoke service is available in four major Greater Manchester hospital A&E departments as well as several community locations where specialist youth workers with lived experience can respond to serious incidents. The programme was launched in early 2021 and over 371 referrals have been made for young people who then received assistance and support following a serious violent assault or incident.

### Parent and young person feedback

**“The support has been incredible, the hospital must have referred me to a hundred different places but no one rang back, the Navigators did.”**

Young person

**“You are literally the only person who has contacted me since this happened. You are the only person who has offered support.”**

Young person

**“Working with the Navigators has given us confidence. The information you have given us has been invaluable. You have put everything together to help us find our way through this situation.”**

Parent

**“You have helped me cope... what’s the word... I’m resilient.”**

Young person

**“It has been good to have someone to speak to who is helpful and not negative towards us.”**

Parent

## Victim services

The Deputy Mayor commissions victim services such as Victim Support and specialist sexual assault and rape services such as St Mary's SARC, Survivors Manchester and Rape Crisis.

Regular meetings have taken place with the Victim Services Reassurance and Resilience Forum to understand the ongoing needs of community and frontline services and how they can best support victims. This has included support with the development of the Greater Manchester Victims Survey and responding to continued challenges due to the COVID pandemic.

## COVID funding for victims – co-ordinated approach to supporting victims

Greater Manchester successfully secured additional funding from the Ministry of Justice (MOJ) for domestic abuse and sexual violence support services and an increase of 14 additional Independent Domestic Violence and Sexual Violence Advocates (IDVA/ISVA).

## Victims of Rape and Serious Sexual Offences (RASSO)

The HMICFRS Victim Services Assessment, the impact of COVID and the development of a Greater Manchester Sexual Violence 'problem profile' have all highlighted concerns about the approach to (RASSO) reporting, investigation and prosecution. This has also been highlighted as a national and local priority through the National Rape Review, cases raised as complaints, and the launch of the Greater Manchester Gender-Based Violence Strategy. In response to this, an 'end-to-end' RASSO review was approved in December 2021. The review is a multi-agency approach jointly led by GMP, GMCA and Crown Prosecution Service and it will make recommendations for action.

GM successfully secured additional MOJ funding for DA/SV support services and for an uplift in IDVA/ISVA posts. This resulted in 14 new IDVA/ISVA posts across GM including funding for a medium risk IDVA in each local authority and 4 additional ISVA posts. Funding was secured for a comms and engagement post within the SV sector from emergency covid funding in winter 2021 which provides additional capability and capacity to the sector.

### This funded:

**24**

new IDVA/ISVA posts

**4**

additional ISVA posts

**1**

A dedicated post for communications and engagement with communities



## Police accountability meetings

In his manifesto in May 2021, the Mayor of Greater Manchester committed to increasing political accountability for GMP with the establishment of a series of police accountability meetings.

Held twice a year, councillors from all 10 Greater Manchester local authorities and Greater Manchester MPs are invited to directly question the Mayor, Deputy Mayor, Chief Constable and Deputy Chief Constable about key issues and concerns that have been shared with them by their constituents.

More than  
**50 ELECTED REPRESENTATIVES**  
attended

More than  
**40 QUESTIONS**  
asked directly

## QUESTIONS COVER THEMES SUCH AS:

Neighbourhood policing  
and investigations

Road policing

Scrutiny and accountability

Children and young people

Serious violence and  
gender-based abuse

Public engagement with GMP

The meetings will continue and ensure all Greater Manchester’s political representation can hold the Mayor, Deputy Mayor and GMP leadership to account.



## Finance and resources

For 2021/22, GMP and the Deputy Mayor received a core grant of £495 million, a ring fenced Police Uplift grant of £5.8 million and pension grant of £6.6 million. The Mayor approved an increase of £10 to the policing precept in January 2021 - taking the annual precept for a Band D property to £218.30 in 2021/22.

The Government announced in November 2019 a plan to recruit an additional 20,000 police officers. In 2021/22, funding to recruit 6,000 officers nationally was provided, which for Greater Manchester equated to 325 new officers recruited, and included an upfront contribution to the costs of new officers such as training, equipment etc. The majority of these additional officers have been in frontline policing roles, which have increased in each of the 10 districts. The budget was supported by the £20 million infrastructure funding for the new officers, front-loaded into the 2020/21 settlement. In 2021/22, £5 million was drawn from reserves to support the costs of delivery.

Over the past year, police officer numbers increased from 6,943 at the end of the previous financial year to 7,222 as of 31 March 2022.

This increase underpinned the following investment in:

- **50 neighbourhood beat officers**, enabling the provision of a named officer for every ward.
- A dedicated transport unit of **50 officers**.
- An increase of **32 posts in the Sex Offender Management Unit**, to align the structure of the overall team with the national benchmark for offender per officer.
- **A new city centre team** concentrating on violence reduction and improving the safety of the city centre.

In addition to an increase in police officers, there was also additional investment in the Force Control Centre to ensure that calls for services from the public were resourced in a more timely and efficient manner and improvements in deployments and crime recording were achieved.

However, it is simply not just about increasing numbers, it is also about improving capability. In 2021/22, additional roles were recruited to strengthen GMP's leadership and each district is now led by a Chief Superintendent. This was further strengthened in January and February when the Chief Constable delivered a series of half day leadership sessions for all 1,100 police sergeants, which set out clear leadership objectives linked to the improvement plan.

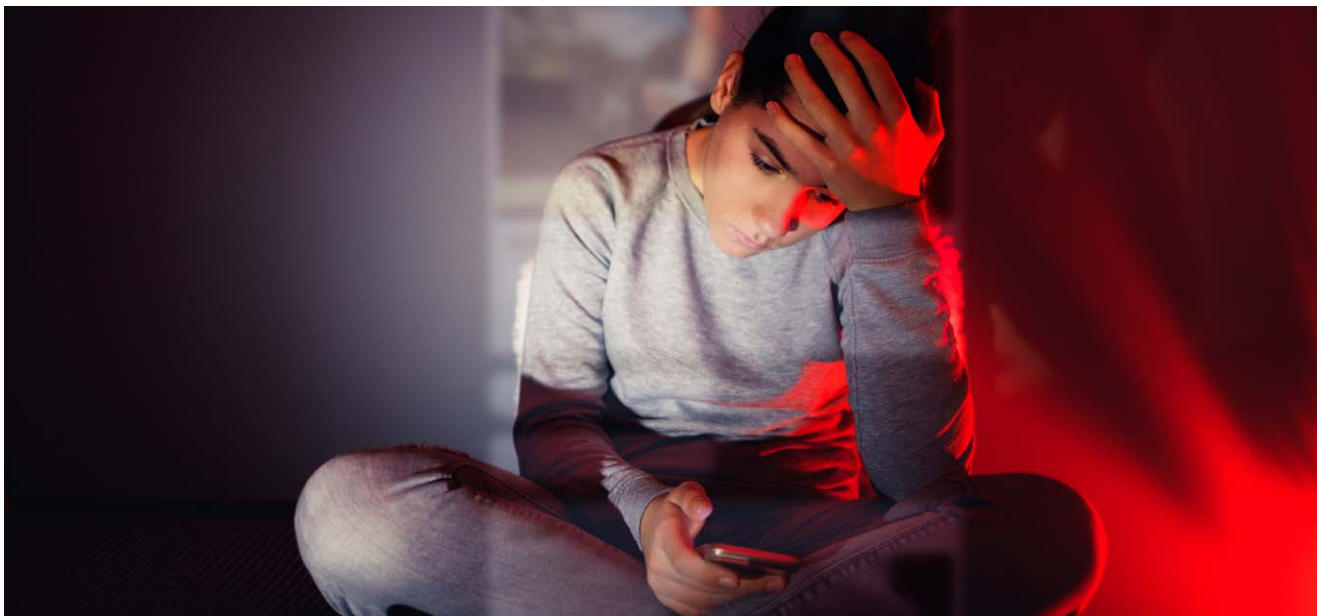
2021/22 reflects a period of transition for GMP with a clear upturn in operational delivery. The strategy has been clearly set out in the Plan on a Page and the establishment of the Performance Management Framework is driving service improvement to victims and communities across the organisation.

## Mental health

Around 40% of all vulnerability incidents recorded by GMP relate to mental health. In real terms this is 40,000 mental health related calls each year. GMP has implemented a triage and mental health support process in order to address this demand and support people to access the services they need in the community or hospital setting. This has contributed to reducing demand by improving links between GMP and the mental health system and developing more effective mental health pathways. For example:

- Progress has been made in developing triage and mental health support directly from the Force Contact Centre.
- Progress has been made through the use of mental health joint response vehicles (rather than transporting patients in police cars) with funding extended.
- GMP have established new pathways with crisis cafes and voluntary and community sector provision.

However, section 136 suite availability remains a challenge for service delivery.



## Complex Safeguarding

Greater Manchester has Complex Safeguarding Teams across all 10 districts, which support and safeguard vulnerable adolescents experiencing harm and vulnerability, while continuing to bring criminals to justice.

### In 2021/22 across all 10 Complex Safeguarding Teams (CSTs)

- **71% of children and young people** re-engaged with employment, training and education (326 of 457).
- **88% of young people** were deemed to have gained a stable living arrangement (512 of 582).
- **84% of young people** formed positive trusted relationships during the time they were working with the team (490 of 582).

A programme of Complex Safeguarding Team audits has been completed with 40 cases scrutinised, identifying practice strengths, areas for reflection, systemic issues identified, recommendations and feedback from children and families.

## Trusted Relationships

The Home Office announced the Trusted Relationships fund in 2018, with its stated aims of improving support to young people at risk of abuse and exploitation. This secured the continuation of the Trusted Relationships programme, embedding psychologists into Complex Safeguarding Teams to help their work with some of the most vulnerable adolescents.

The Trusted Relationships project is a well-established enhancement to Greater Manchester's complex safeguarding approach. The effectiveness of the approach has demonstrated clear benefits to such an extent that co-funding arrangements have been agreed between GMCA, Greater Manchester Integrated Care Partnership and the 10 councils to continue funding this vital service for a further three years.

