

## **GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL**

**DATE:** Friday, 22nd October, 2021

**TIME:** 10.00 am

**VENUE:** The Tootal Building, Oxford Street, Manchester, M1  
6EU

### **SUPPLEMENTARY AGENDA**

**5. GM POLICE AND CRIME PLAN - REFRESH** 1 - 98

Report of Baroness Beverley Hughes, GM Deputy Mayor

For copies of papers and further information on this meeting please refer to the website [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following  
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This agenda was issued on 20 October 2021 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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## **GREATER MANCHESTER POLICE AND CRIME PANEL**

Date: 22<sup>nd</sup> October 2021

Subject: Refresh of the Police and Crime Plan – update on progress and feedback

Report of: Baroness Beverley Hughes – Deputy Mayor for Police, Crime, Criminal Justice Services and Fire

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### **PURPOSE OF REPORT**

This report sets out:

1. The approach to refreshing Standing Together - the Police and Crime Plan for Greater Manchester
2. The key issues that have arisen from consultation and engagement with district community safety partnerships, Greater Manchester Police and other partners.
3. The proposed next steps and key dates.

### **RECOMMENDATIONS:**

1. To note progress made towards the refresh of the police and crime plan
2. To comment on the emerging priorities and plan structure
3. To note the next steps and milestones

### **CONTACT OFFICER:**

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Director – Police, Crime and Fire team

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## **1. INTRODUCTION**

- 1.1 Standing Together, the current police and crime plan was launched in March 2018 and was due to be refreshed in 2020.
- 1.2 Due to the postponement of Mayoral elections in May 2020, the police and crime plan was extended for a 12 month period to December 2021.
- 1.3 A new police and crime plan must be issued following the election of the Mayor.
- 1.4 Following a period of extensive consultation with district community safety partnerships, Greater Manchester Police, Greater Manchester Health and Social Care Partnership, community, business and voluntary sector organisations and others working in and around the criminal justice sector the refreshed Police and Crime Plan will be launched in December 2021.
- 1.5 This report sets out the progress made to date in developing the Mayor's Police and Crime Plan which will run until 2024.
- 1.6 The refresh of the plan has been led jointly by GMCA Police, Crime and Fire Team and GMP.

## **2. BACKGROUND**

2.1. The Police Reform and Social Responsibility Act 2011 sets out the detail which must be included in a Police and Crime Plan as:

2.1.1. The Mayor's police and crime objectives for the area.

2.1.2. The financial and other resources which the Mayor is to provide to the chief officer of police.

2.1.3. The means by which the chief officer of police will report to the Mayor on the chief officer's provision of policing.

2.1.4. The means by which the chief officer of police's performance in providing policing will be measured.

2.1.5. The crime and disorder reduction grants which the Mayor is to make, and the conditions (if any) of those grants.

2.2. In producing the Police and Crime Plan the Mayor must:

2.2.1. Consult with the Chief Constable.

2.2.2. Send a draft to the Police and Crime Panel, who must make a report or recommendations on the draft plan.

2.2.3. Have regard to and publish a response to any report or recommendations of the panel.

2.2.4. Issue the plan within the financial year in which the Mayor is elected.

### **3.0. REFRESHING THE POLICE AND CRIME PLAN**

3.1. The Police and Crime plan outlines the Mayor's vision for how policing and other services which contribute to community safety will be delivered across Greater Manchester.

3.2. The Mayor outlined his high level priorities for *Better Communities* in his 2021 manifesto, *Our Place, Our Time*. In his manifesto, he said that, "*working together, we will create greener, more liveable communities and build toward a better quality of life for all of us to enjoy; we will make sure our Police and public services keep people safe, healthy and supported through the changes to come*". The manifesto also set out the Mayor's high level objectives for policing and community safety as follows,

3.2.1. We will support our newly appointed Chief Constable in building a new positive, accountable, victim-centred culture throughout our force, responding to the issues identified by Her Majesty's Inspectorate of Constabulary.

3.2.2 We will protect our communities with a more accountable Police force that puts victims first.

3.2.3. We will continue to recruit more police, repairing the damage done by years of cuts under Coalition and Conservative Governments. This year, we will recruit an additional 325 officers – meaning an increase of 1,000 more police officers in GMP since 2017.

3.2.4. We will ask our new Chief Constable to lead Greater Manchester Police into a new era, with an emphasis on openness, better support for victims, stronger neighbourhood policing and greater accountability to communities. We will continue to strengthen police numbers and neighbourhood policing, maintaining and building on the named, contactable PC and PCSO in every ward.

3.2.5. We will consult on our Gender Based Violence Strategy with a view to full implementation at the earliest opportunity. We will continue to prioritise the tackling of current and historic child sexual exploitation and provide ongoing support to the new force-wide CSE unit.

3.2.6 We will work with partners to put victims first when we tackle anti-social behaviour and its causes.

3.2.7 We will work with councils and residents to develop Community Speed Watch groups.

3.2.8. We will strengthen the process by which elected members – Councillors and MPs – can hold GMP to account, as well as the Mayor and Deputy Mayor in the use of PCC functions. Alongside the work of the Police, Fire and Crime Panel, the Mayor, Deputy Mayor, Chief Constable and senior officers will hold two public accountability sessions every year, open to all elected representatives in Greater Manchester.

3.3. The police and crime plan is issued by the Mayor but in order for its priorities to be achieved it must bring together the efforts of all the agencies that contribute to building safe and strong communities, and include our diverse communities. In order to achieve this, the refresh process has prioritised consultation and engagement with all Greater Manchester Community Safety Partnerships and the police; through them it has included criminal justice and health colleagues, the voluntary sector and members of our communities.

#### **4. CONSULTATION AND ENGAGEMENT WITH COMMUNITY SAFETY PARTNERSHIPS, GMP, COMMUNITY AND VCSE ORGANISATIONS**

4.1. Working closely with GMP, community safety lead Councillors and officers and Partnership Chairs, consultation events have been held in each of the districts between June and July 2021.

4.2. Community safety partnerships have supported the continuation of the three high level priorities and suggested some challenges that the refreshed plan should address. In each of the ten districts, there was recognition, that the demand for policing and community safety services is heavily influenced by deprivation and inequality and a targeted approach will be required. The importance of adopting environmentally responsible approaches to providing police and community safety services was also widely recognised. The need to recover from the COVID-19 pandemic and adapt ways of working by drawing on the lessons learnt was also recognised as important.

Feedback from the engagement events is brought together at **APPENDIX 1** and whilst detailed it is made available to members of the Police and Crime Panel and will also be circulated to community safety partnerships to inform local planning and decision making. The recurring themes are as follows:

4.2.1. Providing support to victims of crimes and anti-social behaviour

4.2.2. Providing accessible and responsive services particularly to the most vulnerable in our communities.

4.2.3. The need to address serious violence in all its forms.

4.2.4. Developing approaches for early intervention, particularly for children and young people to protect them from abuse and offending.

- 4.2.5 The need to address hate crime in all its forms
  - 4.2.6. Building community confidence and satisfaction with services.
  - 4.2.7. Tackling offending through prosecution of offenders and rehabilitation.
  - 4.2.8. The need to address online harm including fraud.
- 4.3. Consultation also identified several enabling factors that should be clear in the refreshed plan:
- 4.3.1. The need to improve knowledge of, access to and the flow through and between different services, in particular access to mental health services
  - 4.3.2. Value and importance of partnership working at all levels.
  - 4.3.3. Longer term investment to improve the capacity, capability and condition of services needed to deliver priorities.
  - 4.3.4. Removing the barriers to sharing data in order to improve understanding of problems, to inform the development of improved ways of working, to inform the disposition and use of resources and to evaluate the provision of service.
  - 4.3.5. Involving VCSE and communities in problem solving and in the delivery of interventions
  - 4.3.6. The need to build social capital and adopt environmentally sustainable approaches
- 4.4 Consultation with representatives from GMP identified a number of key issues. These are included in **APPENDIX 1** of the report. The feedback highlighted the importance of:
- 4.4.1. A multi-agency and joint working approach to managing demand, this includes working with Local Authorities, Health service providers and criminal justice organisations.
  - 4.4.2. The challenges faced by GMP while recognising the improvements that are being made.
  - 4.4.3. Recognising the impacts of the COVID-19 pandemic on police and other organisations and the need for recovery and rebuilding which draws upon the lessons of the past eighteen months.
  - 4.4.4. The requirements placed on public bodies through the Protect Duty.
  - 4.4.5. Recognising the changing demands made of the police including the need to police protests and civil disobedience.

- 4.4.6. Investigation, prosecution and conviction of offenders as part of the approach to preventing crime.
- 4.4.7. School engagement officers and youth work with clear pathways to interventions for children and young people, building upon the proven approaches used for those who experience violence.
- 4.4.8. Longer term funding for community safety partnerships.

## **5. NATIONAL AND LOCAL CONSIDERATIONS**

- 5.1. The process of refreshing the police and crime plan has also considered:
  - 5.1.1. What we have learnt from the Covid 19 Pandemic, new ways of working and changes to patterns of need and demand.
  - 5.1.2. New statutory duties on Local Authorities to work with partners to tackle domestic abuse and serious violence.
  - 5.1.3. Strategic Policing Requirement
  - 5.1.4. HMICFRS assessments of police
  - 5.1.5. Beating Crime Plan and new national Crime and Policing Outcomes - which includes a focus on crime reduction, focus on serious violence and the work of the Greater Manchester Violence Reduction Unit.
  - 5.1.6. Greater Manchester Independent Inequalities Commission findings.
  - 5.1.7. The Greater Manchester Strategy and its emphasis on place based, multi-agency working
  - 5.1.8. Greater Manchester Gender Based Violence Strategy
  - 5.1.9. Findings of the Policing and Community Safety Survey.
  - 5.1.10 The Victims' Commissioner's suggestion that great prominence be given to victims in police and crime plans.

## **6. POLICE AND CRIME PLAN - CURRENT PRIORITIES**

- 6.1 Standing Together, the current police and crime plan, has three high level priorities:
  - Keeping People Safe
  - Reducing Harm and Offending
  - Strengthening Communities and Places

6.2. The consultation and engagement events asked whether it was felt that these high-level priorities needed to change and if so, how.

