

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL**DATE: Monday, 18th November, 2024****TIME: 2.00pm****VENUE: The Tootal Buildings - Broadhurst House , 1st Floor, 56
Oxford Street, Manchester, M1 6EU****AGENDA**

- 1. Apologies**
- 2. Chairs Announcements and Urgent Business**
- 3. Declarations of Interest** 1 - 4
To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.
- 4. Minutes of the Meeting of 18th September 2024** 5 - 20
To consider the approval of the minute of the meeting held on 18th September 2024.
- 5. Finance Precept Process Update** 21 - 26
A report to be presented by Claire Postlethwaite, Director of Operational Finance, GMCA

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

6.	Baird Inquiry Update Report A report of Deputy Mayor Kate Green.	27 - 54
7.	Police & Crime Plan December 2024 - March 2028 A report of Deputy Mayor Kate Green.	55 - 110
8.	Police & Crime Annual Report A report of Deputy Mayor Kate Green.	111 - 180
9.	GMFRS Sustainability Strategy Update A report to be presented by Mathew Chard, GMFRS.	181 - 200
10.	GMP Local Policing Update A report to be presented by ACC Matt Boyle, GMP.	201 - 210
11.	Vision Zero Update A report of CFO Dave Russel, GMFRS & Peter Boulton, TfGM.	211 - 292
12.	Date of Next Meeting The next meeting of the Panel will take place on Monday 27 th January 2025.	
	For Information	
	Deputy Mayor's Decisions	293 - 310
	Joint Forward Plan	311 - 322

For copies of papers and further information on this meeting please refer to the website

www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Lee Teasdale

✉ Lee.Teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 8th November 2024 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

POLICE FIRE AND CRIME PANEL – 18 NOVEMBER 2024

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

Please see overleaf for a quick guide to declaring interests at meetings.

QUICK GUIDE TO DECLARING INTERESTS AT MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or 'Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have an interest
- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

FOR PREJUDICIAL INTERESTS

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting)
- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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Agenda Item 4

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

MINUTES OF A MEETING HELD ON 18 SEPTEMBER 2024 AT THE MECHANICS INSTITUTE

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Angela Smith	Rochdale Council
Councillor Barbara Bentham	Salford Council
Councillor Robin Garrido	Salford Council
Councillor David Lancaster	Salford Council
Councillor Jake Austin	Stockport Council
Councillor Rosemary Barratt	Stockport Council
Councillor Vimal Choksi	Tameside Council
Councillor Rose Thompson	Trafford Council
Councillor Dane Anderton	Wigan Council

Also in attendance:

Kate Green	GM Deputy Mayor
Chris Edwards	Regional Probation Director for GM

Officers Present:

Ian Cosh	Chief Finance Officer, GMP
ACC Colin McFarlane	GMP
Lee Rawlinson	Chief Resources Officer, GMP
DCC Terry Woods	GMP
DCFO Ben Norman	GMFRS
Sarah Scoales	GMFRS
Jeanette Staley	GM Police, Fire and Crime Policy & Strategy Support Officer, Salford Council
Alison Connelly	Reducing Harm & Offending Lead, GMCA
Damian Dallimore	Assistant Director of Police, Crime, Fire & Criminal Justice, GMCA
Neil Evans	Director of Police, Crime, Fire & Criminal Justice, GMCA
Mark Knight	Strategic Lead for Substance Misuse, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, GMCA

PFCP/52/24 APOLOGIES

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Sandra Walmsley (Bury), Councillor Garry Bridges (Manchester), Councillor Peter Dean (Oldham) and Independent Members Angela Lawrence & Majid Hussain.

PFCP/53/24 CHAIRS ANNOUCEMENTS AND URGENT BUSINESS

The Chair opened by asking that the Panel's thanks be recorded to Independent Members Angela Lawrence and Majid Hussain following the end of their terms with the Panel, and that their contributions to the Panel over the past six years had been invaluable.

The Chair highlighted the sad news that the day of the meeting marked the 12th anniversary of the passing of PC Fiona Bone and PC Nicola Hughes. A minute's silence had been held of Manchester Cathedral that morning to acknowledge their brave and courageous actions on this day in 2012.

The Chair welcomed Councillor Jake Austin as the new representative of Stockport Council on the Panel following the standing down of Tom Morrison MP from his councillor role. Thanks were expressed to former Cllr Morrison for his contributions to the Panel over the previous two years.

Deputy Mayor Kate Green was then invited to provide an update to the Panel following the publication of the Baird Inquiry. An oversight group was now being put in place to oversee the delivery of the recommendations within the inquiry report. The oversight group would be chaired by the Deputy Mayor who would report back directly to the Mayor and provide regular updates to the Panel.

Deputy Mayor Kate Green provided an update following the publication of the Grenfell Tower Part 2 Inquiry report. As well as recommendations for the London fire brigade, there was a substantial number of recommendations made for fire & rescue services, regulators, local authorities and others across the country. A whole GM system response was being considered in response to how these recommendations would be applied across the GM system. There was full awareness that there were still a substantial number of buildings across GM that remained to be remediated, and the anxieties that this would be causing to

those who lived in these buildings. The new ruling that remediation measures would need to be applied to any building over 11m tall (previously 18m) would create significant extra levels of work. To enable the whole system approach, Deputy Mayor Kate Green and City Mayor Paul Dennett would jointly oversee the arrangements and it would be ensured that update reports were brought before the Panel, as well as the Housing Resilience Forum and the GM Housing First unit being established. It had been made clear to the Chancellor of the Exchequer that there would need to be additional funding made available to allow for the implementation of the recommendations.

The Deputy Mayor provided a brief update to the Panel on the early release of prisons programme. The numbers across GM were small, with the largest number being discharged into the Bolton district (circa 20). Significant work had gone into the tranche 1 release, which had seen prisoners due to be released upon reaching 50% of their sentence, released at 40%. It was emphasised that there was a clear criteria around who was eligible for this early release programme. Tight levels of scrutiny were taking place within the Ministry of Justice throughout the programme.

RESOLVED/-

1. That the Panel's thanks to Independent Members Angela Lawrence & Majid Hussain be recorded.
2. That the Panel acknowledges the 12th anniversary of the passing of PC Fiona Bone and PC Nicola Hughes.
3. That the Panel welcomes Councillor Jake Austin (Stockport).
4. That the Panel thanks Tom Morrison for his tenure.
5. That the update from the Deputy Mayor on the establishment of the Baird Inquiry Recommendations Oversight Group be received.
6. That the update from the Deputy Mayor following the publication of the Grenfell Tower Inquiry Part 2 report be received.
7. That the update from the Deputy Mayor of the early release of prisoners programme be received.

Deputy Mayor Kate Green submitted a declaration of interest in her role as a governor of Manchester Metropolitan University who supply the reports on drugs trends in relation to Item 16 (PFCP 67/24) of the agenda.

RESOLVED/-

1. That there were no declarations of interest.

PFCP/55/24 MINUTES OF THE MEETING OF 24TH JULY 2024

Members considered the minutes of the previous meeting, and the following points were highlighted:

- PFCP32/24: statistical breakdowns of stop and searches by ethnicity had now been provided to all members on 17th September.
- PFCP44/24: the Deputy Mayor requested a correction to this item which indicated that the GMP website would be publishing the implementation plan for the Baird Inquiry. For clarity, these updates would be published via the GMCA website.
- PFCP47/24: It was asked that it be recorded within the minute that there was potential underreporting of off-road bike related ASB within Salford.
- PFCP47/24: stats pertaining to all boroughs were provided to members on 17th September.

RESOLVED/-

1. That the minutes of the meeting of 24th July 2024 be agreed as a true and correct record.

PFCP/56/24 APPOINTMENT OF NEW INDEPENDENT MEMBERS

Jeanette Staley (GM Police, Fire and Crime Policy & Strategy Support Officer) presented a report seeking approval from the Panel to appoint the newly recruited independent members. Points highlighted included:

- The recruitment panel recommended the appointment to the Panel of two new members for a three-year term (with the potential for a further three-year extension) of Stephen Williams and Tony Gordon. Information pertaining to the two proposed appointees was detailed within the report pack.
- The recruitment panel also sought agreement for officers to contact the Home Office for approval to appoint a third independent member of the Panel (Duncan Craig) to achieve the balanced appointment objectives of the Panel.

RESOLVED/-

1. That Stephen Williams and Anthony Gordon be appointed as independent members of the GMPFCP for a three-year term of office commencing from the date of this meeting. The three-year term can also be subject to an extension of a further three years subject to the candidates, Lead Chief Executive for GM Police and Crime and GMPCP members approval upon approaching the expiry of the initial three-year term
2. That Duncan Craig be appointed as a third independent member of the GMPFCP subject to the approval of the Home Office.

PFCP/57/24 DEPUTY MAYOR ANNUAL REPORT

Report withdrawn from agenda to be presented at the November 2024 meeting.

PFCP/58/24 POLICE COMPLAINTS REPORT

Neil Evans (Director of Police, Crime, Fire & Criminal Justice) was invited to provide an update on how the Deputy Mayor exercises the statutory responsibilities on behalf of the Mayor to scrutinise and hold GMP to account, with reference to the monitoring and overseeing the handling of police complaints. Key points highlighted included:

- Revisions to the complaints process had been put in place in 2020 with the intention of seeing complaints through with more speed and so that the complainant could get the best level out outcome depending on the nature of their complaint – avoiding long running investigations.
- Improvements had been seen in the standards of complaints handling.
- It was noted that Dame Vera Baird had spoken positively of the changes put into place at GMP for complaints handling processes.

- The second element of the paper focussed on police complaints reviews for those who were not satisfied with how a complaint had been handled by GMP. These reviews looked at the complaint in its totality including all paperwork gathered. Judgement was then made as to whether it was considered that the handling and findings by GMP were reasonable and proportionate.
- As of March 2023, there had been around 220 reviews on the books stretching back over a period. Hard work over the past 12 months had now seen that number reduce to 15, with reviews now essentially being dealt with 'in real time'.

Comments and Questions

- Members raised a question in relation to schedule 3, where complaints were low level enough to be dealt with informally outside of the complaints handling process. Were these complaints still recorded within the system? It was confirmed that all complaints dealt with through schedule 3 were still included on the records system. It was explained that there was a new 'front door' being created for these types of complaints to allow them all to come through a single system, which will impact the figures recorded over time.

RESOLVED/-

1. That the contents of the report be noted.

PFCP/59/24 STANDING TOGETHER 2022-25 – PRIORITY 3 YEAR 3 PROGRESS REPORT: STRENGTHENING COMMUNITIES & PLACE

Neil Evans (Director of Police, Crime, Fire & Criminal Justice) presented a report that provided a year 3 update on the work to progress Priority 3 of the Police and Crime Plan 2022-25. Points highlighted included:

- The progress report showed good progress against the further improvements that had been sought through the last Peel inspection of GMP.
- An example was the progress made in neighbourhood crime, which had reduced by 15.4% over the last 12 months, approximating 41,000 less crimes.

- A significant amount of work had been put into the reduction of thefts from a person and large reductions had been seen over the last 12 months following a number of bespoke operations.
- An 8.2% increase (4000 offenses) in Anti-Social Behaviour (ASB) had however been seen in the last 12 months. It was acknowledged that this was a priority within communities, and forthcoming crime safety partnerships would be focussed on driving down the numbers of ASB going forward.

Comments and Questions

- Members made reference to the ongoing concerns of increases in shoplifting numbers – stating that they would appreciate a more comprehensive update to be brought to the steering group on the measures being taken and the success to date of these measures. It was advised that this would be arranged.
- Members made reference to the refresh taking place on priorities. In terms of ASB, a better definition of the different types of behaviour taking place under this umbrella term would be welcomed, as this would support in data sharing across partners and better resourcing to tackle the most frequent forms of ASB and better understand what might be driving it. Officers agreed, stating that this would form a key area of discussion as the Community Safety Partnership summit due to take place in November.

RESOLVED/-

1. That the contents of the report be noted.
2. That a report on work taking place to tackle shoplifting crime be brought to a meeting of the Police, Fire & Crime Steering Group.

PFCP/60/24 RIGHT CARE, RIGHT PERSON

ACC Colin McFarlane provided members with an update on the Right Care, Right Person (RCRP) approach being implemented in Greater Manchester on the 30th September 2024.

Deputy Mayor Kate Green advised that all partners involved in the launch of RCRP had confirmed their readiness for the go live date. Substantial arrangements were in place for the first few days and weeks, and it would be ensured that there was support in the force

contact centre and established escalation processes amongst partners. Metrics were also ready to start measuring the impact of RCRP from day one. The Deputy Mayor's strategic oversight group would continue to meet until at least spring 2025 for continued assurance that the programme was bringing the expected benefits.

It was noted that GM was one of the last regions in the country to go live on RCRP, and that this had been a collective decision across the partnership due to the infrastructure required across other organisations to ensure absolutely readiness for go live.

RESOLVED/-

1. That the Right Care Right Person model being implemented in Greater Manchester be noted.
2. That the go live date of first phase on 30th September 2024 be noted.
3. That it be noted that the Board will receive regular progress updates as and when required.

PFCP 61/24 GMP PLAN ON A PAGE

Lee Rawlinson (Chief Resources Officer, GMP) provided an annual update on the key achievements of the 2023/24 Plan on a Page (PoaP) Improvement Portfolio, alongside any key mid-point progress updates against the 2024/25 PoaP Delivery Plan and associated programmes and projects.

Deputy Mayor Kate Green opened by stating that the programme management process seen at GMP has provided the GMCA team with a great deal of confidence. The work to date had been exemplary, to the extent that it had been recognised not only by other police forces but also by other public sector bodies well beyond policing and criminal justice.

Some key highlights were then drawn out of the report:

- The introduction of the Neighbourhood Policing model had put GMP well ahead of many other forces on improving local policing standards.
- The Force Crime Management unit was now much improved, especially in terms of the recording of crimes and the quality of investigations and outcomes.

- Digital contact options were being enhanced so that members of the public had further digital pathways for reporting.
- Criminal Justice hubs and the governance of these had been strengthened. With 80% of files being accepted at the first triage.

GMP was now entering its third phase of improvement work, which was to focus on sustainability. It was vital to ensure that, despite tight budgetary issues, that momentum could be maintained whilst still ensuring value for money on the public purse.

Comments and Questions

- Members enquired about phase 1 of neighbourhood policing. Noting one PCSO per ward. How would this work in practice? The Deputy Mayor explained that a lot of work had taken place on ensuring that the balance was right in neighbourhoods in terms of full warranted officers and the more community facing role taken on by PCSOs. It had taken longer than initially hoped to get these numbers to an ideal level of alignment. There was absolute confidence that the arguments for taking this approach would prove to be the right one. The problem-solving hubs in each district and PACT members were welcomed by members in terms of community engagement.
- Members sought assurances around timelines for when the neighbourhood policing model would be fully embedded, and were for example, PACT meetings now taking place across the whole of GM? It was advised that the slowing rate of natural attrition of PCSOs had slowed the ability to fully embed the model. It had always been a very ambitious programme, and the model had withstood some of the fluidity that had been experienced at the ground level. In terms of PACT meetings, some districts were not as effective as others yet. Work was continuing to improve these and any feedback on how to do so would be welcomed from elected members.
- Members referenced ward boundaries and how the revised political ward boundaries often no longer aligned directly with policing ward boundaries, creating confusion as to who the local officers were.
- Members expressed concerns about the weakening of links between the police and the community with the reduction in PCSOs. The Deputy Mayor fully agreed that it was vital to retain community contacts and trust, it was fully expected that

warranted officers would continue to maintain and build upon these relationships. Effective embedding in communities resulted in better intelligence received.

RESOLVED/-

1. That the contents of the report be noted.
2. That all members be asked to feedback on the effectiveness of PACT meetings in their areas.

PFCP 62/24 UPDATE ON POLICE VETTING PROCEDURES & PERFORMANCE

DCC Terry Woods introduced a report providing an update on vetting procedures at GMP, both for new applicants and the existing workforce.

Deputy Mayor Kate Green stated that since taking up her role this had been one of the key issues affecting policing nationally in the aftermath of the Wayne Couzens and David Carrick cases and the lack of sufficient vetting that allowed them to serve as Metropolitan Police Officers. As a result, there had been reviews across all forces of vetting procedures, including washing all officer data through national databases. There had been real progress made at GMP in terms of how vetting had progressed through the vetting unit and the rigorousness of the processes now fully in place. The Deputy Mayor would next be asking the force to look at disproportionality in vetting procedure outcomes as this was an issue that had been flagged nationally.

DCC Woods emphasised how vigorous the vetting process now was. The vetting team at GMP was a large and highly structured one, which reported up to the professional standards lead, which in turn reported to the DCC. 12 documented principles were adhered to, and it was advised that a clear appeals process was in place for those who did not pass vetting.

14% of candidates in the latest recorded assessments had been refused, this equated to 142 candidates. Of these, 55% appealed with 97% of those appeals being unsuccessful. This emphasised that whilst the appeals were listened to, the rigid filter of the first stage was robust. In terms of disproportionality, currently 88% of white applicants passed vetting compared to 77% of BAME applicants.

Comments and Questions

- Members noted that the vetting period was valid for a ten-year period. Concern was expressed that this was a long period and compared poorly to the security industry which requires a re-vetting every three years. It was advised that GMP had to work to the national parameters for vetting. However, a number of safeguarding measures were in place for this period. The vetting team had direct synergies with the anti-corruption unit and the professional standards unit, this allowed for a review of any particular officers vetting to be undertaken at any time, and that this was done on a regular basis following the receipt of evidence that supported such a review. Also, when officers changed roles, they were reviewed, with many of these requiring a higher level of vetting.
- Concerns were expressed that there was not a statutory gateway to dismiss existing officers who could not achieve the lowest level of vetting. Members sought assurances that there were avenues through which to dismiss such officers. It was advised that again there was a statutory framework in place which restricted GMP, as officers were not 'employees' of GMP but rather employed by the Crown. Members were assured however that because of the safeguards already in place, that this was an exceptionally rare occurrence.

RESOLVED/-

1. That the Panel notes content of the report and the action taken by GMP's Force Vetting Unit to protect the integrity of the Force, safeguarding both the public and the workforce from the risk of corruption and / or behaviour that does not accord with police service values.

PFCP 63/24

GMFRS ANNUAL DELIVERY REPORT 23-24

DCFO Ben Norman presented a report providing an overview of the Service's achievements and performance against the six strategic priorities detailed in the Annual Delivery Plan (ADP) 2023-24, and overarching Fire Plan 2021-25. Points highlighted included:

- 44 change related projects that allowed GMFRS to deliver better against the priorities were listed.

- 65% of listed key performance indicators had a positive direction of travel, with 35% in a negative direction or no set direction yet due to being new additions. DCFO Norman chaired a quarterly performance board and where there was a shortfall, items were called in and a deep dive principle applied to them.

Deputy Mayor Kate Green stated that it had been a year of significant achievement at GMFRS, recognised by the very strong inspection results received several months ago.

RESOLVED/-

1. That the contents of the paper and the full Annual Delivery Report (ADR) 2023-24 found at Appendix 1 be noted.

PFCP 64/24 GMFRS CULTURE FIRST UPDATE

DCFO Ben Norman provided an update on the cultural journey that has taken place within GMFRS embodied by its Culture First approach. Points highlighted included:

- GMFRS had been proactive in their work on developing the right cultural approach ever since CFO Dave Russel had taken up the role in 2021. This resulted in the development of a 'Culture First' organisation. This was always the first item on every GMFRS meeting and had key milestones which were adhered to.
- Independent reviews by Practice to Progress had been taken to the Deputy Mayors Fire Executive Board as part of a wider scrutiny process to ensure that Culture First was being fully embedded.
- A specific Culture First board was also in place, which was the first of its kind within the sector and was independently co-chaired.

Deputy Mayor Kate Green reflected that this was also a top priority for the newly elected government and Home Officer minister Dame Diana Johnson - who was due to visit GMFRS in the coming week specifically to view the good practice of the Culture First approach.

RESOLVED/-

1. That the contents of the report be noted.

PFCP 65/24 REDUCING HARM & OFFENDING STRATEGY – YEAR 3 UPDATE

Alison Connelly (Reducing Harm and Offending Lead, GMCA) and Chris Edwards (Regional Probation Director for Greater Manchester) introduced a report that reviewed the Partnership Strategy which supported the most recent position statement and risk register surrounding SDS40. Key points highlighted included:

- The Police and Crime Plan consultation that was currently taking place included how to better align the GM Probation and Reducing Reoffending Plan, particularly in terms of alignment to and links with Local Reducing Reoffending Boards.
- GM had unique arrangements through the Justice Devolution Deal with a memorandum of understanding for leading on commissioning for rehabilitate services for people on probation. This had resulted in national interest and GM was now in the process of recommissioning these services, subject to the spending review.
- An opportunity was being taken to test victims' services referrals to the multi-crime gateway service. A process was in place now where any probation practitioner who identified any victim with concerns or issues about early prison releases could make direct referrals as an additional safety net to victim support services.
- There was pride in how far Greater Manchester Integrated Rehabilitative Services and Community Accommodation Services had been embedded. These were services designed to help prison and probation staff to reduce reoffending and were reflective of the strength of GM's unique model. These services had strong referral numbers and enhanced visibility.
- Support hubs for mental health services were proving to be a success across GM and work was taking place to see how these hubs could be built out to incorporate elements such as accommodation services.

Comments and Questions

- Members raised a query around the community accommodation service. the report stated that there had been 4687 referrals but only 2049 placed – what had happened in terms of these non-placed referrals? It was advised that not all

referrals were suitable for the service, and many of these would then be referred to other linked accommodation services that were more appropriate such as 'A Bed Every Night'.

RESOLVED/-

1. That the contents of the report be noted.

PFCP 66/24 ORGANISED CRIME ANNUAL UPDATE AND FORWARD LOOK

Damian Dallimore (Assistant Director, Police, Crime & Criminal Justice, GMCA) presented a report providing members with an overview of Greater Manchester's partnership response to serious and organised crime. Key points highlighted included:

- The Paper highlighted top priorities within the programme challenger strategy.
- A huge amount of activity was taking place under each of the four thematic areas.
- Key successes in the previous 12 months had included the exceeding of the county lines closure targets set by the Home Office (155 closures against a target of 120); training on modern slavery and trafficking had resulted in many positive outcomes including the training of 300 modern slavery champions operating out of Manchester Airport; there had also been a significant increase in the collection of organised immigration crime data, resulting in the highest number of intelligence submissions nationally.

RESOLVED/-

1. That the Panel notes the contents of the report.

PFCP 67/24 GM DRUGS INTELLIGENCE FUNCTION

Mark Knight (Strategic Lead for Drug Misuse, GMCA) introduced a report providing an overview of drug trend insights resultant from the GM Drugs Intelligence System commissioned by the Deputy Mayor. Key points highlighted included:

- A drugs early warning system was in place that brought together professionals from across the 10 local authority areas.
- Drugs intelligence research was commissioned through Manchester Metropolitan University (MMU) and directly informed Operation Vulcan in Cheetham Hill and exposed the extent of illicit drugs markets in that area.
- Drug testing was also conducted by MMU under a special home office licence, this enabled for rapid testing and the monitoring of the current picture in terms of purity and adulterants. This was recognised as one of the country's key examples of best practice.
- Current concerns around the adulteration of the synthetic opioid nitazene in the local drug market were highlighted.
- Messaging and communications around the use of THC Vapes within schools was highlighted.

Comments and Questions

- Members referenced the use of THC Vapes and stated that there was also a role for trading standards in combatting this.

RESOLVED/-

1. That the Panel considered the contents of the report.
2. That it be noted that the GM TRENDS Report for 2023/24 will be published in October 2024 together with Trend Focus Reports on Ketamine and THC Vapes.

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GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: **18TH NOVEMBER 2024**

Subject: **2025/26 POLICE AND CRIME PRECEPT SETTING PROCESS**

Report of: **GMCA TREASURER**

PURPOSE OF REPORT

To explain the statutory duties of the Police, Fire and Crime Panel (PFCP) in relation to the setting of the police precept.

RECOMMENDATIONS

1. Note that statutory duties of the Police, Fire and Crime Panel in relation to the setting of the police precept.
2. Note the timetable for the setting of the 2025/26 police precept and requiring a meeting of panel before 31st January 2025.

Contact Officer

Steve Wilson, GMCA Treasurer, steve.wilson@greatermanchester-ca.gov.uk

1. Introduction

- 1.1 The purpose of this report is to set out the process for the Police, Fire and Crime Panel's scrutiny of the Police and Crime Commissioner's (PCC) proposed precept for 2025/26.
- 1.2 The 2024/25 financial year is the final year of the Government's 2021 three-year Comprehensive Spending Review which provided national funding allocations for Policing for 2022/23 – 2024/25. Planning assumptions for 2025/26 therefore remain subject to significant uncertainty around future national funding allocations for Policing, including the policy relating to the police and crime council tax precept.

2. Police, Fire and Crime Panel – Scrutiny of Precepts

- 2.1 The process for the Police, Fire and Crime Panel (PFCP) scrutiny of the police and crime commissioner's (PCC) proposed precept should be read alongside:
- Schedule 5 of the Police Reform and Social Responsibility Act 2011 ("the Act")
<http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>
 - Part 2 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 ("the Regulations")

Hyperlinks to the document are provided however the salient points are described below along with a flow chart on page 5.

- 2.2 Schedule 5 of the Act sets out the process for issuing a precept, including the panel's role in reviewing the proposed precept, their power to veto the precept and the steps to be taken if they do veto the proposed precept. The Regulations provide greater detail to the Act, including time limits applicable to the stages of the process and the process for reviewing and issuing a revised precept.

Schedule 5 requires:

- the PCC to notify the panel of his/her proposed precept;

- the panel to review the proposed precept;
- the panel to make a report to the PCC on the proposed precept (this may include recommendations);
- the panel's report (if they veto the proposed precept) to include a statement that they have vetoed it;
- a decision of veto to be agreed by two-thirds of the panel members;
- the PCC to have regard to the report made by the panel (including any recommendations in the report);
- the PCC to give the panel a response to their report (and any such recommendations);
- the PCC to publish the response.

2.3 It is for the panel to determine how a response to a report or recommendations is to be published. If there is no veto and the PCC has published his/her response to the panel's report, the PCC may then issue the proposed precept - or a different precept (but only if in accordance with a recommendation in the panel's report to do so).

2.4 The Regulations require:

- the PCC to notify the panel of his/her proposed precept **by 1 February 2025**;
- the panel to review and make a report to the PCC on the proposed precept (whether it vetoes the precept or not) **by 8 February 2025**;
- where the panel vetoes the precept, the PCC to have regard to and respond to the Panel's report, and publish his/her response, including the revised precept, **by 15 February 2025**;
- the panel, on receipt of a response from the PCC notifying them of his/her revised precept, to review the revised precept and make a second report to the PCC **by 22 February 2025**;
- the PCC to have regard to and respond to the Panel's second report and publish his/her response, **by 1 March 2025**.

- 2.5 If the panel fails to report to the PCC by 8 February 2025 the scrutiny process comes to an end, even if the panel have voted to veto the proposed precept, and the PCC may issue the proposed precept.
- 2.6 Where the panel vetoes the proposed precept, the PCC must have regard to the report made by the panel, give the panel a response to the report and publish the response, by 15 February 2025. In his/her response, the PCC must notify the panel of the revised precept that he intends to issue.
- 2.7 Where the panel's report indicates that they vetoed the precept because it was:
- too high, the revised precept must be lower than the previously proposed precept.
 - too low, the revised precept must be higher than the previously proposed precept.
 - precept.

The PCFP may only veto the first proposed precept. Such a veto must be agreed by two-thirds of PCFP members (the full membership rather than those present at a meeting). Where a veto occurs, the report to the PCC must include a statement to that effect.

- 2.8 On receipt of a response from the PCC notifying them of the revised precept proposal, the panel must review the revised precept proposal and make a second report to the PCC on the revised precept by 22 February 2025. This report may:
- indicate whether the panel accepts or rejects the revised precept (although rejection does not prevent the PCC from issuing the revised precept); and
 - make recommendations, including recommendations on the precept that should be issued.
- 2.9 If the panel fails to make a second report to the PCC by 22 February 2025, the PCC may issue the revised precept.
- 2.10 Excluding where the panel fails to report on the proposed precept by 8 February 2025 or make a second report on the revised precept by 22 February 2025, the

scrutiny process ends when the PCC gives the panel his/her response to their second report. The PCC may then:

- issue the revised precept; or
- issue a different precept, although:
 - they must not issue a precept that is higher than the revised precept if the revised precept was lowered following the panel’s initial report on the first proposed precept indicating it was vetoed because it was too high;
 - they must not issue a precept which is lower than the revised precept if the revised precept was raised following the panel’s initial report on the first proposed precept indicating it was vetoed because it was too low.

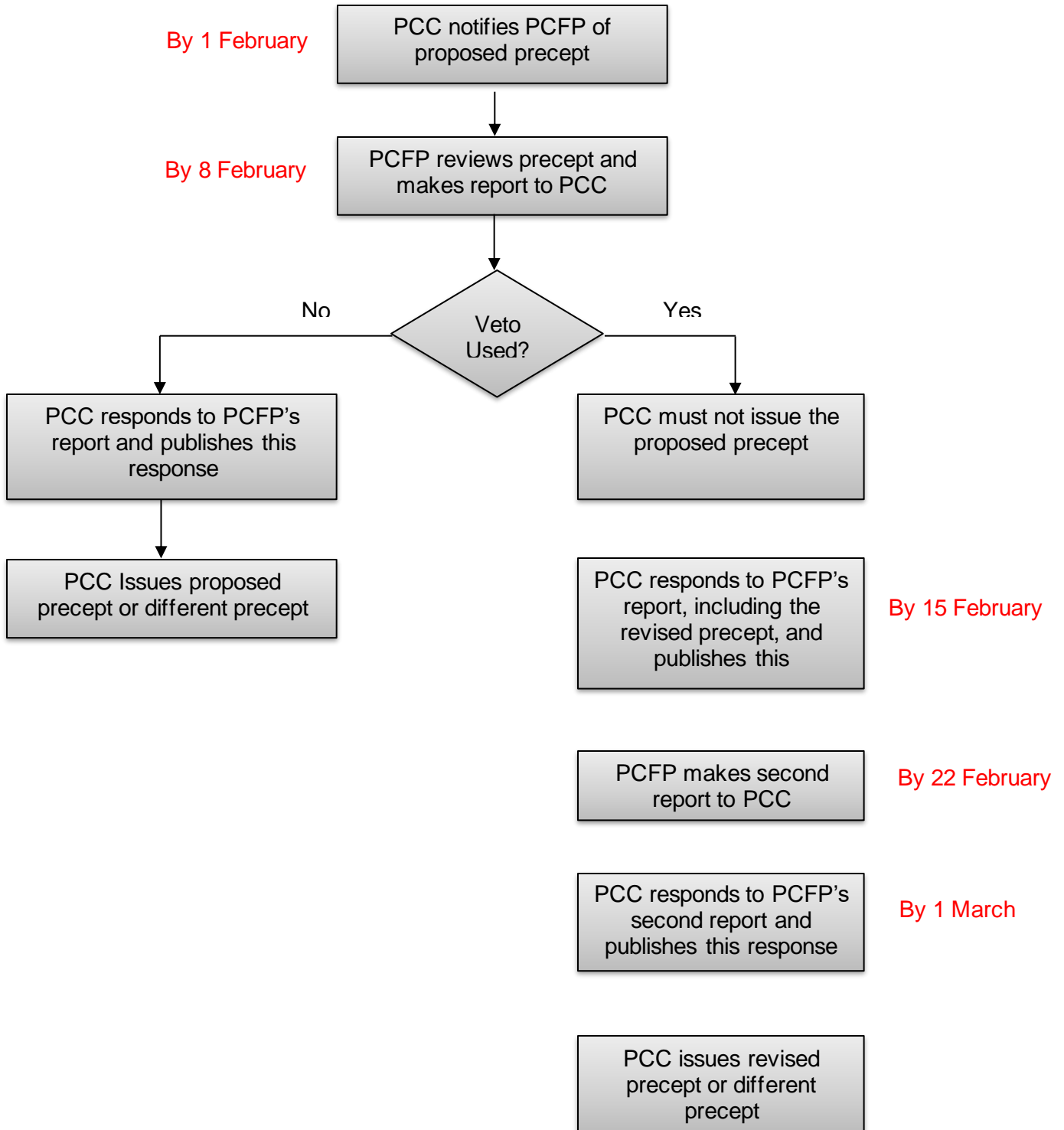
3. Timetable for Greater Manchester Police Precept 2025/26

3.1 The nationally set timescales outlined in this report are the final dates by which the precept setting must take place, these do not lend themselves to coordination of precept setting at a Local Authority level. The police precept is required to be included in each Local Authority’s Council Tax setting report with the majority of Greater Manchester Council’s holding their budget / precept setting Council meetings towards the end of February to allow for the printing of Council tax bills in time for 1 April 2025.

3.2 For this purpose a timetable for the setting of the police precept in Greater Manchester is as follows and allows for the statutory time periods should the Police, Fire and Crime Panel wish to veto the initial precept presented to them.