## Drug trends and demand

### National Drug Strategy

The Greater Manchester Drug and Alcohol Transformation Programme Board, chaired by the Deputy Mayor, was established in September 2021. The Board aims to reduce the harms caused by drugs and alcohol by fostering understanding and collaboration between health and justice partners working in and across the 10 boroughs. This Board has taken strategic responsibility for implementing 'From harm to hope,' the new national 10-year drugs plan to cut crime and save lives, published in December 2021. Central to this strategy is improving the criminal justice system response to offending with expanded funding linked to ensuring there is a treatment place for every offender with an addiction.

### Drugs Early Warning System

The Deputy Mayor additionally commissions the most comprehensive drugs intelligence system in the country. The Greater Manchester Drugs Early Warning System (GM DEWS) consists of a multidisciplinary online Drug Alert Panel and over 700 professionals who share knowledge and are kept up-to-date with national and local drugs intelligence through Professional Information Networks in each local authority. The GM DEWS works in tandem with MANDRAKE, a joint GMP and Manchester Metropolitan University (MMU) initiative that enables drugs to be tested rapidly when incidents occur. MMU also annually publish up-to-date local drugs intelligence and routine drug test results in GM TRENDS (Greater Manchester: Testing and Research on Emergent and New Drugs). This year we have also established a Greater Manchester Drug Related Deaths Surveillance System coordinated by Liverpool John Moore's University's Public Health Institute. The system employs treatment records and coroners reports to provide accounts of the circumstances in which drug and 'alcohol toxicity' related deaths have occurred and confidentially shares the lessons from these across public services with the aim of reducing the likelihood of similar such deaths occurring in the future.





## Greater Manchester Fire and Rescue Service (GMFRS)

In 2021/22, GMFRS delivered functions against the priorities in its first Fire Plan, the overarching four-year strategy for the Service, making significant progress in a number of areas and in particular the ongoing improvements made to the culture of the Service. This has been recognised by HMICFRS who, in their latest report, graded GMFRS 'Good' in the 'People' section.

### Other improvements:

- 'Freedom to Speak Up' initiative, for anyone to raise a concern, ensures fairness and promotes diversity. This resulted in the grade improving from 'Inadequate' to 'Good'.
- 97 new apprentice firefighters, bringing the total to 337, and noted nationally for the investment in apprentices.
- Improved the diversity of its workforce with the most recent recruitment campaign achieving 49% of successful candidates from underrepresented groups.

- Aligned with police and ambulance service training, every firefighter is receiving terrorist response enhanced training.
- Specialist equipment will be available on every fire engine so they are ready to respond quickly and effectively should a terrorist attack or mass casualty incident occur.
- Investment in six new fire engines and two wildfire support vehicles, helping to reduce the spread and duration of wildfires using specific techniques and equipment.
- The launch of a new online home fire safety tool, which gives residents personalised advice to keep their home and family safe from fire.
- To help protect buildings from the risk of a fire and to influence national policy, the Service has continued to lead on the Greater Manchester High Rise and Building Safety Task Force. In 2021/22, GMFRS completed the re-inspection of all high-rise buildings in the city-region. The Task Force allocated over £2.5 million in grants to support the installation of new fire alarms.
- Gold award from Stonewall and has moved up 109 places, to rank 93rd in their list of Top Employers for LGBTQ+ people.



# Working together and our priorities



**Standing Together, the Greater Manchester Police and Crime Plan, was refreshed over the summer and autumn of 2021 and launched in January 2022 following support from the Police, Fire and Crime Panel.**

Stakeholder engagement and public consultation told us that the existing priorities should remain as they align with local plans and priorities and allow flexibility depending on local area needs. However, the consultation also supported that there be a greater focus on victims, which has led to the addition to priority one of the plan.

The three priorities of the refreshed plan (2022-25) continue to shape the delivery of schemes and projects to support the achievement of the outcomes under each of the three updated priorities:

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



Priority 1:

# Keeping People Safe

Protecting and caring for people who live, work, socialise and travel in Greater Manchester. Protecting those who are vulnerable and those who are victims of crime or at risk of being victimised. Building resilience, feelings of safety and confidence in policing and community safety.



## Violence Reduction Unit

### Community-led programmes

The VRU has invested £300,000 in community-led programmes across Salford, Manchester and Bolton who have all received £100,000 each to fund grassroots organisations working with young people and their families to improve outcomes in their communities. Equal investment, planning and development has also been channelled into other districts where community alliances have been established to manage this exciting investment opportunity. The programme is currently being evaluated and learning and outcomes will be published in due course.

### Hospital and community-based Navigator service

Whilst working to prevent violence is a top priority of the VRU, it is essential that services are available to respond to violent incidents as they occur. Therefore, alongside police and ambulance responses, a bespoke service is available in four major Greater Manchester hospital A&E departments as well as several community locations where specialist youth workers, with lived experience, can respond to serious incidents. The programme was launched in May 2021 and by May 2022, over 371 referrals had been made for young people then received assistance and support following a serious violent assault or incident.

## Gender-Based Violence Strategy and implementation plan

The 10-year Gender-Based Violence Strategy sets out a comprehensive, responsive programme of service delivery to enhance the safety of women and girls, while preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it. Published in September 2021, the strategy was developed following extensive engagement work with a range of people who support those affected by abuse and violence, including the police, offender services, health services, education, safeguarding experts, and community and voluntary sector organisations. Most importantly, we have talked to many women who have personal experiences of gender-based violence.

Jointly chaired by the Deputy Mayor, a Gender-Based Violence Board has been established, with sub-groups to take forward implementing the strategy recommendations. As part of the launch of the strategy, the Mayor and Deputy Mayor launched the [#IsThisOK](#) campaign to start a conversation about men and boys' behaviours towards women and girls in public spaces. The campaign video has so far achieved over 5.2 million views across our digital channels.



## Victim survey

The Deputy Mayor wants to ensure that the experiences and expectations of victims are front and centre to the delivery of the Police and Crime Plan priorities. To this end, and working closely with the Victims Resilience Forum and GMP, the Deputy Mayor funded a 12-month survey of victims. With over 4,000 responses, the voice of victims has been a key contributor to the re-design of victim services and the way GMP and other organisations support victims throughout their journey.

The sample was made up of people who had reported a crime to GMP and other people who had not. The reports were delivered on a quarterly basis incorporating input from over 4,000 victims. Waves one to four of the survey were completed in 2021/22.

### The survey told us:

# 51%

**Over half of victims (51%)** who interacted with GMP are **satisfied with the service they received**, with around a third dissatisfied.

# 72%

**Approximately 72%** stated they would be **likely to report a crime again to GMP in the future**.



**The areas of interaction with GMP that require most focus are:**

- **Practical guidance and expectation setting** – these include having the crime recorded, to be re-contacted in a timely manner and to have the crime investigated.
- **Emotional support and reassurance** – these include confirmation of doing the right thing, feeling believed, trusted and respected, and accessing emotional support or empathy towards experience.
- **Keeping victims informed** – follow-up must also go towards ensuring victims know and feel that their experience has been fully acknowledged and that they are consistently kept informed, even if there is not an investigation of the reported crime.



## Improving the victim journey

### Redesign of Victim Services

With a service commencement date of the 1 December 2022, the redesign of the Greater Manchester Victim Service was a key priority throughout 2021/22.

In September 2021, following the Victims Services Strategic review, the Deputy Mayor and Chief Constable agreed to establish a service offer that includes the external provider working within the GMP estate over the next three years. The delivery of this ambition and the development of a service specification has been overseen by a joint GMCA and GMP project board, reporting into the Justice and Rehabilitation Executive.



### RASSO Review: End-to-End Rape and Serious Sexual Assault Offences Review launched

In December 2021, the Justice and Rehabilitation Executive signed off the approach to the RASSO Review and acknowledged that the Gender-Based Violence Board would need to consider the findings on completion. The Deputy Mayor commissioned bespoke analytics which also included capability with the 'ARC' system, which is a predictive tool for risk of harm. Progress in early 2022 included reviewing governance arrangements and a SWOT analysis was completed of the 'Suspect Focus' pillar of the review.

### Sexual violence 'problem profile'/ Sexual violence harm reduction

To inform the development of future services to victims of sexual violence, a sexual violence 'problem profile' was developed in 2021. The profile scoped demand across the system, identified current issues and barriers, challenges and gaps within the provision of support to victims.

The Deputy Mayor secured MoJ funding to service providers to enhance the service offer and deliver a variety of sexual violence harm reduction initiatives that had been co-designed across the sector.

### Domestic abuse perpetrator framework

In April 2021, the Deputy Mayor was able to secure £2.5 million continued Home Office funding for domestic abuse perpetrator programmes. This built on the £3,680,807 that had been received December 2020 to 31 March 2022. This supported the continuation of schemes in Manchester, Salford, Stockport and Wigan as well as making funding available to expand current provision into the six remaining districts.

The programme's aim is to reduce offending by improving the availability and type of support, safely working with partners and ex-partners and their children.

Since the investment in local provision, there has been a fourfold increase in the number of perpetrators on domestic abuse perpetrator programmes, rising from 170 in 2020/21 to 843 in 2021/22.

## Fraud

Fraud accounts for 16% of all crime committed nationally. Funded by the Deputy Mayor and run by GMP, the Cyber and Economic Crime Awareness Service has provided direct support and interventions to more than 8,000 vulnerable victims of fraud. Fewer than 0.5% of people who receive support from the team go on to be a repeat victim.

### The service has achieved outstanding results:

The recovery and return of  
**£2.5m**  
to victims  
between  
1 April 21 to  
31st March  
2022.



The total taken  
back from  
criminals was  
**£13.7m**



**£5.7m**

was returned to  
GMP through the  
**Asset Recovery and Incentivisation  
Scheme** to support local policing projects  
as well as charities and community  
initiatives.



GMP successfully  
contacted and supported  
**14,560**  
**(91%) victims**  
**in 2021/22.**  
The aim is **100%**  
in 2022/23.