6.3 The engagement has told us that the existing priorities should remain as they align with local plans and priorities and are sufficiently broad to allow flexibility of approach.

## **7. PROPOSED STRUCTURE AND CONTENT**

1. Foreword – this will explain the purpose of the plan, the priorities for the next three years and other linked and enabling strategies and requirements.

2. Greater Manchester, The context – this will provide a high level explanation of the challenges and context of providing police and community safety services in Greater Manchester. It will include a high level description of the social, economic and demographic diversity of the ten districts that constitute the Greater Manchester conurbation.

3. Working Together, how we will deliver the police and crime plan – this will set out who will contribute to achieving the priorities of the police and crime plan, how they will work together and the enabling infrastructure needed to make this happen. Particular attention will be given to environmentally responsible approaches.

4. Our Priorities:

- Keeping People Safe & Supporting Victims - this includes protecting people who live work, socialise and travel in Greater Manchester. It will give particular emphasis to those who are most vulnerable and those who have been victims of crime or who are at risk of being victimised. This priority will be described in two sections to ensure that the work to support and protect victims is prominent.
- Reducing Harm and Offending - this includes preventing anti-social and criminal behaviour, including the most serious offending and terrorism by solving problems, intervening and rehabilitating offenders. It will also include the investigation of crime and prosecuting of those who cause harm.
- Strengthening Communities and Places - this includes helping to build resilient and resourceful communities, including online communities and making the places where people live, work, study, socialise or travel safer.

5. Finance and resources – this will include an outline of the budget provided to the Chief Constable, Community safety grants and Community grants to VCSE organisation and community groups. It will also outline the services commissioned by the Mayor to support police and community safety.
6. Outcomes - this will outline the indicators that will be used to monitor progress towards achieving the priorities and will draw upon both the national crime and policing outcome measures and other local measures such as those derived from the policing and community safety survey.

## **8. PROPOSED MILESTONES**

8.1 The proposed milestones for completion of the refreshed plan:

Police and Crime Leads update	16 <sup>th</sup> September 2021 - completed
Police and Crime Steering Group update	11 <sup>th</sup> October 2021 - completed
Ongoing consultation and drafting the plan,	11 <sup>th</sup> October to end November 2021
Special meeting of the Police and Crime Panel	22 <sup>nd</sup> October 2021
Concluding public consultation	
Wider Leadership team	
Special meeting of the Police and Crime Panel	December 2021
Issue of the plan	December 2021

## **9. RECOMMENDATIONS**

9.1 At the front of the report.

**SUMMARY OF CONSULTATION AND ENGAGEMENT FEEDBACK**

Power point slide deck

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# Police and Crime Plan refresh consultation feedback

# Strategic Priorities/influences

**Public Service Reform /Children's plan**  
**Policing and Communities**  
**Health and Justice**  
**Disproportionality and inequalities**  
**Justice and rehabilitation**  
**Gender Based Violence**

# Children and Young people's plan

## Early Help and prevention needs to feature strongly throughout

- How can the police and organisations in the CJ system contribute to a collaborative early help approach that is:
  - Multi-agency delivery
  - That is connected to communities
  - That can identify vulnerability in families
  - That focusses on place based delivery

## Adolescents – growing recognition that what is on offer is not meeting the needs of vulnerable adolescent young people and their families:

- Offer is lacking generally and not joined up
- YP and their families who are on the edge of the CJ system – need to embrace the opportunities for earlier intervention to prevent escalation
- Need to be clear about the weaknesses and seek to address them
- Need to consider the prevention agenda, early identification and the broader social inequalities faced

# Children and Young people's plan

## **Voice of Children and Young People:**

- How do we have a continuing conversation with C & YP?
- Their concerns about crime and their safety needs to be reflected in the plan (opportunity to work on this jointly with Jacob Botham)

## **Equalities:**

- Equalities issues faced by C&YP needs to feature strongly in the plan and shape WHAT and HOW we deliver and prioritise.

## **Recovery from COVID:**

- What were the impacts and what did we learn.

# Wider reform agenda

## Neighbourhood Policing and unified public service model

- Consistent understanding offer from the police
- Early intervention needs to be clear, understood and integrated with the approach to frontline delivery supported by the strategic commitment.

## Homelessness:

- Probation/police role and understanding
- Where and how can we scale up what's worked in the city centre and apply to other areas where there is a need
- Probation – release from prison support aligned with community provision

## Aging Population:

- Feeling of safety
- Where is their voice
- Inequalities in terms of connectivity and risk

## Mental health

- Consistent approach to early help, access, Community support and transition for adolescents to adult services

Also discussed the VRU model and links with youth justice/ embedding the approach beyond the HO funding.

# Building Back Neighbourhood Policing:

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- Neighbourhood policing getting back to basics – eyes and ears of the community, building back confidence in GMP
- Tackling low harm/ high volume crime (turns into high harm when its not tackled)
- Need to acknowledge the impact of ASB on communities – if we don't tackle low level community issues – does this then become the norm. Broken window syndrome
- Basic standards – Retail, ASB, Cohesion, Integrated working
- Working more closely with communities, codesign of solutions.
- Neighbourhood policing focussing on Women, Hate crime, access to services (need and demand)
- Locality working/ Unified public services delivery model:
  - Step 1: same geographic footprint for delivery and locality working for police, Env health, community safety, D & A, Probation, VCSE, Victim support etc aligned with 'lead' geographic member
  - Step 2: leadership team in each geography (3 wards)

# National Picture

National Policing measures –

- Need to ensure these are reflected in the refreshed plan and stressing the importance of the balance with what is important to communities
- Where's the fit and what can be complimentary
- Understanding the potential impact of national KPIs and ensuring there isn't a detrimental knock on impact on other priorities and the community.

# How we do things (Not what we do but the way that we do it)

- How we treat people in communities, language, respect, valuing their knowledge, listening, adapting – moving from partnership working to working together.
- Voice of communities/ voice of victims – perspective
- ‘How’ is what matters as its the key to making a difference.

# Inequality and measures

- **Equality report says, ““And it won’t be enough to simply ‘raise the average’ on indicators, GM needs to set ‘baseline threshold targets’: levels of wellbeing below which no residents or neighbourhood should fall, as well as ‘equity targets’ of narrowing inequalities between groups, and between areas of GM”**
- Need to reference how we measure public perception/satisfaction with emphasis on minimal satisfaction levels for crime and safety etc especially in communities that perform less well in the survey
- The perceptions data alongside the crime figures (both need to be taken together) should be our leading measures. This needs to consider volume crime and high harm crime as key measures for GMS. Neighbourhood level data will be important (30-55k)
- Access to services – so ensuring people can access services in the right place at the right time with clear standards (e.g for victims etc)
- Needs led/targeted – accepting that we need to take a needs led/targeted approach to allocation of resources and tailor our approaches/commissioning to different communities.
- Closer to communities – e.g building back neighbourhood policing as the eyes and ears of communities etc. Named police officers for areas/CS for every district etc.
- More on the integration of services to develop a joined up response for people. Putting needs to people and places before organisations.

## Disproportionality in policing:

- Golden thread through policing
- How will the Deputy Mayor hold GMP to account for improving in areas of focus, particularly:
  - Race – Use of Force, Taser, Stop and Search
- Much broader than recruitment to practice on the streets, challenging attitudes and behaviours across the whole force and within the policies and procedures

## Tackling Inequalities:

- Needs to include how we are engaging with Communities and Panels to better understand and act. Focus on changing practice
- Police and CS survey to inform targeting of services and resources where we know communities feel unsafe and have the least confidence in GMP.

## Cohesion and Counter Terrorism:

- Acknowledging the increasing challenges in relation to Hate Crime (Anti-Semitism and Islamophobia)
- Tackling the root causes needs to be a focus with frontline practitioners and communities
- Can't do this solely from GMCA – collaboration with districts and broad range of organisations
- How can the Dep Mayor funding support this work in districts
- Annual Cohesion Summit could be repeated

## Channel Peer Reviews:

- Ongoing programme throughout the year – early highlights showing the importance of teachers having the capacity to have conversations to challenge radical opinions
- Collaboration with the districts
- **Protect Duty:**
  - Arena Enquiry – what have we learnt and what needs to change
  - Needs to shine a light on effectiveness of Channel as a means of reducing risk and early intervention

## GBV – approach within the plan

- To include the 10 key priorities re the Transformative Approach in the PCP refresh
- The 10 priorities to be aligned to where issues are mentioned elsewhere in the PCP e.g. sexual assault, rather than siloed as ‘here is what the GBV Strategy states’.
- Mustn’t contradict / conflict with GBV Strategy so need to be mindful of wording of intentions e.g. Victims Code and Misogyny as a Hate Crime.

## GBV – strategy

- Changing the Story
- Maximise effort around prevention, we will also ensure that services for those who have suffered gender-based violence are centred around the people they serve and the places they live. Services will be transformed so that we have a public service model that proactively intervenes early that responds according to the needs of an individual and their family and recognises strengths that we can all build upon.
- The Gender Based Violence Board will work in tandem with Greater Manchester’s Women and Girls Equality and Racial Equality Panels, whilst also taking account of the findings and recommendations of the Greater Manchester Inequalities Commission.