Documentation/reports	Date
Precept setting process presented to the Police, Fire and Crime Panel	18 th November 2024
Public consultation on precept proposal	Dec 2024 / Jan 2025
Precept report presented to the Police, Fire and Crime Panel	27 th January 2025
Precept resolution signed by the Mayor	7 th February 2025

Process for PCFP scrutiny of PCC's proposed precept



Greater Manchester Police, Fire and Crime Panel

Date: 11 November 2024

Subject: Progress report on the implementation of the Baird Inquiry recommendations

Report of: Kate Green, Deputy Mayor

Purpose of Report

To provide a progress report to the Police, Fire and Crime Panel on the implementation of the recommendations outlined in the Baird Inquiry report into the treatment of people arrested and taken into police custody in Greater Manchester, with a focus on women and girls.

Recommendations:

Members are requested to:

1. Note and consider the progress made against the Baird Inquiry recommendations by both Greater Manchester Police and Greater Manchester Combined Authority.
2. Note the engagement with national bodies to progress national recommendations.
3. Note the on-going Mayoral Oversight arrangements in place to ensure that these recommendations are delivered and embedded, and that the resulting improved standards are maintained and built upon.

Contact Officers

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1. Introduction

- 1.1 The Baird Inquiry report was published on 18 July 2024. The independent Inquiry investigated the experience of people arrested and taken into police custody in Greater Manchester with a focus on women and girls. The Mayor commissioned Dame Vera Baird KC to undertake the Inquiry following a Sky News report on 26 July 2023 that reported concerning incidents with regards to three women who were arrested and detained by Greater Manchester Police (GMP).
- 1.2 Since the Sky News report, the Inquiry expanded to include 14 complainants in total, including three males, as well as anonymised contributions from trusted support organisations, and insights from focus groups, independent custody visitors and police officers/staff.
- 1.3 The Inquiry largely examined cases between 2021 and 2023 (though in a few of the cases, more historical incidents going back to 2019 were also referred to).
- 1.4 The resulting report uncovered evidence of poor practice in the areas of arrest, custody, strip-search, domestic abuse handling, and complaints.
- 1.5 A copy of the full report can be found here <https://www.greatermanchester-ca.gov.uk/media/9861/the-baird-inquiry.pdf>

2. Recommendations and Mayoral Oversight

- 2.1 Dame Vera made a total of 40 recommendations though some are more directive, and others are listed as discussion points/areas for consideration. Many are linked and for completeness, we list them all as recommendations.
- 2.2 Dame Vera assigns an organisation/body to each of the recommendations and in some cases, there is more than one organisation/body listed. 26 recommendations are assigned to Greater Manchester Police, 8 to the Mayor/Deputy Mayor (GMCA) and the remaining are for national organisations including the Home Office, the National Police Chiefs' Council and the College of Policing, often working in partnership with Greater Manchester Police.
- 2.3 Although Dame Vera assigns responsibility for delivery of the recommendations to these bodies, as the commissioner of the Inquiry, all recommendations are subject to consideration and oversight by the Mayor, who has established a Mayoral

Oversight Board, which includes senior GMP and GMCA representatives, to oversee the delivery of the recommendations.

2.4 Other than one recommendation regarding strip search, Dame Vera does not stipulate a timeframe for delivery of the recommendations. However, most have been expedited, whilst there are a small number (generally national recommendations and those that require significant resources, policy, procedural or culture change) that require a longer implementation timeline.

2.5 Implementation of the recommendations commenced before publication of Dame Vera's report, and they have been taken forward by both GMCA and GMP as a matter of urgency.

2.6 The Panel should note that there are some interdependencies between the recommendations and the HMICFRS report entitled "*Report on an inspection visit to police custody suites in Greater Manchester*" published in February 2023. Treating detainees with dignity, and safeguarding their rights and entitlements were at the heart of the issues of importance identified by HMICFRS

2.7 A programme of reform commenced following this HMICFRS Inspection and GMP have since invested £3,100,000 in custody to ensure significant improvements to the service and to ensure effective strategic, tactical and operational leadership.

2.8 GMP is confident that its ability to take forward the recommendations made in the Baird Inquiry is strengthened by the substantial progress made in respect of the 25 causes of concern (CoC) identified by HMICFRS, associated recommendations and areas for improvement (AFI). Between April and November 2024, HMICFRS removed all but one of the 25 causes of concern. Associated recommendations and areas for improvement have now all been closed.

2.9 During November 2024, GMP intends to offer evidence to HMICFRS that with a view to the final CoC, relating to PACE reviews, being closed.

2.10 A copy of the HMICFRS recommendations relevant to the Baird Inquiry are listed in Appendix A.

3. Summary of progress on Baird recommendations: Greater Manchester Police (GMP)

3.1 **24 out of 26 GMP led recommendations have been discharged by the Mayoral Oversight Board.** Those that have been discharged are because the Deputy

Mayor considers that GMP has taken the necessary action to deliver the recommendations.

3.2 However, it is essential that on-going monitoring and compliance checks are in place to ensure that standards are maintained. This is particularly important in an area such as custody that is a less publicly visible area of policing.

3.3 Following the HMICFRS inspection, GMP created both a Custody Audit and Performance (CAP) Team and a custody performance management infrastructure. Their role is to provide quality assurance, ensuring that the highest standards of dignity, care, safety and associated practice are consistently maintained across every GMP custody site. Their presence is intended to ensure all custody officers and staff fulfil their responsibilities and appropriately meet detainees' needs and support them in doing so.

3.4 The Custody Audit and Performance Team consistently undertake thematic, structured and in-depth reviews of custody activities such as cases where detention is refused; use of force; strip searches/ dignity related matters; the treatment of children, women, and vulnerable persons; and dirty protests. Approximately 150 reviews are proactively undertaken each month, including documentary and CCTV reviews and via random dip sampling. These activities are part of a scrutiny process designed to improve and maintain professional standards and to safeguard the dignity, respect, human rights and entitlements of detainees.

3.5 GMP have also invested in proactive Custody Compliance Officers. Their role is to undertake regular, unannounced visits to custody sites, to test and ensure that detainees are being treated with dignity and respect; and that their rights and entitlements are being safeguarded. Every Compliance Officer visit results in structured findings and an organisational learning report which is shared, so that any issues can be promptly addressed.

3.6 Additionally, GMCA will increase their role in ensuring compliance through the strengthening of the Independent Custody Visitor Scheme and the establishment of an Independent Scrutiny Panel to dip sample key areas. These are outlined below under GMCA led recommendations.

3.7 It is also important to stress that whilst GMP may have taken action to address the recommendations, wider culture and behaviour change does not happen overnight and this will take time. The increase in compliance and dip-sampling should lead to effective organisational learning that in turn will positively impact on culture change. Leadership is key to addressing culture change and we consider that the leadership of custody has been improved and this was also reflected by HMICFRS who, during 2024, closed their cause of concern in this regard.

3.8 The other key ingredient is an effective performance management framework and we can see how data and key indicators are now being monitored more closely at all levels in GMP including at their force wide performance meeting chaired by the Deputy Chief Constable. This performance data is also reported to the Deputy Mayor through the Deputy Mayor's Executive as well as the Mayoral Oversight Board for the Inquiry. Whilst there is some way to go, the Deputy Mayor considers that steps have been taken by GMP to address wider cultural issues and to improve them going forward.

3.9 In terms of the recommendations that the Deputy Mayor considers GMP have fully met and discharged, these include: - Refresher training in a number of areas that Dame Vera identified as lacking including: -

- a) the appropriate use of voluntary attendance.
- b) the effective use of the national decision-making model.
- c) the effective use of arrest packs.
- d) refresher training for custody officers.
- e) better understanding of the national Female Offender Strategy.

3.10 In all of these areas GMP have undertaken thorough reviews of the training offer, and whether training has been undertaken to address gaps in knowledge and understanding. For example, GMP identified gaps in student officer training on voluntary attendance, and new materials have been developed and rolled out as a result. Likewise, GMP found that the Female Offender Strategy was not well understood across all officers and action was undertaken to promote this and refresh training. For further details please see the full copy of each recommendation, with a summary of the action taken in the back of this document.

3.11 Recommendations that have improved people's **dignity and support in custody**.

The Deputy Mayor is pleased to see: -

- a) the implementation of new information and support links for victims and survivors of domestic and sexual abuse.
- b) support for people self-harming.
- c) the automatic provision of dignity packs that include sanitary provision in cells.
- d) the inclusion of distraction devices.
- e) risk assessments to allow detainees, where practical, to retain some personal property.
- f) the prompt answering of cell buzzers.

3.12 Recommendations for **dedicated female provision** have been delivered including the dedicated Female Welfare Officer role to better respond to the needs of female detainees.

3.13 **GMP have also ended the authorisation of strip searches for welfare purposes**, a crucially important Inquiry recommendation, and have also undertaken steps to ensure strip search is a last resort for concealment, including asking people, and in plain language, to offer up items. The Deputy Mayor is also pleased to see that GMP are now more accurately recording strip searches which will enable the effective monitoring of this going forward.

3.14 It should also be noted that at the launch of the Inquiry report, the Mayor asked for further assurance that the decision to undertaken strip searches for concealment purposes would only be undertaken as a last resort when other practical means were exhausted. This is a request by the Mayor that goes beyond the Inquiry recommendations and is being worked through by the Oversight Board.

3.15 GMP have better and **more considerate treatment of victims of domestic and sexual abuse**. Appropriate training is now a focal point in this regard; and the force monitors compliance, including compliance with the Victims Code.

3.16 Improvements have been made in **responding to Subject Access Requests** which is now at 91% compliance.

3.17 In two recommendations, it has not been practical to fully implement the recommendations in the way that Dame Vera proposes:

- a) In the case of recommendation 10 regarding **female only cells**, GMP have set aside separate cell areas for females, children, and males. Whilst these are reserved for these persons, there may be circumstances where the demand for cells means that designated female cells might have to house males. This has also been made more likely due to the impact of national operations to ease overcrowding in prisons, which has in turn meant offenders have been temporarily housed in police cells when prisons are full (Operation Safeguard).
- b) In respect of recommendation 12, regarding **female officers answering cell buzzers**, GMP cannot guarantee that a Female Welfare Officer will always answer a female cell buzzer. This is because this role is allocated to a Visits Officer at the start of every custody shift and logistical constraints mean that the appointed Visits Officer may not be female. However, the Visits Officer works hand in hand with the appointed Female Welfare Officer, who is expected to attend to all aspects of the practical welfare of female detainees.

3.18 The Deputy Mayor considers GMP have done everything possible to meet these two recommendations and they have both been discharged.

3.19 The two recommendations that are yet to be discharged, but are in progress, relate to trauma training. A full review has been undertaken to identify gaps and improvements to be made in **trauma training** for all officers, which includes Domestic Abuse Matters training and other neuroscience of trauma training. GMP are working closely with the College of Policing on this, and packages are being rolled out, but the training is not fully completed. We hope that all training will be complete and that these remaining recommendations can be discharged in January 2025.

3.20 **A full copy of each recommendation, its status and a summary of the action taken is included in the back of this document.**

4. Summary of progress: recommendations for Greater Manchester Combined Authority (GMCA)

4.1 There are 8 recommendations for GMCA. Six of these relate to the establishment of an **Independent Scrutiny Panel** that should be tasked with the dip sampling of anonymised arrests at the lower end of criminality, the reasons underpinning arrests, the recording of strip searches and the wider robustness of custody records.

4.2 GMCA and GMP fully support the establishment of this Independent Panel as a vital means to continue to scrutinise these areas in the longer term, ensuring that standards are maintained following the Inquiry and recent Inspections, and to inform force learning and culture change.

4.3 As the Panel evolves it may also want to dip sample other areas of custody process, procedure or practice as identified by the Mayor/Deputy Mayor.

4.4 Terms of Reference have been drafted for the Panel and members have been recruited, as per Dame Vera's recommendations. These members include victims and criminal justice organisations and those with professional and lived experience of arrest and custody. We are currently working through the data sharing aspects affecting the Panel and members will meet for the first time on 5 December 2024 to receive an induction, including inputs from Dame Vera Baird and the Deputy Mayor. We therefore anticipate that these six recommendations will be discharged by early December 2024.

4.5 Dame Vera also recommended what she terms as a '**Super Independent Custody Visitor role**' that can make unannounced visits to custody suites. The GMCA have recruited to a new post to enable GMCA to have adequate resources to meet this recommendation. This new role will be in place for mid-November 2024 and will provide additional capacity for GMCA officers to undertake comprehensive checks on a random basis across all suites, as well as improve the current Independent Custody Visitor arrangements and feedback loops. In the interim, senior members of the GMCA Safer and Stronger Communities team have visited the GMP North

Manchester Custody Suite to understand the process for custody suite compliance visits. This will be used to inform a new and improved mechanism for independent spot checks/compliance visits by Independent Custody Visitors going forward.

4.6 The final area is not worded as a recommendation as such, but that the Deputy Mayor should '*discuss the introduction of an independent element into police complaints at the lower level by offering a triage service based in her office, as has proved effective in Northumbria*'. Again, this is an important recommendation given that many of those featured in the Inquiry were failed by the complaints system. The Deputy Mayor has considered this recommendation and is currently focussing on how the current GMP complaints system can make the necessary improvements. A final decision will be taken on what model will be adopted in April 2025.

5. National recommendations

5.1 Dame Vera acknowledges that some of the observations, conclusions and recommendations relate to matters which are not unique to Greater Manchester and also where national bodies will be required to take responsibility or implement new guidance and legislation.

5.2 Dame Vera therefore included 6 recommendations for national consideration by the Home Office, the National Police Chiefs' Council (NPCC) and the College of Policing.

5.3 The Deputy Mayor has met with all of the above national bodies to discuss the recommendations, and the Mayor and Deputy Mayor also met the Home Secretary. The Deputy Mayor has also taken on the lead Association of Police and Crime Commissioners national role for custody.

5.4 Two recommendations relate to the **national definition of strip searches**. This national work, led by the Home Office, has begun regarding PACE Code A & Code C, exposure of intimate parts (EIP) strip search proposals. It is envisaged that this piece of work is likely to take some time and will not be completed by the Home Office until 2026/7. It therefore may be some time before these national recommendations can be fully discharged.

5.5 Another recommendation relates to the possible **use of airport screening devices** as a tactical option to reduce the use of strip search for concealment. The Deputy Mayor has raised this with the Home Office as significant resources would be required to implement this recommendation across all GM custody suites. We are continuing to explore local and national options, but this is an area that could be prohibitive due to the cost.

5.6 The remaining national recommendations relate to the **lack of a national or local strategic policing response to the criminalisation of victims of violence against women and girls** and points strongly to the cases in the report where victims of domestic abuse were arrested for counter-allegations. This is a complex area that requires national attention, and the Deputy Mayor continues to raise this at a national level as well as asking the Chief Constable of GMP to prioritise how this is managed within the force.

6. Oversight of complaints and professional standards issues featured in the Inquiry.

6.1 Dame Vera's recommendations were drawn from the narratives of the 14 complainants that she featured in the report. These were distressing incidents and although outside of the formal recommendations, the Mayoral Oversight Group has also taken on oversight of the progress made in dealing effectively and expeditiously with these complaints. This is especially important, given that many of those featured in the report felt let down that their complaints had not been dealt with properly by GMP.

6.2 The detail of these complaints cannot be featured in this report, but Professional Standards issues were identified in all 14 cases that feature in the Baird Inquiry, in varying degrees of seriousness. Based on the allegations and findings, these include themes such as: officers taking action that did not appropriately address the context and behaviour of both parties; defaulting to arrest instead of examining reasonable alternative approaches; inadequate poor record keeping and officer incivility.

Recommendations for Greater Manchester Police			
Ref	Recommendation detail	Status	Action and progress
R1	<p>Refresher Training Voluntary Attendance</p> <p>GMP should refresh officer training on: The availability and utility of voluntary attendance, given the increased emphasis it is now given in the PACE (Police and Criminal Evidence) codes of practice and the Inquiry’s conclusion that many of these arrests were unnecessary or unlawful. In cases at the lower levels of alleged criminality, the balance should favour avoiding both the risk of poor impact on arrestees and the risk to public confidence from such arrests.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required</p>	<ul style="list-style-type: none"> • In March 2024 GMP launched its new Voluntary Attendance procedure. • The Criminal Justice and Custody Branch have worked with Professional Development and Communications to ensure that the procedure is known, understood, and applied. • By June 2024 one day training was delivered to all District and Branch Chief Inspectors to ensure that they appropriately use Voluntary Attendance and Out of Court Resolutions. • Chief Inspectors are now responsible for improving Voluntary Attendance and Out of Court Resolutions and this is now part of local performance management frameworks which is reported up to Chief Officers at the force performance meeting. • Voluntary Attendance is covered in all student officer training and is mentioned on other key courses, but Professional Development have identified that there were still some gaps in Voluntary Attendance training and awareness for student officers. New materials have been created to support with refreshing officers’ knowledge and to improve recording and use.
R2	<p>Refresher Training National Decision-Making Model</p> <p>GMP should refresh officer training on: The effective use of the College of Policing National Decision-Making Model in determining whether an arrest is necessary [Code G].</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required</p>	<ul style="list-style-type: none"> • The National Decision-Making Model is a thread throughout all training delivered. • It is delivered to new students as a standalone package and all officer training is refreshed annually. • A review of the training took place to strengthen this further following the Inquiry. • Training for student officers on the process of arrests, legal framework and considerations was updated in October 2023 to ensure a greater understanding. • In relation the necessity for arrest (Code G) –student officers are provided with in-depth training, and this is also then applied in a scenario-based environment. • Code G is refreshed on a number of courses when officers or staff move into new roles e.g. GMP teaches Custody Sergeants via a National Decision-Making Model continuous professional development package, the purpose being to enhance accuracy and completeness of custody records.

<p>R3</p>	<p>Arrest packs ease of access</p> <p>Arrest packs are an important and widespread efficiency tool but, if unread, they will deliver high numbers of unlawful arrests.</p> <p>They should always be presented in a force template for ease of access.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • Templates and associated guidance created by GMP named, “<i>Suspect Policy & Procedure document of May 2024</i>” became “<i>live</i>” in July 2024. • GMP have identified that the specifics of an arrest pack are not covered within the training environment. The training focusses on the National Decision-Making Model and Code G. • Arrest packs are mentioned in student officer training and referred to as local policy to support the quick and effective detention/arrest of an individual. Action has been taken to embed this further and will focus on what these are and what is included in one. • Force wide, immediate action has been taken to raise awareness of arrest packs in GMP. Professional Development has created an ‘Arrest’ section on their Learning and Skills Hub and this shared with Districts to communicate with officers. Corporate Communications have also raised the profile and requirements, force wide.
<p>R4</p>	<p>Quality control of arrest packs</p> <p>There is an urgent need for some means of assurance that the arresting officer has read and understood the content of an arrest pack before taking action.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • A governance and quality control system were devised as a result of this recommendation and a corporate roll out commenced which included a communications plan in July 2024. • See also response to R3.
<p>R5</p>	<p>Arrests: Trauma training</p> <p>GMP training GMP should ensure that all officers are given training to help them to recognise and manage the effects of domestic and sexual trauma on survivors:</p> <ul style="list-style-type: none"> • so that officers are better equipped to give a good response to sexual and domestic abuse victims <p>[This] first point ought already to be force policy</p>	<p>In progress.</p>	<ul style="list-style-type: none"> • A full review was undertaken to identify gaps and improvements to be made in trauma training for all officers • GMP also engaged the College of Policing on this recommendation to identify several packages that should be nationally delivered to ensure standardised and consistent training products for vulnerability matters. This includes the neuroscience of trauma (trauma informed policing) as well as vulnerability packages on sex work and substance misuse, domestic abuse and hate crime, grooming and homicide, modern slavery, stalking and harassment, child sexual exploitation, radicalisation and hate crime, forced marriage and officer wellbeing. GMP also recently launched the Rape and Serious Sexual Assault College of Policing training • These packages have now been included in the GMP Student Officer pathway and have been rolled out across the force as refresher training for staff which completed in October 2024. • Ahead of the Inquiry publication, a review was undertaken for Custody Officers’ training. This identified 22 GMP Custody Sergeants who had not had Domestic Abuse Matters training. Training of those 22 officers commenced in July 2024 and is scheduled to be completed by January 2025.

			<ul style="list-style-type: none"> Bespoke Domestic Abuse Matters themed training is being arranged by the Custody Branch training sergeant for delivery to Detention Officers (it was not originally delivered to Detention Officers as they were not regarded as the target audience). Roll out is anticipated to be during 2025.
R6	<p>Arrests: Trauma training</p> <p>To avoid victims' arrests by recognising that victims reporting domestic or sexual abuse, facing counter-allegations, or reacting to a poor police response may be revisiting trauma and require care</p>	In progress.	<ul style="list-style-type: none"> See response to R5.
R7	<p>Arrests: Trauma training</p> <p>To avoid the escalation of incidents involving abuse survivors through physical contact with male officers. It should, where possible, always be preferable for any necessary physical contact with women to be done by female officers.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> This is covered within all elements of training and is reinforced as per GMP policy around searching of the opposite sex. This is above and beyond national standards. Professional Development will continue to reinforce policy in relation to no searching of the opposite sex, whenever practicable. See also R4 regarding training.
R8	<p>Custody: Support link – women Domestic Abuse and sexual abuse survivors</p> <p>There is already a link from custody desks to military veterans' organisations, and GMP should initiate a new link to domestic and sexual abuse charities to offer support for women detainees who are found to be survivors.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks via GM Victims Services.</p>	<ul style="list-style-type: none"> A corporate poster containing one central link telephone number has been developed in consultation with victim services. There are 10 victim service arrangements across GM, all working different hours between 0700 and 2200 hours. As there is a single contact telephone number and email address Victims Services will then signpost the service user to the appropriate support provider. The posters are prominently displayed in every GMP custody suite. The Female Welfare Officer leaflet has also been updated to align with this. Oversight will be provided by the Victim Services, commissioned by the GMCA to ensure 24-hour capability.
R9	<p>Custody: Support link – women DA and sexual abuse survivors</p> <p>The female welfare officer provided by the force for each woman detainee should be responsible for asking the detainee about their need for this support [domestic and sexual abuse survivor support].</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance</p>	<ul style="list-style-type: none"> GMP assigns Female Welfare Officers to all female detainees. Since July, twice daily Female Welfare Officers' governance meetings take place across all GMP custody sites to ensure female welfare officers have been assigned and to affirm that they understand their role and responsibilities. This includes a standing agenda item to ensure that the Female Welfare Officer has asked/ will ask the detainee as to whether they have any need for this support.

		checks required.	<ul style="list-style-type: none"> • Further steps have been undertaken by the GMP lead for custody to ensure that all officers and staff know their roles and responsibilities and so those who deliberately depart from those responsibilities will face consequences, the most serious being a referral to the Professional Standards Directorate. • Updates have been made to the GMP Female Welfare Officer leaflet, in the form of asking the detainee about their need for domestic and sexual abuse survivor support.
R10	<p>Custody: Separate female cells</p> <p>I believe that in some custody suites women's cells are kept separate from those of men, and my recommendation is that this should be the case in all suites</p>	<p>Not practical to fully meet recommendation (due to capacity of cells).</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • From July 2024 every GMP custody suite set aside separate cell areas for females, children, and males. • Those cell areas are reserved for said category of persons, however, if, for example, designated male cell areas become full, then female cell areas might have to house males (all GMP cells are single occupancy). • This is due to demand, i.e. the number of persons arrested versus cell capacity across the GMP custody estate. • As of August 2024, this was made more difficult due to the activation of Operations Safeguard, Early Dawn, and Rotation. Collectively, the impact of those operations has reduced GMP call capacity. • It is for the above reasons that it is not practical to fully meet the recommendation as Dame Vera describes.
R11	<p>Custody: Female Welfare Officer</p> <p>Every woman in custody should be allocated a female welfare officer. I know that GMP accepts the wisdom of that practice, but to be effective it must be an explicit policy that there is never a woman detainee in any GMP custody suite who does not have continuous female welfare support throughout.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • GMP assigns Female Welfare Officers to all female detainees. • Since July 2024, twice daily female welfare governance meetings take place across all custody sites, attended by all on duty Female Welfare Officers and chaired by a senior custody officer to ensure they have been assigned and to affirm that they understand their role and responsibilities. • Note: Following evidence submitted to them by GMP in April 2024, the HMICFRS closed this as an outstanding area for improvement for GMP.
R12	<p>Custody: Female Officer</p> <p>All aspects of the practical welfare of the detainee should be that welfare officer's responsibility, including delivery of food and drink, response to the cell buzzer, regular observation checks, asking welfare questions and making any necessary referrals.</p>	<p>Not practical to fully meet recommendation (due logistical constraints).</p> <p>Discharged with on-going monitoring</p>	<ul style="list-style-type: none"> • GMP assigns Female Welfare Officers to all female detainees. • Meeting this recommendation is a GM female welfare officer role requirement, when practicable. • A point to highlight is that it cannot be guaranteed that a Female Welfare Officer will answer a female cell buzzer. A visits officer is allocated at the start of every custody shift. One of their core functions is to answer cell buzzers. Logistical/ other constraints might mean that the appointed visits officer is male. However, the appointed female welfare officer, unless there are exceptional circumstances, is expected to attend to all other aspects of the practical welfare of the detainee.

		and compliance checks required.	<ul style="list-style-type: none"> It is for the above reasons that it is not practical to fully meet the recommendation as Dame Vera describes. Following evidence submitted to them by GMP in April 2024, the HMICFRS closed this as an outstanding area for improvement for GMP.
R13	<p>Custody: Sanitary and hygiene needs</p> <p>Unless there is a risk assessment against it (which seems unlikely) sanitary requisites should be provided automatically in every female cell, including toilet paper, a toothbrush and other hygiene needs</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> GMP now automatically provides dignity packs for female detainees that include towel, soap, blanket, toilet paper, and sanitary products. Female detainees do not have to ask, they are given these products routinely. Following evidence submitted to them by GMP in April 2024, the HMICFRS closed this as an outstanding area for improvement for GMP.
R14	<p>Custody: Better risk assessment and more humane and dignified treatment of all detainees: Personal property</p> <p>The psycho-emotional impacts of custody, as set out elsewhere in this report (heavily paraphrasing the work of Professor Skinnis) may be reduced or minimised by marginal adjustments to treatment where appropriate. Considerations would be to allow detainees to keep some personal property, which can be a normalising factor, and to provide puzzles, reading material and other distractions to help reduce stress and manage boredom.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> For every detained person, GMP has introduced distraction devices such as books, fidget spinners, balls, books of worship etc. Subject to individual risk assessment by the Custody Sergeant, persons detained in GMP custody suites are allowed to retain some personal property. GMP routinely promotes the provision of distraction devices during training sessions Following evidence submitted to them by GMP in April 2024, the HMICFRS closed this as an outstanding area for improvement for GMP.
R15	<p>Custody: Better risk assessment and more humane and dignified treatment of all detainees: Non-coercive approach</p> <p>Staff adopting a non-coercive approach would help to mitigate the worry of being totally in police power.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> Current custom, culture and practice is focussed on treating people with dignity, respect and using effective, patient, communications to avoid conflict. Every GMP custody strip search that is undertaken is now recorded daily on the 'custody log' and is presented at the custody senior leadership team. Included on the log is, evidence of escalation, which has at its heart the desire for staff not to act coercively. The GMP Custody Branch compliance function is being sustained and has been enhanced since the Inquiry. GMP has developed a classroom-based training input for all GMP Detention Officers, Custody Sergeants and Custody Inspectors. The inputs share Inquiry learning points and recommendations, including this one. The inputs will be delivered to officers and

			<p>staff during their initial custody training courses and during 6 weekly branch development days.</p> <ul style="list-style-type: none"> • Further, the Custody senior leaders will deliver 1-hour briefings about Inquiry learning and this/ all recommendations from August 2024
R16	<p>Custody: Better risk assessment and more humane and dignified treatment of all detainees: Cell buzzers</p> <p>The police should ensure all cell buzzers are answered quickly</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • At the start of every custody shift, a Custody Detention Officer is allocated the role of 'Visits Officer' which includes a requirement to promptly respond to cell buzzers activated by detainees, and to undertake routine and regular visits, recording these on the custody record (note – Female Welfare Officers are always expected to visit female detainees, unless exceptional demand/ circumstance preclude that). • Since November 2023, GMP have employed Custody Compliance Officers who undertake unannounced, regular site visits, including to assess whether cell buzzers are responded to promptly. • If any are not being responded to promptly, feedback is given to the site Custody Inspector who has responsibility to improve this. • Compliance Officers carried out unannounced visits and they reported that cell buzzers being answered promptly by Detention Officers. • Collective findings to date from live time assessments are that cell buzzers have routinely, been answered promptly. There is evidence of a site fault reporting whereby staff find, and report for repair, instances of faulty buzzers. • GMP is re-designing aspects 6 custody suites to ensure that the allocated 'Visits Officer' has a designated workstation co-located next to the cell call system (cost of £180k). Bury and North Manchester already have this capability. The delivery plan is to complete these works at all 6 sites by 2025.
R17	<p>Custody: Custody officer refresher training</p> <p>Custody officers should be refreshed in training as to their independent role and their duty to represent the welfare of arrestees. If they are not already apprised of the potential harm that custody can inflict on individuals, that should also be introduced in training/retraining.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • GMP have developed a classroom-based training input for all GMP Detention Officers, Custody Sergeants and Custody Inspectors. The inputs will share Inquiry learning and recommendations, including this one. The inputs will be delivered to officers and staff during their initial custody training courses and during 6 weekly branch development days and will be completed by November 2024. • Further, the Custody senior leadership team will deliver 1-hour briefings about Inquiry learning and this/ all recommendations from August 2024. <p>In terms of standard practice:</p> <ul style="list-style-type: none"> • Every GMP Custody Sergeant is mandated to attend a three-week core training course, mentored for one month in an operational custody suite by an experienced Custody Sergeant and complete College of Policing portfolio before they are accredited and can perform the role operationally. • Key elements of the Custody Sergeant's core training are teachings about the requirement to comply with both the PACE Code of Practice, Code C (detention, treatment and questioning of persons by Police Officers); and College of Policing

			<p>Authorised Professional Practice (APP), "Detention and custody: response, arrest, and detention." The independence of the Custody Officer's role is dealt with in their training.</p> <ul style="list-style-type: none"> • There is a heavy focus on treating people with dignity, respect and using effective, patient, well-being focussed communications to support detainees during their detention periods, and to avoid conflict whenever possible. • The GMP Custody compliance function is being sustained and has been enhanced to ensure that this and other recommendations are monitored • Note: Following evidence submitted to them by GMP in April 2024, the HMICFRS closed this as an outstanding area for improvement for GMP (i.e., the force should make sure that staff understand and follow Authorised Professional Practice guidance (AFI))
<p>R18</p>	<p>Strip Search: Seizure of clothing for welfare purposes</p> <p>PACE S54(4)(a) GMP, within six months, should end the use strip searching/anti-rip clothing for cases where there is a risk of self-harm or to a detainee's welfare and move to a practice based on level 3 observations.</p>	<p>Fully met. Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • Custody Officers are trained and consistently use, less impactful alternatives to removing clothing and using Anti Tear Clothing. For example, the use of Level 3 and Level 4 observations of detainees. • Regular compliance checks are undertaken as part of a continuous, longer-term programme of work designed to drive and improve standards around this/ other recommendation and HMICFRS Causes of Concern and Areas for Improvement. • GMP pro-actively, and randomly review 150 to 200 custody and associated records per month. • That review infrastructure is part of scrutiny process designed to improve safety, professional standards and to safeguard detainees. Reviews are undertaken on a themed basis and include dignity, strip searches, and whether detainees are naked. • If any concerns are identified during dip sampling or reviews, concerns are directly addressed with the Custody Sergeant or staff member, to implement quick time learning to minimise the likelihood of similar future recurrence. • Where any Custody Officer is identified as performing their duties incorrectly, issues are escalated to the branch Chief Inspector who determine an appropriate outcome. Options range from reflective practice learning to formal performance improvement development plans, escalation to the Head of the branch, and referral to the Force Professional Standards Directorate. • From March 2024, GMP stopped using the tactical option of deploying anti-tear clothing in its custody suites. This was following careful assessment and consideration of established health, safety and risk mitigation measures that are now in place across the GMP custody estate, and with the dignity of, and respect for detainees in mind. GMP does not believe there is a current justification (or need) for the use of anti-tear clothing in its custody suites. • GMP is satisfied that there is no current culture, custom or practice of disrespecting the dignity of detainees; or inappropriately removing clothing and leaving detainees naked; or routinely strip-searching; or placing detainees in anti-tear clothing.