## Prevent and Channel reviews

Channel forms a key part of the Government's PREVENT strategy to identify and provide support to individuals at risk of being drawn into extremism. Led by the Deputy Mayor and the Greater Manchester CONTEST Board (the government's counter-terrorism strategy), two peer reviews were delivered across Greater Manchester in 2021/22, engaging all 10 local authority areas.

### The reviews aimed to:

- Evaluate and improve decision-making around Channel referrals and their management.
- Identify good practice, interventions and what works.
- Challenge and strengthen local multi-agency safeguarding decision-making around risk, vulnerability and support packages.
- Identify any additional support that is required going forward.
- Identify areas for further development, support or influence through legislation and policy development.

A Greater Manchester-level learning event is now in planning, informed by the recommendations from both the reviews.



Priority 2:

# Reducing Harm and offending

Preventing anti-social and criminal behaviour including the most serious offending and terrorism by solving problems, intervening early and rehabilitating offenders to build confidence in criminal justice.

## Community Accommodation

The Greater Manchester Community Accommodation Service 3 (CAS-3) is for people leaving custody who are 'homeless' but not under a duty of accommodation with their local authority ('priority need'). Greater Manchester CAS-3 offers temporary accommodation for up to 12 weeks and support to maintain the accommodation and seek a longer-term housing solution.

This accommodation and support is commissioned by local authorities, with regional service co-ordination managed by the Greater Manchester Homelessness Prevention Team (GM Probation Service).

This service model has proved highly successful in the pilot year. With clear comparison to non-devolved regional mobilisation Greater Manchester has been able to:

- Ensure quality provision and considered use of trusted providers.
- Maximise funding to enhance the support element of the specification as a priority to achieve positive outcomes.

- Align and integrate CAS-3 with wider system building to reduce offending and improve lives in Greater Manchester, including the 'Integrated Rehabilitation Accommodation Support Service' and 'A Bed Every Night'.

The benefits have been demonstrated in the pilot year and will continue to be built upon.

- Total Greater Manchester CAS-3 bed spaces (supported) mobilised: 132.
- People referred into Greater Manchester CAS-3 with no safe accommodation upon release: 366 of which 338 were placed.
- Contributed to total people accommodated upon night of release from custody reaching 93.2% in March 2022.

## Development of Autism and Learning Difficulties Strategy

Evidence suggests that people with learning disabilities, difficulties and autism are over-represented in the criminal justice system. Academic research demonstrated a clear link between behavioural difficulties, communication needs, violent youth crime and school exclusions in the VRU needs assessment, which also showed:

- **Over 60% of children and young people** in the Youth Justice System (YJS) have speech, language and communication needs.
- **Around 25% of young people** in contact with youth justice have some kind of learning disability.
- **50% of those assessed** by Speech and Language Therapy (SALT) in Greater Manchester YJS teams had been excluded from secondary school.

The VRU commissioned the National Autistic Society (NAS) to deliver training to professionals and parents with regards to autism/learning disability and child exploitation across Greater Manchester. Family members reported feeling more confident and prepared to manage concerns and able to put preventative measures in place because of the training.



## Case Study: Cuckooing

Cuckooing is the practice of taking over the home of a vulnerable person to establish a base for illegal drug dealing.

In February 2022, Programme Challenger and the Greater Manchester Housing Providers Network co-chaired a cuckooing conference highlighting good practice. This included the work of Wythenshawe Community Housing, who worked with several cuckooing victims who were living with learning disabilities. These victims supported the production of a video to share best practice, which was been cited for its effectiveness in highlighting the issues faced and how to support residents and individuals in this situation, [click here to see the video](#).



## Youth Justice Transformation: Development of an integrated offer for Greater Manchester's young people

The Youth Justice Transformation programme considers what we can do together to improve the experience and outcomes for young people entering, or at risk of entering, the criminal justice system. A refreshed and revised Youth Justice Transformation Action Plan is in development. This outlines the priorities, which sit under four themes:

- Delivering a child first approach
- A responsive child-centred policing plan (CCP)
- Tackling criminal justice system challenges and inequalities
- Improving service integration, early help support

Key components of this work have been the refreshing of the Youth Justice Steering Group, funding for the Resettlement Consortium and developing and establishing the links into the refreshed Children's and Young People's Plan.

## Deputy Mayor's Early Intervention and Prevention Grant projects

Funded by the Deputy Mayor's £500,000 for Early Intervention and Prevention services has been devolved to youth justice services in each district, to support their early intervention offer for young people. An outcomes framework has been produced for this funding, in consultation with youth justice services, to enable us to better identify the impact of the funding.

In 2021/22, there were 985 referrals to Early Intervention and Prevention services across Greater Manchester that had been commissioned by the Deputy Mayor's Early Intervention and Prevention Grants. Smarter Justice: Development of a problem-solving approach to improve the criminal justice system using family justice principles.



The innovative practice and many of the changes and initiatives arising from the need to work differently throughout the COVID pandemic are being captured and incorporated into design and delivery of the Greater Manchester criminal justice system in 2021/22. This has included better use of Cloud Video platform at court for professionals including the Crown Prosecution Service (CPS) and Probation, with better case management and communication across justice agencies and the piloting of a 'proof in absence' pilot.



## Greater Manchester Integrated Rehabilitation Service – the journey of commissioning

The creation of Greater Manchester Integrated Rehabilitative Services (GMIRS) has developed a 'total system' of rehabilitative welfare services in Greater Manchester for people on probation by encouraging services to work together, removing duplication and recognising the voluntary and community assets that already exist within our communities. These services are providing innovative support to address needs regarding accommodation, education, training and employment, dependency and recovery, welfare and a separate gendered approach for women.

### The themes are set out below:

- Accommodation
- Education
- Training
- Employment, training and education
- Peer support
- Family support
- Women

Greater Manchester is the only area to commission services locally, facilitated by the devolution deal to do things differently in order to better meet the needs of our residents and building on learning from our nationally recognised approach to women who are in the justice system as well as embedding lived experience within our commissioning processes.

Led by the Deputy Mayor, we are delivering a more needs led range of services to provide people with the opportunity to move away from crime and turn their lives around.

### An example of the impact of tailoring services:

- Female reducing re-offending figures for England and Wales 20.5%, other core cities Greater Manchester compares itself with 21% - 27%.
- Greater Manchester reducing re-offending rate – 13.5%.

## Lived experience: Revolving Doors

Whilst developing the GMIRS, Revolving Doors have been an integral part of the commissioning and evaluation process. The lived experience team provided in-depth understanding of the services needed to support people on probation not to re-offend.

The members of the lived experience team were able to advise, having experienced ineffective services in the past and now want to help change the system for the better. They have or have known others who are stuck in the 'Revolving Door'. Their advice has been invaluable to the commissioning of effective services that work.

## Adult Out of Court Disposals: Development of a simplified framework

The National Police Chiefs Council (NPCC) issued a national strategy for charging out of court disposals, recommending that the current system for adults should be changed to make it more transparent to the public, more streamlined for police officers and should better ensure that offenders have elements attached that are punitive, reparative or rehabilitate.

We are working closely with GMP to develop a new approach which will aim to achieve a reduction in recidivism and an improvement in victim satisfaction.

## Refresh of Integrated Offender Management (IOM)

The Ministry of Justice (MoJ) and the Home Office refreshed the joint IOM strategy in late 2020, seeking to bring consistency to the programme and who is on it, based on the concept of three cohorts: fixed, flex and free. The strategy focusses on neighbourhood crimes, with additional flexibility to closely manage the most prolific offenders. The

new scheme supports the management of offenders who are causing the most disruption and harm locally. Greater Manchester also undertook a whole system review across key agencies encompassing governance, training and establishments, tagging, domestic abuse offenders, multi-agency public protection arrangements and youth to adult transition amongst other key areas of focus. Early evidence shows a reduction in re-offending and cost of crime of between 10% and 30% across the three cohorts since the implementation of the new arrangements. We will be undertaking further analysis using specialist analytics and linked to the Home Office Review of Sex Offender Management.

## Community Payback

Community Payback is a form of unpaid work that people can be sentenced to as part of a community order. We have been working with Her Majesty's Prisons and Probation Service (HMPPS) to support the continued development of their community payback work and to scope new opportunities for connections with partners and organisations across Greater Manchester.

Introductory meetings were held with a range of partners to explain how community payback worked, how it could support the work of their organisation and to explore any new opportunities.

### Introductory meetings have been held with:

- Local authorities
- Housing Associations
- VSCE sector
- Recycle4GM
- Local sports organisation
- Foodbanks

The opportunities to further develop and embed Community Payback has been provided to HMPPS with details of previous, current and potential schemes in Greater Manchester along with recommendations on next steps. The report also provided relevant contact details of partners who would be interested in supporting and developing a greater community payback offer in Greater Manchester.



### **Case study:** **Community payback** **Emerge FareShare**

People on probation have been sorting through food that has been donated by large food retailers to be used in food packages for local families in food poverty. Families collect the food from a collection point. The Community Payback work provides a reliable source of help to FareShare, complimenting their cohort of volunteers to ensure local families on the poverty line are receiving healthy food.

The people on probation who are involved, learn a range of valuable groupwork skills and in addition, FareShare have also provided fork lift truck driving courses. Community Payback provided approximately 224 hours of help a week and have done since July 2020.



## Challenger strategic refresh

Programme Challenger is Greater Manchester's partnership response to serious and organised crime (SOC), delivered through Greater [Manchester's SOC strategy for 2022-25](#), summarised in the [Plan on a Page](#).

Work has been undertaken during 2021 and early 2022 to better understand the county lines model of drug-dealing, with Challenger partners engaged in undertaking a force-wide threat assessment, which has supported a successful bid for £4 million of Home Office investment over the next three years. This will fund a central team of police officers, analysts and researchers, a Campaign and Engagement Officer and other capacity to support delivery of a targeted plan to tackle county lines, protect vulnerable people and bring criminals to justice.

Challenger will also be working to improve its understanding of the impact of SOC on communities and exploring ways to better communicate activity being undertaken to tackle it, including improved working with emerging neighbourhood and place-based hubs.