## GBV – strategy cont.

- **Mobilising GM**
- The public, universities, colleges and employers have key roles to play in tackling gender inequality, homophobia and transphobia, sexism and the objectification of women and girls - The public need to feel empowered and safe to do so, in order to support the sector in challenging perpetrators and potential perpetrators - over the next two years GM has committed to a coordinated strategy of public engagement
- **Supporting victims and survivors**
- We will develop a new Trusted Referrer Scheme enabling voluntary organisations, faith groups and schools to refer victims directly to health and criminal justice services.
- Over the coming years we will endeavour to comply with the principles set out by the Domestic Abuse Housing Alliance that advocate for ‘an enabling environment where survivors know they will be listened to’ and housing providers ‘recognise that’ tenants ‘may be disadvantaged by multiple oppressions.’ We will also ensure that emergency housing provision is available for men who are victims of domestic abuse and trans people
- Public spaces are not always safe for women - we will call attention to the harm caused by what is often considered to be low-level, sexist behaviour (for example wolf-whistling, catcalling, stalking and harassing women and girls in public spaces) and verbal abuse towards people on the basis of their appearance, dress, sexuality, cultural values or non-conformity to gender norms.
- National research reveals higher rates of domestic abuse victimisation among women from Christian, Hindu and Muslim faiths and we will take account of this in targeting our public engagement campaigns.
- Lower rates of pay for women, the under-representation of women in leadership roles, and poverty cycles, combine with sexual harassment in public spaces and workplaces to render women and girls more vulnerable to gender-based violence than men in other aspects of their lives. 40% of women are estimated to experience sexual harassment in the workplace – ill work with employers to address these issues

## GBV – strategy

- **Meeting the needs of CYP**
- A top priority within the Greater Manchester Children and Young People’s Plan - established a Standards Board focussed on sharing evidence of what works to improve safeguarding practice supported across all ten of Greater Manchester’s local councils and is supported by a £7.43 million Targeted Innovation and Reform Grant. The Greater Manchester Safeguarding Alliance is deploying this investment.
- Will continue to invest in Early Help models
- work closely with schools, colleges and other educational settings to implement preventative education to change harmful attitudes and behaviours. We will work closely with the Greater Manchester Parenting Working Group and the Alliance for Learning Teaching School to explore ways to tackle stereotyping and precursors to gender- based violence.
- Will continue to support the many third sector organisations that come into schools and colleges to inform young people about dating violence, peer abuse and bullying, mental health, alcohol and substance use, sexual diversity, sexual health services, and services for victims of domestic and sexual abuse.
- We will specially tailor our educational initiatives to the needs of autistic pupils and those with learning disabilities, recognising that some of these children are at higher risk of exploitation, grooming and abuse than their peers
- A core focus of our work with young people, but especially young men and boys, will be to identify how bystanders can respond in non-confrontational ways when they see others exposed to gender-based violence. We will work with local third sector organisations to promote gender and sexual equality.
- In response to the threat of child sexual exploitation Greater Manchester has invested in a Complex Safeguarding programme.
- Greater Manchester is committed to developing a trauma informed workforce, which recognises the warning signs and long-term impacts of trauma and Adverse Childhood Experiences - building on the findings of the independent review of Operation Augusta

## GBV – strategy cont.

- **Responding effectively to perpetrators**
- All our work with perpetrators will be routinely appraised by the Gender-Based Violence Board.
- From 2021 we will ensure that we map and evaluate gender-based violence related perpetrator programmes across Greater Manchester, to assist with the development of a GM perpetrator programme framework that will seek to deliver programmes for all who need them on both a voluntary and compulsory basis. We have already secured funding to pilot a range of new interventions which work within a whole family approach. All our interventions with perpetrators will comply with Respect Accreditation Standards and be rigorously evaluated.
- Recently launched pilots including the widely acclaimed DRIVE programme for high risk and high perpetrators, and community-based perpetrator programmes in a number of districts - Home Office funding.
- From 2021 we will work with Greater Manchester partners to develop standard approaches for both 'out of Court' interventions and community programmes focused on gender based violence.
- **Horizon scanning - Ofsted: culture change needed to tackle 'normalised' sexual harassment in schools and colleges - GOV.UK ([www.gov.uk](http://www.gov.uk))**
- **End-to-End Rape Review Report on Findings and Actions - GOV.UK ([www.gov.uk](http://www.gov.uk))**

## GBV – strategy

- **Improving policing and criminal justice**
- The 2020 HMICFRS inspection of Greater Manchester Police emphasised the need to 'overcome deficiencies in service to vulnerable victims', particularly victims of domestic abuse, sexual assault and sexual exploitation.
- In its recent review of hate crime laws, The Law Commission made a recommendation<sup>17</sup> to add gender to the protected characteristics recognised under hate crime laws. The 2021 Domestic Abuse Act will also require police services to record misogynistic incidents in the same way they do racist and homophobic ones, and we will work with Greater Manchester Police to effectively implement this.
- Working with wider criminal justice partners to expedite compliance with the statutory Victim's Code of Practice ahead of the introduction of the new Victim's Law.
- Over the next ten years we will continue to develop our flagship partnership approach, *Programme Challenger*, in order to protect victims of modern slavery and sexual exploitation and pursue those who exploit them.
- **Integrating health and social care**
- Recognising the signs of abuse, proactively supporting victims, and using professional curiosity to enquire as to whether their support needs are being met.
- Providing immediate healthcare treatment and information.
- Referring victims on to specialist or support services.
- Extension of specialist training and advocacy programmes across GP practices in Greater Manchester in collaboration with third sector organisations specialising in Violence Against Women and Girls (VAWG) (point of disclosure).

# JRE – align with JRE business plan

- *A separate MoU has been agreed with HMPPS for the co-commissioning of services - it may be that this is the MoU that continues depending CA and MoJ appetite*
- *Devolution as a term not as frequently used now and the current government philosophy is about 'levelling up' – Justice Devolution MoU being reviewed*
- **Youth Justice Transformation – a Whole System Approach**
- Key Priorities: 1. Delivering a Child First Approach 2. A Responsive Child Centred Policing Plan 3. Tackling Criminal Justice System Challenges & Inequalities 4. Improving Service Integration and Early Help Support
- The GM Youth Justice Transformation Programme is underpinned by an MoU between GMCA and the ten GM Directors of Children's Services.
- Youth Justice Round Tables
- Bringing GM youths closer to home – Resettlement Consortium and Social Worker at Wetherby.
- **Smarter Justice**
- Key Priorities: 1. Narrowing the Justice Gap 2. Working better together to Get Trial Ready 3. Improve the Systematic Approach To Reports Of Crime 4. Diversion and Pre-Sentence Reports
- LCJB – Extra-Ordinary meetings held - COVID learning and National recognition at managing impact

- **Reforming Adult Offender Management**

- Key Priorities: 1. Partnership Offender Management Review 2. GM Integrated Rehabilitation Services 3. Problem Solving Approaches & Interventions 4. Perpetrator Programmes
- IOM Review – GM Approach and Implementation
- GM Young Adults WSA Strategy (18-25)
- Restorative Justice – expansion to DA Perpetrators and Young People
- Out of Court Disposals – pilot expansion following National clarity / Scrutiny Panels
- Whole System Approach to Vulnerable and Marginalised Women and Problem-Solving Courts
- HMPPS 'Vanguard' CAS3 area
- A pilot on Community Sentence Treatment Requirements is now rolling out across GM
- *GM Reducing Reoffending Prisons and Probation Plan*
- **Improving the Victims Journey**
- Key Priorities: 1. Victim Code of Practice 2. Voice of Victims & Survivors 3. GM Victim Services Review 4. Sexual Violence Harm Reduction
- RASSO Pilot
- Chief Constable to set our priorities following HMICFRS Report
- Rape Review
- Victims Code Of Practice - Implementation in GM
- 'Think Victim' campaign GMP
- A Sexual Violence Harm Reduction Plan
- Stocktake of the GM Victim Services Review
- GM Digital Offer Victims Services

The Integrated Health and Justice Strategy 2020-2024 highlights 9 priorities under the 3 strands of **Prevention, Intervention** and **Enablers/Systems**.

## Prevention

1. Introduce a public health approach to violence reduction across public service provision, with a focus on children and young people at increased risk of committing anti-social or criminal activity

GM Governance = GM Violence Reduction Governance Board

2. Work with schools, youth justice and children and young people's services to develop upstream, targeted interventions that reduce the risk of first-time entry to the criminal justice system

GM Governance = Youth Justice Transformation Board/VRU/JRE

3. Building on the work with the Women's Alliance Partnership, extend provision to reach a wider cohort of vulnerable women who are at risk of victimisation or committing criminal activity, and strengthen health care pathways between existing services Intervention

GM Governance = GBA Board

# Intervention

4. Develop best practice approaches and pathways that appropriately identify and support offenders and victims of violence or exploitation who have a learning, autistic spectrum or communication/speech and language issue

GM Governance = Health and Justice Board

5. Agree a standardised health improvement model with the NHS and youth justice teams that targets and addresses health vulnerability in this group of young adults

GM Governance = Youth Justice Transformation Board/JRE

6. Work with partner organisations to promote and embed the principles of Family Justice within the strategic direction and operational delivery of unified public services in Greater Manchester

# Enablers/Systems

7. Develop a long-term, sustainable approach to commissioning services that deliver specialist healthcare and therapeutic support to offenders and the victims of crime, agreeing common quality standards for Greater Manchester

GM Governance = Health and Justice Board

8. Collaboratively develop workforce training and development programmes that promote insight into trauma, abuse, learning disability and communication disorder presentation and how to identify and support these issues effectively

GM Governance = Health and Justice Board

9. Establish more consistent approaches to service user engagement in the design and delivery of specialist health and justice services

## **HORIZON SCANNING FOR HEALTH AND JUSTICE**

- Increasing Demand for Mental Health support services
- Development of GM Sexual Violence Harm Reduction strategy
- Key Priority Area: Adverse Childhood Experiences and Trauma
- New Addictions Strategy Incoming From Government

# Drugs and Alcohol

## National Picture

- Following part one of the Dame Carol Black Review of Drugs, commissioned by the Home Office (February 2020) there has been a significant increase in spending with an extra £80m invested nationally in drug treatment services to reduce drug related harm and crime.
- Part Two of the Review of Drugs is due to be published later this year and will influence upcoming spending commitments.
- A new cross government addiction strategy is also being promised by the Government to address the complex challenges caused by drug misuse.

## GM Drugs and Alcohol External Review

- The GM Drugs and Alcohol External Review took place between November 2020 and March 2021. It was funded by the GM Deputy Mayor and led by Mike Trace former Deputy UK Government Drug Czar and member of Dame Carol Black's advisory panel.

# Drugs and Alcohol

## Greater Manchester Priorities following the GM Drug and Alcohol External Review

- Reducing drug and alcohol related deaths, NHS utilisation, crime,
- Increase the number achieving and sustaining recovery
- Improve health accommodation and job outcomes
- Reducing the impact of Drug use on Children and Young People.