R19	<p>Strip Search: Strip searches for welfare/ risk of self-harm purposes</p> <p>GMP should direct its custody staff that strip searches for welfare or risk of self-harm purposes that are carried out in response to an arrestee refusing to answer risk assessment questions at the custody desk should, following the April 2023 update to College of Policing Authorised Professional Practice (APP), stop immediately. APP now provides the guidance: “The use of anti-rip clothing because a detainee is not engaging in risk assessment questions is inappropriate.”</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • GMP Custody Officers have now stopped the authorisation of strip searches for welfare or risk of self-harm purposes. • Custody Officers are trained and conditioned to use, and consistently use, less impactful alternatives to removing clothing and using Anti Tear Clothing. For example, the use of Level 3 and Level 4 observations of detainees. • See response to R18 regular compliance checks undertaken by GMP as part of a continuous, longer-term programme designed to drive and improve standards. Collectively and GMP randomly review 150 to 200 custody/associated records per month. • GMP is satisfied that there is no current culture, custom or practice of disrespecting the dignity of detainees; or inappropriately removing clothing and leaving detainees naked; or routinely strip-searching; or placing detainees in anti-tear clothing. • Note: Following evidence submitted to them by GMP in April 2024, the HMICFRS closed an outstanding cause of concern for GMP which was: <i>The force isn't always maintaining the dignity of detainees when clothing is removed. Detainees are sometimes left naked in their cells and not encouraged to put on replacement clothing.</i>
R20	<p>Risk assessments and support for those at risk of self-harm.</p> <p>Where a risk assessment shows a risk of self-harm, there should always be a conversation between custody staff and the arrestee to offer access to a charity such as Samaritans. This is common humanity and helps to fulfil the ambition of the National Police Chiefs' Council (NPCC) National Strategy for Police Custody (NPCC, 2022): “We aim to ensure that when they leave custody it is in a better condition or circumstances than when they arrive”.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring compliance checks required.</p>	<ul style="list-style-type: none"> • Every GMP Custody Suite has a healthcare professional, who is not a GMP employee, on duty, 24 hours per day, every day of the year. • Every suite has daily access to the Liaison & Diversion service, an independent service, commissioned by the GMCA. • Whenever a Custody Officer's risk assessment is undertaken, its findings are documented on the custody record. If that risk assessment leads says that the detained person is at risk of self-harm, the person will automatically be referred to the on-site health care professional for a medical assessment at the earliest opportunity whilst the person is in GMP custody. Health care professionals have access to a 24-hour mental health triage service. • Similarly, detainees risk assessed as being at risk of self-harm, will, by GMP Custody Officers, be referred to the Liaison and Diversion service. • Prior to release from custody, every detainee has a documented pre-release risk assessment, to establish their state of mind and any risk of harm to themselves or the wider community. • GMP Custody Sergeants are trained and aware of their obligations, aligned to Human Rights Act Article 2 (right to life), to do all that they reasonably can to ensure that detained persons are safe whilst in custody, and are at the point of release. If there are doubts, then Custody Sergeants know of the expectation upon them to mitigate any such assessed risk. E.g, contacting a family member to collect the detainee from custody, or taking the person to hospital for a voluntary mental health assessment. • Every detainee who is released from custody is provided with a leaflet that provides information about charities, counsellors, and support platforms.

			<ul style="list-style-type: none"> GMP have reached out to the Samaritans, Manchester to explore the possibility of establishing a partnership which would see members of the Samaritans visiting GMP custody suites. No response has been received and the GMCA will now write to them to understand if this is possible. GMP are exploring whether additional questions/ prompts can be programmed to feature during a Custody Officer's risk assessment. The point being to prompt a contact call to the Samaritans immediately from custody, when a risk is identified.
R21	<p>Strip Search: Accurate and comprehensive data about [GMP] use of strip searching</p> <p>GMP should collect accurate and comprehensive data about its use of strip searching.</p>	<p>Fully met.</p> <p>Discharged with on-going compliance checks required including via the Independent Scrutiny Panel.</p>	<ul style="list-style-type: none"> GMP are now accurately reporting strip search data. Every GMP strip search that is undertaken is now recorded daily on the custody rolling log and is presented and reviewed by custody senior leaders. Strip search data forms part of monthly branch data returns including performance reviews and at the force's performance meeting. It should be noted that strip search numbers have increased but this is due to the fact that GMP are now more consistently recording strip search data and applies the wide-reaching PACE definition of a strip search, i.e. "... <i>the removal of more than outer clothing... outer clothing includes shoes and socks.</i>" <i>An ICT solution has been found and effective from October 2024 to enable the accurate recording of strip search data</i> The proposed independent scrutiny panel should also dip sample the accuracy of this recording (see R4)
R22	<p>Government's Female Offender Strategy (MoJ, 2018a)</p> <p>Was accompanied by police guidance on 'managing vulnerability'. Has this been disseminated in GMP? What training was offered and what monitoring has been carried out?</p>	<p>Fully met.</p> <p>Discharged with on-going compliance checks required.</p>	<ul style="list-style-type: none"> GMP have published on the GMP intranet, "<i>The Female Offender Strategy</i>" along with associated guidance All GMP Custody Sergeants received training regarding the Female Offender Strategy GMP incorporates the Female Offender Strategy into GMP training By way of monitoring – GMP is undertaking ongoing activity led by the VAWG lead to ensure that all District leadership teams continually assure themselves that it is known about and applied operationally. Following a training review for this recommendation, it has been identified that the strategy is covered within one student entry route (Police Constable Entry Programme) but not the PCDA –(Police Constable Degree Apprenticeship) entry route and this will be rectified via a revised training programme led by the GMP People & Development Branch. It is also covered within other courses such as Crime and Neighbourhoods training. There is a gap in all officers and staff being aware of this strategy. There is strong awareness of Violence Against Women and Girls Strategy but not specifically the Female Offenders Strategy. A review is being conducted with the Force Lead (VAWG) on how this can be communicated to all officers and staff within GMP

R23	<p>Detainee must be asked whether they have anything:</p> <p>From now on in GMP, if any strip search is contemplated, the detainee must be asked whether they have something with them they know they would not be allowed to keep, to give the detainee the option of offering items up.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required</p>	<ul style="list-style-type: none"> • From now on in GMP, if any strip search is contemplated, the detainee must be asked whether they have something with them they know they would not be allowed to keep, to give the detainee the option of offering items up. To that end, every operational GMP custody suite terminal is mandated to display a prompt/ reminder for the Custody Officer, to ask this question(s). • Regular compliance checks are undertaken as part of a continuous, longer-term programme of work designed to drive and improve standards around this/ other recommendation and HMICFRS Causes of Concern and Areas for Improvement. • GMP has developed a classroom-based training input for GMP custody. The inputs will share inquiry learning points and recommendations, including this one. The inputs will be delivered to officers and staff during their initial custody training courses and during 6 weekly branch days. Training input delivery will be completed by the end of November 2024 • Further, the Custody Senior Leadership Team have delivered 1-hour briefings about Inquiry learning and this/ all recommendations from August 2024
R24	<p>Reasons strip search required must be explained in plain language: from now on in GMP, the reasons why any strip search is required must be explained to the detainee by the custody sergeant to the detainee in plain language, relating (a) facts and circumstances justifying it, and (2) why there is no alternative. The custody record should be endorsed accordingly, and the conversations set out in recommendations 3 and 4 must be held on body-worn video (BWV) or cell video, which must be retained.</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • GMP Custody Officers now routinely explain in plain language – and whenever it is practicable do so at the Custody Counter/ so it can be captured on retained audio visual CCTV footage – as to why a strip search (as per the Davies – v – Merseyside Police interpretation) is believed necessary by the Custody Sergeant. • In some, less common, instances, the conversation might end up taking place in the cell, however in the majority of those lesser instances, the arresting or escorting officer will be present and wearing BWV, notwithstanding that the majority of custody cells are CCTV enabled (albeit cell CCTV does not have audio recording capability). • Every detainee who is being considered for a strip search is first asked if they have anything which they wish to handover prior to the search taking place. The fact of such requests must be recorded on the custody record. • Regular compliance checks are undertaken as part of a continuous, longer-term programme of work to drive and improve standards around this/ other recommendations and HMICFRS Causes of Concern and Areas for Improvement. • GMP has developed a classroom-based training input for all GMP custody. The inputs will share inquiry learning points and recommendations, including this one. The inputs will be delivered to officers and staff during their initial custody training courses and during 6 weekly branch CPD days. Training input delivery will be completed by the end of November 2024 • Further, the Custody SLT will deliver 1-hour briefings about Inquiry learning and this/ all recommendations from August 2024

R25	<p>Domestic Abuse: The treatment of victims: - Domestic & sexual abuse (and Victims Code Compliance)</p> <p>In two cases that formed part of The Baird Inquiry, there was a failure to give support to... [two] victims of sexual and domestic abuse that [GMP] is obliged to give under the Victims' Code (MoJ, 2020)... GMP should immediately address its victims' processes to bring them into compliance with the Victims' Code.</p>	<p>Fully met.</p> <p>Discharged with on-going compliance and auditing taking place via the Victims Code.</p>	<ul style="list-style-type: none"> • A full training review was undertaken to identify gaps and improvements to be made. • GMP have commissioned the production of a training video for GMP district and Custody Officers and staff featuring a female adult who is a vulnerable service user who engaged with GMP to share her experience of GM policing, custody and the criminal justice system. The female highlights her experience of being arrested when in fact she was a victim of childhood sexual abuse which includes her poor custody experience and how her original investigation into her sexual abuse allegation was managed. When complete, the video will be integrated into GMP wide training and development for district and Custody Officers. • This has also been developed into a development session for all custody officers and staff delivered by August 2024. Learning points covered included questioning: necessity to arrest; what an investigation outcome is going to be and whether a female accused has dependents/ who is caring for them whilst female in custody as well as exploring, the impact of arrest and enquire as to what support they have in place and progression of referrals into Liaison and Diversion services. • Victims Code training is covered on all student officer training routes. These are standalone lessons focussing on this topic. Further training is provided to supervises on the operational skills course and the importance of this being completed. Training is provided external to the branch by the Victim Services team. • A longer-term review needs to be undertaken in relation to compliance with the Victim's Code. An assessment is underway between on how they can support Districts in relation to compliance. • On-going monitoring will occur via the Victims Code – to which all forces are accountable.
R26	<p>Subject Access Requests</p> <p>GMP should respond in a timely and comprehensive way to SARs, reflecting the ICO advice</p>	<p>Fully met.</p> <p>Discharged with on-going monitoring and compliance checks required.</p>	<ul style="list-style-type: none"> • GMP accepts that improvements were required. • Additional resources have been identified to help handle increased demand levels with increases in subject access requests following the Inquiry. • Response times have vastly improved, from 47% compliance in June 2022 to 82% in May 2024. • GMP strives for continuous improvement in this area and has a target to reach a 90% compliance rate by the end of 2024.

Recommendations for the Mayor/Deputy Mayor (GMCA)			
Ref	Recommendation detail	Status	Action and progress

R27	<p>Scrutiny: arrests</p> <p>The Deputy Mayor for Policing and Crime's office should establish a scrutiny panel to review anonymised arrests, at the lower end of criminality, every three months.</p> <p>This panel should draw membership from across criminal justice and the victims' sector and feed back to the senior officer team in GMP and to the Deputy Mayor with any concerns about the necessity and reasonableness of the arrests. GMP should fully participate, and welcome lessons learned.</p>	<p>In progress</p> <p>To be completed by 5 December 2024.</p>	<ul style="list-style-type: none"> • The GMCA will establish one arrest and detention scrutiny panel that covers all scrutiny arrangements listed under R27, R28, R29 and R30. • The panel may also want to dip sample other areas of custody process, procedure or practice as identified by the Mayor/Deputy Mayor. • Terms of Reference have been drafted and commented on by GMP and GMCA including both legal teams. • The Data Privacy Impact Assessment is complete • Panel recruitment process is complete and a welcome and induction session for all Panel members will take place on 5 December 2024 which will include an input from Dame Vera Baird KC and the Deputy Mayor with the first Panel meetings commencing in the new year.
R28	<p>Scrutiny: custody officers reasons underpinning arrests</p> <p>There should be a dip-sampling panel under the auspices of the Deputy Mayor to examine:</p> <p>the quality of interrogation and scrutiny applied by custody officers to the facts that underpin reasons for arrests. This scrutiny is vital for the protection of arrestees</p>	<p>In progress</p> <p>To be completed by 5 December 2024.</p>	<ul style="list-style-type: none"> • See response to R27
R29	<p>Scrutiny: accuracy of custody records</p> <p>There should be a dip-sampling panel under the auspices of the Deputy Mayor to examine:</p> <p>the comprehensiveness and accuracy of custody records, so far as this can be assessed, and their consistency.</p>	<p>In progress</p> <p>To be completed by 5 December 2024.</p>	<ul style="list-style-type: none"> • See response to R27
R30	<p>Scrutiny: dip sample custody records that contain strip searches</p>	<p>In progress</p> <p>To be completed by</p>	<ul style="list-style-type: none"> • See response to R27

	The Deputy Mayor for Policing and Crime should consider whether her scrutiny panel might dip-sample custody records that contain information about strip searches, to ensure that GMP observes the current rules and what is set out in these recommendations.	5 December 2024.	
R31	Scrutiny: information sharing agreements An information-sharing agreement may be necessary, which GMP should be prepared to facilitate.	In progress To be completed by end of November 2024	<ul style="list-style-type: none"> The development of a Data Privacy Impact Assessment is complete but further work is still underway to consider data sharing arrangements and data sharing agreements The development of necessary data sharing protocols is due to be complete by the end of November 2024 in advance of the Panel meeting for the first time on 5 December 2024.
R32	Scrutiny: reporting The panel(s) should report back to the Deputy Mayor at frequent intervals.	In progress To be completed by 5 December 2024.	<ul style="list-style-type: none"> See response to R27 The Terms of Reference includes this reporting arrangement In addition to reporting to the Deputy Mayor the Panel's findings will be reported to the Chief officers in Greater Manchester Police to ensure force learning is being implemented.
R33	Custody: Independent Custody Visitors I fully support the role of independent custody visitors (ICVs) but would welcome consideration of a professional lay presence in custody suites in addition. This presence might be a 'super ICV' from the Deputy Mayor's office, with responsibility for all custody suites and operating on a shift system, random check basis or something more comprehensive. Control of custody should remain with the police. But in the custody suite, hidden away, police control is total, and this Inquiry has shown that situation involves clear risks. I invite GMP and the Mayor's office to join me in considering this.	In progress To be completed by the end of November 2024.	<ul style="list-style-type: none"> GMCA have recruited to a new post to enable the GMCA to have adequate resources to meet this recommendation. This new role will be in place for mid-November 2024 and will provide additional capacity to for GMCA offices to undertake comprehensive checks on a random basis across all suites as well as improve the current Independent Custody Visitor arrangements and feedback loops. In the interim, senior Safer and Stronger team officers at the GMCA have visited the GMP North Manchester Custody Suite to understand the process for custody suite compliance visits. This will be used to inform a new and improved mechanism for independent spot checks/compliance visits by ICVS going forward.

R34	Complaints The Deputy Mayor for Policing and I will discuss the introduction of an independent element into police complaints at the lower level by offering a triage service based in her office, as has proved effective in Northumbria	A decision will be reached on this recommendation by April 2025	<ul style="list-style-type: none"> • The GMCA will monitor the impact of recent improvements until the end of 2024. • The Deputy Mayor will make a decision on how best to respond to this recommendation by April 2025.
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National Recommendations: Home Office, NPCC, College of Policing and Greater Manchester Police

Rec	Recommendation detail	Status	Action and progress
R35	Children in custody: strip searching and Appropriate Adults. Strip searching of children in custody should never be done if it can be avoided but all of the recommendations set out above should apply, where it is unavoidable. An appropriate adult must always be made available...	GMP aspects discharged. Home Office review is ongoing (may not report until 2026/7)	<ul style="list-style-type: none"> • National work, led by the Home Office, has begun regarding PACE Code A & Code C, exposure of intimate parts (EIP) strip search proposals. NPCC forces were required to feedback to the Home Office and GMP replied positively and supportively. • It is anticipated that this Home Office review is unlikely to be concluded until 2026/7. <p>In terms of GMP: -</p> <ul style="list-style-type: none"> • GMP are arranging for Appropriate Adults to attend custody as soon as possible so that children and vulnerable adults receive support early on in detention as a priority. • GMP performance is monitored via data collection and has been consistently improving. Latest data sets from Child Action North West shows that during the first quarter of 2024, 98% of Appropriate Adults were at the custody suite within 1 hour, 87% of whom were either on site or in attendance within 30 minutes from the point of the detainee's arrival. • In GMP, an Inspector is required to ratify all more thorough search (MTS)/ EIP/ strip searches of children, before the search takes place, save in the case of an emergency. • In the rolling 12-month period to July 2023, approximately 4,241 males and females including 179 children were strip searched in GMP (525 females). This equates to approximately 12 strip searches per day across GMP. • GMP compliance function has been strengthened and consistently undertakes thematic, structured, and in-depth reviews of custody activities which includes the strip searching and treatment of children.

R36	<p>Strip search: -</p> <p>The future use of strip searching to look for items – PACE Code C, Annex A, paragraph:</p> <p>Airport screening devices</p> <p>PACE Code C, Annex A, paragraph 10 GMP, the NPCC and the Home Office should, forthwith, investigate the potential for use of equipment such as airport screening devices to eradicate degrading strip searching from police practice as much as possible. GMP could lead this endeavour.</p>	<p>Dependent on Home Office and resources.</p>	<ul style="list-style-type: none"> • The Deputy Mayor has raised this with the Home Office as significant resources would be required to implement this recommendation across all GM custody suites. • GMP visited HMP Forrest Bank to see if their full body scanners (as used by Airports) could be used and it was assessed that this was not fit for purpose for custody. • A scoping exercise has shown that the cost of each scanner is £190,000 excluding maintenance costs. Work is being undertaken by the Metropolitan police to see if such scanners can be used for custody. • If these scanners are feasible and funding is available nationally, we would look to trial at the Longsight Custody Suite, once refurbished circa August 2025.
R37	<p>Develop national definition for Strip search:</p> <p>The Home Office, the NPCC and the College of Policing should develop a national definition of a strip search, for the purposes of Annex A of Code C, which should specify the definition of outer clothing, removal of which will fall short of a strip search. This work should consider importing the two defined levels of strip search available under stop and search powers for use in custody and should recommend appropriate levels of authorisation required for the use of each type in a custodial setting. As set out in PACE Code A, these are</p> <ul style="list-style-type: none"> • a 'more thorough search' (MTS or partial strip search) where more than the outer layer of clothing is required to be removed • a search that 'exposes intimate parts of the body' (EIP search). 	<p>Home Office review on-going and report not expected to report until 2026/7.</p>	<ul style="list-style-type: none"> • National work, led by the Home Office, has begun regarding PACE Code A & Code C, exposure of intimate parts (EIP) strip search proposals. NPCC forces were required to feedback to the Home Office and GMP replied positively and supportively. • It is anticipated that this Home Office review is unlikely to be concluded until 2026/7.

	GMP should participate in this work and pilot the model proposed in this report to move this urgent agenda forward.		
R38	<p>EIP search: consideration should be given to designating such a search as an ‘intimate search’:</p> <p>in my view, an EIP search involving visually searching inside intimate body parts is no less intrusive than an intimate search that involves touching. An EIP search may require an arrestee to manipulate intimate body parts to assist the search and is profoundly humiliating. Consideration should be given to designating such a search as an ‘intimate search’, with equivalent protections for the arrestee. GMP should consider piloting this.</p>	Home Office review on-going and report not expected to report until 2026/7.	<p>See response to R36</p> <p>GMP search authorisation levels – unless or until national change is made, then in GMP, an exposure of intimate parts (EIP) strip search will remain within the authority level of a GMP Custody Sergeant. However, in GMP, an Inspector is required to ratify all strip searches of children, before the search takes place, save in the case of an emergency.</p>
R39	<p>Domestic Abuse: The lack of a national or local strategic policing response to the criminalisation of victims of violence against women and girls (VAWG)</p> <p>Has to be addressed by focusing on women and girls holistically as victims, suspects and witnesses, and ending the ‘silo’ approach of imperfectly considering victims as a separate category. This should include:</p> <p>a commitment to improve police training and accountability for its treatment of women, and girls</p>	<p>Raised with Home Office, NPCC and CoP.</p> <p>Next steps still to be confirmed from national partners.</p>	<p>The Deputy Mayor has raised this with the Home Office who made reference to NRCS counting rules and provision for counter allegations, i.e., “joining the dots.”</p> <p>See also, the GMP responses to: R5, R6, R7and R22</p>

<p>R40</p>	<p>Domestic Abuse: The lack of a national or local strategic policing response to the criminalisation of victims of violence against women and girls (VAWG)</p> <p>(2) significantly improved understanding of domestic abuse and other forms of VAWG and how this can lead to victims being accused of offending. This work should be done in close partnership with women's specialist services, who are likely to seize the chance to assist in response to commitment from the police, and it must include increased investment.</p>	<p>Raised with Home Office, NPCC and CoP.</p> <p>Next steps still to be confirmed from national partners</p>	<p>The Deputy Mayor has raised this with the relevant national partners.</p> <p>See also GMP response to R5</p>
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Appendix A: HMICFRS recommendations from the inspection of GMP Custody Suites, February 2023

Five key HMICFRS assessment areas were:

1. Leadership, accountability, and collaboration with partners
2. Pre-custody (first point of contact)
3. In the custody suite (booking-in, individual needs and legal rights)
4. In the custody cell (safeguarding and healthcare)
5. Release and transfer from custody

Summarised (i) to (x) below, the now closed CoC and AFI bearing similarity to The Baird Inquiry Report were:

- (i) Leadership for GMP custody provision was not strong enough to make sure the service was provided well and achieved appropriate outcomes for detainees.
- (ii) Staff should understand and follow Authorised Professional Practice guidance.
- (iii) GMP should improve the safety and environment of the custody suites including keeping all cells clean to the required standard. The force should better manage risk; and should always assure detainee safety.
- (iv) GMP should strengthen its approach to meeting the diverse and individual needs of detainees; and should improve the way in which it cares for detainees.
- (v) GMP should improve its approach to detainees rights and entitlements; arranging for appropriate adults to attend custody as soon as possible so that children and vulnerable adults receive support early on in detention; and maintaining the dignity of detainees when clothing is removed
- (vi) GMP governance and oversight regarding in custody use of force was not good enough.
- (vii) GMP should promote alternatives to arrest and ensure that frontline officers use those alternatives appropriately to divert children and vulnerable people away from custody; and should strengthen its approach to caring for children in custody.
- (viii) Custody officers should be confident in refusing detention when appropriate to do so, or when there are other ways of dealing with the investigation.
- (ix) The force should deal with detainees promptly and minimise the time they spend in custody.
- (x) GMP should make sure detainees are aware they can, and are able to, make a complaint, should they wish to do so.

Greater Manchester Police, Fire and Crime Panel

Date: 18th November 2024
Subject: Police and Crime Plan
Report of: Kate Green, Deputy Mayor for Safer and Stronger Communities

Purpose of Report

This report provides the Police, Fire and Crime Panel with a brief outline and summary of the draft new Standing Together: Police and Crime Plan, which accompanies it. It requests that the Panel consider the draft and provide the Mayor with their report / recommendations on the draft prior to the Plan being designed and then published.

Recommendations:

The Police, Fire and Crime Panel is asked to:

1. Consider the draft Police and Crime Plan and provide the Mayor with their report or recommendations on the draft to fulfil their statutory requirements.¹

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Report authors must identify which paragraph relating to the following issues:

¹ [Police, Reform and Social Responsibility Act 2011, section 28, 3 a and b](#)

Equalities Impact, Carbon and Sustainability Assessment:

An Equalities Impact Assessment has been drafted as part of the development of the Plan and is in the process of being signed-off. The findings have influenced the development of the equalities' actions within the Plan.

Risk Management

There is a legal requirement to publish a police and crime plan within the financial year of the election of the Mayor (by 31 March 2025). Failure to complete this may risk reputational damage to the Mayor and GMCA.

Legal Considerations

Section 5(1) of the Police Reform and Social Responsibility Act 2011, as modified by the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017, says:- 1) The police and crime commissioner for a police area must issue a police and crime plan within the financial year in which each election for the return of a Mayor is held. (13) In this section — “financial year” means the financial year of the combined authority.

Financial Consequences – Revenue

The Mayor will propose the PCC precept to the Police, Fire and Crime Panel in January 2025. In the last financial year this represented 26% of the overall police budget, the remainder being made up of Home Office grant. At this stage, it is envisaged that the amount of the Home Office core grant will become known in early December. This process will also confirm delegated revenue funds to district community safety partnerships.

Financial Consequences – Capital

No additional capital implications other than those included in the report to as above.

Number of attachments to the report:

Draft Plan on a Page (to follow)

Draft Police and Crime Plan (attached)

Comments/recommendations from Overview & Scrutiny Committee

N/A – Police, Fire and Crime Panel undertake the overview and scrutiny role.

Background Papers

Standing Together: Police and Crime Plan 2022-2025 [GM Standing Together Police and crime plan](#)

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

Yes

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

The Police and Crime Plan is not subject to the call-in process of the GMCA overview and scrutiny committees.

Bee Network Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

1.1 The Police, Fire and Crime Panel received a report in July 2024 which outlined the approach to developing the new Police and Crime Plan.

1.2 Engaging with partners and communities has been a central element in the development of the Plan and the priorities contained within it. It has included hosting engagement events with over 250 participants, a public consultation with almost 800 responses, a partner consultation with over 100 responses, and attendance and inputs at relevant Greater Manchester and Community Safety Governance Boards.

1.3 Findings from the consultation and the engagement sessions have been used to develop the actions, ways of working and equalities commitments within the Plan.

1.4 A report was presented to the Police, Fire and Crime Steering Group in October which updated them on progress towards developing the new Plan and outlined areas which were being considered as commitments.

2. Police and Crime Plan - priorities

2.1 The Police and Crime Plan will have three core principles and missions:

- To Keep People Safe and Support Victims.
- Reduce Harm and Offending.
- Strengthen Communities and Tackle Inequality.

2.2 The three core principles will be delivered via 10 commitments. Some are continuations from the last Plan, as these remain relevant, and which require a collaborative approach between statutory partnerships, businesses, the VCFSE sector and local communities – such as reducing and preventing neighbourhood crime, retail crime and anti-social behaviour. Other commitments however are new. This includes a new commitment to improving trust and confidence in policing. The Plan also contains 15 equality actions throughout, that reflect specific action required to address inequality.

2.3 The consultation and engagement has supported the development of new areas of focus, with the two most important being improving public trust and confidence and the development of specific commitments related to tackling inequalities.

2.4 An undesignated, draft Plan is attached to this report for members of the Panel's consideration.

3. Plan on a Page

3.1 A draft Plan on a Page which outlines the 10 commitments and the ways of working which will underpin it, will be circulated in advance of the meeting.

4. Next steps

4.1 Following the Police, Fire and Crime Panel considering the Plan and making recommendations to the Mayor, it is intended that it will be published before the end of this year.

4.2 The Plan will be fully designed prior to publication and the Panel will be informed of the proposed launch date.

4.3 Recommendations are at the beginning of this report.

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Standing Together

Our Plan for policing and safer and stronger communities in Greater Manchester

2024-2029

December 2024

Contents

Contents.....	1
Foreword by the Mayor, Andy Burnham.....	2
Foreword by the Deputy Mayor, Kate Green	3
Foreword by the Chief Constable	5
Foreword by the Chief Executive, Bury Council.....	5
Opportunities and challenges for a safer Greater Manchester	6
Our ways of working and principles of delivery	10
Our equalities commitments	10
Where our priorities come from.....	11
1. Improving public trust and confidence in policing	14
2. Increasing accessibility, consistency and responsiveness by the police	16
3. Increasing police outcome and charge rates	17
4. Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types	18
5. Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour.....	27
6. Improving road and transport safety, so people can travel around our city-region safely.....	28
7. Reduce high harm and repeat offending taking a preventative and diversionary approach	30
8. Tackling drug, alcohol and wider addictions	34
9. Reducing and preventing gender-based violence and all forms of serious violence.....	36
10. Reducing and tackling serious and organised crime	40
Finances	41
Accountability, scrutiny and performance.....	44

Foreword by the Mayor, Andy Burnham

It is a privilege to serve as Mayor of Greater Manchester and to launch the Standing Together Plan for my third term.

This partnership Plan is about building upon the difficult but necessary work of the last 7 years to transform the city-region's approach to keeping people safe. I am proud to say that we are in a much stronger position as I set out my third Standing Together Plan, compared to this point in 2017 and 2021.

The Chief Constable has worked tirelessly to return Greater Manchester Police (GMP) to the level of service that our residents rightly expect, and now leads one of the most improved police forces in the country. I am grateful to the Chief Constable and the receptiveness of the force to his leadership, as well as to all partners involved in policing, community safety, and criminal justice for the dedication that they have shown to delivering for residents.

We owe a debt to those who work on the frontline to keep us safe from harm, and whilst it's right to be proud of the work we've done, it's also right to acknowledge that there is much more to do. That is why this Plan is so important. It serves as a blueprint for tackling the challenges we face.

Safety is at the heart of my ambition for Greater Manchester. Put simply, we can't deliver a greener, fairer or more prosperous city-region if people aren't safe or don't feel safe.

It is so important that we use every tool at our disposal to drive economic growth and bring Greater Manchester the prosperity it deserves. We're already growing our economy quicker than the rest of the UK, but we can aim higher. This Plan will play a crucial role in creating the safe environment to give businesses the confidence to operate and invest in Greater Manchester.

I'm proud to be introducing the Greater Manchester Baccalaureate (MBacc) to transform the opportunities available to all our young people and to ensure none of them are left behind. Too many young people encounter the criminal justice system, and we need an approach that recognises their youth and meaningfully diverts them

away from that system wherever possible. Education and aspirations for the future are crucial for that.

An effective public transport system is essential for Greater Manchester's prosperity. I'm expanding the Bee Network to unlock economic growth and social opportunities, but we won't realise the full potential unless we feel safe using it and getting around at any time of the day or night.

We have ambitions to build 75,000 new homes during the life of this Plan. That must be complemented by a refreshed approach to preventing and tackling anti-social behaviour if we want to create safe and flourishing communities.

Crucially, these are no longer just our ambitions, and as Mayor, I am excited to work in partnership with Government to do things differently, and to be national and international innovators in tackling crime and keeping people safe from harm.

Crime is reducing and more people are being brought to justice across Greater Manchester. We are leading the way in tackling gender-based violence and reducing knife crime and serious violence, and we're receiving international recognition for partnership problem-solving. We now need to deepen public trust, secure more investment, and make the case for deeper devolution to build bespoke solutions to the complex challenges faced in our city-region.

Foreword by the Deputy Mayor, Kate Green

I am deeply proud of this Standing Together Plan, which will serve as a guide to all of us working to make Greater Manchester a safer place over the next four years. Our previous Plan reframed our approach to public safety in terms of partnership working, community engagement, and delivering for residents. Now is the time to build momentum and cement Greater Manchester as a beacon of public safety, nationally and beyond.

The energy, creativity and resilience of the people of Greater Manchester is a tremendous strength. The city-region has always embraced its differences, they have made us stronger and more resilient, and I am excited by the way this Plan helps to make us a safer city-region where we are all welcome.

We know that public services don't always reach and support everyone in the same way, and we know that this is more pronounced in some communities than others. That must change. This Plan not only invests in communities, but also seeks to bring them together, recognising the vital role they play to identify and protect those who may have been left behind by the system. I am committed to working with all our diverse communities to challenge inequalities to ensure everyone feels safe in Greater Manchester irrespective of where you come from, what you believe, or who you love.

We also know that communities already have a wealth of knowledge and skills, and we want to support and enhance the way they complement public services and statutory agencies. Greater Manchester's LiveWell approach looks to embed this across the entire system to create community led provision of the support people need, at the time they need it, in the place they are in. My Safer and Stronger Communities team already understands the importance of these principles and adopts them in delivering our Greater than Violence Strategy, and our approach to reducing reoffending.

Being a victim of crime can be a distressing and traumatic experience. Half of respondents to our Victims Survey tell us they're satisfied with the support from victim services in Greater Manchester. I know this must improve so we are breaking new ground in the way we support victims and survivors. We are embedding the lived experience of victims and survivors into everything we do, not just within victim services but more widely as well, such as in our work to challenge and prevent domestic abuse, which will be supported by a lived experience panel for the life of this Plan. We will work closely with Government to implement the Victims and Prisoners Act 2024 and effectively hold GMP and relevant criminal justice agencies to account for how well they comply with the Victims' Code.

The impressive progress of GMP and other partners creates the platform for us to seize the opportunities to innovate in our approach to making Greater Manchester safer. This Plan affirms the partnership principles that have enabled that progress, and I am committed to continuing to support the Chief Constable as he builds GMP from a reliable force to one of high quality, made up of officers with the values and dedication required to inspire trust and confidence from our communities.

Foreword by the Chief Constable

Foreword by the Chief Executive, Bury Council

The title of this Plan, Standing Together, gives a clear message that this is a Plan about collaboration and inclusion. As Chief Executive of Bury Council, and as the voice for all Greater Manchester Local Authority Chief Executives regarding Safer and Stronger Communities, I can say that this Plan recognises more than ever before the important contribution of all partners, such as the police, local authorities, health and care, probation, the voluntary, community, faith and social enterprise sector, businesses, housing, wider public partners and the people of Greater Manchester. And that at its heart it is about working in partnership to deliver.

This Plan genuinely reflects what people and partners of Greater Manchester have told us. We've extensively surveyed residents about their feelings of safety, and their experiences of being a victim of crime. We have used these rich and important perspectives to create a Plan for all of us to deliver a safer and stronger city-region.

It is refreshing to see equalities embedded within this Plan, reflecting both what people have told us during the consultation and the evidence that keeping people safe does not impact all of us equally or in the same way. This Plan champions the needs of marginalised communities and the needs of the vulnerable. The 15 identified equality actions are representative of a focus on delivering, which is prominent throughout this Plan.