Launching 'We Move' in Summer 2022, with the Diane Modahl Foundation, Oldham Boxing, Early Break and 42nd Street, this initiative will work with young people affected by SOC, providing mentoring based work to develop and achieve aspirations.

## Improving continuity of care between prison and community drug and alcohol services

### IRS Dependency and Recovery, Community Sentence Requirements

In Greater Manchester, we aim to reduce the harm caused by drugs and alcohol through strong links between our treatment services and key custody, court, and prison interfaces. Where offending is linked to the use of drugs, alcohol, or mental health difficulties we encourage courts to issue community sentence treatment requirements which require people to attend both probation and treatment services. Links between these services have been strengthened through devolution, with Greater Manchester being the first nationally to commission our existing treatment providers to establish bespoke dependency and recovery services to support people on probation.

When people are sentenced to prison, we monitor how many of those with drug and alcohol problems continue with treatment when they are released, and we continue working locally with Forest Bank to improve this continuity of care.



Priority 3:

# Strengthening communities and places

Helping to build resilient and resourceful communities including online communities and protecting the places where people live, work, socialise or travel. Supporting the delivery of the IT systems, buildings, roads, street lighting and other public assets needed to solve problems in a 21st century society.

## Night-time Economy

Several schemes exist across Greater Manchester that increase safety and welfare and prevent and reduce harm to people who are out in the night-time economy – in turn helping reduce the demand on emergency services.

This includes the LGBTQ+ Foundation's Village Angels and Haven scheme. Funded by the Deputy Mayor, the schemes have a specific focus on Manchester city centre, which has the highest number of night-time incidents. There are schemes that also cover other parts of Greater Manchester too.

The scheme supports people who may be under the influence of drugs or alcohol, lost contact with friends or cannot get home – for some this is more serious. The service runs from 11pm to 5am every Friday and Saturday and bank holidays.

The Village Angels have contact with over 100 people per shift. A proportion of these (between 2% and 5%) are major interventions such as someone at risk of suicide, sexual assault or have been robbed.

Wigan have been successful in their bid to the Home Office Safety at Night Fund. This involves working with licensed premises, taxi-ranks, and voluntary sector groups to increase safety at night for women and girls.

## Retail crime

With nearly one in 10 retail workers in the UK reporting that they have been physically assaulted at work and nine in 10 saying that they had been verbally assaulted in the past year, GMCA and GMP, pledged to do more to tackle retail crime and keep workers safe.

In November 2021, the Deputy Mayor attended a visit to a local Co-Op store with GMP in support of the national #ShopKind campaign and spoke to some of the shop workers to gain insight from their experiences.

At the event, GMP unveiled its new retail crime action plan. The plan sets out how the force will be raising the standard of service it delivers to retailers to increase the confidence the sector has in the police, and target offenders.

GMP have continued to engage retailers via the Retail Crime Steering Group made up of large and small retailers, victims services, community safety partnerships and GMCA. Work includes developing a new pilot scheme that aims to make reporting to GMP quicker and simpler for retailers, as well as assist retailers in steps they can take to protect themselves from crime. Police presence within the retail sector will focus on hotspot locations and target prolific offenders.



## Hate crime

The police and crime team and GMP have been working with the Greater Manchester equality panels over the past year to improve strategies and plans to tackle inequality and injustice.

The Race Equality Panel has played a vital role in helping GMP shape its new Equality, Diversity and Inclusion Panel and provided feedback on the GMP Achieving Race Equality report.

Work continues to progress the Greater Manchester Partnership Plan to Tackle Hate Crime, which raises awareness, improves support for victims, improves reporting and supports initiatives to prevent hate crime. The Deputy Mayor delegates £100,000 to support local activities to tackle hate crime throughout the year contributing to hundreds of local community events, reaching tens of thousands of people.

### **An example of a local event: African Families Support (Salford)**

Bringing women together to raise awareness of how to report hate crime, the event also promoted community cohesion and allowed for the sharing of experiences.

.....

**“Women when they come together, they become strong, I feel that this project makes me confident.”**

.....

### **Participant feedback**

In addition to the district funding provided, the Deputy Mayor also provides funding for a centralised partnership awareness campaign to run within the week of action in early February 2022. This enables the partnership branding and messaging to be disseminated around Greater Manchester, including at every Metrolink stop, and on buses, billboards, electronic media screens in the city centre, through radio adverts and paid Facebook advertising. The total ‘opportunities to see’ this campaign material within the period hits the hundreds of thousands.

In 2022, the partnership also produced a powerful campaign video featuring young people and what hate crime meant to them. A copy of the video has been shared with partners and is available on the [\*\*‘Let’s End Hate Crime’\*\*](#) website as a downloadable resource.



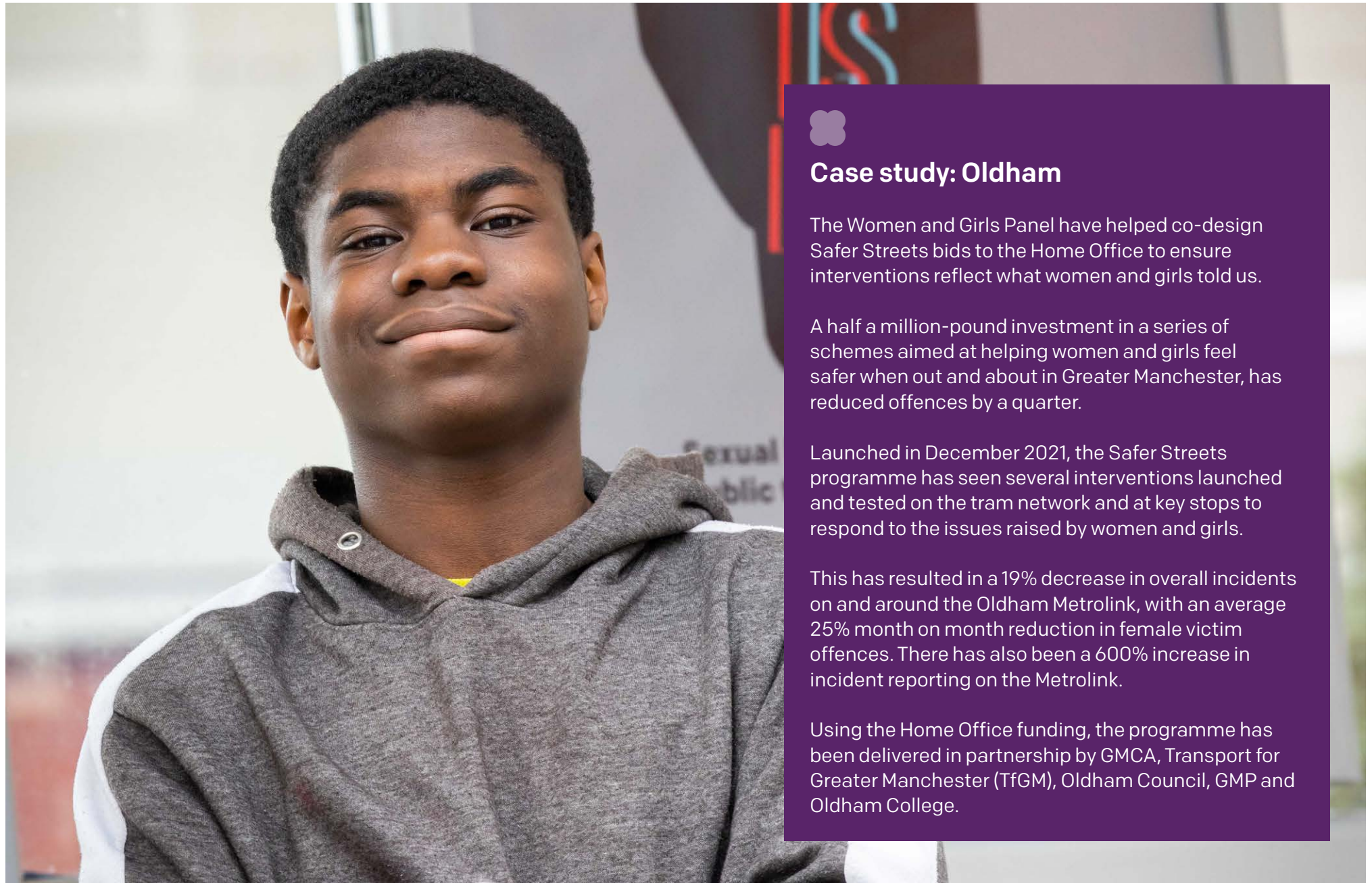
## **Case Study: Crown Prosecution Service Hate Crime Pilot**

This is an ongoing project that started as a pilot in Bolton. The pilot looked to enhance how GMP and the CPS work together in the early stages of hate crime cases.

The pilot aimed to increase the number of referrals from the police to the CPS by 50% and results indicate an increase of 147.6% as of late 2021. In addition, the number of defendants convicted for hate crimes in Bolton also increased to 97.6% (up from 80.6% last year) and 87.2% of offenders had their sentences increased because the court agreed that the crime was a hate crime (up from 58.6%).

The pilot has now been extended to cover Salford and work is underway to consider the implications of broadening this approach across Greater Manchester.





## Case study: Oldham

The Women and Girls Panel have helped co-design Safer Streets bids to the Home Office to ensure interventions reflect what women and girls told us.

A half a million-pound investment in a series of schemes aimed at helping women and girls feel safer when out and about in Greater Manchester, has reduced offences by a quarter.

Launched in December 2021, the Safer Streets programme has seen several interventions launched and tested on the tram network and at key stops to respond to the issues raised by women and girls.

This has resulted in a 19% decrease in overall incidents on and around the Oldham Metrolink, with an average 25% month on month reduction in female victim offences. There has also been a 600% increase in incident reporting on the Metrolink.

Using the Home Office funding, the programme has been delivered in partnership by GMCA, Transport for Greater Manchester (TfGM), Oldham Council, GMP and Oldham College.



## Safer Streets

Manchester City Council were awarded £432,000 from the Home Office Safer Streets round 3 fund to tackle neighbourhood crime in Rusholme and Moss Side in 2021. This is a largely residential area that has encountered issues such as business crime, residential burglary, theft and vehicle crime. The scheme has funded CCTV, fencing for properties at risk, door cameras and other 'target hardening' measures.