# Strategic priorities – SOC, Serious Violence and MSHT

- Public health approach, identifying drivers and upstreaming resources implemented through VRU (and resonating locally)
- Continuation to partnership approach to tackling SOC and MSHT through Challenger and refreshed strategy (launch 2022)
- Hestia and Southall Black Sisters/Liberty Super complaints likely to shape developments/work around modern slavery
- 3 year data and research partner provides an opportunity to deliver intelligence responsive approaches to tackling modern slavery

# Holding slide - Influences on the refresh (needs more detail)

- Global pandemic and its impacts
- New statutory duties on Local Authorities to work with partners – Domestic abuse and serious violence
- Strategic Policing Requirement – not yet published
- National Crime and Policing Measures
- Government carbon emissions targets
- Mayor's manifesto – focus on:
  - neighbourhood policing and communities;
  - accountability and transparency
  - service to victims following HMICFRS VSA report
- Greater Manchester Independent Inequalities Commission findings
- National focus on serious violence and the work of the Greater Manchester Violence Reduction Unit
- Place based, multi-agency working across Greater Manchester
- Serious Violence Strategy, Gender Based Violence Strategy and new Greater Manchester Strategy

# GMVCA

## GMYCA we asked the questions:

### What is important to you? What do you think about the priorities? How should the plan be communicated? Any other questions / thoughts?

- Talk to people especially young people why they feel unsafe in their communities given that can be a cause of carrying a knife
- Funding focusing on prevention of crime
- Greater transparency around how GMP is working on the issues flagged in last year's report
- Public insight is key, research /going into local communities to see how crime impacts them would be good
- Teaching people about their rights regarding stop and search and arrest, what police can and can't do in an effort to help stem feelings of distrust and unsafety regarding police
- Getting to the roots of knife crime and gang culture – not just telling people not to carry knives
- Could we try and make some simplified resources that schools and youth groups can utilize to communicate the plan?
- I like the idea of funding victim support systems. I know rape / sexual assault convictions are low and trials are often very traumatic so I would like to see victims of those crimes in particular supported
- What came out strongly in discussion was young people not feeling safe when they are out in public – from knife crime, in general not feeling safe e.g. walking home from school in the dark. One suggestion was for schools to implement buddy systems to help pupils feel safer.
- Education of young people needs to start earlier e.g. start year 6 /7 as leaving it to years 10 / 11 is too late especially because for e.g. young people start carrying knives at ages 11/12
- Importance of continuing engagement with young people and talking to them more about what is important to them / what do they feel
- How can young people / GMYCA get involved in scrutiny. We need to articulate in the plan ways people can hold police to account.
- Plans about relationship advice / healthy relationships – what are those – that's important
- How we communicate the plan to young people? Visuals / videos that speaking to younger people are important - putting these on Instagram / twitter. Break down the plan into bite size chunks, get rid of jargon, post different sections of the plan into bitesize chunks –with videos accompanying.
- Make comms for young people eye catching and booming – attention grabbing
- Possibility of giving pots of funding to young people for them to spend – may find innovative ways of spending this / projects to fund. Wigan have done this with young people. Relationship education / healthy relationships and education around gender based violence was highlighted as important, as was embedding this in schools curriculum.

# GMP consultation

# Feedback

- A multi-agency and joint working approach to managing demand and the implementation of the strategy by community safety partnerships, Local Authorities Health and criminal justice partners
- The improvements required to be achieved by GMP, and recognition of the challenges faced and progress made.
- The pandemic – police and others in a position of recovery and rebuilding.
- The Protect Duty.
- The increased demand as a result of public order policing.
- Punishment and justice served as part of the rehabilitation of offenders.
- School based officers and youth work with clear pathways for C&YP affected by violence and also found to be carrying knives and weapons.
- Longer term funding for CSPs (3-5 years, rather than 12 months with temporary contracts and cycles).

# Chamber of Commerce

# Police and Crime Plan Refresh Chamber of Commerce - 6<sup>th</sup> Oct 2021

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- Many of the issues impacting businesses are the same as retailers
- **Reporting and the police response** –reporting incidents and the police response is the biggest issue. We can commit to increasing business reporting and policing response beyond the retail sector. We need to promote reporting mechanisms with the wider business community.
- **Neighbourhood policing and reassurance** – having a relationship between policing and businesses is important to provide reassurance this includes industrial areas that are being targeted for ASB etc.
- **Supporting staff** – growing issues around substance misuse etc among staff or petty theft and how businesses can respond in these situations – linking them into support services.
- **Supporting offenders**- a growing will from businesses to employ ex-offenders and to support schemes such as community pay back.

## ACTIONS

1. To extend out the retail crime SG especially on the reporting element once this is trialled etc
2. Connect in with Ali re the offending/reoffending element
3. Involve the chamber in #ShopKind
4. Good to have Steve Watson or Snr GMP colleague to attend big chamber event/assembly to talk about new GMP plan and what this means for businesses.
5. To link district business leads in with new new Chief Supts for Districts (Chris to email Vicky when required)

# Retail Crime consultation

# Retail crime

Partners raised wider issues including:-

- Comms – improve communication between police and businesses and businesses and wider community safety / town centre partnerships.
- Increase connectivity with other agencies to help resolve wider issues such as foreign nationals / modern day slavery / anti-social behaviour teams and access to CBO's.
- Share good practice across GM where one area is making a difference ensure it is shared to drive up overall performance. This is not just a police issue but an issue for a community partners and communities who need to be involved.
- A recognition there needs to be a balance between prevention and reaction – link to design for security teams. The environment needs to change to prevent further offending once a hot spot has been established.
- Police and partners need to take seriously that shoplifting is a gateway offence and by working together not only can we deter shoplifting but other crime types as well. Lack of action erodes confidence of retailers and communities that anything will be done.
- Retailers find it hard to report especially using the 101 number.

# Community Safety Partnership engagement sessions: findings

# Bolton CSP

# Are the headline priorities still right for GM? How do they need to change?

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- Priorities are broad enough that discrete projects can sit under these. Current CSP priorities align.
- The priorities make sense. Do we want to elevate perception and confidence aspect? Data tells us a lot about 'Keeping people safe' is about their perception of safety and closeness of the community – not about visibility/what they are seeing?
- There are opportunities regarding perceptions of safety linked to the green agenda – green space contributes to feelings of safety, as do e.g. traffic calming measures.
- Consideration of the prevention/public health approach. How do we upstream prevention?
- Size of samples – know from speaking to people that don't have a lot of confidence and this issue needs to be elevated. Need to emphasise the green agenda as this can help place and communities.
- Priorities need to be more tailored towards neighbourhood policing and the different Boroughs, with less focus on Manchester city centre.
- Priorities should reflect an honesty about where we are and accept that not everything is rosy. For example, it currently talks about transforming police services. There is a lot of work to do to repair what has actually got worse.
- How can the mapping work done around the impact of Covid be done on a GM level to look at this in more detail – not about crime, but tells us about communities.
- Need to look at priorities through a children and young people (CYP) lens, and need to include them in discussions.
- One impact of Covid is the increase in mutual aid and community cooperation. How can we emphasise and build on this and include communities in better understanding the problems and developing solutions?

**Are there any commitments that are not as relevant/already been delivered? / Considering the commitments, what are the gaps from a local perspective? What are the local priorities you'd like to see reflected? What can we learn about how this plan was implemented that will help us ensure the refreshed plan makes a difference?**

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- Sometimes it can be a challenge to work out who is holding work/themes strategically. This lack of clarity can slow things down.
- There are challenges in sharing information that do not help in trying to evidence outcomes. Could do with a commitment to start sharing data. Would also be useful to formalise some of the local data sharing arrangements
- Mental health and wellbeing is being emphasised, particularly as a result of Covid. This is a huge read across.
- Cuts have happened across so many thematic and policy areas, and there is a need to make sure we are making best use of resources. What visibility does the PCP have in other GM theme spaces e.g. CYP, Transport and how is this all being connected?
- Linked to the above, what role does the CSP play in ensuring that read across locally as well?
- And, is there more to do to strengthen the link between the GM plan to the local plan and back again?
- There is a shift in Bolton to link strategic leads together around themes, rather than silos, so there is that strategic read across.
- Bolton is open to be a testing site if a new model of this connection is proposed.
- problems and developing solutions?

# Bury CSP

## 1. Are there any other issues of interest or concerns that need to be taken into consideration in refreshing the P&C Plan and CSP Strategy?

- It was felt that inequalities will potentially have a big impact on crime and the perception/awareness of crime – It was felt that there is a need to target resources proportionately to the sub locations that need it most, with a similar approach adopted in health and social care
- It was also felt that the awareness of crime does not always correlate to how much crime is occurring in an area
- Awareness of crime drives peoples fear in crime – how safe people feel and victims The point was made that low level crime such as burglary, car theft, vandalism can have a massive effect on communities, perceptions, and how people behave/ interact with public space
- It was noted that an Improvement in communities confidence in the police is needed
- The point was made that the ‘lived experience’ is paramount
- Some felt that better data sharing from GMP would assist
- At times, it was felt that the GM plan has been too high level and generic to reflect issues in Bury. It was felt that the Bury CSP strategy may adopt a different approach and emphasis where needed to reflect the needs of the district

## 2. **Is there other data or insight that you're collecting locally that could be shared with us to help develop the plans and assess the impact?**

- Headline accommodation ASB data
- Offending and Reoffending data (open system)
- Substance misuse and mental health data (public health)

## 3. **Are these priorities still relevant?**

- Re-focus GM expectation of what Low level crime and ASB is, what makes people feel unsafe,
- Shouldn't make assumption that one provision 'fits all' - localism is really important
- To extend the areas of focus within 'protecting vulnerable people' priority to address mental health and drug addiction in the vulnerable people

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## 4. ***What do you feel needs to be emphasised, changed or added?***

- Would like to see an emphasis (with real funding commitment) on prevention/early intervention in the plan (if not already emphasised). This also links into public perception of young people who often seem to be (often unfairly) associated with ASB and leads to community tensions.....
- Use comms and engagement to raise visibility of partnership and response to residents and improve people's understanding of the CSP - It was felt that Communities are not as well informed on what the partnership structure looks like. Also communications was noted as an area that can be improved and feeds into community perceptions of 'feeling safe'. High level comms on this subject may need to be more 'granular'.
- Need to try & empower communities to be genuinely part of solutions and involved in how partnership money is spent - trust them to know what is needed

**5. What can we learn about how the current plans were implemented that will help us ensure the refreshed plans make a difference?**

- Devolve central data from GMCA to enable districts to judge what makes a difference
- Be transparent in funding decisions (where does money go, and how is that justified in one area and not another)
- Challenge ourselves on what difference will this plan make to people who do not feel safe? Include equality and equity into the plan
- Having more of a say in the GM contracts for commissioned services to allow districts to work in conjunction with local services
- Short term funding is a hinderance, especially when relying on organisations with a volunteer model

**6. No additional comments to add**

# Manchester CSP

# 1. Thinking about the influences and the police and crime survey findings.... Are there any other issues of interest or concern that need to be taken into consideration in refreshing the Police and Crime Plan

## Survey:

- No surprises, working in moss side – young people, black young men
- Nothing surprising with data to date or with survey slides – inequalities exist – we know the people who are getting targeted and the issues being seen.