This plan will be used by all of us in Greater Manchester to deliver a safer city-region.

Opportunities and challenges for a safer Greater Manchester

Greater Manchester is a diverse, dynamic and fast-growing city-region with a reputation for innovation, but it can also be a challenging place to police and keep people safe.

We are a large, populous, busy and diverse city-region that is growing fast.

- 2.9 million people living within 500 square miles.
- 6.9% population growth between 2011 and 2021, faster than other major UK cities. The number of working age people is shrinking as a proportion of the total population.
- Our economy is growing faster than the rest of the UK and is already larger than Wales and Northern Ireland.
- Home to 120,760 university students.
- Host to 1250 major events per year.
- One of the busiest road networks in Europe. 85 miles of motorway, four intercity rail stations, an international airport and a large rail and tram network.
- Three quarters of the local population identify as White British (74.4%), Asian (9.3%), White Other (7.3%), Black (4%), Mixed (2.9%) and Other (2.1%).
- A quarter of people are living in neighbourhoods among the most deprived in the country.
- GMP received 603,570 telephone calls to 999 last year, making them one of the busiest police forces in the country.

- GMP recorded 342,526 crimes last year. This includes 43,348 neighbourhood crimes¹, 132,462 crimes of violence against the person, 11,416 sexual offences and 85,089 antisocial behaviour incidents.

Most people feel safe but there are challenges too.

- 88% of people in our communities feel safe in their local area, as shown in our quarterly Policing and Community Safety Survey.
- Some of our communities feel less safe than others. Young people report the lowest feelings of safety in their local area (87%)², with lower numbers of young women and girls feeling safe. Disabled residents also report lower feelings of safety than residents without a disability, particularly those with mental ill health.³
- 58% of people report having trust in GMP. Those living in the most deprived areas show lower levels of trust⁴.
- More than half of respondents to our Victims Survey say they are satisfied with the service they received from GMP after reporting a crime. Victims with a disability and those from LGBTQ+ communities are more likely to be dissatisfied with the overall service they receive from GMP.

Crime is changing and challenging how we do things.

- Between January 2023 – June 2024, at least 4% of GMP recorded crime was flagged as online or cyber-enabled. Around 69% of cyber-enabled crime was stalking and harassment and around 23% of offences were flagged as domestic abuse.
- In the year ending March 2024, there were nearly 10,000 individual victims of sexual offences reported to GMP, over 45,000 victims of stalking and

¹ Neighbourhood crime includes the crimes of residential burglary, robbery of personal property, theft from the person, and vehicle offences.

² Policing and Community Safety Survey

³ Policing and Community Safety Survey

⁴ DJS Research 'Satisfaction and Confidence with GMP'

harassment and almost 55,000 victims of domestic abuse. Many of these victims will be victims of several crimes within that period.⁵

- GMP receive over 10,000 reports of hate crime a year.
- Drug related offences have continued to increase in the last two years, with an increase in GMP recording of offences related to both the trafficking of drugs and possession of drugs.⁶ This causes real harm to communities and individuals – through drug related crime, deaths, anti-social behaviour, and the impacts of addiction.
- Nationally, the pressure on the criminal justice system is increasing, in part due to the growing use of short custodial sentences and falling use of community orders. There are significant backlogs in the courts and victims and survivors of serious offences are spending longer waiting for justice.

We are leading the way.

- GMP are one of the fastest improving police forces in the country, as recognised by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS).
- GMP are world leaders in problem-solving, having won the international Goldstein Award in 2024 for their Operation Vulcan in Cheetham Hill.
- We have our own integrated transport system called the Bee Network with opportunities to develop world-beating approaches to safety on public transport.
- We were the first place in the country to launch a 10-year Gender-Based Violence Strategy with the #IsthisOk campaign attracting 4.1 million views and reaching over half of men surveyed.
- We were the first region to benefit from Justice Devolution, developing an increasingly close relationship with HM Prisons and Probation Service,

⁵ It should be noted that these numbers should not be totalled together because many of the stalking and harassment and sexual offences crimes will be flagged as domestic abuse

⁶ Increases in recording are in large part down to increased police productivity.

delivering for residents through an established joint commissioning model, and working as a partnership to divert people away from the Criminal Justice System.

- We lead the way in Violence Reduction. In Greater Manchester we have already seen reductions in violence. In the year April 2023-March 2024 rates of hospital admissions due to assault fell by 7.9% compared to the previous year, bringing them to a 10-year low.

We invest in keeping Greater Manchester safe, but this can be challenging.

- For the first time in over 10 years Greater Manchester has more than 8,000 police officers.
- Around £40 million has been invested in community safety partnerships since 2021/22.
- £1.3 million per year investment into the Greater Manchester Victims' Service to help support victims and survivors cope and recover.
- The Violence Reduction Unit has invested over £2.6 million in voluntary and community-led violence reduction programmes in all 10 boroughs of Greater Manchester.
- Police funding comes from a central government grant (74%) and what we can raise locally from the police precept part of the council tax (26%). The police precept we set, which helps fund GMP, is one of the lowest in the country, but we remain sensitive to the burden this presents to council taxpayers.
- The level of Government funding for policing over the last decade or so has meant we barely keep up with increased costs caused by inflation. Last year we had a £22 million shortfall on what was expected in grant funding from Government. This in turn impacts on the police precept that local people pay.

Our ways of working and principles of delivery

Standing Together is a partnership Plan that is not only about crime, but about understanding and recognising the bigger picture and causes of crime. The Deputy Mayor for Safer and Stronger Communities has a leadership and convening role - bringing partners together to identify challenges, drive change and influence and lobby national Government on areas which are of importance to Greater Manchester.

Central to the delivery of our Plan is that we work together to achieve our ambitions, and that way of working will run through all we do.

We will work: -

- In partnership, sharing expertise, learning and intelligence.
- Through a problem-solving approach.
- To prioritise early intervention, prevention, and rehabilitation.
- Through local delivery and neighbourhoods.
- Taking a victim-centred approach.
- With the voice of lived experience.
- In a trauma-informed and responsive way.
- Making effective use of technology.
- To progress our equality commitments.
- To communicate what we are doing, regularly updating on our progress.

Our equalities commitments

Like all global city-regions, inequalities exist and persist across Greater Manchester.

So, each of our 10 priorities within this Plan identifies one or more 'equality actions' designed to tackle evidenced inequalities.

15 equality actions that we will prioritise for delivery are highlighted throughout the Plan.

The identified areas for action are not exhaustive of our commitment to tackle inequality in all its forms. Each of the individual plans that build on this Plan explores these themes in greater detail and considers more specifically the way in which the issue they focus on influences, and is influenced by, inequalities

Where our priorities come from

- Mayoral Manifesto Commitments.
- Greater Manchester Strategy.
- The Strategic Policing Requirement.
- Findings of our consultation and engagement.
- Insights and data including Policing and Community Safety Survey, Victims' Survey and crime trend data.
- National and Government priorities.
- Legislation, specifically the Serious Violence Duty and the Victims and Prisoners Act 2024.
- HMICFRS Inspection Reports.
- Baird Inquiry Report and Multi-Agency Child Sexual Exploitation Review

Spotlight on: The Strategic Policing Requirement

The Strategic Policing Requirement 2023, set by the Home Secretary, and which the Deputy Mayor and Chief Constable must have regard to, reaffirms the commitment to six national threats: terrorism, serious and organised crime (SOC), a national cyber incident, child sexual abuse, public order, and civil emergencies, and introduced a new threat type – Violence Against Women and Girls.

Spotlight on: You Said: Our Police and Crime Plan Consultation

We used our public consultation and engagement process to inform and develop our commitments from the bottom-up – listening to what people told us mattered to them.

We did this by holding engagement events, talking directly to over 250 partner agencies, voluntary, community, faith and social enterprise organisations, community groups and community members, as well as undertaking a public and partner consultation questionnaire which had almost 800 responses. These are summarised in the 'You said' sections of the Plan and we have also produced a complementary report outlining 'What we Heard'.

Our mission is to:

**Keep People Safe and Support Victims,
Reduce Harm and Offending,
Strengthen Communities and Tackle Inequality**



We will do this by:

1. Improving public trust and confidence in policing.
2. Increasing accessibility, consistency and responsiveness by the police.
3. Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour.
4. Increasing police outcome and charge rates.
5. Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types
6. Improving road and transport safety, enabling people to travel around our city-region safely.
7. Reducing high harm and repeat offending taking a preventative and diversionary approach.
8. Tackling drug, alcohol and wider addictions.
9. Reducing and preventing gender-based violence and all forms of serious violence.
10. Reducing and tackling serious and organised Crime.

We will work:

- In partnership, sharing expertise, learning and intelligence.
- Through a problem-solving approach.
- To prioritise early intervention, prevention, and rehabilitation.
- Through local delivery and neighbourhoods.
- Taking a victim-centred approach.
- With the voice of lived experience.
- In a trauma-informed and responsive way.
- Making effective use of technology.
- To progress our equality commitments.
- To communicate what we are doing, regularly updating on our progress.



1. Improving public trust and confidence in policing

You said:

- 'We need our officers to understand our communities and create strong partnerships with the understanding trust needs to be built.'
- 'Diversity within the force is important to be relatable to the community.'
- 'It's not enough for the Police to be visible, they need to be efficient, effective and empathetic in their approach to dealing with the public.'
- 39% respondents said that trust and transparency in policing was one of the top 3 areas they were concerned about when thinking about future crime trends.

We also know:

- Greater Manchester residents have greater confidence that GMP will help in an emergency (64%) than a non-emergency situation (45%).⁷
- 58% of Greater Manchester residents report having trust in GMP.
- Although confidence in getting help from the police may be thought of as a proxy for trust in the police, this is not necessarily the case.

We will:

- Ensure that GMP have quality training and supervision to improve standards and to support police officers, particularly those that are young in service.
- Ensure that our police officers and staff feel valued and supported and are recognised for the work they do.

⁷ DJS Research - 'Deep-Dive' on resident levels of satisfaction and confidence in Greater Manchester Police, using data from the GMCA Policing & Community Safety Survey

- Improve the quality of police complaints handling by working closely with GMP's Professional Standards Directorate.
- Ensure fair, high quality disciplinary investigations and outcomes.
- Work with the Greater Manchester Independent Police Ethics Committee to advise GMP on ethical issues and support GMP to roll out the new College of Policing Code of Ethics.
- Deliver on the Baird Inquiry recommendations on the treatment of people arrested and taken into police custody with a focus on women and girls and recommendations that may be made in the current Child Sexual Exploitation review that closely relate to trust and confidence.
- Work with GMP, the Crown Prosecution Service and the Government to review how Joint Enterprise is used in criminal investigations.

Equality action: Increase representation and the diversity of the police workforce with a long-term plan for positive action on recruitment, retention and progression and with a focus on recruitment and retention of those communities least represented, particularly Black and Black heritage people.

Equality action: Ensure robust training is in place in GMP to support equality objectives including domestic abuse matters training, trauma informed and responsive practice, community engagement and cultural awareness.

Equality action: Increase representation and diversity in policing and GMCA-led advisory and scrutiny mechanisms, seeking to reduce disproportionality and hold policing to account where they are unable to explain and evidence why this exists.

Equality action: Ensure that the use of technology in policing, for example artificial intelligence and facial recognition, is fair, appropriate, ethical and accountable and does not disproportionately impact any group.

2. Increasing accessibility, consistency and responsiveness by the police

You said:

- *'Visible presence makes a huge difference to our communities. Actively seeing low level crime being tackled promotes confidence.'*
- *'Communication and engagement with the community by Police Officers, knowing who your local neighbourhood policing team is and how to contact them easily.'*
- 47% of respondents rated a visible police presence as the number one factor which made them feel safe in their local community.
- 35% of survey respondents said neighbourhood policing was their number one current concern in relation to policing and crime.
- Over 50% of respondents felt that currently the police did not engage well with their local community.

We will:

Improve access to police services

- Remain one of the best police forces in the country for 999 and 101 call-answering performance.
- Increase public take-up of GMP's Bee in the Loop Community messaging service.

Equality action: Further develop the Live Chat function with a focus on ensuring women and girls and vulnerable victims can contact the police discreetly for help.

Improve police responsiveness, consistency and visibility

- Continue to get to emergencies quickly and further improve non-emergency response times.

- Embed our strengthened neighbourhood policing model by maintaining visible and proactive dedicated neighbourhood policing teams, neighbourhood crime teams and prevention hubs.
- Develop a set of standards to ensure consistency in our neighbourhood policing model to increase collaboration and trust with partners and communities.

Equality action: Develop a community engagement model with our communities, especially those with lower levels of trust and confidence in the police, learning from the community safety survey to provide reassurance to all communities and increase confidence levels.

3. Increasing police outcome and charge rates

You said:

- *‘When major culprits are in jail communities see changes whilst they might be small statistically, they are massive to community wellbeing and safety and people feel safer in the streets.’*
- 50% said that the police investigating and solving more crime ranked in their top 3 priorities in relation to reducing harm and offending.
- 41% said more victims of crime receiving justice was one of the top 3 areas to address in relation to reducing harm and offending.

We will:

- Solve more crimes so that people are safer.
- Continue to increase outcome and charge rates in neighbourhood crime (personal robbery, domestic burglary, theft of vehicles and of the person).
- Improve the investigation of crimes and the quality of the information when cases go into the criminal justice system.
- Support partners to reduce court backlogs and delays to ensure swifter justice for victims of crime.

Equality action: Increase outcomes and charge rates for domestic abuse, stalking and harassment, sexual offences and rape.

Spotlight on: Police outcomes

This is when there is an outcome because of the police action undertaken. This could be someone being charged with a crime or summonsed for a crime (irrespective of any subsequent acquittal at Court) but it can also include a caution or an out of court resolution.

4. Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types

You said:

- *‘People need to feel confident that if they contact the police, they will get the right response suitable for their needs. Not revictimised or treated like the perpetrator.’*
- *‘Speed up investigations and prosecutions going through Court - it's taking years for rape victims to get any justice (if they do) and is a completely re-traumatising process.’*
- *‘There is a lack of empathy for victims [reporting crimes].’*
- 66% said keeping people safe and supporting victims was important to them.
- 44% said that protecting victims of crime and providing good victim services was one of the top 3 factors to help keep people safe.
- Support for victims of crime should be person-centred, tailored to individual needs and extra support should be provided to those who are most vulnerable.

- Too often victims are let down by poor communication, delays in getting information and decisions that they need, delays to trials, delays to sentencing and by not being able to access the right support.

Our latest Victims Survey results also told us:

- More than half of victims are satisfied with the service they receive from GMP.
- Around half of victims were offered the opportunity to access victim support services and just over half were satisfied with the opportunity for support from victim services in Greater Manchester.
- Efficient communication from GMP is a key driver of victims feeling satisfied with the response they receive.

We will:

Review our commissioning of victims' services and continue to develop the offer of our Greater Manchester Victims' Service.

- Use the voice of lived experience and the results of our Victims' Survey to inform the commissioning of victim support services, recognising the needs of different communities.
- Reduce waiting lists and improve the pathways for victims and survivors to get support.
- Enhance the offer of our Greater Manchester Victims' Service for victims and survivors of domestic abuse, sexual assault and serious violence.
- Ensure the effective implementation of the 'Duty to Collaborate' for commissioners of victim services, as outlined in the Victim and Prisoners Act 2024 including through the development of a joint evidence base (needs assessment).

Equality action: Embed the voice of lived experience in victim services with a focus on disabled people.

Ensure victims and survivors receive the support they deserve as outlined in the new Victims' Code.

- Hold GMP and relevant criminal justice agencies to account for use of the Victims' Code and scrutinise compliance and quality of delivery.
- Develop a digital portal for victim referrals and information, to help keep people informed.
- Raise awareness of the support services available for victims and survivors, actively promoting how people can access support services and explaining what they can expect.
- Develop public campaigns to help raise awareness of the Greater Manchester Victims' Service and other support services available for victims and survivors.

Spotlight on: Victims and Prisoners Act 2024 and the Victims' Code

The Victims and Prisoners Act⁸ became law in May 2024. The Act places a requirement on organisations to deliver victims' rights, as well as more responsibilities for organisations to work together. The Victims' Code entitles victims to obtain information to help them understand the criminal justice process, to access services which support them, to have their views heard and to have the ability to challenge decisions which directly impact them.

Improve police response to victims of domestic abuse, rape and serious sexual assault

- Provide effective support for victims of rape and serious sexual assault and those subject to ongoing delays in the Crown Courts.
- Hold GMP to account for delivery of the Greater Manchester approach to Operation Soteria – the national initiative to improve the investigation and prosecution of rape and serious sexual assault.
- Improve the policing response to domestic abuse victims and focus on improving criminal justice outcomes and meeting the needs of victims and survivors.

⁸ [Victims and Prisoners Act 2024](#)

Equality action: Improve policing response to and awareness of older victims of domestic abuse, victims who have experienced controlling and coercive behaviour, male victims and those who are most vulnerable, such as victims with No Recourse to Public Funds.

Equality action: Improve services to victims of stalking and harassment by working closely to ensure that the new Stalking Triage Centre is embedded in GMP.

Maintain our focus on protecting vulnerable people, including children and young people, from exploitation, including all forms of sexual exploitation, county lines and other forms of criminal exploitation.

You said:

- *'More should be done to protect victims of exploitation. People forced to commit crime by others, whether this be linked to CCE, etc - often receive a criminal conviction and punishment instead of support to escape their abusers.'*
- *'Prosecuting those who cuckoo vulnerable people; many victims will partake in low level crime. If they can be removed from the situation and referred into rehabilitation services, then opportunistic crimes such as trying car door handles should reduce.'*
- 40% respondents said protecting vulnerable people, including children and young people, from exploitation was one of their top 3 areas to address to help keep people safe.

We will:

- Work with our partners to identify where abuse and exploitation is happening, bring perpetrators to justice and ensure victims and survivors are swiftly and appropriately safeguarded.
- Through our Challenger Partnership, safeguard and support victims and survivors of modern slavery and human trafficking, via locally and nationally commissioned services.
- Deliver the fourth and final element, led by HMICFRS, of the Child Sexual Exploitation review, and act on any recommendations arising from this.

- Ensure that specialist policing teams investigating historic cases of child sexual exploitation have access to the resources they need.
- Take a multi-agency approach to tackling exploitation, working with the statutory safeguarding partners⁹, Greater Manchester multi-agency safeguarding hub, the ten local multi-agency complex safeguarding teams and the many specialist voluntary and community organisations, to effectively prevent and respond to children who are at risk of, or who are being, exploited.

Implement and deliver our new Hate Crime Plan to prevent and reduce hate crime.

You said:

- 15% of respondents said preventing hate crime was one of the top 3 areas to address to help keep people safe.
- *'Hate crime is more visible and personal safety has reduced significantly, especially with recent events.'*
- *'Hate crime makes you feel unsafe whether within the workplace and the streets.'*
- *'Victim of hate crime, after reporting it the police didn't even register it as a criminal offence.'*

We will:

- Focus on the delivery of the six priorities within the Hate Crime Plan – education, prevention and early intervention, bringing communities together to tackle hate crime, increase communication and awareness of hate crime, increase confidence to report hate crime and improve support for victims of hate crime.

⁹ The 3 statutory partners are GMP, NHS Greater Manchester and local authorities.

- Work with GMP to introduce a new service standard for responding to hate crime – ensuring that victims know what to expect and have confidence that all incidents will be dealt with thoroughly and consistently.

Equality action: Increase the reporting of and response to hate crime, with a focus on hate crime which is racially motivated.

Spotlight on: The Greater Manchester Hate Crime Plan

In October 2024, Greater Manchester launched a new Hate Crime Plan that focuses on education and raising awareness of hate crime, its consequences and how to report it, while also improving support for victims.

Tackling hate crime is more important than ever, and the new Plan sets out how partners will work together over the next four years to prevent and tackle hate in its many forms and make our communities safer and stronger for all.

[Hate Crime Plan 2024–2028](#)

Improve our understanding of cyber and technology-enabled crime, and the impact and harm this causes.

You said:

- 65% survey responses listed Cybercrime as a top 3 concern for the next 5 years and beyond for policing.
- *‘As technology improves/changes, offenders will find new ways to commit online crime and find ways to hide it. Of particular concern is child sexual exploitation. Also, it can cause more "creative" ways to stalk/harass ex-partners, etc. Increased use of Apple Air Tags already in stalking offences and this is only likely to get worse.’*
- *‘As IT continues to evolve and the use of AI increases there needs to be actions in place to deal with this to firstly prevent crime of this sort then secondly to support those victims of this type of crime.’*
- *‘[An emerging issue I am concerned about is] Cyber-crime against all members of the community. Scams and bullying online.’*

We also know:

- Between January 2023 and June 2024, at least 4% of all recorded GMP crime was flagged as online or cyber-enabled. Over half of cyber-enabled acquisitive crime was identified as sextortion, and often targeted young males.
- The average age of victims was 30 but there was a significant concentration of victims aged between 12-15.
- GMP's 'Feelings of Safety Amongst Women'¹⁰ research showed a high number of women had experienced some form of online harassment and that having "been a victim of a crime including online crime" is very influential on feelings of safety.

We will:

- Commission work to develop our understanding of victims' experiences of cyber-enabled crime and online harm.
- Identify how to prevent and better protect victims from the harm caused by cyber and technology-enabled crime.

Equality action: Focus on technology-enabled abuse – looking at online stalking and harassment, online misogyny, deep fakes and intimate image abuse (including cyber-flashing) and financial and economic abuse to better understand and develop support for victims.

Improve partnership responses to tackling fraud.

You said:

- 12% respondents said that preventing people becoming victims of fraud was among the top 3 areas to address to help keep people safe.
- *'Older people are vulnerable to cyber scams. Not enough focus on this.'*
- *'Fraud does feel like an area where there is totally insufficient attention by the Police. Police action seems non-existent.'*

¹⁰ GMP DJS Research – Feelings of Safety Amongst Women Research April 2022

We will:

- Work with GMP to consider how the Fraud Protect pilot can be extended.
- Develop a Greater Manchester Fraud Partnership to develop a common understanding among local partners of threats, vulnerabilities and risks around fraud.
- Raise awareness of fraud and prevent repeat victimisation.

Equality action: Raise awareness of fraud and economic crime, and the impact of this on older people, promoting preventative activity and how individuals and communities can get involved to support each other.

Spotlight on: Fraud Protect pilot

The Fraud Protect pilot, piloted in Stockport and Trafford in early 2024, created a local Fraud Prevention Hub, led by a Fraud Protection Officer and supported by five Fraud Volunteers. The Hub works with local partners to raise awareness and provide education to residents about the different types of fraud and cybercrime. Since the start of the pilots, financial losses on the most common types of fraud, such as phishing emails and investment scams, have fallen by 42% in Stockport when compared to figures from the year before, with a 27% decrease in victim numbers. In Trafford, financial losses on volume fraud have reduced by 74% with a decrease in victim numbers of 21%. We now want to build and expand this model across Greater Manchester.

Continue to keep children and young people safe

You said:

- 27% of respondents said that keeping children and young people safe was one of the top 3 areas to address to help keep people safe.
- *'Police don't listen to children as much as they do adults and it's really frustrating because you feel like less of a person even though I know how to speak for myself. We don't have as much of a voice as adults.'*

- *'Work with high schools where children who are vulnerable to less opportunities, poor education, being bullied may resolve to anti-social behaviour or crime as a way to combat the situation they are in.'*

We also know:

- That across Greater Manchester, between 12% and 22% of all pupils are suspended.¹¹ This increases to between 62% and 79% for children who are in the offending population, showing a clear link between children who are suspended and children who offend.
- That 81% of young people in Greater Manchester feel safe in their local area.¹²

We will:

- Provide positive opportunities for young people and prevent children and young people coming to harm by working with schools and colleges – focusing on those not attending education as we know this increases the risk of becoming involved in crime and anti-social behaviour.
- Improve the early identification of children and young people who need support and are vulnerable to harmful influence.
- Support the creation of effective pathways to education, work and skills opportunities and other healthy and meaningful activities, through pathways such as MBacc, reducing the likelihood of children and young people having contact with the criminal justice system.
- Support children and young people having access to safe spaces in their communities, such as youth centres, hubs and zones, ensuring that these spaces should be accessible, local and open at times when young people most need them.

¹¹ Figures range as they vary dependent on which local authority areas is being referred to in Greater Manchester.

¹² #BeeWell data 2023

5. Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour

You said:

- *‘Operation Avro is brilliant, the work undertaken in Oldham really made me feel like change might be happening. It is disappointing that my community is riddled with drug problems and the same people are making a living from drug dealing. It seems to be a no-go area for policing and whilst I am not born and bred here the community would massively be improved if people who make a living selling drugs were brought to justice’*
- *‘A feeling of my area being neglected by practically every authority makes the community connections imperative - there is little else.’*
- 10% said anti-social behaviour was their number one current concern in relation to policing and crime.
- 32% reported that threatening, harassing or unruly behaviour such as drunkenness and loitering in public places was their main concern in relation to anti-social behaviour.
- 12% said they were concerned about other neighbourhood crime e.g. burglary and vehicle crime and retail crime.
- 29% said low levels of crime and anti-social behaviour made them feel safe in their neighbourhood.

We will:

- Roll out the award-winning Op Vulcan model to all 10 areas of Greater Manchester and the Bee Network, by developing a flagship problem-solving approach to shift stubborn crime and anti-social behaviour.
- Reduce anti-social behaviour by developing a new Greater Manchester framework in collaboration with community safety partners that includes

hotspot policing, and which utilises the different tools and problem-solving approaches.

- Reduce retail crime with a focus on clear lines of reporting, building on our use of technological solutions and a problem-solving approach with businesses and partners.
- Support the #Shopkind campaign to reduce incidents of violence and abuse towards shop workers.
- Implement the new Protect Duty (Martyn's Law) to make public spaces and venues safer and prevent and deter attacks.

Equality action: Increase feelings of safety in the night-time economy, with a focus on women and girls, students and vulnerable groups, through our public campaigns including #IsthisOK and through the commissioning of night-time havens and support services.

6. Improving road and transport safety, so people can travel around our city-region safely

You said:

- *'[A current concern in relation to policing and crime is the] Legality of ebikes - unrestricted / not pedal assisted. Riding without lights, through red lights and on pavements.'*
- *'Improving safety & feelings of safety on public transport is definitely a high priority.'*
- 36% people had road safety in their top 3 areas of current concern.
- 20% people said off-road motorcycling was their number one area of concern relating to anti-social behaviour.
- When asked about strengthening communities and places, 40% said making roads safer and reducing danger on roads was one of their top 3 priorities.

- 19% said improving safety and feelings of safety on public transport was one of the top 3 areas to address to strengthen communities and places.

We also know:

- The Greater Manchester Ambition for Ageing lists transport safety as among one of its biggest barriers to ageing well.
- The 2022 'Destination: Bee Network' engagement survey reported that 57% of women said they feel unsafe on streets and public transport.

We will:

- Work closely with TfGM, GMP and others to develop a comprehensive strategy with the ambition of making our public transport system the safest in the world. The strategy will be developed utilising the tried and tested principles of Operation Vulcan. It will build upon and further develop the work of our effective TravelSafe Partnership (jointly led by TfGM and GMP).

Continue to work with the TravelSafe Partnership to:

- Increase the number of TravelSafe Support and Enforcement officers on buses and trams to reduce incidents and increase feelings of safety, including on the new night bus service.
- Continue with Operation Vulcan Network to reduce crime and anti-social behaviour at our major interchanges and across the transport network and increase passenger safety.
- Continue with the Travel Safe Operation Avro Network days of action to crack down on fare evasion and anti-social behaviour on the Bee Network.
- Deliver the dedicated TravelSafe Live Chat service so that people can easily, safely and discreetly report concerns to GMP when travelling.

Continue to work through the Greater Manchester Safer Roads Partnership to:

- Reduce road fatalities and work towards our vision for zero road deaths.
- Undertake targeted days of action to reduce speeds, reduce anti-social driving and off-road biking, e-bikes and e-scooters and further roll out community speed-watch schemes.

- Continue to explore how to give GMP permanent and real-time access to the Clean Air Zone camera infrastructure to improve their Automatic Number Plate Recognition (ANPR) camera capability, to help identify offenders, and increase safety.

Equality action: Improve feelings of safety on public transport, focusing on people who feel less safe including women and girls and older people.

Equality action: Deliver thought provoking education and awareness campaigns aimed at those that are at greater risk of road danger including the Safe Drive: Stay Alive campaign aimed at younger drivers.

Spotlight on: Safer Roads Partnership and Vision Zero

Development of the Vision Zero Strategy and Action Plan is being led by the Greater Manchester Safer Roads Partnership, made up of the GMCA, the 10 Greater Manchester local authorities, TfGM, GMP, GMFRS and National Highways.

Nationally almost 10,000 people have been killed or suffered life-changing injuries on roads in the last 10 years. The GMCA has endorsed a Vision Zero approach for the city-region. It aims to eliminate road death and life-changing injury by 2040, with a target to achieve a 50 per cent reduction by 2030. [Vision Zero - Greater Manchester Combined Authority](#)

7. Reduce high harm and repeat offending taking a preventative and diversionary approach

You said:

- *'More collaborative early intervention work is needed. It's not a one organisation issue, it's needs to be worked at together. And funding is needed to back it.'*
- *'Improving community payback and restorative justice options to help reintegrate offenders back into their communities.'*

- 51% of respondents ranked reducing high harm and offending as very important to them.
- The top 3 areas people said were important to tackle were investigating and solving more crime, more victims of crime receiving justice, and tackling organised crime.

We also know that:

- Half of offenders from Greater Manchester who are currently in prison are in custody outside of Greater Manchester.
- Recalls to prison are having a significant impact on demand and capacity within the criminal justice system.
- Victims of serious offences are waiting longer for their case to go to trial.
- We need to increase diversionary opportunities and stop children and young people being unnecessarily criminalised.

We will:

Drive a new multi-agency ambition in Greater Manchester to achieve diversion away from the criminal justice system.

To achieve this, we will:

- Target specific cohorts of offenders and design services with partners to drive and deliver improvements to investigation and prosecution decision-making, helping to achieve swifter justice and a reduction in delays.
- Develop and implement a perpetrator model that balances protecting victims, managing offenders and changing behaviour, to reduce harm and offending and to stop people entering through the revolving door of contact with the criminal justice system.
- Make it easier for people to get access to and be referred to diversionary and rehabilitative support services when they come into contact with the police and other criminal justice agencies, ensuring those services are accessible and meet needs.

- Develop our next phase of commissioning for the Greater Manchester Integrated Rehabilitative Services, building stronger pathways for people on probation to access wider support in the community built on the principles of increasing the resilience of individuals and communities to cope with the impact of trauma and inequality.
- Re-design and recommission our Greater Manchester Restorative Justice Service, as part of the work to improve and increase the use of out of court resolutions by GMP.

Equality action: Embed lived experience into decision making in the commissioning and re-design of service provision.

Prevent more children and young people becoming involved in crime and divert them away from the criminal justice system

You said:

- *‘Doing sports, someone to talk to, youth zones, things to do, having good friends, being busy at home, liking school, having safe places to go, nice things, a positive role model, having things to do or different opportunities.’*
- *‘Well-funded and -run youth organisations and youth sports facilities to reduce anti-social behaviour due to boredom - there are very few such organisations or facilities locally.’*

We will:

- Continue to work with GMP on delivery of their Child Centred Policing Strategy, improving outcomes for children and ensuring that they are safeguarded, protected from harm and not unnecessarily criminalised.
- Improve our understanding of the issues that cause children and young people to become involved in criminal activity - working with key partners.
- Respond at the earliest opportunity to adverse childhood experiences (ACEs), by equipping those who work with children with the knowledge and skills to recognise indicators of exposure to ACEs and feel confident to intervene.

- Invest in services that place a high value in developing trust and belief in young people.
- Increase the use of out of court resolutions and voluntary attendance, reduce the number of children taken into police custody, and have fewer children remanded or sentenced to secure custody.
- Support the resettlement of children and young people from secure custody into their families and communities.

Work in partnership to improve criminal justice responses to gender-based violence.

You said:

- *‘A lot of crimes such as domestic abuse and rape do not lead to a conviction which in turn can reduce the likelihood of victims reporting. Tackling this issue should be a top priority.’*
- *‘Stalking and harassment is also a significant concern to clients supported by my organisation and requires different advice/support and safety to other areas of domestic abuse and gender-based violence.’*

We also know:

- Stalking and harassment accounted for 14% of all offences recorded by GMP in 2023/24.
- 16% of sexual offences and 37% of stalking and harassment offences were flagged as domestic abuse by GMP in the year ending March 2024.
- Almost half of domestic abuse flagged offences in GMP were recorded as violence (44%) in the year ending March 2024.
- 1 in 20 adults in England and Wales will be a perpetrator of VAWG every year (2.3 million perpetrators).¹³

We will:

¹³ National Policing Statement 2024 For Violence Against Women and Girls (VAWG)

- Ensure the full force of the law is applied to prolific perpetrators of gender-based violence who cause high harm, to stop them offending.
- Develop and deliver a Greater Manchester Perpetrator Strategy that will guide our work for the next four years.
- Deliver a comprehensive package of perpetrator interventions with local authority partners across Greater Manchester.
- Roll out the Domestic Abuse Protection Order pilot on a phased basis across Greater Manchester, sharing learning to support the national roll out.
- Continue to develop our Multi-Agency Tasking and Co-ordination (MATAC) work to support effective management of perpetrators.
- Further develop our Multi-Agency Stalking Intervention Partnership (MASIP) and increase the use of Stalking Protection Orders (SPOs).