### The Oldham Safer Streets programme has included:

- The launch of a campaign to increase reporting of incidents on the Metrolink, with a focus on promoting GMP's Live Chat.
- Trusted People scheme launched in Oldham, which sees the Street Angels and youth workers out and about on the network, to educate and engage people and increase safety and reassurance. Trusted People have engaged with 724 young people since the scheme launched.
- Investment in 51 CCTV cameras at locations around five Metrolink stops to help passengers and residents feel safer and more confident.

- The rollout of a poster campaign, designed by an Oldham College student, across tram stops in Oldham. The poster challenges inappropriate behaviour and encourages people to report it.
- Investment in a drone, which is being used across key locations to keep women and girls safe on their journeys home.
- Customer Service Representatives, TravelSafe officers and tram drivers trained to spot and appropriately respond to incidents and to encourage increased reporting.
- The scheme won the iNetwork 'transforming public services award.

## Road Safety

The national lockdown saw a marked decrease in the people using the public transport and roads network. Sadly, this decrease did not result in fewer fatal collisions on our roads. Speeding vehicles became a huge concern for local communities.

In 2021/22, the Deputy Mayor approved funding to increase the roads policing unit by 60 officers to provide enhanced preventative and enforcement capacity. A recruitment campaign is underway to fill these posts and expand the capacity and capability of roads policing.

A new Road Danger Reduction Plan has been produced, which includes the five key pillars of safe behaviours, safe speeds, safe streets, safe vehicles and efficient post collision response. There will be greater emphasis on making people 'feel' safe when using the streets by delivering safe and attractive shared spaces which visibly reduce danger.

There has also been continuation of funding for the Safe Drive Stay Alive programme. Funded by the Safer Roads Greater Manchester partnership with additional funding from the Deputy Mayor, the programme consists of an emotionally engaging performance told by Greater Manchester's first responders to live audiences of college students. The aim of the programme is to highlight the responsibilities of drivers and passengers when in a vehicle and to ensure that future generations are able enjoy driving and to do so safely.

The performances reach around 9,000 young people each year.



# Investing in communities





## Police and Crime Plan

The refreshed Police and Crime Plan recognises the cross-cutting priority of delivering with victims, communities and partnerships. The Deputy Mayor values the time and commitment that all partners put into the delivery of the plan but particularly the efforts of local people.

In 2021/22, £3.9 million was invested in community safety initiatives across Greater Manchester supporting the continued delivery of frontline services in the districts to vulnerable people. This includes Community Safety, Voluntary and Community Sector and Hate Crime grants.

The Deputy Mayor continues to ring fence over £1.1 million of funding for communities and voluntary sector organisations to enable them to stand together in tackling the crimes and incidents that affect them the most. In 2021/22, as well as increasing police officer numbers, the increase in the police precept, in addition to government funding, has allowed investment in:

- A force-wide team tackling child sexual exploitation
- New city centre team for violence reduction
- Crisis worker pilot programme for responding to rape and serious sexual offences reports
- 150 officers for safeguarding
- Mentoring for young people involved with/at risk of becoming involved in gang activity
- Continuation of mental health tactical advice service in control rooms
- Road safety initiatives including piloting community led Speedwatch
- Transformation in the response to and support for victims of domestic violence
- Continued work with trusted victims' organisations.

## Safer Streets and Safety at Night Funding

In 2021 additional funding was secured from the Home Office:

**£432,000**  
Manchester

**£549,744**  
Oldham

**£273,000**  
Wigan

# Bolton

## Reach Out

'Reach Out' was awarded funding in Bolton to provide a service for women who feel they have no other option than to turn to sex work. The service provides outreach to assist women to make informed choices about alternatives for a better lifestyle.

A total of 27 women accessed the project and referrals were made for additional support in relation to accommodation, alcohol, drugs, debt, domestic abuse, mental health issues and offending.

Quotes from people who have used the service:

**"I have not had any alcohol for nine months, this is the first time I haven't had a drink since I was 13 years old."**

**"I am no longer sex working, drinking alcohol or using drugs."**



## FC Quebec Park Rangers

FC Quebec Park Rangers provides two sessions a week, for a total of 80 hours, for young people aged 12-18 who are at risk of becoming involved in anti-social behaviour or crime. The club uses football as a diversion for young people that might otherwise be reluctant to get involved in activities. A total of 42 young people took part in the project. They said the sessions gave them positive activities to do and people to talk to.





## Bury

### **RammyMen – Youth work at their centre in Ramsbottom**

RammyMen was established in Ramsbottom as a social support group to tackle mental health issues by bringing people together via activities that anyone can get involved with. The group's broad aim is to improve mental health by recreating the relationships that have been vital for mental and physical wellbeing. During lockdown RammyMen brought together over 360 volunteers to help with support for isolated and vulnerable people across Bury.

The 2021/22 funding has meant that the social activity sessions could continue and have included gaming, music & singing, video editing, walking, computer coding, with inter-generational skill-sharing, drug and alcohol awareness, peer support and other informal educational work, supporting over 100 people (35 younger adults/90 adults/ 20 men with disabilities).

### **Community Safety Matters – Safety awareness session for schools**

The Bury Crucial Crew project is a series of multi-agency child safety events provided for Year 6 (10- to 11-year-olds) children residing in Bury. The events aim to provide them with life skills that may, in the future, keep themselves and others safe. Partners involved in the events included GMP, GMFRS, TfGM and Bury Youth Services.

Pupils explored a range of activities such as First Aid, Fire Emergencies, the Dog's Trust and Keeping Safe Online. The general theme of the day was focussed on maintaining good general personal resilience covering aspects such as emotional health and wellbeing, and mental health strategies.

The events took place over two weeks during Spring Term 2022 with over 1,325 school children and 142 teachers in attendance. Engagement across the events was noted as being very positive with partners keen to utilise this format again. It is acknowledged as a cost-effective way to communicate key issues with children at a crucial stage of their development.



# Manchester City Council

## Justlife: Changing Offender Behaviour

Using the Deputy Mayor’s funding, Manchester Community Safety Partnership commissioned Justlife to engage with people on probation who are at risk of or experiencing homelessness and provide support to access and retain accommodation as part of the rehabilitation from offending. During 2021/22 Justlife worked with 17 people on probation, addressing issues around housing, health, finance, employability, and reoffending.

### Case study

‘M’ suffers from several physical and mental health conditions and found himself living in a chaotic, shared house upon leaving Probation Approved Premises. The environment in the shared house had a detrimental effect on his mental health and he started to use drugs and alcohol to cope. ‘M’ was referred to Justlife and was able to share the difficulties he was facing. Justlife provided one-to-one support, to develop a support plan and made referral to other services to get the help that was needed such as a GP, Benefits, Change, Grow Live drug and alcohol services and advocating on his behalf. ‘M’ is now involved in cooking and English classes and recently said that, “Justlife is the most positive and constructive support I have ever had”.

### Case Study

Two young brothers were involved with anti-social behaviour at a local library in Withington which resulted in an assault. They were referred to Remedi who, following their initial assessment, worked with both young people to address victim awareness, empathic thinking, consequential thinking, the risks of crime, crime and consequences and the impact of a criminal record.

Both brothers engaged positively and identified the drivers of their previous behaviour and with each visit brothers’ involvement in anti-social behaviour plummeted.

### Case Study

A young person was involved in a knife offence and reported to the police for threatening another pupil with a bladed article at school. Having been referred to Remedi, the young person began to slowly engage. Discussion focused on victim awareness, crime consequence, knife crime awareness, and anger management.

As a direct result his behaviour at school and at home has vastly improved and was noted by his family and his school report highlighting an increase in pro-social behaviour and active discussion and engagement.

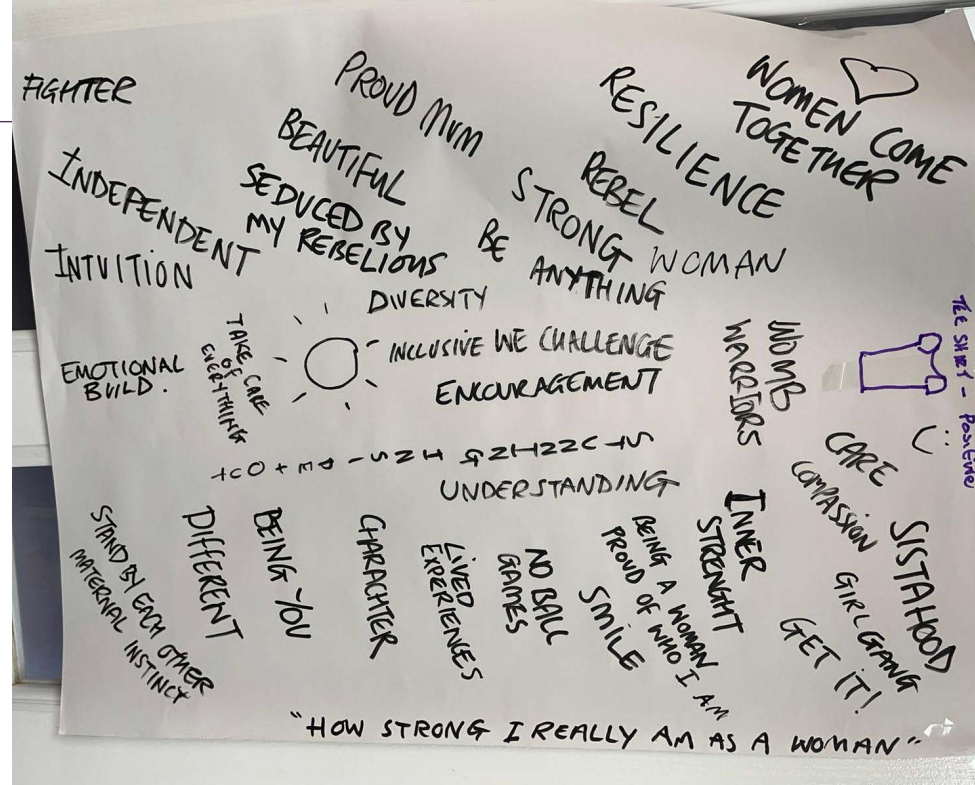
## Remedi: Restorative Approaches

Remedi works with children and young people on the edges of the criminal justice system by using restorative approaches. Working closely with the Pupil Referral Unit (PRU), the Council’s Antisocial Behaviour Team (ASBAT) and the multi-agency early intervention and prevention Engage pilot taking place in North and South Manchester, young people were invited to reflect on their behaviour and the impact it has on their life and on others in order to make changes.