## Other comments:

- Collaboration with VCSE – invite them to the table early – in the development of the plan, not afterwards – similar to this process.
- Voluntary sector want to help – let them get involved. They know their communities better than most – There are community activists ready to help
- Recognise the economic impact which Covid is going to bring which will impact crime in deprived areas.
- Brexit needs its own influence on the plan – we start to see people moving to Manchester for work (underground work/sex workers).
- It is key to continue to work through inequalities.
- Recognise the link between lack of housing and impact of crime. (overcrowding/homelessness) and reflect different needs for different areas.
- Link into local health and social care agenda (mental health issues are huge).

## 2 - Is there other data or insight that you're collecting locally that could be shared with us to help develop the plans and assess the impact?

- A priority from communities is improve police response. Communities have lost confidence in police which will result in lack of reporting and an increase of crime (public need to see stats from 101/999 responses to improve confidence).
- The VCSE sector has a huge collection of data and anecdotal evidence – lots of evidence to bring to life those statistics – can share if requested.
- Local level – police – looking at figures on a monthly basis, might not be reflected at the high level.

3. Are the current priorities still relevant still relevant?
4. What do you feel needs to be emphasised, changed or added?

Broad agreement that the priorities are still relevant

- Police response needs to be added as a priority.
- Priorities are strategic straplines and very generic and unrecognisable to communities - confusion as to what people perceive priority as opposed to commitments – some commitments need to be stated as a priority.
- Ensure consultations run frequently to achieve parameters of what is hot or not.
- Meaningful support for parents needed – not just courses. This is a gap that leads to other issues. EXAMPLE: Shooting last week in moss side – parents asking for support and advice as to what action they should take for their children.
- Needs to be some Acknowledgement of environmentalism – young people are becoming anxious / aware of this.
- How do we support peaceful protest – young people are politically aware – enable positive protest

...Continued

3. Are the current priorities still relevant still relevant?

4. What do you feel needs to be emphasised, changed or added?

- Consideration to immigration and politics and how that could impact on communities. It's the way extremism could be moving.
- A lot of focus on societal inequalities at present – there is evidence that racism and system racism exists – the police and this plan should not hide from that and should come forward with an acknowledgement of the work it needs to do. This is not just about race, other demographics too. This needs to underpin everything.
- Hate activity is growing: EXAMPLE: Didsbury mosque – one of a number of mosques nationally targeted by being sent a usb sticks with viruses loaded onto it. There should be a focus on protecting places of worship.
- Cyber enabled hate is growing – do we have the powers to address this. In addition, Cyber bullying – general feeling of acceptance – it is wrong.
- Mental health – underpins everything – 50% of police officer time is spent on welfare calls. Lots of agreement – this needs to be done in partnership with partners. Access to MH clinical support.

## 5. What can we learn about how the current plans were implemented that will help us ensure the refreshed plans make a difference?

- Resource within GMP and Manchester Council – population is growing.
- Planning around who is responsible for the priorities and commitments – important that people understand their responsibilities towards commitments.
- Better plan investment to get out of crisis response.
- Take learning from the pandemic as it has opened engagement, data sharing, support and understanding the provision across organisations – continue momentum and build on this.
- Engage with different sectors across GM to in-bed strategies.
- Information on funding hard to find – is there something that be produced and published to allow VCSE sector to know what funding is available in helping to achieve the plan objectives?
- Voluntary sector – never ask for long-term secure money – statutory services rely on the voluntary sector in points of crisis – need more forward thinking from the outset – need consideration of longer term funding. Short term funding is a bad model. Eg. £200 for hate crime grant – sometimes not worth the effort. New thinking about funding model.

# Oldham CSP

## 1. Thinking about the influences and the police and crime survey findings.... Are there any other issues of interest or concern that need to be taken into consideration in refreshing the Police and Crime Plan

- Oldham are committed to putting young people at the centre of their decision making - how would this be reflected in the plan
- Community cohesion - how does this become a principal of the plan? Everyone who lives or works in Oldham has a role to play!

### Survey:

- No major surprises from the survey results
- People who feel safest are part of good connected and cohesive communities. People who feel least safe include those with disabilities, those from ethnic minority or LBGT communities or those who are experiencing poverty. These issues are linked. Therefore greater priority focused on these issues is needed and a challenge to hate crime as an early intervention while promoting positive cohesion.
- Oldham CSCP have asked that consideration be given for the police and crime survey to include under 16s. It is thought that this would provide some beneficial results.

## 2 - Is there other data or insight that you're collecting locally that could be shared with us to help develop the plans and assess the impact?

- There was a recognition that there are gaps in data and therefore how do we better develop data sources and the ability to analyse that data.
- There is also a gap of working with people who are 'undocumented'. Many immigrant communities do not access services and have English as a second language. Specialist providers hold valuable information on these groups.
- Community in sight – or lived experience is 'data with a soul'. What opportunities are there to build co-design and co-production into a set of principals that support the PCP?
- Need to think about impact data, not just raw numbers.
- Need to link to the GM inequalities commission work and ensure the voice of those who are often not so loud are heard
- It would be good to include and overlay Fire attendance data and work collaboratively on problem solving.
- Championing inclusivity – becoming more important as we recover from the pandemic.
- Is there anything about workforce development also – links to the GMP Equality Strategy and also the ARE report – needs to be referenced. Needs to come through to the local and GM strategy. GMS could help with this.

3. Are the current priorities still relevant still relevant?

4. What do you feel needs to be emphasised, changed or added?

#### Headline priorities:

- All considered to remain relevant but some thought may need to be given to prioritization. Cohesion and the building of community confidence is a necessary building block to delivering better outcomes.
- Consider a shift in language from 'strengthening and resilience' to 'connected and cohesive' – individuals can present as resilient but have a multitude of support issues underneath. Phrasing can be key here to building that confidence.
- Be really intentional around cohesive communities and tackling hate crime from an early intervention perspective. Not the aftermath
- PCP priorities needs to champion inclusivity
- Clarification of where PREVENT fits into the Plan. Keeping People Safe but also within the Strengthening Communities section too – ensuring no one is isolated.
- How is contextual safeguarding reflected in the plan?

#### Inequality:

- Inequalities – how do we ensure this is included – needs to be linked – how can we use this plan to deliver some of the of the inequalities recommendations. Structural inequality – increased by covid – collective trauma. Long term impacts. Do we acknowledge this from our planning both at GM and local level.
- Recognition of structural inequality highlighted further by the pandemic – the collective trauma of communities. Are there wider workforce objectives within the plan to help work forces be better representative of the communities they work within?
- How do we engage with the business community to see if there is learning that can be developed across the community setting. There are examples of workforces being inclusive and equitable , does this follow into the wider community?

...Continued

### 3. Are the current priorities still relevant still relevant?

### 4. What do you feel needs to be emphasised, changed or added?

#### Young People:

- There has been a significant reduction in the number of young people entering the justice system yet there doesn't seem to be an increase in feeling safe in some communities therefore is the system wrong and needs resetting?
- Fire plan just refreshed – youth intervention work remain at the heart of the response.
- Interventions with young people can be really powerful and meaningful.

#### Local working:

- Conversations with community groups – knowing your local police officer and knowing how to get in touch with them is key to improving local confidence models with communities. Communities matters – local matters – how do we build that into the plan so that we can prioritise the resources that we have got to work alongside communities.
- Neighbourhood Policing Teams – need to work better with local partnerships to problem solve and stop the demand from arising – new chief very keen on this – taking it back to the community.
- 'Know your local'.... Not just about police - Comm safety officer, police officer, fire officer, so they feel connected to services and build trusted relationships.

#### Victims:

- We are very good at asking people who have been through the system, of their experiences. But we never ask people who haven't. for example ACEs. Example – turn everything into a positive – how do we talk about promoting peace rather than tackling violence. The system is very deficit focussed. Flip on its head to highlight the strengths in the community.

#### Working with offenders:

- Consider work with employers about employing ex-offenders? There is a shrinking resource of late – some great programmes but not enough. But if you are not in the system, what are the opportunities?

## 5. What can we learn about how the current plans were implemented that will help us ensure the refreshed plans make a difference?

- We have done a lot of things well.
- Need to consider terminology and how we communicate with our staff – do they understand it? i.e. complex safeguarding.
- Keep implementation simple – current document is 75 pages – needs to be include infographics also as to what this means. Consider a meaningful summary - ‘Plan on a Page’.
- Blockers – this is a 3 year plan – investment is committed on an annual basis – this is difficult. There are also gaps and long lead in times each year while we await funding. Where is the asset plan to get this done? Need longer term funding / quicker turn around. Orgs lose momentum. A three year spending plan would help with this and can allow for review periods etc. Would get a lot more impact and would save officer costs on systems and processes required.