8. Tackling drug, alcohol and wider addictions

You said:

- 28% of respondents said that drug use was their top current concern in relation to anti-social behaviour.
- 19% said tackling drug and alcohol addiction was one of the top three areas to prioritise to reduce harm and offending.
- *'The police should be treating people who use alcohol and drugs in a way that supports them, because in the long term this will benefit society. We need to be treating drug and alcohol use as a health problem, not as a lifestyle choice.'*
- *'Drugs, alcohol and health needs should also be tackled. Health underpins everyone's actions - e.g. can't work due to poor health, turn to crime as cannot afford to live on benefits.'*

- *‘Low level drug dealing that is known about needs dealing with. The users are the victims, it’s the dealers that need sorting out. [...] Have effective solutions to deal with it like get clean programs instead of jail.’*

We also know:

- The illegal drug market causes significant problems for people – through drug related crime, drug related deaths, anti-social behaviour, and the impact on addiction and mental health.
- We want to make life better for people, focusing on solving these problems – so our drug policy is pragmatic, not ideological.
- Not all people who use drugs cause direct harm to others. Nationally, there are millions of people who use illegal drugs or alcohol who are struggling with their mental and physical health.

We will:

- Commit to working with GMP and our partners to disrupt organised criminal drugs offenders and their business models, preventing them harming victims, and bringing offenders who supply illegal drugs to justice.
- Continue our work with treatment and care services for those who are addicted to reduce deaths and help people recover.
- Focus our law enforcement, court orders, and treatment interventions on the small minority whose drug use is associated with criminal or anti-social behaviour.
- Be honest with the public in educating them about the risks of drug use.
- Work with GMP to develop a new approach to those arrested for drug possession that enables police and prosecutors to apply a proportionate response to users who do not directly harm others, dependent users, and those profiting from drug supply.
- Continue to commission central intelligence functions regarding drugs use and drugs markets, including Greater Manchester Trends research, the Early Warning System and local Drug and Alcohol Related Death Panels.

- Work with partners to reduce opiate deaths through the distribution and administration of Naloxone; encouraging GMP officers to carry this life saving medication.
- Support GMP in enacting and implementing the new GMP Drugs Strategy.
- Work in partnership with NHS Greater Manchester to address the challenges that people with co-occurring substance misuse and mental health conditions face in accessing appropriate support. Our Co-occurring Conditions Programme (recognising people suffer from multiple illnesses/conditions at the same time) will highlight, influence and support changes needed across Greater Manchester so that people with co-occurring conditions receive the right support in the right place at the right time.

Equality action: Prioritise preventative and diversionary activities for young people who are most at risk of addiction and exploitation.

Spotlight on: Greater Manchester Combating Drugs Partnership

Combating Drugs Partnerships (CDPs) exist across England to bring together the different individuals and organisations responsible for delivering and coordinating activity to reduce drug-related harm in a local area. In Greater Manchester this is done through the Drug and Alcohol Transformation Board. The Board is co-chaired by the Deputy Mayor for Safer and Stronger Communities and the Greater Manchester Directors of Public Health Lead for Drugs and Alcohol. The Board has strategic oversight of policy, performance, planning and finances and is kept in touch with local services and issues through regular meetings facilitated via the GMCA.

9. Reducing and preventing gender-based violence and all forms of serious violence

You said:

- *‘By reducing knife crime and organised crime then the rest such as drug addiction would result in a lower crime rate and a reduced amount of victims.’*
- 17% of respondents ranked knife crime in their top 3 current areas of concern.

We will:

Reduce and prevent serious violence and knife crime

- Implement and deliver our Violence Reduction Strategy, 'Greater than Violence', working together to reduce knife-enabled serious violence, non-domestic homicides and hospital admissions for assaults, especially among victims aged under 25.
- Continue to invest in programmes that help to reduce violence and work to support and strengthen families, make schools safer environments and communities healthy places to live.
- Continue to listen to communities and invest in services which will address the priorities they identify to reduce serious violence in their area through our community-led approach, embedding this approach across all our Greater Manchester localities and strengthening our Voluntary, Community, Faith and Social Enterprise sector to deliver services and support.
- Continue our convening role for the Serious Violence Duty, closely monitoring its implementation to ensure responsible and relevant agencies do all they can to discharge their duties in reducing violence, to develop meaningful partnerships, to share information more effectively and to reduce violence.
- Work with the education system across Greater Manchester to help reduce violence, developing meaningful offers and interventions for schools and colleges to use with their students.

Spotlight on: Our 10-Year Greater than Violence Strategy

The Greater than Violence Strategy commits to working together with individuals and communities to understand their strengths, challenges, and ideas to tackle violence.

Led by the Mayor and Deputy Mayor, the Strategy works to improve lives by preventing violence, supporting victims, families and communities affected, and providing positive opportunities to those at risk of becoming victims, witnesses, or perpetrators to help them avoid violence. The strategy is founded on two pillars: preventing violence from happening and responding swiftly and appropriately when it occurs. Underneath these two pillars are five principles guiding the commitments

made in the Strategy: community-led, early and timely intervention, partnerships for change, equality, equity and justice and becoming a trauma-informed city region.

Greater Than Violence Strategy

Reduce gender-based violence

You said:

- 21% of respondents said domestic abuse, sexual violence and other forms of gender-based violence were in their top 3 areas of current concern.
- When thinking about addressing the disproportionate impact of crime, 37% said continuing to focus on tackling gender-based violence was in the top 2 areas to address.
- *‘Be more proactive about gender-based violence. Consider the intersections that can occur across groups. Have representation.’*
- *‘Violence against women and girls is one of the biggest issues in this country and I don’t feel there is enough focus on educating people or giving resources to these areas.’*

We also know:

- At least 1 in every 12 women will be a victim of VAWG every year (2 million victims).¹⁴
- Nationally in the year ending March 2023, police recorded 103,135 rape and serious sexual offences, 400,123 domestic abuse related crimes, 436,196 stalking and harassment offences.
- From August 2022 - July 2023, 41,540 Child Sexual Abuse and Exploitation offences were committed against girls aged 10-17.¹⁵

¹⁴ National Policing Statement 2024 For Violence Against Women and Girls (VAWG)

¹⁵ National Policing Statement 2024 For Violence Against Women and Girls (VAWG)

- 17% of people in temporary accommodation found themselves there because of domestic abuse. Victims of domestic abuse typically make up 15-20% of presentations to their local authority for homelessness support.

We will:

Redouble our commitment to our 10-year gender-based violence strategy and hold ourselves to account for its delivery.

- Continue our cutting-edge work with our gender-based violence Lived Experience Panel. The Lived Experience Panel ensures an authentic influential voice in the development of policy, the effective design of services, and the relevance of our interventions across all areas of the Gender-Based Violence Delivery Plan.
- Ensure that Greater Manchester is recognised as a pioneering city-region which has zero tolerance for gender-based violence.
- Commission a gender-based violence strategic needs assessment to provide an empirical basis for our work and ensure it is evidence led.
- Ensure that the next iteration of the #IsThisOkay campaign continues to deliver a step change in campaigning and public engagement that aims to change men's and boys' behaviour towards women and girls.
- Work with employers to develop workplaces across Greater Manchester that are safe, free from any form of gender-based violence, and where those experiencing it will be helped.
- Work with housing colleagues across Greater Manchester to ensure victims and survivors of gender-based violence and their children are able to remain in the family home if they wish to do so.
- Identify and respond to the gender-based violence issues that affect women and girls in education, schools, colleges and universities, and work with those who work with our children to develop meaningful programmes and interventions that empower them to challenge misogyny and embrace equity.

- Continue to work with Government to protect the most vulnerable in our society from gender-based violence, particularly those with no recourse to public funds.

Equality action: Ensure we work with older people, disabled people, LGBTQ+ communities and those with no recourse to public funds to reduce violence and harm towards them.

Spotlight on: Our 10-year gender-based violence strategy

Published in September 2021, our radical 10-year strategy sets out a comprehensive programme of service delivery to improve responses to gender-based violence and to prevent it from happening in the first place by challenging the societal attitudes and inequalities that enable it. Our strategy recognises that anyone can become a victim of gender-based violence, but that it does mainly affect and impact women and girls.

The strategy was developed following extensive work with people who support those affected by abuse and violence, including those who have personal experiences of gender-based violence.

It is supported by detailed delivery Plans that can be found here [Gender-Based Violence - Greater Manchester Combined Authority](#)

10. Reducing and tackling serious and organised crime

You said:

- Tackling serious and organised crime is one of the top 3 areas people felt was important to reduce harm and offending. 13% said that it was their main concern in relation to reducing harm and offending.
- 9% said that organised crime was their number one current concern.
- *There seems to be an undercurrent of organised crime locally that seems to go unpunished and undetected.'*

We will:

Continue to tackle serious and organised crime through our successful partnership approach, Programme Challenger, including:

- Continue to raise awareness of serious and organised crime threats across Greater Manchester and support the sharing of information between agencies to put effective action plans in place to tackle it.
- Develop our understanding and response to new and emerging serious and organised crime threats, such as organised immigration crime.
- Relentlessly pursue those individuals who pose a threat to our communities via their involvement in serious and organised crime.
- Improve the recognition and understanding of serious and organised crime as a driver of serious violence, substance use, and criminal and sexual exploitation.
- Improve the management of those convicted of serious and organised crime from conviction through sentence and back into the community.

Spotlight on: Programme Challenger

Programme Challenger is Greater Manchester's partnership response to serious and organised crime. It draws on the expertise and insight of public, private and voluntary and community sector organisations operating in Greater Manchester and beyond. Responding to the problem of serious and organised crime is not solely the responsibility of the police and the criminal justice system; it requires collaboration with organisations from all sectors as well as the communities with whom they work. Programme Challenger provides this system-wide collaboration across Greater Manchester, regionally and nationally to effectively tackle the threat of serious and organised crime.

Finances

Police budget and precept

Individuals, families, businesses and communities are facing financial pressures, and we know this can lead to increased crime and harm.

Public services that need to protect people and keep them safe are also experiencing financial challenges, and this includes the police.

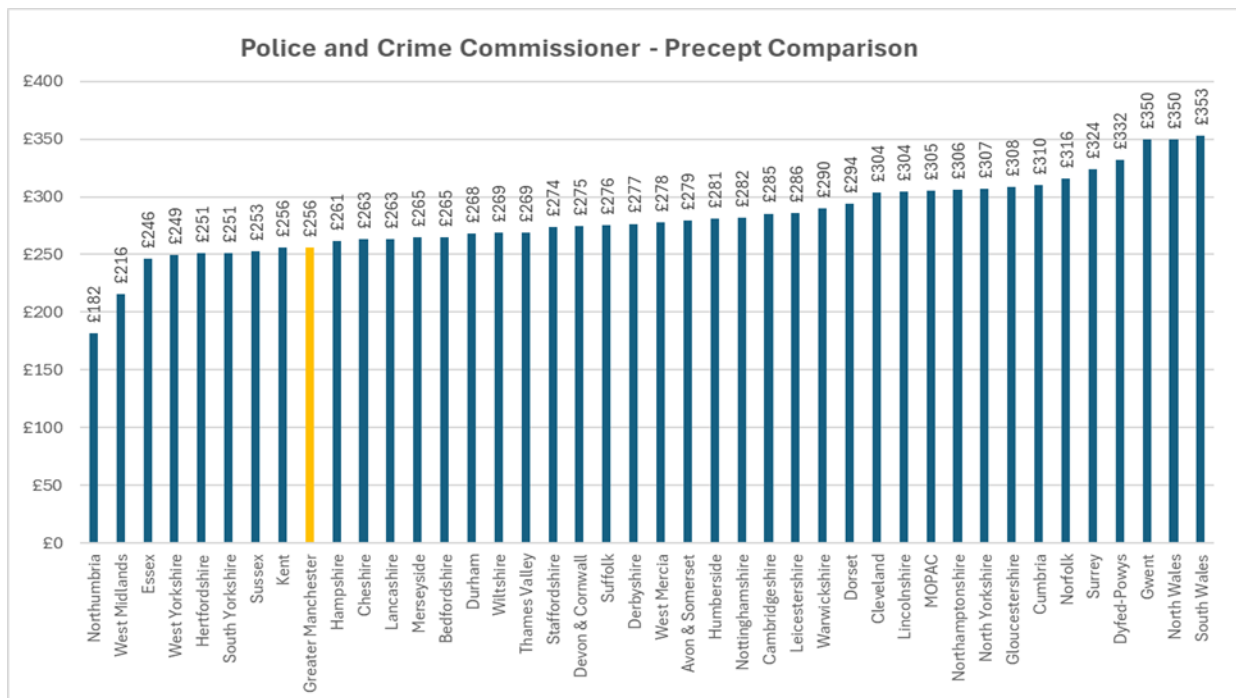
Police forces are funded by a combination of a grant from central Government and the policing precept, which forms part of people’s overall council tax bill.

The chart below shows the Government grant funding received by GMP between 2010/11 and 2024/25. In 2024/25, although additional funding was provided to meet unavoidable, existing pay and pensions costs, in real terms Greater Manchester’s share of the settlement provided a below inflation grant increase of 1.5% for the force to meet pay and price pressures.

The policing precept is the amount residents contribute to local policing through the council tax bill. Greater Manchester is more dependent than other areas on changes to Government grant funding due to the lower council tax base in the region.

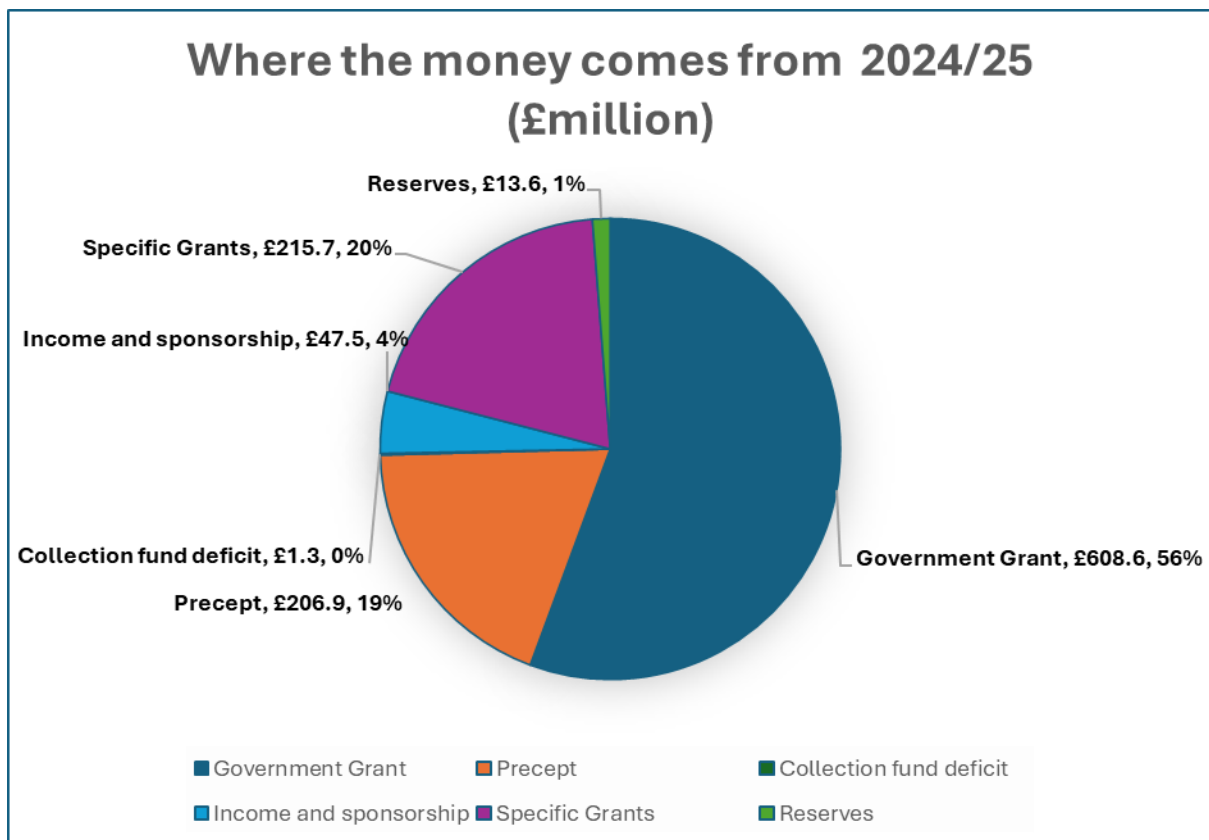
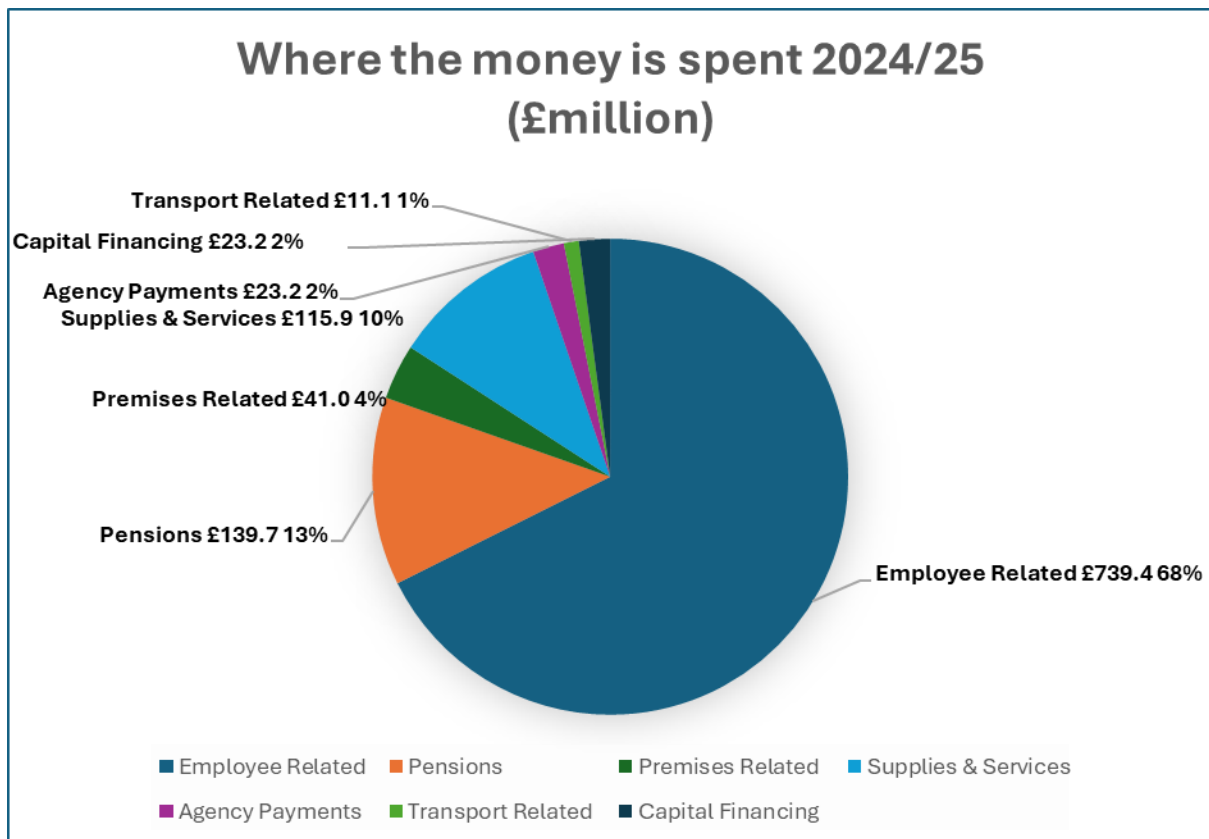
All this leaves us with a funding gap.

With the help of what we raised through the precept last year, the Chief Constable has brought about significant improvements in policing. But there is more to do, and we want to ensure the police have the resources to continue to improve their service to the public.



Our annual budget sets out the resources that are available to fund GMP to resource policing services and Mayoral Police and Crime Commissioner functions. The charts

below outline where our funding came from, and where it was spent in 2024/25.



The 2024/25 financial year is the final year of the Government's 2021 three-year Comprehensive Spending Review which provided national funding allocations for policing for 2022/23 – 2024/25. Planning assumptions for future years therefore remain subject to significant uncertainty around national funding allocations for policing.

Accountability, scrutiny and performance

This Plan is evidence-based and sets out what you told us you want us to deliver, how we are going to deliver it, and how we - and importantly you - are going to know we have achieved it.

Our ambitions will only be achieved by partners working together at a Greater Manchester and local level, and by our being held accountable for our progress and performance. We have mechanisms and bodies in place to do this.

The Police, Fire and Crime Panel¹⁶ will:

- Hold the Mayor and Deputy Mayor to account for the delivery of the Police and Crime Plan. The Panel directs a programme of reporting to ensure our priorities are being delivered and our progress is on track, including through review of a performance scorecard.

The Deputy Mayor for Safer and Stronger Communities will:

- Continue to hold the Chief Constable to account, including through Deputy Mayor's Executive meetings - formal scrutiny meetings that take place every six weeks.

We will also:

- Publish an annual report of our progress against the Plan.
- Attend Mayor's Question Time to hear the views of the public.

¹⁶ The Police, Fire and Crime Panel is made up of 10 elected Members, one from each Greater Manchester local authority, 5 co-opted political members and 2 independent members.

- Hold an annual Police and Crime Plan progress session – inviting our partners and community members to contribute and participate.
- Provide local councillors and MPs with opportunities to meet senior police officers, the Mayor and Deputy Mayor so that they can raise residents’ concerns directly.
- Introduce a new Independent Scrutiny Panel to oversee arrests and custody and ensure better feedback loops from Independent Advisory Groups and GMP-led Scrutiny Panels on stop and search.
- Use feedback from our Independent Custody Visitors to improve GMP’s custody provision and aim to achieve Gold Accreditation for this scheme.
- Use our statutory role as the Relevant Review Body for Police Complaints Reviews (in line with statutory Police Regulations) to identify common themes which may be of interest or concern.
- Work with our Independent Police Ethics Committee to ensure that policing is operating in line with the ethical behaviours that the public expect.
- Listen to the voice of lived experience to influence our approach to effective scrutiny.
- Ask the Greater Manchester Equality Panels to help us deliver and progress our 16 equality commitments, identifying with them how they can best support us to achieve this.
- Continue to engage with His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and GMP on Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections and other thematic inspection findings and recommendations, to improve police performance as GMP works towards becoming an outstanding police force.

How will we know we are making a difference

Through this Plan we have committed to improving safety, and reducing harm and crime, and knowing how well we are doing in achieving that is central to this ambition.

To achieve this, we will:

- Use findings from our Policing and Community Safety Survey.
- Use findings from our Victims Survey.
- Publish our Police and Crime Plan performance scorecard to detail improvements under each of area of this Plan.
- Monitor the levels of police recorded crime and crime outcomes.

What success looks like and our headline measures

What success looks like	How we will measure this	Source
An increase in trust and confidence	% agree 'taking everything into account I trust GMP'	Policing and Community Safety Survey
	% agree 'taking everything into account they are doing a good job'	Policing and Community Safety Survey
	% trust the police	Crime Survey for England and Wales
	% confidence in the police	Crime Survey for England and Wales
A decrease in repeat offending	% proven reoffending rate	Ministry of Justice proven reoffending statistics
An increase in victim satisfaction	% satisfied	Greater Manchester Victims Survey
Maintaining 999 and 101 performances	999 speed to answer	Home Office call answering league tables
	Non-emergency speed to answer	GMP
An increase in outcome rates across all key crime types	% crimes closed with 'positive outcomes' (1-8) or 'solved rate'	GMP or ONS / iQuanta for national data

An increased use of out of court resolutions and diversionary activity	Number of Out of Court Resolutions including outcome 22 ¹⁷	GMP or ONS / iQuanta for national data
An increase in the representativeness and diversity of the police workforce	Current workforce by gender and ethnicity	GMP
	Recruitment by gender and ethnicity	GMP
	Retention and progression (ethnicity by rank)	GMP
A decrease in knife crime and serious violence and reductions in hospital admissions for assault	Homicide rate	GMP or ONS / iQuanta for national data
	Robbery rate	GMP or ONS / iQuanta for national data
	Violence with injury	GMP or ONS / iQuanta for national data
	Hospital admissions due to assault	Greater Manchester NHS
	Hospital admissions due to assault by sharp object	Greater Manchester NHS / HMICFRS
	Police recorded knife crime	GMP or ONS / iQuanta for national data

¹⁷ Outcome 22 is a police outcome code that can be used where no further action has been taken but a diversionary intervention has taken place to address offending behaviour and to prevent reoffending, for example attendance at a victim awareness course or drug awareness course. It can be used for adults and children.

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 18th November 2024
Subject: Annual report of the Deputy Mayor, April 2023 – March 2024
Report of: Kate Green – Deputy Mayor for Safer and Stronger Communities

PURPOSE OF REPORT

The Police Reform and Social Responsibility Act 2011 requires that an Annual report is produced which outlines the functions, activity and progress in meeting the police and crime objectives in the Mayor's police and crime plan.

The attached report is presented to Panel for endorsement.

RECOMMENDATIONS:

1. Panel members are asked to endorse the annual report for 2023/24.

CONTACT OFFICER:

Neil Evans

Director – Police, Crime, Criminal Justice and Fire

neil.evans@greatermanchester-ca.gov.uk

1. INTRODUCTION AND BACKGROUND

- 1.1 The Police Reform and Social Responsibility Act 2011 requires that each elected local policing body must produce a report (an “annual report”) on:
 - 1.1.1 The exercise of the body’s functions in each financial year, and
 - 1.1.2 The progress which has been made in the financial year in meeting the police and crime objectives in the body’s police and crime plan.
- 1.2. As soon as practicable after producing an annual report, the elected local policing body must send the report to the relevant police and crime panel.
- 1.3 The elected local policing body must attend before the panel at the public meeting arranged in accordance with section 28(4), to:
 - 1.3.1 Present the report to the panel, and
 - 1.3.2 Answer the panel’s questions on the report.
- 1.4 The elected policing body must:
 - 1.4.1 Give the panel a response to any report or recommendations on the annual report (section 28(4), and
 - 1.4.2 Publish any such response
- 1.5 It is for the police, fire and crime panel to determine the manner in which a response to a report or recommendations is to be published in accordance with subsection (4)(b).
- 1.6 An elected policing body must arrange for any annual report to be published.

1.7 It is for the elected local policing body to determine the manner in which an annual report is to be published.

1.8 The content of the annual report needs to include:

1.8.1 The exercise of the body's functions in each financial year.

1.8.2 The progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan.

2. DEVELOPING THE ANNUAL REPORT

2.1 The annual report covers the period from April 2023 - March 2024 in an electronic format that can be downloaded as a pdf file.

2.2 The annual report is structured to reflect the functions of the Deputy Mayor and covers the following areas:

- Forewords – Mayor and Deputy Mayor
- Responding to challenges and successes
- Working Together and our priorities
 - Keeping people safe
 - Reducing Harm and offending
 - Strengthening communities and places
- Investing in communities
- Budget, Grants and Expenditure
- Forward Look

2.3 All district community safety partnerships have contributed to the content of the annual report and examples of the work that is taking place in districts and with communities is featured within each of the priorities. The 'Investing in Communities' section of the report outlines examples of initiatives and programmes within the districts.

3. RECOMMENDATIONS:

- 3.1 Appear on the front page of the report.

Standing Together

Deputy Mayor's Annual Report 2023/24



**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY FOR OUR COMMUNITIES

Contents

Foreword	
Mayor's Foreword.....	03
Deputy Mayor's Foreword.....	04
Section 1 – Responding to challenges and successes	06
GMP's continuing improvement.....	06
Greater Manchester Fire and Rescue Service activity to support the Police and Crime Plan	13
Section 2 – Working together to achieve our priorities	16
Gender-based violence (GBV)	22
Greater Manchester (GM) Victims' Services	27
Tackling serious and organised crime – Programme Challenger	28
Youth Justice Transformation	30
Reforming Adult Offender Management	34
Hate crime	40
Project Servator	41
Greater Manchester TravelSafe Partnership (TSP).....	43
Greater Manchester Police (GMP) Transport Unit.....	47
Safer travel.....	49
Safe Streets Fund – Rounds Four and Five	51
Village Angels and Safe Haven	51
Tackling retail crime	53
Section 3 – Investing in communities	55
Bolton.....	56
Bury	65
Manchester.....	69
Oldham.....	74
Rochdale.....	80
Salford	84
Stockport.....	89
Tameside	100
Trafford	114
Wigan	117
Section 4 – Budgets – Grants and expenditure	122
Section 5 – Forward look	124

Page 116

Mayor's Foreword

In May 2024 I was honoured to have been elected to a third term as Mayor of Greater Manchester, which means I can continue to focus on my ambitions over the next four years to make a real difference for all people in Greater Manchester. I remain committed to working at every level across our city-region, in every community, to improve people's quality of life and how safe people feel in their homes, in their communities and as they travel across our city-region.

You can't have a greener, fairer or more prosperous city-region if people don't feel safe and it is therefore essential that our next phase of devolution maximises the strong links to policing, crime and community safety. This includes working together to ensure a safe, integrated transport system; creating safer roads to increase active travel; creating more safe spaces for young people to prevent crime and anti-social behaviour (ASB); developing MBacc opportunities in blue light services and so much more.

GMP has continued to maintain significant improvements in their performance in 2023/24 and have been judged to be the fastest-improving police force in England and Wales by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). We know there is more work to do to drive sustained improvements and I will continue to give strong backing to our police force to achieve the goal of making Greater Manchester Police (GMP) a force that is good or outstanding across the board.

Police officer numbers have now exceeded more than 8,000 for the first time in over 10 years, and we are seeing outcome rates across all crime types improving, meaning more offenders are being brought to justice.

The third of four independent assurance reviews into historic Child Sexual Exploitation (CSE) reported in January 2024. This focussed on the investigation of non-recent CSE in Rochdale. We are now being supported by HMICFRS and OFSTED to complete the fourth review, which we expect to report

later in 2024. We will ensure that there is appropriate oversight and implementation of the recommendations once completed.

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

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



Andy Burnham
Mayor of Greater Manchester

Deputy Mayor's Foreword

I am pleased to introduce our annual Police and Crime report for 2023/24.

Throughout this report we have highlighted examples of how we are achieving the cross-cutting ambitions set out in the Police and Crime Plan, 'Standing Together':

- Tackling inequality and injustice in all its forms, including gender-based violence (GBV).
- Delivering with victims, communities, and partnerships.

These cross-cutting themes are the foundation of how we deliver our police and crime priorities in Greater Manchester.

In 2023/24 we have seen GMP continue to improve their performance. It is reassuring that this has been recognised by HMICFRS in their first PEEL (police effectiveness, efficiency and legitimacy) inspection since 2020, citing increased numbers of crimes being solved and reductions in levels of neighbourhood crime, vehicle crime and homicides. GMP's strong leadership was reflected throughout the PEEL report. There is still much work to do to drive further improvements and this will be driven and overseen by GMP's HMIC Oversight Board. As Deputy Mayor, I will continue to provide the appropriate scrutiny and oversight of GMP to ensure these improvements are delivered.

But as the title suggests, the Standing Together Plan is about more than just policing – it's about the work we do with partners to keep people safe. So, I'm delighted to be able once again to showcase the great work that is taking place across Greater Manchester, led by Community Safety Partnerships (CSPs) working closely with local communities, to deliver a wide range of projects and initiatives to tackle crime and disorder. This report shines a light on the work that is happening in each locality,

and I am committed to supporting our CSPs to work through the challenges they face and make the most of the opportunities available.

Operation Avro and Operation Vulcan are two excellent examples of the way we work in Greater Manchester with partners coming together, taking targeted action that has led to some impressive results. Operation Vulcan has resulted in 41 arrests, eight joint days of action with partners, resulting in significant reductions in crime in Cheetham Hill and improvements in detections of retail theft at Manchester Piccadilly train station. Op Vulcan Cheetham Hill has since won the international Goldstein award for problem-solving.

As part of my commitment to improving services for victims of crime, I am pleased that the Greater Manchester Victims' Service (GMVS) has been refreshed with a new provider, Catch22, now in place who are committed to ensuring that the right practical and emotional support services are available to all victims of crime. Work continues to develop a digital portal and new website that will transform the way victims and survivors access, engage, and interact with support services across Greater Manchester. This will place the needs of victims front and centre and is being designed to reflect every step of the victims' journey.

GBV remains a key area of focus. We continue to work with GMP, our 10 local authorities, health agencies, the community and voluntary sector, and schools and colleges to deliver on our strategy and plan to tackle GBV in all its forms. The voice of lived experience is central to the delivery of the strategy. I am pleased that we have now established a GBV

Lived Experience Panel made up of a group of women from diverse backgrounds to advise and help us to respond creatively to the challenges posed by GBV in our city-region.