# Oldham

## Oldham Women's Network

Funded by the Deputy Mayor, Oldham's Women's Network is working with community organisations to increase their capacity to support women and families affected by domestic abuse. From April 2021 to March 2022, these five organisations have supported 671 women experiencing domestic abuse, including women from radically minoritised communities and those with no recourse to public funds.



## Case study

Ms A has accessed ongoing support from UKeff as a victim of domestic abuse. Her husband had recently located her in Oldham and had applied to the courts for direct contact with the children. Connected to Peaceful Minds, she received support and counselling which helped her engage with the court process and confidently relay her life events and win the hearing. She is now attending ESOL classes and is ready to join the Group Therapy sessions.



# Rochdale

## Basa Rochdale CIC – working with GMP in Rochdale

Basa Rochdale is a non-profit organisation providing social, recreational and education activities to the local community, addressing community cohesion and tackling social exclusion through sport as an international language.

As a result of the pandemic and associated lockdowns throughout 2020 and 2021, Basa identified a high number of members of the community had become isolated which was adversely impacting on their mental health and wellbeing. Basa Rochdale partnered with Rochdale Council and GMP to use the power of sport as a tool to improve lifestyles and support professionals to engage effectively with communities.

Basa and GMP took part in a football match, bringing members of the community and staff from these organisations together. Group engagement meetings have also taken place to build and develop community trust, and Basa assist the Independent Advisory Group for GMP Rochdale to provide key 'lived experience' to help better the services provided.

## Stepping Stones - Provision of Dispersed Accommodation and Housing Related Support for Criminal Justice Clients

The 'Dispersed Accommodation and Housing Related Support for Criminal Justice Clients with Complex Needs' service accommodates and supports the needs of adult clients (18+), with a history of offending and complex needs. The service works with people who are excluded from other services or have high risks associated with their current needs.



### Based on 15 clients, the following outcomes have been achieved:

Reducing offending	86%
Maximise income	100%
Reduce debt	86%
Reduce harm from others	100%
Obtain accommodation	86%
Maintain accommodation	86%
Better manage alcohol/substance misuse	75%
Better manage mental health	71%
Better manage physical health	100%
Regain contact with family	100%
Engage with external agencies	100%



# Salford

## Swinton Amateur Swimming Club

Providing 151 children and young people and 40 older people with high standard and good quality swimming training equipment such as child swim fins, arm bands and floats. Existing equipment was both worn out, outdated, and generally not fit for purpose. Members who benefited from the new equipment included children as young as four years old, with fun activities contributing towards their physical and social development.

The club also supported an open water swimming group actively operating during the warmer months with no age restrictions and swimmers from 14 to 67 years old, promoting friendship amongst all ages, building resilience, and feelings of safety and confidence.

A trip to the Lunen International swimming tournament wasn't able to go ahead because of the pandemic, but parents, guardians, family friends and other members of the community all worked together to continue their swimming activities in a COVID safe way. The Assistant Mayor of Salford invited them to the town hall to acknowledge the team's outstanding achievements.



## Multi partnership bid

As part of the local youth forum the project worked to address holiday hunger work over the Christmas period 2021. The task group is made up of members from Foundation 92, Maverick Stars, Youth Unity, IYSS, SCL among others. The team provided Christmas hampers to families in need that included food and toiletries.

Walkden Co-op Academy High School collected food donations from students and the local community which were then passed to the Forum who were also able to provide fresh turkeys and new bedding. Amazon vouchers were donated from Maverick Stars who are part of the youth task group and placed into the hampers.



Feedback from families was tremendous and this made all the hard work worthwhile. In total 133 children were helped, 10 of these young people had special educational need or disability, and 88 adults were helped over the Christmas period who would otherwise have struggled with food.

In addition, the centre for the local youths and residents remained open between Christmas and New Year, offering a hot meal to 12 members.

# Stockport

## **Ongoing Women's Local Support' (OWLS)**

Using the Deputy Mayor's funding, 'Ongoing Women's Local Support' (OWLS) received support from Safer Stockport to provide a peer support group offering help and support to women that have or are going through domestic abuse.

"Anyone wanting to do volunteering should give it a go, it really does change your life."

### **Case study**

'E' came to OWLS as she was just out of university and wanted to get some volunteering whilst she looked for employment and to gain some confidence. She had previously been through domestic abuse and wanted to give something back.

OWLS offered her support through supervision as well as through the volunteer "get togethers" (this is where volunteers come together to consider what is going well, to see what changes can be brought to OWLS and if there is any training that they would like to undertake).

E attended a number of training courses, for example, relating to safeguarding children and vulnerable adults, GDPR, peer support and from Orange Umbrella (a community-based, volunteer-led project dedicated to raising awareness and signposting support for those experiencing domestic abuse / violence).

E learned very quickly and soon went from Admin Support to becoming a one-to-one Peer Support Worker working with 10 victims with one-to-one support and attending meetings such as family meetings, attending court and supervising coffee mornings. E has now taken up full-time paid employment. The knowledge and experience she gained as a volunteer were key factors in her being offered a position as a Domestic Abuse Support Worker helping women identify and access the support they need stating, "anyone wanting to do volunteering should give it a go, it really does change your life".

### **SSP/Stockport Homes and Stockport Women's Centre – Case Study**

Stockport Women's Centre (SWC) is a local charity that aims to support, empower, and educate to improve the wellbeing and physical and mental health of women, enabling them to have improved life chances for themselves and their families. In the past few years, Safer Stockport Partnership has provided a grant to assist SWC to deliver this support. Some highlights in 2021/22 were:

- 1,082 women accessed the service, including 388 new women accessing the service and 184 that have re-accessed the service after 12 months.
- 388 women attended a full needs assessment with 279 women identified at assessment as having three or more needs.
- 413 women have received one-to-one casework support with 171 currently receiving support.
- 200 women have received one-to-one counselling with 75 currently receiving support.
- 159 women have attended groups including:

- Freedom programme
- Wellbeing
- Hypnotherapy Group
- Knowing Me
- Mindfulness and Relaxation
- Art Therapy
- Recruited an additional 35 volunteers (bringing the total number up to 80).

#### **Case Study**

B was referred to SWC as she was experiencing levels of anxiety and depression that were having as severe impact on her day-to-day life. She accessed the counselling and casework service.

B said that she received "constant support" from a case worker until such time as she could start counselling which helped her to develop coping mechanisms such as journalling, reading and reflective thinking. They also helped her to develop her self-confidence sufficiently to talk to her GP about taking medications to help stabilise her mental health. She took part in 18 counselling sessions in total and reported that the support she received helped her much more than any support she had previously received from other agencies.

**"My anxiety and depression levels are now in control and manageable day to day, and no longer prevent me from being productive or make me feel completely worthless and alone.**

**The service helped me to develop coping mechanisms for bad days and as such I no longer lose whole days due to poor mental health, I do still suffer from bad moments now and again, but I am now able to both compartmentalise and take time to address issues at a time that better suits my routine.**

**I have better self-esteem, can better enforce boundaries with friends and family, and have optimism for the future and the many opportunities that lie ahead."**

# Tameside

## Theatre Tracks: A Project for Cared For Children in Tameside

Theatre Tracks is an innovative dance and drama project focusing on community safety themes which supports Cared for Children in Tameside, exploring community safety themes through drama, dance and the creative arts. The project has run successfully for the past six years.

‘The Lion, The Witch and The Wardrobe’ was used to understand the themes of betrayal, guilt and blame, courage, and family.

The outcomes for these young people are significant and help them to build relationships with peers and those in the community, making positive connections with services and professionals and increased aspirations and confidence. The project has provided stability, consistency, and a sense of belonging through building relationships with other young people and facilitators of the project.

### Case Study

#### Daisy Chain and MEND: Domestic Abuse

Over eight weeks, the project provides bespoke parenting courses to address the impact of domestic abuse and parental conflict on children’s immediate and longer-term outcomes. Delivered to mums and mums-to-be/female carers whose children have experienced domestic abuse (Daisy Chain) and to dads, stepdads and dads-to-be who are perpetrators of domestic abuse (MEND).

There were 51 referrals received from survivors of domestic abuse and 32 referrals received from perpetrators of domestic abuse.

### Comments from Daisy Chain participants

**“Thank you for changing my future and my children’s future.”**

**“I’ve learnt so much from the course and I don’t blame myself anymore which has helped mine and my daughter’s relationship so much.”**

**“I was in denial over everything that’s happened, but I made the biggest step of my life coming on MEND and talking about it.”**

**“I am listening and talking more with my children.”**

**“I’ve learnt that even the youngest child can feel what’s going on.”**





## Trafford

### Be Safe Feel Safe

The Be Safe Feel Safe group was set up in South Trafford by members of the community in response to a number of burglaries and robberies. Residents established a group where they could share information quickly by Whatsapp, hold community meetings, bringing in different people to share their knowledge, to help build resilience, and for agencies and organisations to provide

updates and information. The Deputy Mayor's funding supported the purchase of low-cost security items to give out to members of the community and events, the most recent having been attended by Greater Manchester Police, Trafford Council, Sir Graham Brady, Cllr Mike Freeman, Magistrates in the Community, Crimestoppers, Neighbourhood Watch, and residents who have shared experiences.

### Redeeming Our Communities

#### Hear Me Roar Project

Run in Partington which is in the West of Trafford, to raise awareness of domestic abuse, and to show that domestic abuse is about more than physical violence, and can include control and coercion, as well as economic abuse.

The project culminated with an event held at The Fuse in Partington which included an exhibition from organisations providing domestic abuse services in Trafford (and beyond) which raised awareness of support available for victims of domestic abuse.