# Rochdale CSP

## Thinking about the influences and the police and crime survey findings.... Are there any other issues of interest or concern that need to be taken into consideration in refreshing the Police and Crime Plan

- Specific mention of domestic abuse – there is not a lot in the current plan.
- Regarding domestic abuse, there is an opportunity to link it directly to delivery of the GBV plan.
- Need to recognise DA has increased as a result of the pandemic and it's impact.
- If priorities are linked to the allocation of funding, it is really key it is prioritised
- How much more flexible can we be in administering grants? There is a lot involved in the process, and not always a long time to deliver.
- From a residents perspective, road safety is an issue often raised.
- Issues such as this, and wider community level issues, could be supported by improved visibility of police and other emergency services in schools – water safety, fire safety etc.
- Key point linked to above is that emergency services need to get back into engaging with schools. Would be good to have an offer across all schools, at different key stages, as a preventative offer. Those schools who are underperforming have to focus resources on improving this, and do not have resources to focus on other nive to haves.
- Children and young people – the pandemic has impacted on CYP in ways that we won't fully understand for a number of years. Survey results show that it is younger people that have greater feelings of unsafety than older people.

## Thinking about the priorities in the plan, what do you feel needs to be emphasised, changed or added? Are the priorities still relevant?

- Priorities are broad, so local priorities can fit in and work well under them.
- Appreciate it is a strategic plan, but if talking about people who are vulnerable, is the PCP for GM the right place for this? If so, do we need to have more about mental health within the plan itself? Need to focus on GM offer across the board (for MH, but all vulnerabilities).
- o Will have an impact on demand for police services.

# Thinking about how the plan will be implemented, what blockers or challenges have you experienced in trying to deliver the plan?

- It would be useful to have someone centrally come out and tell local partners about what the plan is, means, and how they should/can be feeding into it through the work they do.
  - (my session plan: overview of GM priorities and local priorities, and what they mean and fit into each other. Go through with one organisation where they fit into delivery, and map out who they work with, what they do, who they report to and how that reporting moves up through Rochdale and into GM. Each org maps out on tables, if hit stumbling block, flag up to find right person to go through, so each organisation in attendance has a sense of how what they do delivers against local and GM plan.)
- Concern expressed about the level of local scrutiny over GM commissioned local provision. Should be applying a consistent approach across GM that meets local needs, but different approaches means there are hugely different outcomes. How can we ensure that there are not such great disparities in outcomes and how is there more of a say from local stakeholders about this?
  - Offer needs to reflect local need and risk, and be scrutinised at a local level about whether it is meeting that need.
  - This will help locally to better understand where there are gaps in provision and commission for it accordingly.
  - Can also inform GM wide commissioning and contract management.
  - Need to get better at shring information back locally when something is commissioned at a GM level.
- Regarding funding – this is discussed regularly at a GM level, but can anything be done to extend funding beyond a 12 month period? When working to three year plans, it is difficult to effectively invest for change.
- Opportunity to look at funding across GM – grateful for funding but can often come with so many caveats it makes it difficult.
  - Links to governance around this. When trying to look for and implement a consistent approach across GM, how do some areas get away with ‘not towing the line’? How much autonomy is held locally? Sometimes, a consistent approach across GM does not support local delivery.
- Is funding being attached to the areas of greatest need? Always seems to go to Salford and Manchester when, for example, Rochdale has a huge domestic homicide issue. Have we actually got the allocations right every time?
- Data and information sharing needs to be prioritised. Need to do more about partners working together to share information so that a really clear picture can be built. Can GM help more with this? Can be convoluted at a local level.

# What can we learn about how the current plan has been implemented that will help ensure the refreshed plan makes a difference?

- Think that community safety is not prioritised as much as it should be. Needs to focus on cooperative delivery at a GM and local level.
- People don't understand what community safety means.
- Problem with current plan is that it is trying to convey the same message to many different audiences. Is there a need to have a 'sister' document that goes in to more detail on roles and responsibilities to help convey key messages e.g as elected members what the role of CSPs are.
- Need to remember that the PCP is not a panacea and cannot be a solution to all problems a local level have. Need to not do so much with the plan
- Any other relevant information
  - New cllr lead in Rochdale – surprised and shocked at the number of statutory duties that need to be delivered under community safety. Police and Crime plan is a misnomer – there have been questions asked at a local level about whether council is filling gaps in policing. A greater emphasis on what statutory duties are and how they operate would be useful, so can better convey that there needs to be a partnership response.
    - Can be as simple as reviewing the imagery used in the plan

# Salford CSP

Salford Q 1. Thinking about the influences and the police and crime survey findings....

- Are there any other issues of interest or concern that need to be taken into consideration in refreshing the Police and Crime Plan

# Themes

- Transparent allocation of police officers to districts according to threat, harm and risk
- Importance of Neighbourhood policing and working locally
- Need for additional specialist resources to manage complex demand rather than be extracted from other resources divisionally
- Too much reliance on overtime to provide an adequate response
- Alignment of officers to primary care footprint
- Information sharing – GMP need to share with other agencies as well as vice versa
- Prevention and Early intervention – planning ahead instead of reactive particularly in relation to CYP and families
- Creating aspiration and opportunity for children from a young age
- Transition from children's to young adult services and the support needed
- Accountability of prisons within the plan

## Q2. Thinking about the priorities/ strategic work areas in the police and crime plan

- What do you feel needs to be emphasised, changed or added.
- Are these still relevant?
- What's are the effects of the last 18 months that you feel needs to feature in the refreshed plan?

# Themes Q2

- Prevention and early intervention should be more prominent
- More focus on lived experience and what the survey is telling us
- More strongly feature community cohesion, communities getting on better, hate crime and terrorism.

# Q2 continued – Impact of the last 18 months

Need to consider:

- Positively brought communities together, need to keep momentum going.
- High numbers of seclusion due to fear of Covid.
- Community spirit resilience throughout Covid eg establish neighbourhood watches
- Increase of home schooling and widening of educational achievement gap in deprived areas which could risk becoming involved with urban street crime and gangs.
- Raise awareness of vulnerability issues and services available within neighbourhoods with older people.
- Fraud issues and online ASB, hate crime and harassment are increasing which is not being tackled coherently.

## Q3.

- What can we learn about how the last plan was implemented that will help us ensure the refreshed plan makes a difference?  
For example - What blockers and challenges have you experienced in trying to deliver any of the priorities?
- Is there anything else you'd like to tell us to help refresh the GM Police and Crime Plan?

# Q3 themes

- Resources for the plan need to match the ambition
- More emphasis that this isn't just the police. Name partners who have a statutory responsibility.. Need to harness the commitment from partners and agencies to the delivery of the plan.
- Promote employer supported policing across GM (employers supporting special constable's training schedule – may increase people joining as a special constable)

# Stockport CSP

# Stockport Breakout Groups

## Activity 1- current priorities

- Which priorities have we made significant progress with/ had the most success with?
- Are there any priorities that you think we haven't made significant progress with/ have not done so well with?
- Are there any other issues that our existing headline priorities don't cover that need to be considered in refreshed plans?

## Activity 2 – future priorities

- What are the key community safety issues faced by residents of Stockport currently and looking ahead that should be reflected in GM and Stockport Plans?
- Is there anything that doesn't fit with these existing themes? Do we need any new priority themes?

# What has worked well?

- Response to the pandemic, including joint work - partners, community, VCS. Pandemic Response Team was specifically mentioned. “One Stockport” approach has helped facilitate this.
- Consolidation of ASB team and ASB work generally.
- Dealing with youth disorder/ enhanced youth work offer.
- Prevent and Channel – lowest rates of “radicalisation” in GM.
- Support for victims of crime.
- Work with schools and colleges – e.g. re knife crime; hate crime
- Ongoing engagement with service users and GM Community Safety Survey.
- Interventions relating to domestic abuse – for victims and perpetrators.
- Working together with VCSE organisations and groups in our Covid response.

# What has NOT worked so well?

- Though response re ASB has improved, perception of residents is that this remains a key issue (likely to be exacerbated over summer as Covid restrictions ease), e.g. in parks and open space. Off-road motorbikes were felt to be an increasingly serious and prevalent issue. Also lack of understanding of issues leading to escalation from ASB to more serious/organised crime
- Building relationships with young people who may require support.
- More effective and extensive implementation of the “Team Around the Place” concept.
- Online crime – including targeting of vulnerable people.
- Tackling stalking and harassment.
- Exploitation of vulnerable people by criminals (e.g. “County Lines” and young people; “cuckooing” of their homes).
- Lack of youth outreach (but being addressed by new team).
- Public’s relative lack of confidence in community safety services.
- Multiagency work relating to OCGs – e.g. Operation Challenger.
- Better use of data and intelligence (GM Survey; iOPs issues).
- Lack of data on some issues especially repeat victimisation and disproportionality/ inequality for some groups.
- Addressing issues of mental ill-health creating safety issues – need for mental health services to be better integrated.
- Addressing “hidden” issues, e.g. within families. Exacerbated by Covid. Likewise “hard-to-engage” groups.
- Need to work more “holistically” rather than in theme or service “silos”.
- Links with communities could be improved.

# What issues do we need to start addressing (or addressing more effectively)?

- “Mainstream” our approach to victims (rather than including it in “Transforming Justice”)
- Aspects of ASB – e.g. off-road motorbikes.
- Support for young victims of crime.
- Online crime – including targeting of vulnerable people.
- Exploitation of vulnerable people by criminals (e.g. “County Lines” & young people; “cuckooing” of their homes).
- Road safety issues – e.g. speeding in residential areas.
- More effective “Team Around the Place”/“Place-Based Working” and community and voluntary sectors more effectively.
- Doorstep crime.
- Enhance the role of Education in SSP’s work.
- Support for repeat victims of crime.
- Better shared understanding of the Boards and other forums engaged in multiagency community safety work in the borough.
- Do we try to do too much? Might it be better to develop fewer/more focussed priorities and improve the response to them.

# Tameside CSP

# Tameside Breakout Groups

- **Q 1. Thinking about the influences and the police and crime survey findings....**

**Are there any other issues of interest or concern that need to be taken into consideration in refreshing the Police and Crime Plan**

Drug and alcohol abuse needs to be strongly reflected

Mental health and how that impacts on criminal behaviour is not widely understood. Services need to accommodate and support. Need to start seeing access as a collaborative service.