We have seen improvements in the rate of crimes solved for both domestic abuse and rape, and will maintain this focus in the future. Solved rates for domestic abuse are 12.2% compared to 11% last year, and for rape they are 9.9% compared to 6.8% last year.

Our work to tackle serious violence has continued to be a high priority. The Greater Manchester Violence Reduction Unit (VRU) launched our Greater Than Violence Strategy in December 2023. This is a 10-year strategy focussing on preventing serious violence and ensuring a swift and appropriate response when it does happen. At the heart of this strategy are five guiding principles to drive this work, including taking a community-led approach and ensuring equality, equity and justice. We have seen positive reductions in knife crime in Greater Manchester, thanks to the work of GMP and the VRU. Hospital admissions due to assault by sharp object decreased by 12.7% across all ages in 2023 compared to 2022.

Strong partnerships between all our organisations and communities are at the heart of our approach to improving community safety, equality and citizen wellbeing, and our Standing Together Plan. I'm proud of the work that is taking place with local communities to make a positive difference and of the many examples of dedication, commitment and passion that are achieving lasting change for our communities highlighted in this report.

Kate Green

Deputy Mayor of Greater Manchester for Safer and Stronger Communities



Our work to tackle serious violence has continued to be a high priority.

Section 1

Responding to challenges and successes

GMP's continuing improvement

GMP is continuing its journey to be the best police force it can be for the people of Greater Manchester.

Recently released Home Office crime figures for 2023 show a reduction in overall crime and an increase in solved crime rates, meaning fewer victims and more offenders being brought to justice.

In the last year alone, GMP has driven down crimes, showing reductions in:

24%	Burglary
10.3%	Robbery
18.2%	Vehicle crime
6.4%	Violent crime
4.8%	Theft

GMP is striving to keep our roads safer. GMP's increased roads policing unit seized 11,000 vehicles unfit for our streets last year. Fatalities have reduced by almost a third and there were 20% fewer collisions resulting in injury.

GMP is working to improve positive outcomes for victims of rape. In 2023/24 the force solved 42% more rape offences. Proportionally, this accounts for 10% of rapes reported to GMP, up from 7% the previous year and placing Greater Manchester marginally above the national average. The Deputy Mayor is focussed on more cases getting to court, particularly in cases of violence against women and girls (VAWG). To this end, GMP has

increased domestic abuse arrests by almost 6% between 2022/23 and 2023/24 and domestic violence is down by 11%.

It's also important that we don't forget the impact of crime on people's lives. 9% more crimes were solved in the year ending March 2024 than the previous year, with 37,000 crimes solved in 2023/24 compared to 33,900 in 2022/23. This accounts for 11% of all crimes recorded that year, up from 9% the previous year.

6% more violence against the person crimes were solved in the year ending March 2024 than the previous year, with 12,500 crimes solved in 2023/24 compared to 11,800 in 2022/23. This accounts for 9% of all crimes recorded that year, up from 8% the previous year.



Emergency and non-emergency call answering

On average GMP answered 999 calls in 3 seconds – much faster than the national target of 10 seconds.

GMP answered non-emergency calls in an average of 54 seconds, compared to 1 minute and 9 seconds last year.

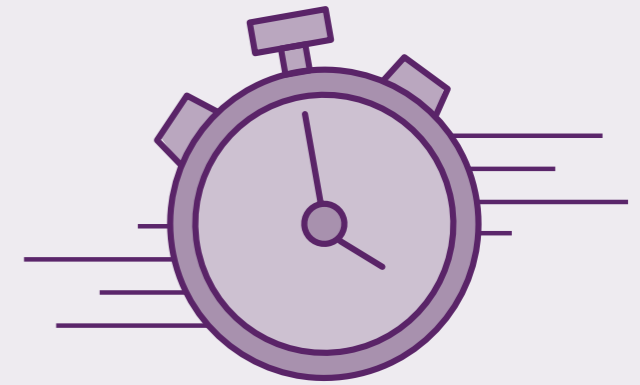


Significant reduction in crime and improved solved rates

Total recorded crime continues to reduce. This is most marked in neighbourhood crimes which have reduced by 23.2% and domestic abuse related crimes by 15.7%.

GMP has seen a significant reduction in residential burglary crimes, with 12,856, 4,105 fewer than last year – a reduction of 24.2%. The solved outcome rate has improved up to 7.5% from 5.7% last year.

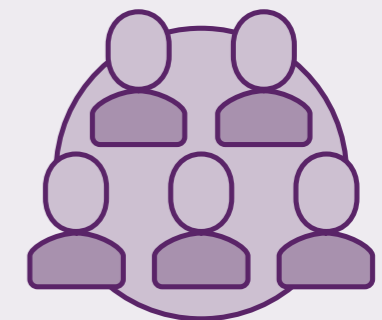
*When an incident is reported to the police, it is allocated a grading. The grading considers the circumstances and risk associated with the reported incident and determines the level and timeliness of the police response.



Improved response times for Grade 1 and Grade 2 incidents

On average GMP responded to Grade 1* incidents in 9 minutes and 44 seconds – faster than the 15-minute target time – and attended 88% of these incidents in less than 15 minutes, which is an improvement on last year (88% vs 85%).

Grade 2 attendance has also improved from 66% within the hour target for attendance – up from 59% last year.



Establishment of Prevention Hubs to tackle high-risk missing persons cases

GMP now has Prevention Hubs in each of our 10 localities. One area of focus has been repeat missing from home reports, an area of high risk in relation to adult and child safeguarding.

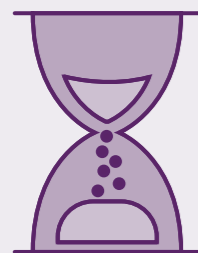
What residents tell us

Statistics are important, but they don't tell the whole story. How safe residents feel is the ultimate test of whether the work we are doing is making a difference to local people. The Deputy Mayor commissions a quarterly survey of residents to understand how safe they feel, their experiences of crime and their satisfaction with services.

Over 60,000 Greater Manchester residents have responded to this quarterly survey on policing and community safety, which was first commissioned by the Deputy Mayor in 2019. This information helps shape how CSPs and GMP work together to tackle crime and ASB and is an important feature of their decision-making and allocation of resources to tackle the problems that matter most to local people.

88% of GM respondents feel fairly or very safe in their local area.

Male respondents report slightly higher feelings of safety than female respondents, with 90% of males reporting feeling fairly or very safe, compared to 87% of females.

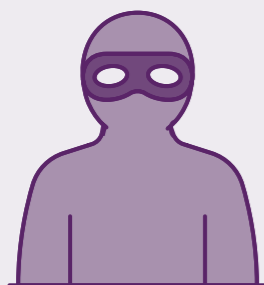


Our survey tells us that feelings of safety increase with age.

- 85% of respondents aged 16-24 years feel fairly or very safe.
- This compares to 92% of respondents aged 65 years and over.

The main reasons for feeling safe are:

- Quiet/pleasant neighbourhoods.
- No personal experiences of problems.
- A sense of community in the local area.



The main reasons for feeling unsafe are:

- Awareness of ASB in the local area.
- Awareness of crime in the local area.

Trust and confidence in GMP

Using the survey results, the Deputy Mayor commissioned a deep-dive exploration of feelings of confidence and trust in GMP in an emergency and non-emergency. From this, we know that confidence in getting help from GMP in an emergency remains consistently better than in a non-emergency.

The deep dive has told us that resident perceptions of confidence are influenced by what GMP is doing to tackle serious organised crime, how they are maintaining a focus on offenders and child protection, how they are dealing with ASB, and local problem-solving. It tells us people want to be kept informed about what is being done to tackle these and wider community safety issues in the areas that they live.

GMP improvement and HMICFRS inspections

HMICFRS's recent PEEL inspection shows GMP to be the most improved police force in the country.

Following an inspection report by HMICFRS in 2020 and the appointment of Stephen Watson as Chief Constable in 2021, the Mayor and Deputy Mayor have overseen significant improvements to the service that GMP is providing to residents. This was recognised by HMICFRS in their first PEEL inspection since 2021 (2023), citing increased numbers of crimes being solved and reductions in levels of neighbourhood crime, vehicle crime and homicides. In addition, the rate of crimes solved improved in domestic abuse cases.

GMP's strong leadership was reflected throughout the PEEL report, resulting in gradings of 'Good'. Preventing crime was also graded 'Good'.

The Deputy Mayor and Chief Constable are clear, however, that there is still much work to do to drive further improvement. This will be driven and overseen by GMP's HMIC Oversight Board, which provides governance and scrutiny of the force's implementation

of HMICFRS's findings and is attended by HMICFRS and Greater Manchester Combined Authority (GMCA).

In 2023/24, HMICFRS also conducted several national thematic inspections, including: homicide prevention; the response to CSE; race disparity in police criminal justice decision-making; and how the police service meets the needs of victims.

Homicide prevention

The review evidenced GMP's positive work in this area and particularly encouraging was recognition of the governance arrangements in respect of GMP's Homicide Prevention Strategy, which was noted by the inspectorate as an example of clear and effective leadership. GMP's appointment of a strategic lead to deliver a coordinated response to homicide prevention was also seen as positive.

CSE

This was an inspection of the effectiveness of the police and law enforcement bodies' response to group-based CSE in England and Wales.

In January 2024, the independent review into the handling of non-recent CSE in Rochdale found compelling evidence of widespread organised CSE within Rochdale from 2004 to 2012, and failures by statutory agencies at the time to respond appropriately.

In response to the recommendations of the report, GMP has completed a CSE problem profile, with a commitment to refresh this annually. In addition, GMP has reviewed its processes for the collation of intelligence and data of all multi-victim and multi-offender investigations to improve the understanding around group-based offending.

Race and policing

This was an inspection of race disparity in police criminal justice decision-making. The review provided recommendations for policing to ensure police forces carried out comprehensive analysis of race disparity

in police criminal justice decision-making and that effective governance and scrutiny arrangements were in place, including involvement from communities. The Deputy Mayor is working with GMP to drive this work forward, following the publication of GMP's Achieving Race Equality Report last November.

Criminal justice joint inspection

This inspection examined how well the police, the Crown Prosecution Service (CPS) and the Probation Service support victims of crime. This inspection provided a holistic view of the various touchpoints a victim may encounter on a journey through the criminal justice system. The inspection identified strong recognition by the police and CPS of the importance of providing a good service for victims of crime, and a wish to improve the quality of service provided. However, it was highlighted that high workloads and competing demands impacted on officers' ability to support this and that agencies do not have an effective way of measuring compliance against the victims' code.

Chief Constables now await guidance from the College of Policing and National Police Chiefs' Council (NPCC) as to the development of minimum standards for the completion of victim needs assessments.

Further information on these inspections, along with other inspection reports and

copies of the response from the Deputy Mayor, can be found on the GMCA [website](#).

Workforce

GMP recruited 684 police officers during 2023-24, achieving a total headcount of 8,189, exceeding 8,000 for the first time in over 10 years.

The Policing Uplift Programme (PUP) was a three-year national programme established to support the government plan to recruit an additional 20,000 police officers in England and Wales by the end of March 2023. As part of this programme, GMP was set a target to increase overall police officer headcount by 1,155, from 6,787 officers in March 2020 to 7,942 officers by the end of March 2023.

A robust delivery plan saw GMP make strong progress, exceeding the target and attracting additional funding as a result.

Workforce diversity is a key priority for the Deputy Mayor, and GMP has worked hard to make year-on-year improvements to increase the diversity of officers and become more representative of the communities served.

Although there is more to do, over the three years of the PUP, and the following year, GMP has seen progress:

Police officer diversity	% Minority Ethnic	% Female
Mar-20	8.6%	31.9%
Mar-21	9.2%	33.5%
Mar-22	9.9%	35.6%
Mar-23	9.7%	36.2%
Mar-24	9.7%	36.8%



GMP's Diversity, Equality and Inclusion Strategy is currently being reviewed and will be launched in autumn 2024. This will include new and updated objectives that focus on improvements for the workforce and for the communities the force serves.

GMP is committed to continuously improving activity relating to the recruitment process, taking an inclusive approach. GMP currently has the highest number of minority ethnic and female officers that it has ever had, but it is recognised that further work needs to continue to close the gap to improve representation of our diverse communities. GMP's positive action team will continue to improve recruitment from diverse backgrounds, with initiatives planned to reach out to communities that do not traditionally consider policing as a career.

Achieving Race Equality Report 2023

In November 2023, GMP produced its second Achieving Race Equality Report. The report provides detailed data, insights, and accounts of where GMP is on its journey to achieving race equality.

GMP is the only force nationally to produce such a report, demonstrating openness and transparency. Importantly, it recognises the areas where the force has not yet got it right and needs to improve.

Trust and confidence are lower in some ethnic minority groups than in others and it

is important that this is better understood so that we have a police force where all communities are **represented, not over policed, involved and not under-protected.**

The report showed that there has been progress since the publication of the first Achieving Race Equality Report in 2021.

Stop and Search – the rate of disproportionality of Black/Asian people compared to White people has fallen:

Black people from 3.7 to 2.1
Asian people from 2.1 to 1.9

GMP has put itself forward as a national 'ice breaker' force to improve relations with our diverse communities. The Community Innovation Hub Model has reached out to black and black heritage communities in Moss Side, where a lived experience group has been set up, and in Stretford and Stockport.

The Achieving Race Equality Report critically examines diverse aspects of policing, from recruitment to community engagement. The progress made and the work underway to address improvement are acknowledged by the chair of the GMP Black and Asian Police Association (BAPA).

The full report is available via the GMP [website](#).

Bee in the Loop and social media – engaging communities

The Deputy Mayor and GMP is committed to strengthening dialogue with communities. A new community messaging system 'Bee in the Loop' has been launched and enables those who register to choose what information they would like to receive from GMP, including crime and incidents in their local area and opportunities to take part in engagement activities. The system is also an invaluable investigative tool and can be used to appeal for information or intelligence and help to solve crime.

Bee in the Loop is a key part of neighbourhood policing. It provides communities with direct access to their local policing teams and promotes ongoing communication. It enables the provision of information and updates to communities and, in turn, intelligence and details of local concerns and priorities that the police can use and discuss with partners to tackle crime and ASB.

In May 2024, Bee in the Loop had 19,081 subscribers and the numbers are continuing to grow:

- **In the last 12 months, 1,951 messages have been sent.**
- **Messages include crime prevention information, updates from the local policing team and details of upcoming police surgeries.**

The development and growth of Bee in the Loop to reach a broader range of communities continues to be part of the neighbourhood communications strategy and is complemented by GMP's use of social media. Between November 2023 and January 2024, GMP's social media accounts had over 60 million interactions. These statistics are tracked and monitored for each district.

[Sign up to the Bee in the Loop](#)

Page 121



Greater Manchester Fire and Rescue Service activity to support the Police and Crime Plan

Greater Manchester Fire and Rescue Service (GMFRS) has continued to deliver the priorities set out in its Fire Plan 2021-25. The Service has made significant progress in several areas, which is reflected in the success of its most recent HMICFRS inspection report.

GMFRS has also helped deliver the priorities in the Police and Crime Plan. A full analysis of the Service's performance last year can be found in its [Annual Delivery Report](#).

Integrated working

The greatest demands on public services are frequently in the same locations. Addressing local problems is best achieved through integrated working with other agencies.

GMFRS works with a wide range of other organisations to prevent emergencies. These include GMP, North West Ambulance Service (NWAS), local authorities and wider partnerships for safer roads and water safety. The Service has established a 'What Works' forum to improve working with partners to reduce emergency incidents. The forum is facilitating the capture and sharing of best practice amongst local authorities and other partners to ensure partnership working is as effective as possible.

GMFRS also chairs the Blue Light Emergency Services Collaboration Group. Since the creation of its Fire Plan, GMFRS has allocated a senior officer to all 10 local CSPs. CSPs include representatives from local authorities, health, and GMP to deliver joint responses to local problems including crime and ASB.

The Service has expanded its fire investigation capability to 24 hours a day and introduced two fire scene investigation dogs – Minnie and Blitz – improving the team's

ability to detect accelerants used in fires and support GMP criminal investigations.

GMFRS is driving the region's strategic water safety partnership following the creation of a dedicated water safety development officer. In the last year, the partnership has produced its three-year strategy and helped create local water safety partnerships in each of the 10 local authorities.

GMFRS has recently created a Safer Communities and Interventions Team that will provide bespoke interventions to reduce risks, focusing on areas such as deliberate fire setting and violence. The Service is progressing investment in the team and the development of its programmes, to ensure they match the needs of individuals, communities, and complement partnership collaborations. The Atlas project is highlighted in Section 2 of this report, as an example of reforming adult offender management by working jointly with Greater Manchester Probation.

The Prevention in Prisons programme is a GMFRS package to support His Majesty's Prisons Service within Greater Manchester. Supported and developed by psychologists, it is designed to identify, assess, and reduce issues within prisons such as cell fires, ASB, and violence. It is an evidence-based approach to understand and change the thinking, attitudes and behaviours that may lead prisoners to reoffend.

New technology

GMFRS has expanded the use of innovative technology to enhance its prevention education initiatives, utilising virtual reality headsets to educate people on fire, water, and road safety. The headsets have been used extensively, providing an immersive learning experience to convey thematic messages, videos, and interactive content to a range of age groups.

The Service has promoted and embedded StayWise as the primary education tool for all GMFRS staff to deliver. StayWise is an online resource platform of educational resources and activities from the UK's leading emergency services and safety-focussed organisations. Training is being provided to support the delivery of a range of education packages via the StayWise portal to ensure vital safety messaging is incorporated into everyday learning.

Youth engagement

The Service runs a youth boxing programme at its Moss Side fire station, where firefighters volunteer as coaches and mentors for young people in the local community. There are many success stories within the club, including one young person qualifying for the 2024 Olympics in Paris. The club delivers the Athena Project designed to improve confidence, self-esteem, fitness and skill base. It provides young people with a safe place and positive role models to interact with.

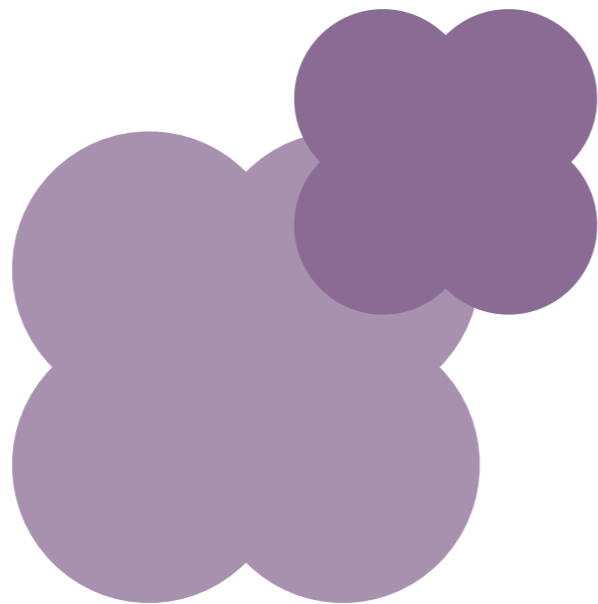
GMFRS's Achilles Project is a new intervention for individuals or groups who have been involved with the criminal justice system. The interventions use education and engagement, and develop support structures to encourage behaviour change, create safer communities and reduce ASB.

The Service's Youth Mentoring programme has been created in collaboration with the Greater Manchester Navigator project. It aims to help young people develop key skills

with a focus on self-discipline and self-awareness, while giving them access to work with inspirational firefighters, in a safe, supportive and positive environment. It also aims to embed confidence, resilience, self-assurance, and esteem, leading to change, success, and aspirational thinking.

As part of FireSmart, GMFRS works directly with high-risk individuals, who are exhibiting signs of fire-setting behaviour within Greater Manchester. The intervention offers a free, confidential programme to deliver prevention education and advice to both the individual and referrer. Anyone can be referred onto this programme from a variety of sources including parents, Youth Justice Board, Probation Service and other services. Sessions cover understanding the risks and consequences of fire-setting behaviour; understanding why the individual is choosing to set fires; and raising awareness of dangers involved in fire-setting behaviour.

The GMFRS Prevention team adopted the National Fire Chiefs Council (NFCC) Early Intervention Implementation Framework to meet the needs of young people and communities through the delivery of best practice programmes. A nationally accredited level one qualification in developing resilience is being embedded in several of the Service's youth engagement projects.



Case study: Fire Cadets

GMFRS has established cadet units at Eccles, Bury, Bolton and Wythenshawe fire stations. Cadets meet weekly and participate in a range of learning and practical activities leading to an accredited qualification.

Through the programme, the Service aims to provide young people with an insight into a uniformed service, with basic firefighting skills being learnt alongside personal and social skills. The programme utilises a blend of both classroom learning and drill-yard activities. The aim is to deliver practical life skills, improve confidence, self-esteem and provide community role models.

We are proud to see these young people thrive in the programme and take on

new opportunities. Some are joining the NFCC's 'Cadet Voice' programme, whilst others have participated in the regional Institute of Fire Engineers lectures.

To expand the programme and offer more opportunities, GMFRS is collaborating with Manchester Enterprise Academy to offer an after-school activity tailored to young people with special educational needs, disabilities, or challenging behaviour, with the support of existing cadets acting as mentors.



Section 2

Working together to achieve our priorities

Priority 1:

Keeping people safe

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

Violence Reduction Unit (VRU)

The Greater Manchester VRU is a team of subject leads and experts from GMP, MCA, the Greater Manchester Probation Service, public health, NHS, education, the community, faith and voluntary sector, victims' services, youth justice and local authorities, addressing the underlying causes of violence and working together with communities to prevent it.

Greater than Violence, our 10-year violence reduction strategy, was launched in December 2023 following an extensive

exercise of partner and public consultation and engagement. The strategy rests on two pillars of preventing violence from occurring and responding when it happens, supported by five core principles:

- Community-led approach.
- Early and timely intervention.
- Partnerships for change.
- Equality, equity and justice.
- Trauma responsive city-region.

There were **36% fewer homicides** of people aged under 25 in 2023 compared to 2022.

In Greater Manchester we have seen positive reductions in knife crime thanks to both the work of GMP and the VRU. **Hospital admissions for assault by sharp object decreased by 12.7%** across all ages in 2023 compared to 2022.

From pre-COVID to the end of 2023, A&E attendances due to assault have fallen **30%**, **homicides have fallen 8%**, **hospital admissions** due to violence **have fallen 41%**, and **police recorded robbery has fallen 29%**.

In 2023/24 other milestones reached included:

- 1,000 referrals to the Navigator service, designed to help young people cope and recover from their experience of violence and reduce the potential for further harm.
- Launch of a parent and carer service to support those who may be concerned that their child is getting caught up in violence.
- Launch of the primary transitions programme, which supports young people as they move from primary to secondary school to mitigate potential risks of involvement in violence.
- Growth in community-led programmes with an additional £1m in funding split equally across all 10 boroughs, supporting sustainable solutions to reduce serious violence led by communities.

Preventing violence by working together to understand and address the underlying risk factors that increase the likelihood that an individual, and sometimes their families and friends, will become a victim and/or a perpetrator of violence is a key focus of this work with significant progress being made in delivery of community-led programmes.

Community-led approaches

Community-led programmes are now in place across all 10 boroughs with analysis of the impact of and learning from this activity undertaken by the Big Data Centre at Manchester Metropolitan University. Alliances made up of local voluntary, community, faith and social enterprise (VCFSE) organisations ensure provision is targeted at individuals, families, schools and communities with the highest need. These programmes ensure

that communities are involved at a place level to identify priorities, problem solve and direct investment and interventions.

Education

Over the last year the VRU has strengthened the personal development curriculum for primary, secondary and sixth form students in Greater Manchester, including those with special educational needs and/or disabilities (SEND), to ensure students know how to keep themselves and others safe, free from harm and look after their wellbeing.

The VRU has also supported individuals and small groups of pupils to address concerns about specific risks and harms. This work has helped foster positive attitudes and behaviours, for example, many of those who have benefited from this approach have avoided exclusion from school and have improved their attendance. A significant part of this work has focused on harms and dangers that affect young people such as knife crime and the sharing of harmful content online.

Salford Foundation have been delivering BLOCKS with young people in primary schools across Greater Manchester since November 2022. BLOCKS is a child-centred, strengths-based, trauma-informed programme providing one-to-one support for young people as they transition from primary to secondary school to mitigate potential risks of involvement in or connection with violence.

Mentors worked in both the school environment and the community during school holidays, providing structured support, mentoring and social skills development. 173 young people have been supported via BLOCKS since its launch.

Greater Manchester also piloted the country's first Stop the Bleed Day – a collaboration between the VRU and first-aid charity CitizenAID. In total, 14 schools from our city-region took part with training delivered to students in Years 6 and 7. The skills taught could be used in a number of scenarios

including a stabbing, an accidental injury, a car accident or animal attack. Students learnt how to identify a life-threatening bleed, how to apply pressure, pack a wound, and use a tourniquet.

A total of **1,687 young people** were trained to stop a bleed and after the training, and confidence in stopping bleeding **increased from 35% to 90% among the young people** engaged.

Parent and carer support service

The Parent and Carers Support Service (PACS) has been developed in response to parents and carers who have concerns that their children may be at risk of violence and associated harms. The programme was designed in full consultation with those with lived experience and is tailored to those who may have some anxieties or concerns about going straight to statutory agencies at the first instance. PACS provides one-to-one support to parents, sign-posting and guidance, as well as a structured 10-week group work programme 'Encounter' designed to strengthen and up-skill parents and carers to manage day-to-day challenges as they raise and care for their children.

Launched in October 2023 and created in response to feedback from parents and carers, the PACS service provides support for parents and carers. They may have noticed a change in their child's behaviour, and/or suspect that their child is involved in violence, criminality or potentially being exploited.

The PACS team offer one-to-one support for parents and carers, bespoke action plans, peer-to-peer support, advocacy, third-party counselling options, and a therapeutic online 10-week course based on the principles of non-violent resistance. The PACS team's non-judgemental approach has been successful in building effective relationships with families.

Since its launch in October 2023, there have been **173 referrals with 123 initial contacts**. There have been 62 one-to-one meetings, **88 attended group sessions** and **125 attended support workshops**.

Over **100 parents and carers** have been supported, with referrals received from **eight of our 10 boroughs**. The team have attended 121 professional meetings with parents and carers.

113 one-to-one sessions have been conducted.

Unity Radio

The partnership between the VRU and Unity Radio's New Talent Academy aims to raise awareness of serious violence and knife crime and build aspirations through a series of conversations led by young people. The partnership sees young people aged 13-17 join one of three nine-week programmes to discuss issues relating to serious violence that affect them in a series of workshops, before creating content to be aired live on Unity Radio's Next Generation Youth (NGY) show. In the past 12 months, over 30 young people have successfully completed the nine-week programme. Referrals to the programme come from complex safeguarding, CAMHS, youth justice and social services.

Another Chance

This Youth Endowment Fund funded Focussed Deterrence programme targets 14-25-year-olds involved in serious youth violence within a group dynamic, in the city of Manchester and a defined area of North Trafford.

The support element is provided by a local charity organisation, who have approached approximately 57 young people and so far

engaged 31 of them in the first nine months of the programme. Participants work with mentors to address risk-related behaviours, as well as working to co-create the support they need to help them desist from violence and raise awareness of the consequences of police enforcement. Participants are provided with opportunities that have included fitness activities, help with CVs and job applications as well as wider familial support. It is estimated that the programme will reach a minimum of 250 young people over its two to five-year duration.

Navigator project

Launched in May 2021, the Greater Manchester Navigator Project works with young people aged 10-25, to help them to cope and recover from their experience of violence and assist with access to local support networks to prevent the potential for further violence. Initially rolled out in four hospitals, due to the success of the project,

the scope has been expanded to include referrals from NWS, a community-based offer and is currently being developed to provide a response to young people in GMP custody suites. Navigators work with young people to identify areas in their life that they would like to change, create a support plan, and refer them to local services and act as their advocate.

Crucial to this programme is through-care with follow-up referrals from other agencies that offer ongoing support and opportunities to young people to help them to continue to address their underlying challenges. During the last year, the service has received 584 referrals, carried out 340 initial contact engagements, with a further 240 one-to-one support meetings. The number of referrals has significantly increased year-on-year, with the largest proportion of referrals now coming from the community. Consideration is now being given to the long-term funding of this important intervention.



Trauma informed

The VRU is part of the Greater Manchester Adverse Childhood Experience (ACEs) and Trauma Response network, which proactively engages with partners and members of the community. Since 2019, the VRU has given over £800,000 to Trauma Responsive Greater Manchester (TRGM), a multi-agency and whole-system programme that provides a range of interventions and opportunities, invests in the VCFSE sector to help shape public services, and engages with communities.

This has contributed to the following outcomes:

- Identified system leaders across the 10 boroughs.
- Developed a community of practice.
- Secured funding from the Home Office.
- Created a training programme for a wide variety of staff.
- Commissioned 11 third sector providers to deliver and develop resources.
- Recruited an evaluation partner.
- Successfully hosted a multi-agency conference in January 2024 for 550 people.

The VRU is also working closely with GMP to ensure ACEs and trauma are embedded throughout the force's child-centred policing strategy.

Since 2019, the VRU has given over £800,000 to Trauma Responsive Greater Manchester (TRGM).



Gender-based violence (GBV)

Despite much good work that takes place to tackle it, GBV remains endemic around the world and in Greater Manchester. Through the implementation of our radical 10-year strategy, we see the struggle against GBV as central to our efforts to make Greater Manchester a safer place for all, and our ambition to do so is bold and unwavering.

Working together

Preventing and responding effectively to GBV means creating lasting change and no single agency can do this in isolation. GMCA, GMP, all 10 local authorities, health agencies, the community, faith and voluntary sector (particularly those specialist agencies dealing with GBV), and schools and colleges work together on a single strategy and plan to tackle GBV in all its forms. Critical to this partnership is the voice of those with lived experience in shaping the design and delivery support to victims and survivors of GBV.

Since 2021, the multi-agency partnership has worked together on a delivery plan focussed on the following key priorities:

- Lived experience.
- Public engagement.
- Education.
- Health.
- Equality, Inclusivity and Diversity.
- Criminal justice including tackling perpetrators.
- Housing.

Page 126



In 2023/24, collaboration on these themes has led to the following key milestones being met:

OVER £5MILLION FUNDING

to support programmes, including for those with no recourse to public funds.

Commissioned a PROJECT IN SCHOOLS

to understand and change boys' perceptions of women and girls.

Relaunched the #IsThisOK campaign to reach more men and boys, with over **4.1 MILLION VIEWS**

Created a LIVED EXPERIENCE PANEL OF WOMEN

from diverse backgrounds to shape policy.

Hosted a UNITED NATIONS VISIT

to Manchester and informed their UK report.

OVER 30 SPECIALIST ADVISORS

funded to work with adults and children.

Pilot of DOMESTIC ABUSE RELATED HOMICIDE REVIEW

with the Domestic Abuse Commissioner.

PILOT AND ROLLOUT OF MULTI-AGENCY MODEL

to target high-harm, high-risk perpetrators.

MORE DOMESTIC ABUSE CRIMES SOLVED

by GMP, from 9.2% in 21/22 to 12.6% in 23/24.

In addition to this, several key GBV programmes have been advanced during the last year:

Lived Experience Panel

The GBV Lived Experience Panel is comprised of a diverse group of women who, drawing on their personal experiences, have committed themselves to help us develop and deliver radical and creative responses to the challenge posed by GBV.

The panel bridges the gap between policy and reality, amplifying the voices of those who have faced GBV. Despite only forming at the end of 2023, the panel have already worked closely to influence the design and delivery of the GBV Strategy, including

shaping the Greater Manchester hosted visit of the UN Special Rapporteur on VAWG and the refreshed GBV Delivery Plan for 2024/26.

#IsThisOK

The #IsThisOK campaign, championed by the Mayor, calls on men and boys to call out sexist and misogynistic behaviours and consider their own conduct. It has had significant reach, with over 4.1m views on social media.

#IsThisOK has had significant impact on behaviour, with over half of men and boys surveyed for the evaluation of the campaign (53%) saying it has made them think, feel, or want to do something differently.

Engagement and education

During 2023, Salford Foundation were jointly commissioned by the GBV Board and the VRU to codesign, deliver and evaluate an education programme in primary and secondary schools regarding violence and men and boys' perceptions and behaviour towards women and girls. This was aimed at supporting healthy relationships including encouraging positive bystander behaviour. Alongside this, the Positive Masculinities programme delivered by Unlimited Potential engaged with 3,309 boys and men in Bolton and Salford from a diverse range of backgrounds, to understand how men and boys understand GBV and their ideas and views on masculinity. This has provided a rich picture of evidence to inform the GBV education programme as well as influencing a wider range of GBV-related projects and programmes across Greater Manchester, including the GoodLives GM Compass, which is aimed at nurturing community-led innovation to reduce inequalities.

Support to people with no recourse to public funds

With the support of the Home Office, the team has increased funding to victims of GBV impacted by the rules surrounding no recourse to public funds (NRPF). Too often, women with NRPF are faced with the choice between further abuse or destitution. Support to address this complex issue has been invested in the Lotus Hub, which is a specialist service for ethnically minoritised women experiencing gender-based violence, supported by a collaboration of by and for organisations. Support includes, but is not limited to, domestic abuse, forced marriage, so-called honour-based abuse, female genital mutilation, and domestic servitude within Greater Manchester. Access includes advocacy and advice; one-to-one case work; emergency NRPF accommodation; counselling and peer and group therapy.