The project had funded a film which can be accessed via <https://youtu.be/8cpKCuBOPfl>



# Wigan

## Aspull – Aspull Olympic Wrestling Club

The project has provided parents with a safe space to talk and be heard, and to be briefed on how plans for their child have been implemented. They are able to work alongside the coaches so that they can see the impact on their children as the sports sessions progress. The team have seen improvement in behaviour through wrestling classes to implement positive activities, positive lessons, discipline, incorporate life lessons and parents have also said that they have seen the real positive effects it is having.



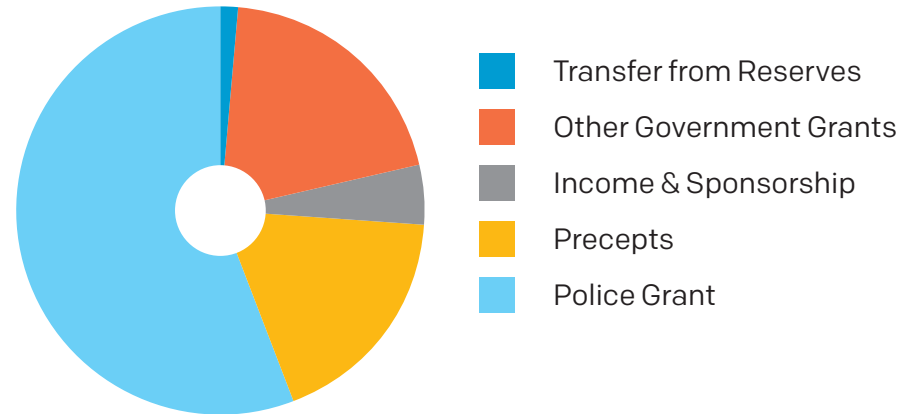


# Budgets/grants/ expenditure

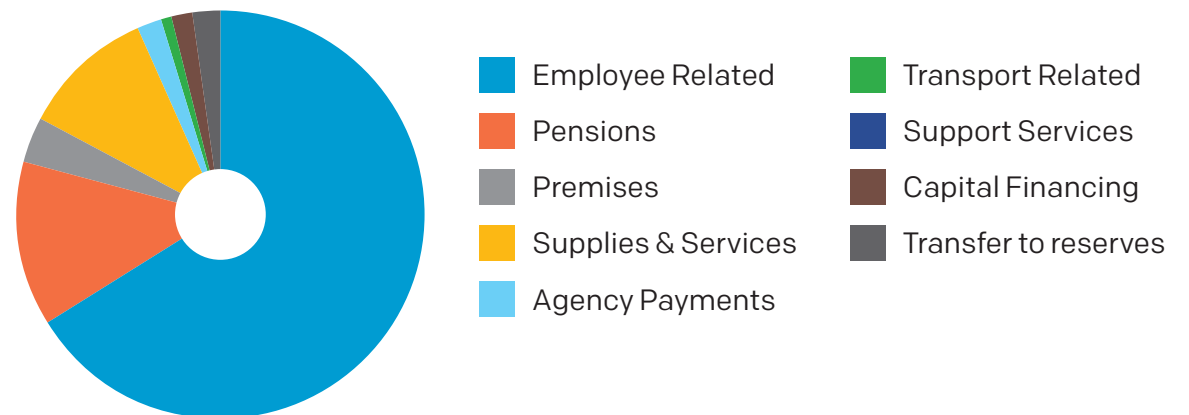
Breakdown below shows the where that money came from and how it was spent in 2021/22.

Police Fund Resources 2021/22	Police Fund Expenditure 2021/22
Transfer from Reserves <b>(£14.5 million)</b>	Employee Related <b>(£604.5 million)</b>
Other Government Grants <b>(£181.6 million)</b>	Pensions <b>(£118.4 million)</b>
Income & Sponsorship <b>(£43.8 million)</b>	Premises <b>(£34.1 million)</b>
Precepts <b>(£165.0 million)</b>	Supplies & Services <b>(£97.0 million)</b>
Police Grant <b>(£507.40 million)</b>	Agency Payments <b>(£16.0 million)</b>
	Transport Related <b>(£7.7 million)</b>
	Support Services <b>(£1.7 million)</b>
	Capital Financing <b>(£15.5 million)</b>
	Transfer to reserves <b>(£18.0 million)</b>

## Where the money came from 2021/22 (£millions)



## Where the money was spent 2021/2022 (£millions)





# Forward look – our priorities for 2022-2023



## Policing priorities

**Led by the Chief Constable, the Plan on a Page priorities will continue to be driven forward, supported by the Change and Transformation Branch. Each programme has its own improvement board which scrutinises progress in detail and reports into the overarching Plan on a Page Programme Board (POAP Board) which is attended by every Chief Officer, District Commander and Branch Head.**

Overseeing the successful delivery of change across all areas of the force, this year's POAP Board will deliver significant improvements which include:

- Force Contact Centre
- Recording, investigating and finalising crime
- Taking a proactive approach to prevention
- Making improvements to Victim Services
- Increasing capacity in custody and Criminal Justice Units in every division.

We will support the Chief Constable to deliver transformational changes to operational policing, with key strategic reviews underway in both response and neighbourhood policing; as well as numerous projects to improve investigative resilience, force intelligence, digital and cyber investigations, and provide a more resilient specialist capability to meet the future demands and tactical deployments envisaged.



## OUR ROUTE TO A NEW GMP - OUR ROAD MAP: DEC 2020-NOV 22





The improvement programme is also due to deliver several significant technical upgrades this forthcoming year, including the completion of the Windows 10 rollout, the implementation of Microsoft Office 365 and the replacement of the contact centre telephony system. We are also currently identifying, procuring and implementing a new system to replace PoliceWorks. There will also be a significant number of branch reviews to ensure the force has the structures, capacity and skills required to meet the challenges ahead. This includes a wide a range of projects to ensure we have the appropriate enabling services in place (such as Strategic Resourcing, People and Development, Finance, IT and Change), as well as several projects dedicated to creating the internal capacity and capability to enable the force to implement a robust approach to strategic planning; successfully monitor performance and deliver effective internal and external communications and engagement. Furthermore, there are also several projects to ensure we have the appropriate infrastructure in place, such as the ability to meet increasing estates and fleet demands across the force.

## **Implementation of neighbourhood policing review and prevention hubs**

In 2022 we will see investment of 100 additional officers in local policing from the national uplift programme, including for neighbourhood policing and response.

Steps will also be taken to protect the function of neighbourhood policing and build more prevention work at the grass roots with partners as part of the further development of integrated models of working.

Plans will be implemented to further professionalise neighbourhood policing through training

A community messaging service will be launched to maximise digital engagement, this will enable real time communication with communities about preventing crime and alerting them to recent incidents.

### **Night-time/party safe guide aimed at women and girls**

A Night-time /party safe guide is due to be launched in the autumn of 2022 to help people stay safe on a night out and access trusted people, safe places and support if they need help as well as deter perpetrators.

## **More successful Safer Streets bids to tackle VAWG, ASB and neighbourhood crime**

Greater Manchester has been successful in securing over two million pounds for 2022/23 from the Home Office Safer Streets Fund new rounds. This will enable us to develop and test approaches to tackle neighbourhood crime, ASB and violence against women and girls.

### **Blue-light collaboration**

There will be a focus on blue-light collaboration to maximise opportunities to work together on areas of common purpose. This not only includes operational matters and maximising joint operability but also workforce, recruitment, sustainability, and estates.

### **National police outcome measures**

In 2021 the Home Office released the national police outcomes and measures. This included a requirement for us to include these in our refreshed Police and Crime Plan. Progress updates and a police and crime performance scorecard is presented to each Police and Crime Panel meeting.

The Home Office launched the 999 performance league tables in May 2022 and GMP had the 14th fastest call to answer (out of 43 forces).

## PCC Review

The Home Office continue to look at the role of police and crime commissioners and Mayors/ Deputy Mayors. A review of Community Safety Partnerships is due by the Home Office in the autumn/winter of 2022.



## HMICFRS Areas of focus

Over the next 12 months, HMICFRS has provided an intention to review the following areas:

- A continuation of our work on police engagement with women and girls focusing on offenders.
- Armed policing.
- The prevention and investigation of homicide.
- Police leadership and culture – reviewing race and diversity, leadership and culture.
- Recruitment and retention – how can a more diverse and effective workforce be achieved.
- Crime prevention – how effective and economically sustainable are forces' long-term plans when funding is mostly short-term and divided across government departments.
- Changing demands – how are forces managing increasing and changing demand.

- Investigations – reviewing the causes of the long-term decline in successful prosecutions.
- Repeat offenders – how effective is the integrated offender management strategy to reducing crime.
- Science and technology – are forces fully using science and technology to maximise their effectiveness and efficiency.
- Child protection – good practice and how it can be achieved in a multiagency partnership.
- Domestic abuse – what is policing best practice to achieve the best results for victims?

The Deputy Mayor has supported the proposed areas of focus and has responded to the Chief Inspector of Constabulary to request future inspection activity around roads policing and fraud and has suggested a review of the environmental sustainability of policing and what the police service is actively doing to improve low carbon credentials.

## Tackling Serious Violence – Greater Manchester Violence Reduction Unit

The VRU has secured a three-year funding settlement from Government which has enabled the Deputy Mayor to take a longer view across a range of issues and develop plans to address them. **Between 2022 and 2025, the Deputy Mayor will invest £14,598,760** into a complex and wide-reaching programme of work, involving interventions and services for communities, schools, families and young people.

When it comes to tackling violence involving young people, the Deputy Mayor is committed to understanding where support is needed the most. The Deputy Mayor has spent time with various community groups and in one-to-one meetings with parents, some of whom have been profoundly affected by violence. In response to these conversations, funds are being made available to provide a service to support parents and families that have concerns about violence impacting on their teenage children. Critical to the design of this service will be the **voice of parents and young people**, who will be at the very heart of its design.