Impact of Covid and how this may determine service demand in the future.

How do we wrap support around people at the earliest opportunity?

Focus needs to be emphasised on how we work with adolescents especially around mental health.

DA does not appear enough.

Significant increase in DV, recognition in changing trends and behaviours so not dealing on where we are today and where we were two years ago but what is likely to change.

Anticipated increase Domestic abuse but wasn't seen in reporting.

People are more concerned about online fraud with an influx of scams being seen.

Risk of more burglaries when people go back to work.

Preventative work in DA should be a priority

Manage whole person rather than presenting issue

Inequality in terms of extreme weather

Q2. Thinking about the priorities/ strategic work areas in the police and crime plan

- What do you feel needs to be emphasised, changed or added.
- Are these still relevant?
- What's are the effects of the last 18 months that you feel needs to feature in the refreshed plan?

Q3. What can we learn about how the last plan was implemented that will help us ensure the refreshed plan makes a difference? For example - What blockers and challenges have you experienced in trying to deliver any of the priorities?

- Is there anything else you'd like to tell us to help refresh the GM Police and Crime Plan?

- Tameside strategy based in part on the GM plan – priorities are to remain the same – Victims emphasised a lot more – no significant overhaul of current priorities.
- GMP are going to assist in sending officers to all domestic burglary – will it happen, can it be resourced? Can we advertise and promote the good work?
- Hate crime plan to change with the government’s plan.
- Impact of the pandemic needs to be acknowledged in terms of behaviours and resilience towards behaviours.
- Adults with learning disabilities safer places – how do we support people to feel where they live is a great place
- Have we got a local assessment of what the impact is?
- The local business, the impact, can’t miss out.
- Nothing would want to take out but maybe refocussed – thoughts are vulnerable adults’ young children with complex needs
- How are we going to build stronger communities, give them a sense of place, belonging, protect our communities by the people that are living in them? What are we going to do, focus on the action and how in the refresh?
- Action plan, drive down locally to neighbourhoods – successes are not publicised enough.
- Decision on which priorities are taking to the front.

- People – priority – grass roots – shared learning
- The Chief’s vision – problem orientated policing, you can contact local officers and more visibility
- Need to reflect how people are going to behave
- Clean air plan, moving to public transport, walking and cycling
- How people respond to government on rules of how to behave during covid, concern that could be magnified.
- Climate change to give children sense of place, clean air and changing the culture of what parents and children will accept. Narrative like this should be built into what the slogan says, a central part to that action and approach. How can we influence sense of place, belonging and supporting each other?
- Volume is an issue for GMP which takes them away from community engagement, time spent in front of the general public. PCSOs driving community engagement.
- Local knowledge is vital
- Needs assessment on DA – specific in relation to the police. Importance of feeling that you have been believed.

# Trafford CSP

## Thinking about the influences and the police and crime survey findings.... Are there any other issues of interest or concern that need to be taken into consideration in refreshing the Police and Crime Plan

- Need to tackle the perception of crime, and provide reassurance to communities and give more confidence, with social media being an effective tool to communicate this. Although the community have an established understanding of the role and responsibility of individual agencies, it was felt that there is room to promote the identity role and 'branding' of the Trafford CSP which may require a rebranding
- It was felt that there are both benefits and drawbacks of working across GM, with a risk of local issues getting lost, which can particularly examples of working across health
- Connecting commissioning arrangements is something that needs looking at a local strategy issue – joined up commissioning arrangements.
- Cuckooing (exploitation of vulnerable adults) - noted as needing more awareness and focus to identify it where its occurring
- Highlighted the lack of awareness by communities of more severe but less prevalent crime such as serious assault, they are often more concerned with ASB. Noted that certain crime types are hidden, with the magnitude of crime unknown and not visible to majority of people. Balance of what the public are aware of want to tackle, and, and what the CSP is aware of and should allocate resources to
- The ASB interpretation – civil definition of ASB – needs looking at a national level? Include things that don't justify and use up resources
- The point was made that some ASB is underplayed – Example of 2011 white paper picked up on low level of ASB is escalating. There is a need to make sure this doesn't get lost – example, getting drowned out by lower level crime
- In terms of data collection, it was noted that data that offers comparison across GM is useful, also data needs to go back 2 years to demonstrate none-pandemic state of play
- It was commented that ASB covers a wide spectrum, and that young people are often given an unfair reputation – profiled as hooded youngsters. There is a lack of tolerance, in some instances a more realistic expectation is needed, Some are demonising normal child behaviour. Noted that 90% of ASB is committed by adults
- Gaps of findings of sexual abuse in schools – June Ofsted report gap in terms of perceptions, attitudes and behaviours. Harm caused by this needs to be recognised – is referenced in GBV strategy but needs more emphasis.
- Victims voice – missing from the survey and need to find out what people what which would make them feel safer. Re; victims also more work is needed to understand when services make a difference – tracking outcomes, understanding impact of funding to make sure investment taking place in the right areas.

# Thinking about the priorities/ strategic work areas in the police and crime plan, what do you feel needs to be emphasised, changed or added. Are these priorities still relevant?

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- Priorities very broad brush which gives flexibility to align -helps to identify local strategy. Also highlighted that fact broad brush means can be difficult to work out what is meant (work underpinning these). Priorities need to be dynamic and able to change over time if necessary.
- It was felt that complex safeguarding with a focus on the adult cohorts may need more emphasis and more solidity. It was noted that it may be helpful to link in GM chairs – agree definition that can be shared. Need to learn from work with children’s safeguarding
- Reducing harm offending – early intervention required
- Noted that there is a need for longer term dedicated commissioning,
- Strategy shouldn’t be overly deterministic, e.g. offender management referenced in plan is quite opaque. How do define ‘offender’ - communities don’t often recognise this term. Helpful if plan recognises some of these complexities.
- helpful for plan to acknowledge and give solutions to the complexity of discussions
- Greater emphasis on supporting local areas, supporting with resources. This specifically mentioned in relation to adult safeguarding boards in Trafford.
- Highlight that Partnerships provides cohesion – important relationships shouldn’t be lost.
- Engagement with communities and perception fear of crime and clearer definition of ASB ,and an organised crime gap
- Point made that some issues are not on CSP radar but at the forefront of community concern such as e scooters on pavements, and general speeding vehicles
- Plan should be data driven – what does data tell us etc. Also how do measure impact of the plan, needs a clear framework to underpin delivery. Need to be clear how we measure success at a local level too – what do we ask of Las in relation to this.

What can we learn about how the current plans were implemented that will help us ensure the refreshed plans make a difference? For example - What blockers and challenges have you experienced in trying to deliver any of the priorities? Anything else like to tell us?

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- The CPS was discussed with acknowledgment that it is too complicated, frustration with the dynamic and lack of willingness of victims to go through with prosecutions, CPS. Plan needs to reflect criminal justice and how can work together better e.g. how do track outcomes for victims.
- Speed – of justice system, young people released under investigation point, recognise structural problems
- Strengthening communities engagement – lack of communications sometimes especially with minority groups,
- Problem of those not reporting, getting victims to acknowledge where DA has occurred. Make sure right support services in place for people and know how to access support.
- Delivery of plan through partnership working and emphasis on this needs to run through the whole plan. Can't be delivered in isolation.
- Translation of high level priorities to communities needs to be considered e.g. what do these mean in reality.
- Noted that with the survey- there may have been a missed opportunity on finding out what matters to young people, in terms of what concerns them and what's important
- Survey questions point –, was it asked what would make residents feel better? - likely to be police on streets – could be missing a solution
- It was commented that until the outline draft of the plan is available- it is difficult to comment thoroughly
- Communication of plan to public – needs considering.

# Wigan CSP

# Are there any other issues of interest that need to be taken into consideration in refreshing Standing Together? / Thinking about the priorities in the plan, what do you feel needs to be emphasised, changed or added? Are the priorities still relevant? / Thinking about how the plan will be implemented, what blockers or challenges have you experienced in trying to deliver the plan?

- Alignment to the strategy and policy areas of the GMS (place based, healthcare reforms).
- Focus on Youth Restorative Justice – recent inspection in Wigan rated this outstanding, but GM position is not aligned to what happens in Wigan.
- Inequalities – these will be exasperated as a result of Covid. There will be a knock-on effect on crime and vulnerability that needs to be considered.
- Need to focus on a reducing social harm approach, but be able to recognise that need to be robust when community interventions haven't worked.
- Impact on mental health and how this interplays with priorities. Need to think about how upstream some of the resources (Wigan impacts re: mental health more pronounced than any other area in GM)
- If want to reduce people in social crisis, need to recognise and tackle social and health determinants of these.
- Think about how PCP and Deputy Mayor's office influences upwards to policy e.g. in area of mental health and considering number of mental health beds available – how does the PCP interact with the mental health strategy group?
- Cyber vulnerability and cyber enabled crime is a concern.
- What role can the PCP play in improving data connectivity?
- Focus on prevention, particularly around children and young people.
- How do we protect young people from being peer led into crime?
- Services that support victims need to be local and tied into local place based responses. Vulnerability locally needs to be focused on to ensure there is an appropriate response (SARC services referred to – St. Mary's has excellent services, but are too far away to be accessed by Wigan residents).
- Place-based working needs to be built in in a way that shows not only that it is an objective, but how this will be realistically achieved.
- Capacity and capability to respond to everything at the same time. Plan needs to be really clear about what to focus on.
- Quality of data an information availability across partners.
- Lack of GMP data means do not have a clear idea about what threats are.

# What can we learn about how the current plan has been implemented that will help ensure the refreshed plan makes a difference? / Any other relevant information?