The establishment of the Lotus Hub has provided these women with an alternative, a choice that enables them to rebuild their lives and their futures.

Operation Soteria

Over the last 12 months, the Greater Manchester Sexual Violence Harm Reduction Partnership has been developed where partners have shared ambitions and a commitment to work together across the system, to improve the reporting, investigation and prosecution of rape and other sexual offences.

The Partnership is a collective of key agencies: GMCA; GMP; CPS and the victim services support sector. This Group seeks to view the Criminal Justice System through the lens of victims' experiences and has begun to develop an Operation Soteria Empower Partnership Improvement Plan.

The ambitions are to:

- a) **Contribute to ending sexual violence.**
- b) **Radically and sustainably improve procedural and outcome justice of responses to rape and other sexual offences.**
- c) **Adequately resource and support rape investigators: experts who feel proud of their work and are valued by their force.**

While we know that there is still work to do and that the pace of change needs to continue, we are seeing progress with arrest rates and solved crime rates increasingly showing that the police are detecting significantly more crimes and ensuring that those who pose a risk are remanded into custody. This includes more rape crimes solved, from 6.1% in 2021/22 to 10% in 2023/24 (in other similar police forces this is 7.7%).

There has also been improvement over time in the number of cases being referred from GMP to the CPS for charging rape, shown

in the graphic below. While there remain significant challenges in supporting cases through to CPS and then to trial, GMP's focus on ensuring there is support in place to victims of rape whilst tackling perpetrators of abuse and the drive to improve the quality and consistency of investigations is making a difference. The implementation of the national programme, Operation Soteria, supported by a local plan to reflect specific Greater Manchester circumstances and partnerships, should help to further improve performance in this area.

The Partnership can work to achieve this by knowing:

- a) **The problem of rape and other sexual offences in Greater Manchester (what is the demand generated through reports).**
- b) **GMP's ability to investigate in a way that challenges offending behaviour and disrupts harm to victims.**
- c) **The capability, competence, and capacity of its whole-system workforce (police, CPS, courts, support services etc.) to enable the best decision-making and interface with justice and victims.**

Perpetrators

One in four women in the UK will experience some form of domestic abuse or sexual assault in their lifetime and we recognise that the majority of perpetrators of gender-based violence are men. However, we also know that abuse can be carried out by anyone and can occur within a range of relationships including couples who are married, living together or dating. It also includes child-on-parent abuse, or sibling-on-sibling abuse. Tackling perpetrators of abuse therefore needs to respond to these different circumstances.

Our approach is focused on listening carefully to what victims and survivors share about their experiences, as well as what offenders say about their motivations and problems. Our aim is to protect victims and survivors from abuse, disrupt offenders and to focus on preventing people from becoming perpetrators of abuse in the first place.

Adopting these principles, the Deputy Mayor works closely with key partners including GMP, Probation, providers of perpetrator programmes and with our 10 local authorities to deliver a range of behaviour change interventions recognising the diversity of perpetrators. These programmes are supported by Home Office funding.

GOV.UK

This chart shows the number of cases referred by the police to the Crown Prosecution Service for either early advice or a charging decision.

Data view: Adult rape; Greater Manchester, Rolling annual



The roll out of Multi-Agency Tasking and Coordination (MATAC) across Greater Manchester in 2023/24 is key to our approach and aims to radically improve the management of high harm and high-risk perpetrators.

Key elements of the model include:

- Identification of the most harmful perpetrators.
- Assessment of the risk they pose to victims, children and other family members.
- Referral into regular multi-agency meetings.
- Implementation of a combination of disruption, enforcement, challenge, and behaviour change provision.
- Frequent review of risk to the victim and provision of an integrated victim support offer.

Continued review of risk and harm posed by perpetrator as interventions take place.

The programme is being monitored closely and while in its early stages is already producing positive outcomes.

A range of place-led perpetrator programmes continued to be delivered across Greater Manchester in 2023/24, including programmes aimed at adult, children and young people perpetrators. The learning from these programmes has informed the next phase of work to tackle perpetrators of abuse in 2024 and beyond.

Public engagement and education programmes, as part of the GBV Strategy, have also focussed on calling out abusive behaviour, preventing poor attitudes to women and girls and understanding the behaviour that drives this to create change.

In 2023, GMP was selected as a pilot force to deliver Domestic Abuse Protection Orders (DAPO). This has the potential to make a real difference to the victims of abuse with these new orders aiming to completely overhaul the management of domestic abuse perpetrators. These orders include introducing 'positive requirements' to allow agencies to compel perpetrators to access help and support.

The learning and evaluation of these programmes has informed our approach and tackling perpetrators is now a dedicated priority for the GBV Delivery Plan in 2024-26, which will include a focus on early intervention.

Multi-agency Stalking Partnership

The Reducing Reoffending Reform Board has created a framework focused on three areas: protect, Enforce, Change.

This work has included the commissioning of programmes such as the Multi-Agency Stalking Intervention Partnership:

During 2023/24, the Greater Manchester Multi-Agency Stalking Intervention Partnership (MASIP) was created consisting of GMP Public Protection, Probation, Manchester University, Pankhurst Centre, health, and GMCA. An extra Stalking Independent Domestic Abuse Advocate was provided to the Pankhurst Centre to support the development of a victim pathway. The MASIP has developed a Stalking Triage Centre in GMP to be launched in June 2025. The centre will assess the level of risk, harm and threat; support the obtaining of Stalking Protection Orders; liaise with appropriate victim support services and will assist in the co-design of a stalking and harassment perpetrator intervention.



GM Victims' Services

GMVS is an umbrella service commissioned by the Deputy Mayor, which brings together a variety of different services to offer practical and emotional support to victims and witnesses of both reported and unreported crime from across the city-region. It has been in place since 2017.

As part of our commitment to improving services for victims of crime, GMVS was refreshed, with a new provider delivering the service from September 2023.

The refreshed service will support our unwavering commitment to improving services for victims of crime by enhancing the practical and emotional support services available to all victims. The service is co-located with GMP to ensure a more seamless service.

GMVS will provide first-class support and care for victims of crime. It will be a one-stop-shop for everything a victim of crime needs to know – offering practical and emotional support, referrals to specialist support, and victims will be able to better keep up to date with the progress of their case.

Work has been ongoing in the last 12 months to develop a digital offer that transforms the way victims and survivors access, engage, and interact with victims' services across Greater Manchester.

This digital solution will put the needs of victims front and centre, allowing them to track and manage their own service journey, as well as access services at a time convenient to them, with the flexibility to engage and re-engage over time as their needs change.

Recognising the challenges that victims face in circumnavigating the criminal justice system from the point of reporting a crime, we are also in the process of developing an online interactive video tool for victims to easily browse videos and supplementary material that follows the timeline of a case, from report to court.

A GMVS engagement event was held in March 2024 to provide an open platform to engage with our commissioned victim support providers and deliver an update on the support offer to victims of crime following its review, investment and transformation.

Priority 2:

Reducing harm and offending

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

Tackling serious and organised crime – Programme Challenger

Programme Challenger is Greater Manchester's partnership response to serious and organised crime (SOC).

County lines is a form of criminal exploitation where urban gangs persuade, coerce or force children and young people to store drugs and money and/or transport them to suburban areas, market towns and coastal towns (Home Office, 2018). It can happen in any part of the UK and is against the law and a form of child abuse.

As part of Greater Manchester's ongoing commitment to tackle county lines activity, the dedicated GMP team has succeeded in closing 163 lines, securing 358 arrests, with 72% of all offenders charged. The team works closely with the Modern Slavery and Organised Immigration Crime team to ensure all opportunities to tackle trafficking and exploitation as part of their work are taken.

More broadly across all SOC threats, over 4,200 disruptions were recorded in Greater Manchester. Disruptions are all activities undertaken by police and partners to intervene in serious and organised crime and disrupt the ability of offenders to continue their criminal behaviour.

75% of all disruptions were Pursue, that is, they were focused on enforcement activity.

This includes the seizure of over **1,200kg of drugs** and over **£4.4m of criminal funds** seized.

SOC offenders convicted in 2023/24 received a combined total of over **1,400 years in prison**.

The remaining **25% of disruptions** were Prepare (mitigating the risk), Prevent (stopping offenders continuing to offend) and Protect (safeguarding individuals and communities from SOC) disruptions.

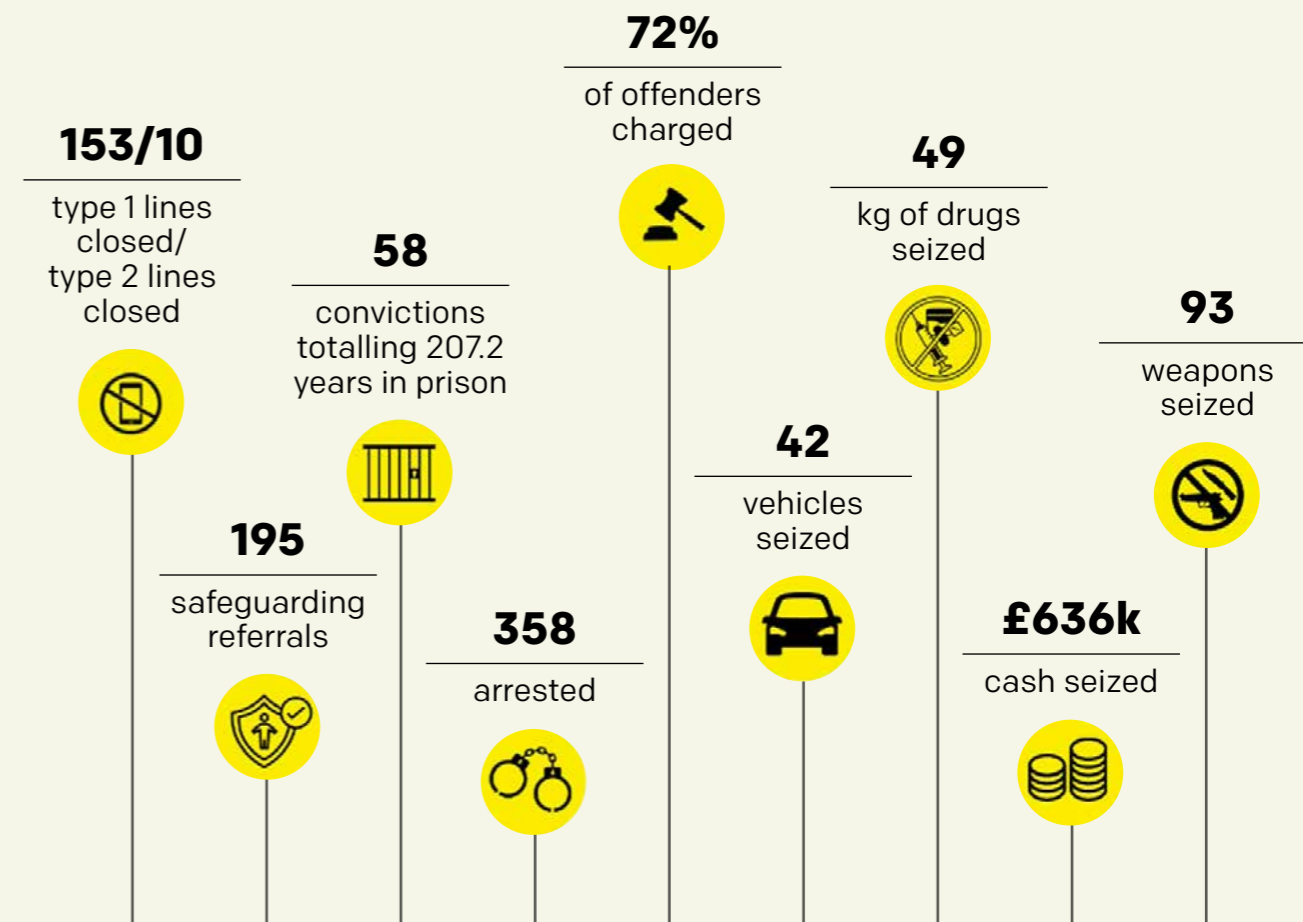
This included, for example, engagement of volunteers to provide peer support to victims of online fraud to safeguard them from further victimisation.

As part of the partnership approach to preventing children and young people from being exploited and from engaging in SOC and serious violence, Challenger piloted a joint project developing an immersive programme at the GMFRS training and development centre in Bury. The collaboration delivered a varied programme of sessions to children and professionals, including child criminal exploitation, serious violence, substance use, travel safety, first aid and healthy relationships.

Challenger's Modern Slavery Training Coordinator successfully delivered training to partners to raise awareness of the crime and impact on victims, with over 2,000 recipients receiving inputs across health, the voluntary and community sector, education, local authority and other partners. This included sessions delivered to over 350 GPs, specifically regarding domestic servitude, which led to the identification of three potential victims.

Page 129

County lines



*YTD 2023/24

Youth Justice Transformation

The Deputy Mayor continues to provide £495,000 per annum across the 10 local authorities to support the early help and intervention offer within youth justice. In 2023/24, there were a total of 1,162 referrals across all areas.

Case study: **Salford YJS (responsive, child-first response)**

Presenting needs

A young person with complex needs had absconded from school, reported missing from home and had been admitted into hospital threatening to take their own life.

What Salford did/their approach

JJ absconded from school and there were challenges around ensuring they were reported missing which the Youth Justice Service (YJS) assisted with. It was unclear where the young person had gone. A number of partner agencies were involved and sharing information in a timely manner was extremely important – the YJS have excellent partnership relationships with the health team and have a full-time designated YJS nurse linked into all meetings about young people, which has enabled wider health services to access information.

Partnership working within the Out of Court (OOC) decision panel enabled the

nurse assessing JJ in hospital to see the notes on health systems that said they were open to the YJS and what some of the wider concerns were. A trauma-informed, holistic approach to the decision-making process in relation to OOC enabled this process.

Outcome for young person/family

The assessing nurse was able to invite relevant professionals to a health strategy meeting to ensure all information was shared in order to ensure effective safeguarding measures were in place. The young person and family did not have to repeat their story to professionals and appropriate services were advised of risk and involved in a risk management plan.

practices across the Youth Justice Services. For the year ending 2021/22 (the latest available data), the youth reoffending rate in Greater Manchester was lower than the England and Wales average. For Greater Manchester this was 29.6% and for England and Wales 32.2%.

The Deputy Mayor provides £43,453 funding per annum to Positive Steps for the delivery of the Greater Manchester Resettlement Consortium, which supports improving the resettlement of young people who have been in secure custody back into their homes and communities and improving resettlement

To further support the work of the Resettlement Consortium and to improve outcomes for children and young people, the Deputy Mayor provides funding, alongside the Greater Manchester Directors of Children's Services, for a Social Worker post in His Majesty's Young Offenders Institution (HMYOI) Wetherby. This post

works exclusively with children and young people from Greater Manchester and staff at Wetherby have recognised the benefits this brings, both to the young people but also in terms of building and facilitating the relationship and partnership between Greater Manchester and HMYOI Wetherby.

Case Study: **Social worker radio project**

In early 2024, the Wetherby Social Worker facilitated a project in conjunction with Unity Radio based in Manchester for a group of four young people from Greater Manchester. Those who took part in the programme were engaged with the sessions and produced a one-hour radio programme.

The young people selected what music they wished to play, arranged questions to interview a guest and took part in being interviewed by the radio presenter. The project took place on Friday afternoons for three weeks between January and February. The final edit was placed onto the young people's laptops for all young people at Wetherby to listen to.

One young person who engaged in the project was released prior to the final sessions but was able to record all their parts prior to release. A discussion was also had about them attending a project at Unity Radio upon their release as Unity facilitate a course around music/ radio production and other areas. Wetherby shared the details of the radio presenter with the Youth Justice Service to facilitate a visit to the station.

Child Centred Policing (CCP)

Since November 2023, a dedicated Superintendent has been responsible for overseeing child-centred policing across GMP.

A new CCP Strategy and delivery plan, the first of its kind in Greater Manchester, has been launched. The Strategy looks to create trusted relationships with children and young people and put them at the centre of decision-making; reduce offending and improve interventions; better identify and respond to vulnerabilities and work with

partners to problem-solve issues that affect children and young people.

Through this strategy, we are enabling our statutory and VCFSE partners to provide input and challenge on the development of existing and new activities, and to determine the priorities of this work.

It is essential that we ensure that the voice of children is expressed throughout this work and that the services that interact with young people are responsive to their needs.

Case Study: **Child-centred police custody pilot**

A CCP Custody Pilot at Cheadle Heath Custody Suite went live on 1 December 2023, which looked at police custody through the lens of the needs of children and young people. Some notable headlines from the pilot to date include:

- Over a three-month period, 47 children were diverted away from custody.
- An increase in referrals to Liaison and Diversion by a minimum of 20% month on month.
- A reduction in use of force incidents.
- Increases in the number of child detainees accepting legal representation.
- An increase in accommodation available outside of the custody environment, meaning fewer young people had to remain in custody overnight.
- A mechanism for gathering feedback from children detained in police custody has been produced by the appropriate adult service (managed by Child Action Northwest).

Early observations from the pilot have highlighted the need for a dedicated area for children and young people in police custody and to ensure that the Youth Justice Service is informed of all children and young people detained. Enhanced training for custody officers around trauma and neurodiversity is also recommended.

Following a full evaluation of the pilot in summer 2024, it is intended that the identified benefits and learning opportunities will be replicated across all GMP custody suites.



Smarter justice

The Deputy Mayor has convened partners to jointly develop their understanding of and manage the increasing demand in the criminal justice system. A collective plan to manage the challenges has delivered the following outcomes:

- An improvement in early file quality at the first triage point with the CPS.
- A dedicated Microsoft Teams channel between police, CPS and court for managing on the day issues with cases in the remand and guilty plea courts.
- The wider implementation of the Real Time Case Conversation pilot. Officers and CPS lawyers dealing with a Magistrates Court case, and particularly a domestic abuse case, can request a Microsoft Teams meeting to assist in the process of the investigation.
- The rollout of a proof in absence pilot in the Magistrates Courts to prevent adjournments.
- Implementing an expedited trial pilot for domestic abuse cases being sent up to Crown Court and the first of a series of trial blitzes in the Crown Court.
- An expansion in the number of courtrooms across the Crown Court estate to a maximum of 32 by March 2024 including a court sitting at Liverpool.

Key performance

- The average days taken from police referring a case to the CPS and the CPS authorising a charge was 32 days compared to a national average of 44 days (January to December 2023).
- An improvement in the cases where a guilty plea is expected and entered at the first court hearing to 80% (January to December 2023).
- The percentage of cases resulting in a completed trial or guilty plea at Crown Court remains high at 85% with over 5,200 cases completed (January to December 2023).

Nightingale Programme

A two-year programme has been approved during 2023/24 to help mitigate the impact of Crown Court delays. Additional resources will be provided across the support sector to provide services such as family support networks and peer support groups.

The work also includes a review of the witness suites across GMP and gaining victim insights through a 'critical friend' approach to test the effectiveness of policies and practice. This is working alongside the Sexual Violence Harm Reduction Group – made up of key sexual violence victim support services in Greater Manchester.

Reforming Adult Offender Management

Criminal Justice and custody change programme (3D)

A programme of work has been developed that includes a joint governance programme board, between GMP and GMCA to ensure progress is met against agreed milestones. This is jointly chaired by the GMP Criminal Justice and Custody Branch Chief Superintendent and GMCA Senior Responsible Owner (SRO). The plan has been established in six pillars, with leads identified in each pillar to drive the work and the change:

Page 132

Pillar One The Front Door

Managing demand and making effective decisions.

Pillar Two In Custody

Systematic design delivery.

Pillar Three Diversion

Brief interventions, referrals and assessment, community support, pathways to rehabilitation.

Pillar Five Diversity

Design with the Greater Manchester Equality Alliance to understand the needs of communities of identify and potential action to mitigate disproportionality.

Pillar Four Dignity

Engage with lived experience to recommend improvements and consider the impact of neurodiversity and people with mental health issues and/or complex needs.

Pillar Six Capability

Workforce learning, development, and wellbeing.

Effective Partnership Working – Integrated Offender Management

The Neighbourhood Crime Integrated Offender Management Strategy aims to make communities safer by reducing reoffending. Focus is on a 'fixed' cohort of persistent offenders defined by a high likelihood of re-offending score and a neighbourhood crime index offence such as burglary or robbery. In Greater Manchester, the desistance rate (percentage who do not get charged with a further offence) of the fixed cohort has been consistently better than the national average during 2023/24.

Greater Manchester Integrated Rehabilitation Service (GMIRS)

Through a unique partnership approach, we have continued to deliver the ongoing development of services commissioned as part of justice devolution arrangements between GMCA and His Majesty's Prison and Probation Service (HMPPS).

Since January 2022, 14,153 people on probation have been referred into the services with 12,310 interventions commenced. The benefit of the devolved approach and local integration has seen:

- The women's service receive additional capacity for the navigation of health services; system-wide improvements to community accommodation support linked to 'A Bed Every Night'.
- Existing substance misuse services bolstered to tackle dependency and enable recovery.
- A joint approach to education, training and employment matched with the devolved adult education budget.
- A peer support service for people on probation with complex needs linked to local integrated offender management cohorts.
- The creation of wellbeing hubs in each local authority area – the embodiment of public service reform principles by delivering a whole-system approach to a person, in their place, delivered by local voluntary and community services.

As GMCA and HMPPS consider re-commissioning priorities, there will be a further focus on integration to deliver needs-led, person-centred support to achieve the best outcomes for people on probation, victims and our communities.

Wellbeing hubs

Following the successful pilot between July 2022 and August 2023, the wellbeing service is the latest commissioned GMIRS contract. We have successfully piloted and co-commissioned a wellbeing service across Greater Manchester with HMPPS. The aims of this service are to help the person on probation to move away from offending by providing the support to help them address their needs regarding emotional regulation and decision-making, wellbeing support and healthy choices, behaviour change, family support and mediation and finance issues.

Lived experience

The Deputy Mayor continues to support lived experience in all aspect of work, and this year

we have utilised the expertise of Revolving Doors who have supported the development of the GMIRS services.

In February 2024, lived experience peer researchers visited and assessed dependency and recovery commissioned services delivered at HMP Forest Bank, Salford Probation and in the community. Their remit was to understand why people do and don't engage with drug and alcohol services and what the transition is like between custody and the community.

Overall, they were impressed with the services and recognised the knowledge and passion of dedicated staff. Jointly, commissioners and providers are developing solutions to their recommendations and concerns for further consideration.



Page 133



ATLAS Programme – GMFRS partnership with Greater Manchester Probation

This project is the first of its kind, offering wraparound support from key partner agencies, embedded in a holistic and therapeutic approach for adults convicted of any fire-setting crime.

The course was created to assess, engage, educate, develop support structures and

raise awareness around fire safety, whilst utilising therapies to positively enhance behaviour change.

Since the commencement of the pilot in January 2023, there were a further three courses, with 15 participants completing the programme. Of the people that have so far gone through the programme, none have been recalled or committed further offences.

Case Study: **The Atlas Project**

A 31-year-old male was referred to the Atlas Project by the Probation Service. He had been convicted of arson with intent to endanger life and received a two-and-a-half-year custodial sentence. His offence had been an attempt to harm himself and no one else. Prior to his offence, he was diagnosed with Post-Traumatic Stress Disorder (PTSD) and anxiety.

Within 24 hours of entering prison, he attempted suicide for a second time.

On release, he completed 84 days temporary accommodation, then found himself to be homeless, with no access to his children and could not access his GP for his medication.

On attending the Atlas Project, he engaged immediately with all aspects of the course, sharing details of the offence and time in prison with both Atlas staff and learners. He played an active role in each session, particularly enjoying his involvement with operational firefighters.

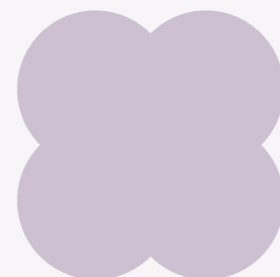
Post course, he shared how attending the Atlas Project enabled him to regain his self-worth, confidence and motivation to continue with his positive rehabilitation.

Following his 100% attendance of the project, with support from GMFRS Atlas Team and the Probation Service who were able to show a reduction in risk level, he secured long-term accommodation through GMCA's A Bed Every Night (ABEN) Scheme and access to his children.

He has since returned to Probation to present his experience of the Atlas Project to a group of probation officers, giving the following feedback:

"I have recently been involved in the Atlas Programme run by GMFRS. I found it was very helpful for me because I was sleeping in my car, and it was stopping me from moving forward with my life due to having an arson offence on my record. This was a big barrier for getting accommodation, but the support from staff on the programme and Probation, I am now in my own flat. The things we did on the programme was stuff like boxing, doing some woodwork in the local fire service garden. We were shown how the fire service train for large scale fires.

"The part I really enjoyed was getting involved with the fire service using some of the equipment to dismantle a car to rescue someone out of the car if they ever crash. If anyone else has got an arson offence on their record, it would be really helpful for them to move forward with their lives if they did this programme because it could help you get accommodation."



Independent Custody Visitors (ICVs)

GMCA has been recognised nationally for the quality of Greater Manchester's independent custody visiting scheme.

Under this scheme, trained volunteers from the local community ICVs make regular unannounced visits to police custody suites to check on the rights, entitlements, wellbeing and dignity of the detainees held there. Their findings are reported to the Police and Crime Commissioners and Police Authorities who hold Chief Constables to account.

The Independent Custody Visiting Association (ICVA) – the national membership organisation that supports, leads and represents these schemes – has developed a quality assurance framework to assess how well schemes comply with the code of practice that governs custody visiting.

This is the second year that schemes have been assessed under the framework and have been able to gain quality assurance awards to recognise the value of their work. The GMCA ICV scheme was presented with a Silver

quality assurance award by ICVA at the end of November, at a ceremony in Birmingham.

The quality assurance awards were introduced by ICVA to help schemes:

- Reflect on how they comply with the Code of Practice, the legislation that underpins custody visiting.
- Celebrate areas of strength.
- Promote custody visiting and the achievements schemes have made.
- Drive performance and increase sharing of good practice.

There are four graded levels of award:

Code Compliant – Scheme meets statutory requirements and necessary volunteer standards.

Silver – Scheme provides a good standard of custody visiting and volunteer management.

Gold – Scheme provides an excellent standard of custody visiting and volunteer management.

Platinum – Scheme provides an outstanding standard of custody visiting and volunteer management.

Within each level, there were more than 25 criteria covering key areas such as recruitment and training, communications, holding the force to account, transparency and public reassurance and detainee welfare.



Priority 3:

Strengthening communities and places

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

Hate crime

The Deputy Mayor and the Police, Fire and Crime Leads have continued to provide each district with £10,000 each year to support local activities to tackle hate crime throughout the year. This funding is used to support local community led events and activities through small grants.

Hate Crime Awareness Week

The Deputy Mayor provided funding in 2023/24 for a partnership awareness campaign to run within a week of action in February focussed on intersectionality. The branding and messaging were distributed around Greater Manchester, including at Metrolink stops, on buses, billboards, electronic media screens in the city centre, through radio adverts and paid Facebook advertising.

The Deputy Mayor is clear that there is no place for hate in Greater Manchester. She said: *"We want everyone in our community to feel safe to be themselves without fear of prejudice or attack. Sadly, we see up and down the country horrendous acts of hate Crime. We want to be greater than hate. Greater Manchester's strength is its friendly people and its diverse communities."*

Increase reporting and improve reporting mechanisms

Incidents can now be reported directly through the GMP website, and the LiveChat facility enables direct, live contact to a GMP operator who is able to escalate a police response if required. GMP ran a campaign from November 2023 to promote and raise awareness of online reporting, LiveChat, and advice is available [here](#).

Refresh of third-party reporting and Hate Crime Ambassadors

The Hate Crime Ambassador Programme has been relaunched in Bury. This included a dedicated two-hour interactive workshop to cover the remit of the role and ongoing training programme. The training has been dovetailed with GMP processes to offer a single gateway to become a registered hate crime reporting centre in Bury.

Hate Crime Awareness Week campaign activity:

Facebook received **556,000 impressions, 530,000 reach, 740 link clicks, 250,000 video plays** at **25%** and **11.8k video plays** at **50%**.



Mobile advertising networks from 29 January to 11 February with **182,000 impressions** and **3,272 clicks**.

Bus campaign **375 adverts** across the network.



Transport – four-week outdoor campaign, reaching **86,000+** customers per day.

Two-week outdoor campaign on screens in the city centre, reaching **over 1m**.



Digital Advertising – two-week campaign targeted at a Greater Manchester-wide audience of **1.6m**.

Project Servator

Project Servator aims to disrupt a range of criminal activity, including terrorism, while providing a reassuring presence for the public.

We believe that **'Together, we've got it covered'**, and are committed to working with partners, including other police forces, businesses and the public, to continue to protect Greater Manchester's streets for everyone who lives, works or visits here.

Working with the community is a vital part of making Project Servator a success and together we will make it difficult for criminals and terrorists to operate.

GMP officers are experienced and specially trained to spot the tell-tale signs that someone is planning or preparing to commit an act of crime and you will see uniformed and plain-clothes officers arrive unannounced at various locations to deter criminal behaviour.



Operation Wildflower

Operation Wildflower is GMP's response to the Hamas-Israel conflict in respect of the impact of tensions in Greater Manchester. It has a dedicated command structure and continues to meet regularly with partners and leaders from our Jewish and Muslim communities to ensure effective communication and responses to local concerns.

Since the commencement of the conflict in October 2023, up to the end of May 2024, reported hate crime has increased against Jewish communities (up 69%) and Muslim communities (up 4%), compared with the same period last year. In response, GMP has achieved a 20% solved rate for those reported crimes.

Over the last nine months, police officers have been working with local partners to provide assurance and support to local communities.

Actions include:

- Supporting events in the community such as Purim, Ramadan and Eid with thousands of interactions with residents across Greater Manchester.
- Working in partnership to ensure the policing support is tailored to local areas and flexible to their interests and needs.
- Helping to support places of worship, including mosques and synagogues, to listen and respond to local concerns.
- Engaging with schools and universities and working with young people to raise awareness.
- Managing local tensions in partnership and taking positive action.

Greater Manchester TravelSafe Partnership (TSP)

The TSP is jointly led by TfGM and GMP and is comprised of Greater Manchester transport operators, British Transport Police, local authority partners and Foundation 92 (a charity delivering detached youth work provision). The TSP works to a three-year strategy and the following strategic aims:

- *Improve the perception of safety and security across public transport.*
- *Address and deter instances of crime and ASB occurring on the transport network.*
- *Promote and encourage ethical travel behaviours, including making public transport a hostile environment for gender-based violence and hate crime.*

TravelSafe partners and the Police Transport Unit dedicate more than 13,400 hours per week patrolling the bus and Metrolink networks, day and night, seven days a week.

TravelSafe staff are supported by more than 4,700 CCTV cameras that are in place across our city-region's bus stations and interchanges, tram stops and rail stations. These cameras are monitored 24/7 by a dedicated control room.



In 2023-2024, the TSP reported the following successes:

The educational outreach programme delivered inputs to 24,141 young people across the academic year. This includes the rollout of a new virtual reality offer (funded through the Home Office Safer Streets Fund) designed to educate young people on the consequences of criminal damage to buses, trams and trains – behaviour that tends to be largely thoughtless in nature.



During 2023, the TSP formalised its strategic relationship with Foundation 92 (F92) to provide youth outreach and sports related diversionary activity. Across 2023-24, F92 have deployed across a variety of different transport locations, engaging with over 3,000 young people. A single deck bus was donated by Stagecoach to further enhance this provision and after undergoing refurbishment to create a mobile youth hub, the bus was deployed on the network. In addition, a pilot static youth-hub, part funded through the GMP Asset Recovery Incentive Scheme (ARIS) was set up at Ashton Interchange over the summer holidays to help mitigate youth ASB.

Starling Bank Bikes (operated by Beryl) formally joined the TSP in 2023. A series of bespoke operations have been deployed to help combat theft and vandalism issues which were severely affecting bike availability.



The TSP and TfGM have continued to support White Ribbon UK following formal accreditation in 2022. Across 2023, work has continued with partners to ensure a joined-up approach to tackling gender-based violence on our transport network. This has involved working with Freedom Personal Safety to deliver active bystander training to over 70 bus station frontline staff

alongside pledging TfGM's commitment to the Manchester City Council Women's Night-time Safety Charter.

To complement this work, the TSP also commissioned three marketing campaigns focused on youth ASB, unacceptable behaviours, and gender-based violence: 'Better than That', 'Don't Get Ghosted' and '#IsThisOK?'.



TravelSafe communications and marketing activity across the year has focussed on youth ASB, passenger reassurance and women and girls' safety. Campaign activity has generated over 69m opportunities for people to see and/or hear about the work of TravelSafe, through media coverage, social media and campaign activity.

To further enhance staff and customer safety, security and reassurance on the Bee Network, a team of new 60 TravelSafe Support and Enforcement Officers (TSEOs) have been recruited.

TSEO duties include supporting customer and staff safety, providing customer service and undertaking revenue inspection activities. Their deployment across the Bee Network has been welcomed by customers.

Since their commencement in September 2023 TSEOs have:

- Attended over **1,850 incidents**.
- Dealt with over **200 safeguarding incidents**.
- Submitted over **640 pieces of intelligence**.
- Boarded over **5,700 buses**.
- Interacted with over **82,000 customers**.