**Our Education system** has an essential role to play in equipping young people to deal with life's challenges and in becoming responsible and thriving members of the community. We also know that some children struggle to progress through the education system, especially when transitioning from primary to secondary schools. The Deputy Mayor understands that schools also need support, which is why she has agreed to rollout a programme over the next three years which will support children in years 4, 5 and 6. An important aspect of this programme will be the work to support parents and teachers of those children affected.

**Community capacity building** is critical to the ambitions of the VRU. The Deputy Mayor has listened to the various experiences of those working in the voluntary and community sector and is aware of the need to provide additional strengthen and resilience. In response to this and over the next three years, almost £1M will be invested to appoint **'Community Alliance Coordinators'** in each of the ten districts to support community led programmes, previously mentioned in this report, and to build a legacy of investment for the future.

## Gender Based Violence Strategy

There will be a bespoke plan created to address how to effectively meet the needs of male victims and survivors. This will cover acts of violence, abuse and exploitation in which men or boys are the victims, and in which their gender, sexuality and/or intimate relationships are motivating or prevailing factors.





## Justice and Rehabilitation Executive (JRE)

The updated Justice and Rehabilitation Executive Business Plan will be considered in September 2022, aligning with the refreshed Standing Together Police and Crime Plan priorities and HMPPS Reducing Reoffending Plan. The updated plan will continue to focus on:

- Youth Justice
- Smarter Justice
- Offender Management
- Improving the Victim Journey:

Early discussions have identified priority areas of focus:

- Organised Crime; Offender Management Analytics & Lived Experience
- Voice of Young People in the CJS; RASSO
- Stalking & Harassment
- Perpetrator Framework Evaluation
- GMIRS evaluation

## Youth Justice transformation

The refreshed Youth Justice Transformation Action Plan will be considered by the JRE in autumn 2022. The plan will outline Greater Manchester's ambition for youth justice and is being developed with Youth Justice Leads. The plan will identify delivery and resource requirements with clear outcomes that are children and young people focused.

A Youth Justice performance scorecard will be developed to ensure progress is monitored and include a focus on disproportionality.

## Commissioning of the Multi-crime Victim Service

The new multi-crime service for victims will be in place from December 2022 and at the time of writing this report is currently being advertised.

The new service will deliver a victim focused joint police/provider inhouse service offering immediate and ongoing emotional and practical support to victims of crime. The triage/assessment of victims will be based on a joint service approach and conducted as part of the crime recording process with the aim of reducing attrition, enhanced information provision throughout the CJ process and with support based on the individual needs of the victim not the crime type. The service will have multiple access channels which include face to face, telephone, web chat, self-serve and online.

## Digital Victim Programme and the next stage of the Victim Services review

Following a digital discovery project, planning is underway to develop a digital Victim Services referral process as part of the main victim's services website. This will enable victims to access to their own records and manage their own service engagement at a time convenient to them, with the flexibility to engage and re-engage over time as their needs change. This may take some time to come to fruition and is expected to be in place in early 2023, before all aspects of the service are live and running.

Funding of £350k has been secured for this work and will bring together stakeholders such as GMP, GMCA and the newly commissioned provider.

## Victim Code of Practice (VCOP)

GMP are working closely with other partners to inform a performance framework which will be used to assess how well services are working together to provide the best services to victims. In advance of the Victims Bill receiving Royal Assent, this work will continue, with the JRE providing oversight and scrutiny.

## Community Therapeutic Support

Recent reviews and needs assessments have identified the need for the development of therapeutic support for victims of sexual violence. Working with health partners and sexual violence support service providers, initial planning is underway to establish a Greater Manchester community therapeutic support offer. This will enable victims to access support at an earlier stage and assist with reducing waiting lists.

## GMIRS – development of the welfare programme for people on probation

The creation of a Greater Manchester Integrated Rehabilitative Services Welfare Services Programme across Greater Manchester will work with and enhance local services during a pilot phase in the areas of:

- Emotional regulation and decision making
- Wellbeing support and healthy choices
- Behaviour change
- Family support and mediation

The service will deliver a needs-led, person-centred offer of support, working with the Probation Service. With the service acting as a broker and advocate for both the person and with other services.

Year one will focus on adding value and capacity into existing services whilst a commissioning approach will be developed for the longer-term delivery of the services until 2026.

## Finance and resources

The Government grant for police in 2022/23 included an additional £29.9 million for Greater Manchester compared to 2021/22, which is expected to deliver the third year of the national expansion programme of 20,000 police officers over three years, equates to 438 officers in 2022/23 across Greater Manchester (note there is a further 425 Police officers to be recruited nationally as part of the uplift programme to support combating Serious Organised Crime; GMP's share is 25 officers).

The Spending Review in autumn 2021 permitted flexibility to increase the precept by up to £10 (for a Band D property) and £7.78 a year (for a Band B property) in each of the next three years to use according to local needs. Following the result of the consultation, a precept increase of £10 to the current band D property was agreed and an increase of £7.77 for band B.

This precept increase will provide an additional £12.7 million in 2022/23. With this increase the Greater Manchester police and crime precept will remain one of the 10 lowest out of the 42 police and crime areas of England. It is important to note that Greater Manchester is more dependent than other areas on changes to Government grant funding due to the lower council tax base in the region. The national £10 maximum increase will therefore raise significantly less funds for Greater Manchester per head of population than in many other areas of the country.

The precept increase will support investment in:

- The transformation of the GMP contact centre for 999 and 101 calls – increasing staffing levels and flexibility to ensure calls are answered quickly and police officers are sent to those in need immediately.
- 438 additional police officers, with 60 of them dedicated to road safety which will allow travel safe officers to focus on other policing such as public transport safety.

- Continuation of the new targetted days of action. These days, which will take place in each area of Greater Manchester, will see a surge of officers and specially trained teams dealing with issues communities tell GMP they want to see dealt with.
- A community messaging system that Neighbourhood Policing Teams will use to inform local communities about what they are doing and that the public can use to get more involved in working with local police officers to identify issues of concern within the locality.







## Fire

GMFRS has a number of Priority Improvement Projects to ensure the Service continues to improve and deliver the priorities in the Fire Plan. These projects are:

- Implementing the findings from the Manchester Arena Inquiry and the Grenfell Inquiry and rolling out the marauding terrorist attack capability.
- Introducing the new Home Fire Safety Assessments and a Prevention Education Framework.
- Improving the Service's estate.
- Introducing and implementing the new Sustainability Strategy; Leadership Development Programme; Talent Management Strategy; and Attraction Strategy.
- Embedding the Place Based Delivery Framework to ensure we are working together with partners to find solutions to local problems and support the most vulnerable.

## Road Safety

Community speedwatch schemes enable community volunteers to assist in providing a deterrent for would-be speeding motorists, supported with appropriate police enforcement. Whilst these schemes are not new to Greater Manchester, the Deputy Mayor is supporting a new initiative, co-ordinated centrally by GMP. This will allow for regular and effective training to be provided to community volunteers, expansion to new sites and evaluation. GMP will be inviting interest from local community groups wishing to form a new community speed watch group. Full training and support will be provided to each group with the data captured helping to inform police and partnership operations and responses.

## Fraud

Funded by the Deputy Mayor, GMP is seeking to expand the Scambuster volunteer scheme and work is ongoing to recruit a project lead with funding provided by the Deputy Mayor. The Scambusters work is part of the Cyber and Economic Crime Awareness Service (CECAS) which aims to contact and support vulnerable victims to prevent them from becoming a repeat victim. The aim is to develop a network of volunteers within each Greater Manchester district and to provide a focus on 'prevent' messaging.

The Deputy Mayor's team is working closely with the GMP Economic Crime Unit to develop 'Protect and Prevent' literature as part of a new fraud advertising campaign. Campaigns will run across Greater Manchester to increase fraud awareness and empower members of the community to protect themselves from fraud and scams.

## Adolescent Safeguarding Strategy

As part of GMCA's development of the Children and Young People's Plan for 2022-25, a series of well attended workshops were held of key stakeholders across Greater Manchester during early 2022. This identified a number of priorities to support vulnerable adolescents and address the risk of extra familial harm. The developing priorities include work to:

- Developing a consistent approach to behaviour and exclusion in schools by providing support for some primary schools and parenting and family support.
- Implement a child-centred approach to policing which includes a review of 'Out of Court' disposals.
- Develop and implement a Safeguarding Adolescent Framework for Greater Manchester.
- Ensure services are in place to assist adolescents who have experienced adverse childhood experiences.

- Develop a Greater Manchester offer to parents and carers of adolescents who are at risk of involvement with or affected by violence.
- Understand the health needs associated with adolescents to meet their needs.
- Publicise positive stories and messages about adolescents to all age groups, places, organisations to help narrow the gap in understanding of the positive contribution young people make in society.
- Develop an improved resettlement offer for care leavers.
- Develop a more cohesive, effective and efficient speech, language and behaviour offer.

During 2022/23 the principles and priorities will be tested and delivered across Greater Manchester with practitioners, local authorities and young people.

## Emerging principles for an adolescent offer

<p><b>1.</b> Shared approach and coordination across professionals who come into contact with adolescents</p>		
<p><b>2.</b> Tailoring support recognising adolescents are not a homogeneous group.</p>	<p><b>3.</b> Strengths-based approach where young leaders also develop peer-to-peer actions.</p>	<p><b>4.</b> Practice which is non-judgemental, trauma-informed and restorative.</p>
<p><b>5.</b> Key workers will be relational, persistent and consistent for adolescents.</p>	<p><b>6.</b> Adolescent have agency and decision-making power on the support they would like and when.</p>	<p><b>7.</b> The role of parents and carers is valued and they are supported to improve young people's wellbeing.</p>
<p><b>Each of these principles are now being tested with young people across GM. and with each of the 10 Local Authorities</b></p>		

## Complex Safeguarding

The peer reviews are continuing throughout 22/23. The learning from the reviews will inform local action plans to support the development of the service and offer to young people at risk of exploitation. The thematic learning from all 10 peer reviews will inform a Greater Manchester work plan that the Greater Manchester Complex Safeguarding Hub will be responsible for taking forward to address the areas for development and identify new and emerging issues, research and practice that can enhance our offer to young people.