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- In the context of post-covid recovery, how can PCP support in building on wider community response and cooperation?
- There is an issue of low-level offences that have necessitated low level interventions from multiple organisations. There needs to be a link (team around the school? Place based hubs?) so can have oversight of interventions delivered and better understand when to escalate.
- Need to ensure alignment of issues to other plans. Mental health is key, but also covid recovery. There is the potential that opportunities are missed because they are not aligned fully.
- Need to reduce the plan, with key priorities to focus on, rather than 34 commitments.
- How do we better use devolution to challenge things that aren't helping GM?
- There are concerns regarding the resourcing of GMP officers across GM, and Wigan's allocation.
- Consider the ways in which restorative justice community reparations can feed into positive community experiences.
- Can the community safety survey ask about availability of youth activities?
- There is a role for the CSP to play in promoting the activity of the CSP.
- Locally, getting better at recognising high demand individuals. Need to consider how to best respond to this, know who is the lead agency and join up services. This is key in thinking about how place-based services are developed.
- Health and care is moving more into the area of looking at behavioural insights that can help to identify drivers and start to address them.
- Considering measures of success, they are always after the event – it is hard to measure avoidance, but how can we better understand impact of preventative measures?
- How can GMCA provide more information and data, e.g. linked to impact of Covid, to better support upstreaming resources? What other roles can GMCA play in upstreaming?

# Emerging priorities

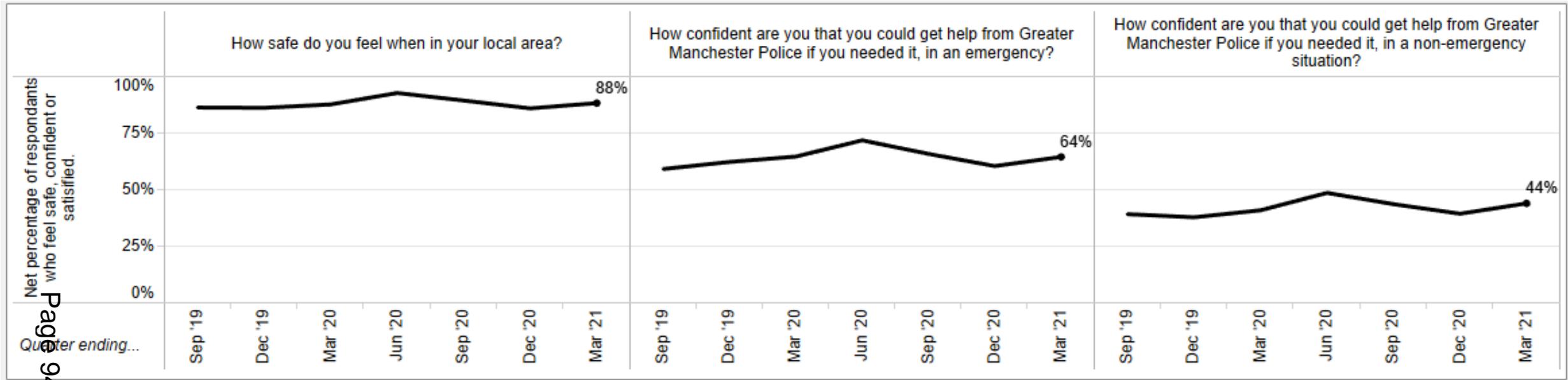
- CYP & how to reflect objectives in the plan including an ‘adolescents offer’
- Do we need another priority around victims to make explicit what GM doing to improve experience
- Data and information sharing – to better understand the problem holistically
- Mental Health as a driver of demand (e.g. police attendance) and vulnerability
- Standing Together as a way to provide a consistent framework that enables locally tailored delivery
  - This includes in GM wide commissioning, and the ability for local scrutiny to support meeting local needs/commissioning to fill gaps

# Data sources

- Policing and community safety survey findings
- Victims survey

# Policing and Community Safety Survey – headline findings wave 4-7

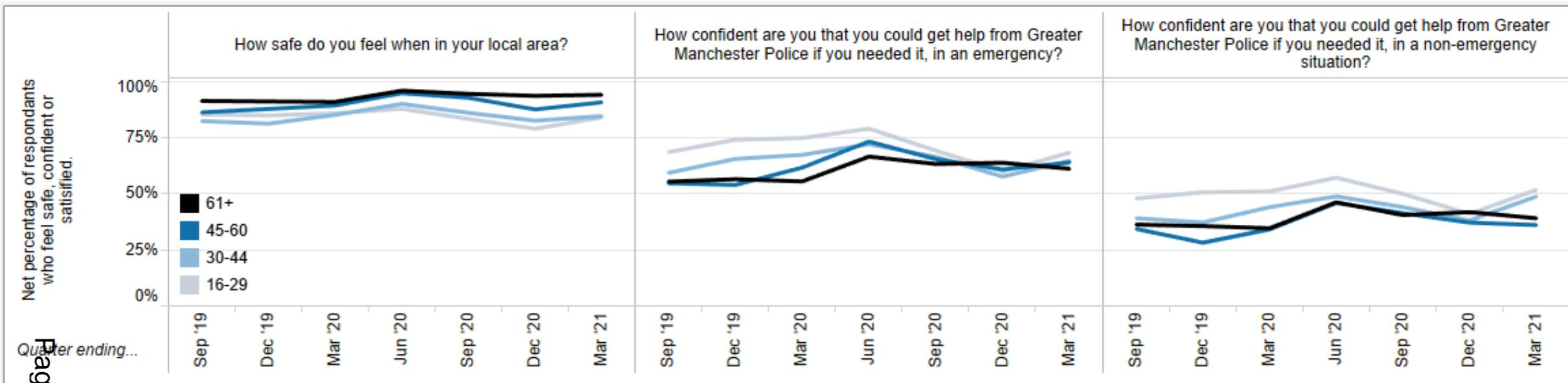
# Headlines



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- At the overall GM population level, there is limited quarterly variation in key measures of safety and confidence
- Feelings of safety in local area are consistently high, with between 86% and 93% of respondents reporting feeling very or fairly safe in their local area in the past 21 months
- There was a peak in positive feelings across most measures during first COVID lockdown (April-June 2020)
- Safety in local area, confidence in GMP in an emergency, and confidence in GMP in a non-emergency have all improved in the latest wave of data compared to earliest however (Jan-Mar 2021 compared to Jul-Sep 2020).
- 88% of people feel safe in their local area in latest data compared to 86% in the first wave
- 64% have confidence in GMP in an emergency latest data compared to 59% in the first wave
- 44% have confidence in GMP in an emergency latest data compared to 39% in the first wave

# Age Split

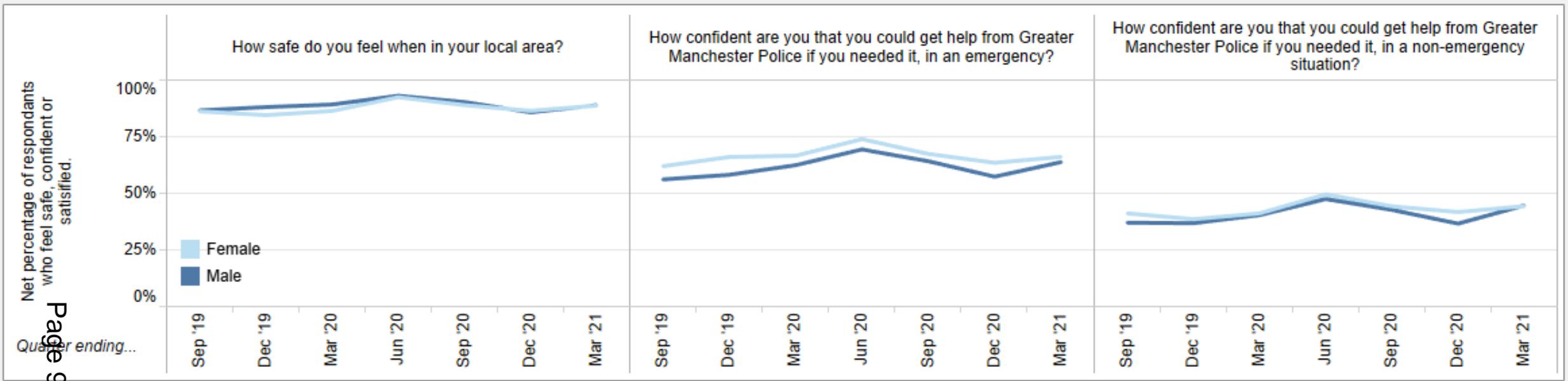


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Age splits however reveal differing trends. Older people have consistently felt safer since the first COVID lockdown, however feelings of safety among younger people have fallen.

- Older people overall have less confidence in GMP, however younger people’s confidence has been more impacted by COVID.
- Older respondents are more likely to be White, have lived in their area longer, and be more financially secure.
- It is likely that younger respondents’ feelings have been more negatively impacted by COVID as they are less likely to be able to work from home and more likely to have jobs negatively impacted by COVID.

# Gender Split



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- Women and girls are marginally less likely to report feeling safe in their local area, and more likely to be confident in GMP, however the gender difference is very slight
- Men and women have seen similar overall trends over time however.

# Ethnicity Split



White people are more likely to feel safe in their local area, but less confident in GMP.

- This likely reflects intersecting demographic differences between groups, with a larger proportion of White respondents being older and more financially secure.
- Full report of differences down to detailed ethnic group is available

## Other Significant Findings

- Feelings of safety are not consistently aligned with confidence in GMP. For example, older and White respondents tend to feel more safe in their local area, but have less confidence in GMP.
- Those that have had contact with GMP or been victims of crime have consistently lower confidence in GMP and lower feelings of safety
- Financial situation (whether people can afford luxuries or essentials) is consistently linked to more negative feelings across all measures. Those in more precarious financial circumstances feel less safe, less confident in GMP, less positive about their local area, and less positive about their communities. This does not just affect those in poverty however; the trend follows a gradient with increasing financial difficulties associated with increasingly negative responses. This aligns well with theories of inequality put forward by Michael Marmott and Kate Pickett.
- Initial COVID lockdown resulted in more positive feelings across all measures, but has caused a clear divergence by age since, with older people sustaining these more positive feelings, and younger people seeing more negative feelings over time.
- More detailed analysis by ethnicity shows a mixed picture. While White people feel more safe in their local area, they do not have more confidence in the police. Statistical analysis reveals that these difference between ethnic groups are likely more closely linked to financial situation, deprivation, and average age than only ethnicity. Affluent and older Black and Asian respondents have more similar feelings to affluent and older White respondents than other Black and Asian respondents, for example. This highlights the need for an intersectional approach to how we consider ethnicity.