GMP Transport Unit

The GMP Transport Unit (TU) remains committed to jointly leading the TravelSafe Partnership, the primary focus being to increase public confidence and encourage greater use of the Bee Network.

In 2023, a small team from the Unit co-located within the TfGM Operation Control Centre, an arrangement that has helped to greatly improve information sharing and evidence collection/crime investigation. The TU utilises a range of different tactics including:

- Overt and covert (plain clothes) patrols taking place across the network helping to identify and deal with offenders.
- Tasking of a variety of specialist resources to Partnership Operations, depending on the prevalent issues at any particular site; this includes the use of a knife arch, GMP dogs alongside the drone.
- Use of Operation Servator tactics, which seek to disrupt criminal activity, whilst providing a reassuring presence for the public.
- Regularly deploying with and working side-by-side with transport staff to support them to undertake their role safely.
- The Unit continues to evolve and adapt to the challenges impacting the Bee Network, working closely with all partners to fully understand the issues experienced. In 2023, the Unit explored new ways of working with Beryl, using technology to track and recover stolen Bee bikes, which in turn has helped with the wider recovery plan.
- In 2023, the Unit made **1,200 arrests** for a variety of offences compared to 850 in 2022. Teams also conducted over **2,600 stop/searches**.

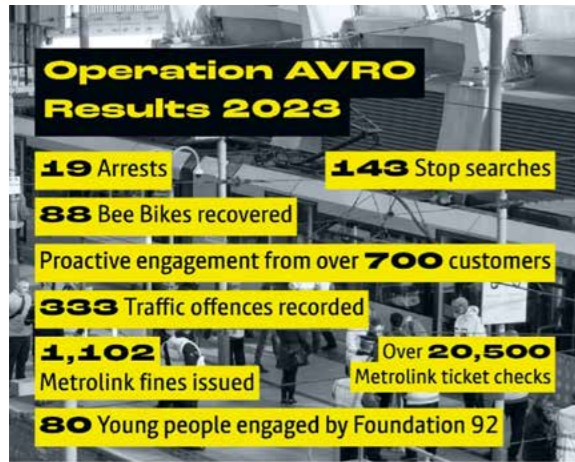
Operation AVRO (Transport)

The Deputy Mayor is committed to making our public transport network safe for everyone. It's a crucial part of people's everyday lives, whether they are travelling to and from work, visiting friends and family or coming to the city centre to enjoy themselves.

In July 2023, the Transport Unit and TfGM carried out multiple targeted deployments across all 10 districts as work continues to make the transport network safer for all users as part of Operation AVRO (a targeted approach and days of action). In support of tackling crime and promoting confidence on the public transport network, officers from all districts were out in force across two days of action showing a visible presence in their local area, patrolling the Metrolink network as well as the bus routes for that district.



AVRO Transport (July 2023)



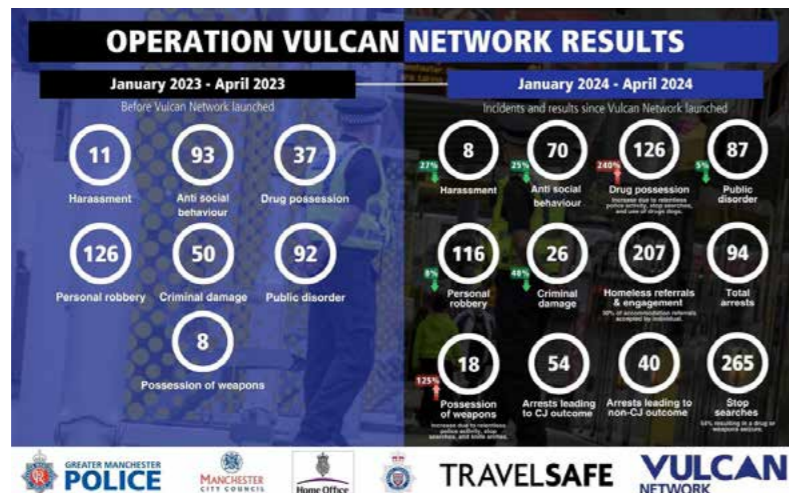
TRAVELSAFE

AVRO Transport (Dec 2023)



Operation Vulcan (Network)

In autumn 2022, GMP launched Operation Vulcan to clear the areas of Cheetham Hill and Strangeways of the counterfeit goods trade and associated organised crime. In 2023, the use of the programme methodology was expanded with new projects in Piccadilly, Trafford, Bolton, Stockport and on the Transport Network. Vulcan (Network) initially focussed activity on Piccadilly Station using established TSP governance to leverage support from partners. Issues successfully tackled to date include homelessness, retail crime and immigration. Operations have been so successful that the tactics are now also being deployed to Victoria Station.



Superintendent Gareth Parkin said: "This was an important two-day Operation AVRO for us as we once again rolled out our resources across Greater Manchester".

We often refer to our network system as the 'with district', so having an active presence working alongside our partners from TravelSafe, GMCA, TfGM and Beryl Bikes was a priority for us".

The Deputy Mayor also visited multiple locations throughout the day.

A subsequent Operation AVRO (Transport) was delivered in December to provide reassurance into the darker nights period.

Safer travel

Almost 10,000 people have been killed or suffered life-changing injuries on Greater Manchester's roads in the last 10 years.

It's not okay that people from our most deprived communities are more likely to be killed or seriously injured on our roads, nor that younger and older people are more likely to be killed or seriously injured as vulnerable road users.

The Deputy Mayor and other partners such as GMP, GMFRS and TfGM work together to make our roads safer and encourage use of public transport.

Community Speedwatch

The Community Speedwatch Scheme has been launched in Stockport and there are plans for this to be rolled out to all districts.

The scheme is investing in community-based interventions on road safety that can help local areas to challenge driver behaviour that may be dangerous to road users.

Residents use a speeding device and record the registration plate, make and model of the speeding vehicle in question. The collated information will then be passed onto GMP where a 'warning letter' is sent to the registered owner of the vehicle, requesting them to keep their speed down. This approach has helped reduce speeding at hotspot sites across the country. We want the same impact from our schemes and will continue to support the roll out across the city-region.

Vision Zero

The Vision Zero Strategy focuses on eliminating all traffic fatalities and life-changing injuries, while increasing safe, healthy and equitable mobility for all. Vision Zero will save lives and help re-target resources being spent on responding to road traffic collisions and incidents towards

preventing crime and investing in local priorities in our communities.

There was a reduction in numbers killed or seriously injured on roads from 851 in 2022 to 805 in 2023.

Further information on the Vision Zero Strategy and draft Action Plan can be found on the GMCA [website](#).



Safe Drive Stay Alive

Being involved in a road traffic collision is one of the biggest risks for young people, with 17 to 25-year-olds continuing to be disproportionately represented in the casualty statistics of those killed or seriously injured on the roads.

Inexperience means that young people are at particular risk and have less ability to spot hazards, as well as being more likely to take risks such as overtaking or speeding.

Between 2021 and 2023, there have been 509 road casualties (car/van occupants) killed or seriously injured of which 31 were fatalities of 17-25-year-olds in Greater Manchester.

Safe Drive Stay Alive held its tenth year of delivery as emergency services from across the city-region, alongside families that have lost their loved ones, join together to save lives and reduce the number of young people involved in road traffic collisions.

Safe Drive Stay Alive is an excellent long running multi-agency production that contains clear messages for young people

about the consequences of not taking driving seriously. The messages are vividly brought to life by 999 workers and the families of young people who have tragically been injured or killed. The production is hard-hitting and moving, and it has a very significant impact on the young people in the audience.

[Click to visit](#) *Safe Drive Stay Alive – 10 years of road education* | GM Police article.



[Click to visit](#) *'My world ended that day' - families share heartbreaking reality of road crashes for Road Safety Week* - GM Fire Rescue Service article.

This year the presentation was seen by more than **8,000 sixth form and college students**, with more than **50,000 students across Greater Manchester** having seen the performance since its inception 10 years ago.

Safer Streets Fund – Rounds Four and Five

The Home Office provide funding for the delivery of schemes of work that are designed to reduce incidences of neighbourhood crime (burglary, theft from a person, car crime etc.), VAWG and improve perceptions of safety.

The Deputy Mayor's team were successful in securing a total of over £1m funding in Round Four and Round Five combined.

Round Four (£551,931 total)

Manchester - £198,840 for 2023/24

Stockport - £107,124 for 2023/24

Wigan - £245,967 for 2023/24

Round Five (£463,182 total)

Bolton - £129,803 for 2023/24

Bury - £158,379 for 2023/24

Manchester - £175,000 for 2023/24

This additional money was used to provide funding to local authorities and CSPs to help tackle neighbourhood crime and/or night-time economy challenges within their borough. The funding proposals are based on robust problem-solving approaches to ensure that funding is targeted at known areas of high demand and on interventions that work.

Programmes of work include improved access and surfacing along the Fallowfield Loop, installation of CCTV and fencing, working with young people and increased security for known ASB and crime hotspots.

Village Angels and Safe Haven

The LGBT Foundation is commissioned by the Deputy Mayor to provide a Night-Time Economy Welfare Scheme in Manchester's Gay Village area on Friday and Saturday evenings. The scheme, working alongside emergency services to reduce unnecessary demand, is designed to provide support to vulnerable people who may need help whilst on a night out.

The scheme ensures that there is a trusted presence within the Village area, which helps

people feel safer. The scheme also works to support local priorities such as Manchester's Night-Time Safety Charter and to reduce incidents of crime.

This is a long-standing programme providing reassurance to people who visit the Gay Village and ensuring that it remains a safe and enjoyable location within Manchester's night-time economy.



Throughout the year the Village Safe Haven staff have:

- Talked to **20,915 people** to promote safer behaviour.
- Supported **512 extremely vulnerable people** who would otherwise be unable to get themselves home safely.
- Attended **101 GMP briefing sessions**.
- **1,200 volunteer hours** have been given to the programme by at least **30 volunteers**.
- **99 shift leads** have been recruited and managed by LGBT Foundation to run the Village Safe Haven shifts.
- **12 volunteer training sessions** have taken place.

GMP Sergeant Paul O'Donnell said: "The GMP City Centre Neighbourhood team recognise and value the work that the Village Angels provide especially within the night-time economy (NTE)."

"The Village Angels provide a dedicated team of volunteers who support GMP's NTE operation by providing additional resources with a skillset that focuses on safeguarding by identifying those that are in a position of vulnerability and reducing the risk of harm to that person. The support from the Village Angels allows officers to focus more on frontline duties and increase the number of police patrols available to meet the high demand of a busy city centre."



Tackling retail crime

In 2023, the Retail Crime Delivery Plan was refreshed, building on the work undertaken over the first 18 months to ensure that we remain in a strong position to support retailers, their staff and customers and deliver across the four priority areas:

- **Develop a problem-solving partnership with retail businesses and representative bodies** to tackle repeat locations and prolific offenders. Identify and share examples of best practice across Greater Manchester and other force areas.
- **Improve retail crime intelligence and information exchange**, with a particular focus on developing GMP's understanding of risk, harm and threat to the retail community, including serious and organised crime.
- **Improve GMP's response to retail crime**, including crime reporting, incident attendance and standards of investigation.
- **Prioritise prevention** – assisting retail businesses to protect themselves from crime and increasing police visibility and engagement across the retail sector.

Nationally, there are over 860 incidents of violence or abuse against retail staff per

day and 8m incidents of theft per year. Only 7% of violent or abusive incidents lead to a prosecution and 56% of retailers rate the police response as 'fair'. The losses from customer theft have risen to £955m and when the cost of prevention is included, the total cost of retail crime to retailers is now estimated at £1.76 billion per year.

Between October 2023 and March 2024, GMP saw a 13% decrease in the number of crimes recorded for shoplifting, 1,813 to 1,580.

The Greater Manchester Retail Crime Delivery Plan has looked to proactively tackle this issue and to increase awareness and confidence with the retail sector.

New retail crime prevention material and toolkits have been produced and shared and GMP has designated a Retail Crime Single Point of Contact (SPOC) on each district to improve the relationship between retailers and local neighbourhood policing teams.

Case study: Safer Business Action Day

In October 2023, the Deputy Mayor, along with local partners, took part in a Safer Business Action Day at the Trafford Centre. The multi-agency approach formed part of a wider week of proactive activities designed to stamp out business-related crime in our communities.

Police officers joined mall security for patrols and spoke to shopworkers and managers, to discuss everything from how they respond to crime to the preventative measures they have in place.

The Deputy Mayor also visited a stall for Greater Manchester Victims' Services, a service which provides useful information and practical advice for victims and survivors of crime, and their families.

Throughout the week, officers encouraged people to #ShopKind and promote positive behaviour in shops,

including raising awareness about the violence that shopworkers can face on a regular basis.

Deputy Mayor Kate Green said:

"Retail crime is an issue that creates fear and misery for hardworking individuals who are doing a vital job to support their families and our communities. This will not be tolerated, and we will continue to work in partnership with our business community to find solutions together."

Page 142



Section 3

Investing in communities

The Police and Crime Plan recognises that working together with victims, communities and partnerships is a crucial priority. In 2023/24 the Deputy Mayor devolved almost £10m to CSPs, to provide and enhance services and develop programmes and initiatives to tackle crime and disorder.

The Deputy Mayor continues to ring-fence over £1.1m of funding for communities and voluntary sector organisations to enable them to stand together in tackling the crime and incidents that affect them. The following sections provide an outline of how, in each local authority area, the CSPs are working together, using the funding that is provided by the Deputy Mayor, to invest in their communities, shaping and delivering initiatives and projects to improve community safety.

CSPs are statutory partnerships located in each of the districts and made up of representatives from the local authority, GMP, GMFRS, Probation, health, youth justice, housing providers, and representatives from the VCFSE sector.

Partners work together to reduce crime, tackle ASB, and make their borough a safer place to live, study, work, and visit. They undertake an assessment of crime and ASB across the borough which helps to inform their priorities. Each CSP's overarching priorities are aligned with those of our Police and Crime Plan.





**Be Safe
Bolton Strategic
Partnership**

Bolton

Bolton's Community Safety Partnership (CSP) works together to reduce crime, tackle antisocial behaviour, and make the borough a safer place to live, study, work and visit. It is a statutory partnership made up of representatives from the Local Authority, Greater Manchester Police, Greater Manchester Fire & Rescue Service, Probation, Health, Youth Justice, Housing Providers, and representatives from the VCFSE sector.

Bolton's Community Safety Partnership undertakes an assessment of crime and antisocial behaviour across the borough which helps to inform the priorities. Bolton's CSP overarching priorities are aligned with those of the Greater Manchester Police and Prime Plan, with action plans developed for key workstreams. Priorities for the next 3 years are:

1. Keep People Safe.
2. Reduce Harm and Offending.
3. Strengthen Communities and Places.

Over the last 12 months Bolton's Community Safety Partnership has made the following progress with regards to the plan:

Town Centre

The Town Centre Strategic Partnership Group was established to deliver a cohesive approach to problem-solving using tools available to get the best results and reduce demand. The group focuses on key areas across the Town Centre that have the biggest impact including begging, ASB, retail crime and VAWG linked to the nighttime economy.

Safer Streets (SSFR5)

The CSP successfully applied for the Safer Streets fund for interventions within the Town Centre. These include:

- Policing Interventions focussing on areas of vulnerability for VAWG.
- Community Engagement and Reassurance Officers to provide a high visible daytime uniformed public guardianship initiative.
- Travel Ambassadors to control taxi queues preventing disorder.
- Protect vulnerable people and ensure their safety.
- Observe any criminal activity including street crime to support GMP and CCTV operators.
- Street Based Youth Outreach to sign post young people into diversionary activities preventing ASB.
- Safe Haven working closely with key agencies every weekend to provide a mobile place for people that find themselves in potentially vulnerable situations.
- Training and Marketing Strategy developing campaigns and schemes for the NTE and enhanced target hardening to extend CCTV monitoring hours.

Plain clothed trained officers worked alongside uniformed officers and CCTV staff targeting vulnerable locations/individuals and potential offenders.

Outcomes included:

- **53** people arrested.
- **92** stop searches.
- **13** separate drugs/weapons seizures.
- **74** visits to Licensed Premises.
- **76** VAWG interventions.
- **62** intelligence submissions.
- Dealt with **155** reported incidents from public.

Serious Violence

Bolton's Violence Prevention Strategy (2024-27) was launched in March 2024. Drawing on the findings and recommendations of the Strategic Needs Assessment 2023 it sets out Bolton's approach to prevent and reduce serious violent crime over the next three years. Three priority work areas have been identified for focus: 1. Places & Spaces. 2. Youth Violence. 3. Gender-based Violence (Domestic Abuse and Stalking & Harassment). Existing partnership

arrangements are being used where possible to ensure clear alignment with existing work streams and a performance framework is being developed which will guide progress against each of the strategic priorities.

£150,000 was awarded to Bolton by the GM Violence Reduction Unit (VRU). The spending plan aligns to both local priorities and those identified through the GM Greater Than Violence Strategy, and includes targeted assertive mentoring involving one-to-one, group and family work to support youths at risk of serious youth violence, ASB and crime to prevent escalation into more serious offending. Summer Suppression Programme in hot spot areas to deliver youth diversion intervention work. The Prevention, Intervention, Education and Diversion (PIED) Project to provide preventative support for 'invisible' children at risk of escalating offending, and schools based targeted support providing much needed joined-up support for schools around safeguarding concerns.



Case study: **Using sport to enhance positive outcomes for young people in the context of serious youth violence (YEF toolkit – High Impact)**

Following the success of the 2022 programme, the CSP commissioned StreetGames to co-ordinate and deliver Bolton's summer violence prevention programme (2023). A number of 'hot spot' areas were identified through the Greater Manchester Serious Youth Violence Reduction dashboard and the Greater Manchester Community Sport Analysis Tool (CSAT Dashboard 2023) where both deprivation and incidents of violent crime were elevated.

Through the delivery of a range of community sport and physical activities in target 'hotspots' where young people of highest need were at risk of being involved in violence related incidents, the project aimed to contribute to a reduction in, and suppression of, serious youth violence across the borough. The summer period (21st July – 3rd September) saw 295 vulnerable young people engaged in a wide range of sport and physical activity in their local community. There were 923 visits or attendances at sessions, and

over 348 hours of provision, through a total of 138 sessions. A dynamic, short video (1 minute) was produced which highlights the range of activities, venues, providers and age range of the young people who have been the beneficiaries of the funding: [Beneficiaries video](#).

A video (7-8 mins) was also produced to capture the 'youth voice' in what the funding, sport and sport plus activities have meant to those involved over the summer period: [Youth Voice video](#).

Here are some comments made by the young people who benefitted from the project:

Youth Voice:

Young Person 1 [about Elite Boxing sessions]

"Before I came to Elite I was a bit like a naughty kid, I used to mess around at school, and I used to get in trouble all the time outside of school. I used to be rude to my parents and my family but then I came here and I've been a bit more chilled, like a lot more chilled. I'm not really rude to my parents anymore. We have three coaches, John, my Uncle Scott and Alex. They're all good men, they just help me a lot more than normal people do, so if I was like walking in the street and I seen him I could say hi to him. It doesn't feel like coaches, it feels like family".



Young Person 2 [about Bolton Lads & Girls club sessions]

"I get to go to the sports hall, play and make new friends and play table tennis and table football. And it gets my mind out from the world, and I go into like football, tennis but I don't know what's going on around me when I play. I don't feel safe [where he lives] ... yeah it feels safe here cause there's a lot of staff that in-case something happens they can help. And they're always around, walking around making sure people are alright".



Knife Angel

As part of the ongoing tour, Bolton:

- Hosted the Knife Angel during November 2023 supported by a programme of awareness raising activities that included an opening ceremony with a poem recital and dove release.
- An education production by Perception Theatre called 'CUT' that was performed to over 800 young people that centred around knife crime and youth violence to highlight the repercussions of carrying a knife.
- GMP delivered the 'Let's End the Hurt' campaign in schools and engaged the public through Bolton FM radio.
- Bolton Wanderers shared and publicised information with supporters and via the big screen on matchday, and there was various youth engagement undertaken by the youth outreach team, youth justice team and community groups. The activity was supported by an extensive engagement and marketing plan. Click [here](#) to watch the video.

A funding programme, managed by Bolton CVS was launched and grants of up to £500 were made available for the VCSE to visit the Knife Angel and develop a piece of work using the theme: Violence and Aggression. A total of £10,458.72 was awarded to 22 Community Groups.





Case Study: New Bury Boxing

We used the funding to visit the Knife Angel sculpture in Bolton Town Centre, to fund an art and poem workshop to create artworks related to the visit.

Our goal for the project was to raise awareness about knife crime and its impact on the community and to encourage participants to reflect on the issue and its consequences. Feedback from the group was positive. The project raised awareness and generated thoughtful discussions about knife crime. The visit to the Knife Angel triggered emotional responses and highlighted the real-life impact of knife crime for some of the participants. Overall, the project successfully engaged young people through a combination of informative and creative activities; it sparked meaningful conversations and highlighted the importance of continued community efforts to address the issue of knife crime.

Prevent

With the release of the new Prevent Duty and Channel Duty guidance, which came into force in December 2023, Bolton revised its Prevent Partnership Plan and strengthened its local partnership. As the cluster arrangement with Bury and Salford has come to an end, Bolton is now implementing its own new communication and engagement plan and a new training plan. It is also implementing a new risk assessment framework, to gain a better understanding of local risk and how best to reduce permissive environments.

To date, 420 people including safeguarding leads, the community and voluntary sector and students attending 6th form college benefitted from Prevent training. In addition, we have delivered a series of briefing sessions to a range of organisations including Bolton CVS, Bolton Deaf Society, housing providers, organisations offering support to 'new arrivals to Bolton' schools and out of school provision. Further sessions with stakeholders and partners are scheduled as part of our 'Communication and Engagement Plan.

Anti Social Behaviour / Partnership Prevention Hub

We continue to support Prevention Hub which is a multi-agency arrangement led by GMP to address repeating issues around crime, anti-social behaviour and disorder through a problem-solving model. This year local district-based partnership arrangements were introduced that bring together the local police neighbourhood team, community safety and other partners to apply a problem solving approach to issues that arise at the neighbourhood level and escalate this further to the Prevention Hub if required. These new structures reduce pressure on the Prevention Hub whilst also further strengthening local partnership arrangements.

Case Study: The Victims' Champion

Bolton Council and its partner agencies believe in putting the victim first when dealing with antisocial behaviour. In order to provide extra support to those who are most vulnerable and are deliberately targeted because of their vulnerability, Bolton Council operates an Antisocial Behaviour Vulnerable Victims Service.

The service receives referrals from partner agencies such as Greater Manchester Police and housing providers. The Victims' Champion aims to be the contact between the victim and the various agencies involved in their case, offering a single point of contact for the victim. They are the voice of the victim and advocate for

their needs. The Victims' Champion will coordinate local services, organise multi-agency meetings, including ASBRACs where there is a high risk of harm, raise awareness of vulnerability within a case and bring in additional support agencies as required. In 2022/2023 104 victims received support through this service.

Domestic Abuse

In accordance with the Domestic Abuse Act 2021, Bolton CSP has produced a Domestic Abuse Safe Accommodation Strategy and started the implementation of this strategy. A new commissioning model has been implemented and a refreshed and an expanded approach to providing safe accommodation for victims of domestic abuse is being commissioned. This approach will consist of a refuge provision, temporary accommodation, and significantly expanded support for people in their own homes. Bolton continues to benefit from the whole system review conducted by Safe Lives and the relationship that has been consequently developed. Bolton has also been chosen as one of three locations to deliver the Echo Project in partnership with Safe Lives which seeks to ensure that the authentic voice of

those with lived DA experience influences decision making and shaping DAV service provisions. The addition of the Echo Project and the new Safe Accommodation provision will form a core aspect of the continuous development of the holistic approach Bolton has embarked on.

Hate Crime

Bolton actively participated in Hate Crime Week of Action. Grants were administered to local community groups to:

- Improve people's understanding of what Hate Crime is and why it is important to report it.
- Improve people's confidence to report Hate Crime.
- Increase awareness of the different ways you can report Hate Crime, including the use of third-party reporting centres.

Projects funded as follows:

Name of Group	Summary of Project
Flowhesion Foundation	'No time for hate crime!' - 3 blocks of 8-hour workshops delivered to a total of 45 men and women from the South-Asian, Arab and Somali background in Crompton ward including a visit to a Hate Crime reporting centre.
Harmony Youth Project	Combatting Hate, Fostering Harmony - To unite Bolton against hate crimes through a multi-faceted approach, through education and awareness.
Krimz Girls Youth CiC	Hate Crime Awareness workshops, Feb 2024 - Audience targeted workshops on Hate Crime.
Response Bolton	Combating Hate Together - A 3-day awareness event, nurturing dialogue and inclusivity to unite the community against hate.
The Sunnyside Club	Educate Against Islamophobia in Bolton - The Groundwork - During GM Hate Crime Awareness Week and until October we will deliver educational sessions on Islamophobia with Schools, Community Groups and others in Bolton.
Art for You CIC	United Creative Communities - Creative sessions with communities: exploring enticing materials to make individual Hate Crime Awareness art works.
Live Artist CIC	Working Together to Stop Hate Crime - Raise awareness of hate crime, support victims to recognise and report it and use the arts to promote community cohesion.
UK Funding Futures CIC	Fighting Hate Crime whilst Funding Futures - We will create 50 hate crime reduction champions selected from disadvantaged 16-24 year-olds across the borough of Bolton.

We participate annually at Bolton Pride and are currently in the process of refreshing third party reporting centre training.

Case Study: **Harmony Youth Project**

Harmony Youth Project were awarded funding to deliver a project called 'Combating Hate, Fostering Harmony'. The aim of the project is to unite Bolton against hate crimes through a multi-faceted approach using education to raise awareness. The primary beneficiaries are victims of hate crimes, educators, young individuals, and the general populace interested in fostering a more inclusive environment. The project includes creating a short educational film, educational sessions, an art exhibition, radio discussions, and vibrant social media campaigns.



VCSE Funding

The Deputy Mayor's investment into the voluntary, community, faith and social enterprise (VCFSE) sector has been channelled via Bolton Fund. It brings together funding from Bolton Council, NHS Bolton Clinical Commissioning Group, Bolton at Home and Bolton CVS to fund the priorities of Bolton's Vision 2030. The priority areas are informed through Bolton's Joint Strategic Needs Assessment (JSNA), co-designed with communities and community intelligence.

Projects funded as follows:

Believe Achieve CIC	Promoting community safety and cohesion through workshops, early intervention and educational training programs for a safer and stronger community.
Bolton Deaf Society	We will develop deaf understanding of financial scams, self-help resources around personal security/reporting, and capacity for self-advocacy/system change.
Bolton Lads and Girls Club	Expanding our current Sport Plus offer for young people at risk of engaging with criminal activity (sports/mentoring/support).
Elite Community Hub C.I.C.	A 12 week program to help young people who have or are at risk of offending using boxing to engage them.
Endeavour (Paws for Kids)	Community domestic abuse support and advocacy for people aged 55 and over.
#Flowhesion Foundation	Trained 15 non-english speaking women as 'no to street loans! champions', offer bilingual caseworker and counselling support to victims.
Fortalice Ltd	Time to Recover provides much needed community based one-to-one and groupwork sessions for domestic abuse victims.
New Bury Boxing Club	A combined approach to help breakdown barriers and help young people feel safer in their community.
RockIt Bolton	Rock It aims to empower and mentor Bolton's youth through music, fostering safe, strong, and cohesive communities.
Round4Round	Promote the well-being of children by getting them involved in sports with a view to reducing violence and anti-social behaviour.
Urban Outreach Bolton	Our project offers support, information and guidance to women involved in sex work.
WAVE Adventure	Outdoor leadership project offering positive opportunities to young people, preventing and reducing offending and exploitation.

Priorities for 2024/25

- **Water Safety Partnership.**
- **Enhancing support to neighbourhood watch.**
- **Strengthening the Reducing Reoffending Board and action plan.**



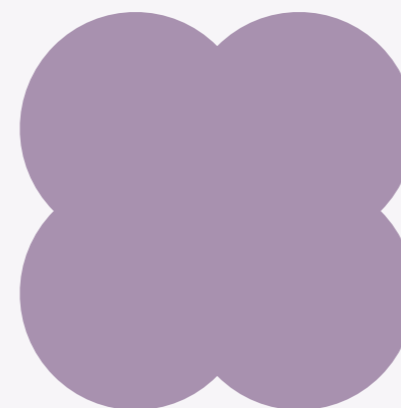
Bury

Bury's CSP oversees the planning and delivery of interventions designed to improve community safety in the Borough. These programmes specifically respond to the CSP's priorities, selected based on the most acute community safety issues reported through data from across the partnership.

Recognising that safe communities are a requisite for economic and social wellbeing, the priorities also tie into the broader aims of Team Bury's "LET'S Do It!" strategy and approach – focusing on working with (not doing to) local neighbourhoods and communities, in enterprising and innovative ways, to further develop partnership approaches between public services and communities, building on the strengths of our communities:

- 1** Reducing drug and alcohol-related harm.
- 2** Supporting victims and tackling the cause of domestic abuse.
- 3** Strengthening community cohesion.
- 4** Creating and maintaining safe spaces.
- 5** Tackling crime and ASB.
- 6** Reducing reoffending.

Supported by the Deputy Mayor's funding, a snapshot of some of the work is included on the next page:



Case study: Reducing drug and alcohol-related harm and reoffending – The Gateway Project

Recognising the high relapse and reoffending rates among individuals released from custody, The Gateway Project was commissioned by the CSP and public health to break the cycle of substance misuse and criminality by improving housing and provision of support on release. The project works with partner agencies to ensure the most complex offenders receive assistance around managing their offending behaviour/ substance use and making positive lifestyle changes within the community.

All clients have a named key worker who will meet with them regularly to identify work towards their goals. Clients receive support with a range of issues such as budgeting, claiming benefits, rebuilding relationships, and improving parenting skills; as well as putting them in touch with more specialist services.

- 75% of participants have reduced their substance usage and reported that this has improved their quality of life.
- 70% have accessed training or volunteering opportunities.
- 50% have accessed peer mentoring opportunities, and only three have returned to custody.

Page 148

Supporting victims and tackling the causes of domestic abuse

Funded by the Deputy Mayor, SafeNet, the Bury Independent Domestic Violence Advocate (IDVA) service's primary goal is to address the safety of complex high-risk victims of domestic abuse to keep them and their children safe. This service sets out to reduce risk of high-risk victims of domestic abuse, covering physical, sexual harassment, stalking and jealous behaviour; increase victims' confidence in domestic abuse support services in their area, and increase victims' feelings of safety in their community.

Over the past 12 months, SafeNet IDVAs have supported 432 households and have

contributed to a focus on women and girls' safety including:

- Promotional and awareness campaigns supporting Bury Council's successful White Ribbon accreditation.
- Decision tree and pathway planning workshops to support the embedding of the Family Safeguarding Model in Bury.
- Local delivery against the Greater Manchester Gender-Based Violence Strategy including a focus on the local night-time economy through the introduction of a Women's Safety Charter and building on successful local Purple Flag reaccreditation.

Strengthening community cohesion: Programmes within the VCFSE Sector

The Sophie Lancaster Foundation has delivered a train-the-trainer course in Bury to train leaders of community groups and teachers in S.O.P.H.I.E. workshops – a vibrant and effective resource which promotes respect for others and changes attitudes to difference. The training has a strong history of combatting hostility and prejudice. Moreover, the course provides ongoing support for participants, empowering them by providing reusable, tested and effective resources to deliver the workshops.

In Bury, a youth-led grants programme supported young people aged 13 to 25 to apply for up to £500 to develop and deliver their ideas to raise awareness and prevent hate crime. The initial pitches saw two successful projects funded, including Elton High School, where young people wanted to build on work within the school for LGBT awareness to ensure an equal emphasis

on other protected characteristics and to support fellow students to become hate crime ambassadors. A further project allowed young people to engage with their peers and policy makers through theatre as part of Hate Crime Awareness Week in February.

Bury CSP has played an active role in promoting community cohesion in light of the escalated conflict in the Middle East, through partnership activity under Operation Wildflower, including with our colleagues in Bury and Manchester, and locally with faith and community leads.



Creating and maintaining safe spaces: Water safety film project

Bury CSP have worked together with Bury College students to co-produce an educational video on water safety, which was filmed, edited, and designed by the students.

The project adapted existing content from GMFRS using local students and filming locations, with the aim of reaching young audiences with important messages about water safety in the summer months. The film is being delivered in assemblies across secondary schools in the borough by students in those schools.



Tackling crime and ASB: Youth-related interventions

A mixture of youth activity has taken place focussing on prevention and early intervention. This has included a one-to-one mentoring programme for 31 primary and 55 secondary-aged young people, detached youth workers, locally based universal youth clubs, collaborative partnership outreach, and training for parents, teachers, and professionals.

Particularly impactful have been the detached youth work teams working with colleagues from TfGM, GMP and the local VCFSE sector colleagues to respond to ASB hotspot areas. More recently, we have been able to boost this provision following a successful Safer Streets funding allocation, which has meant we have been able to dedicate capacity and public guardianship on the transport network.

As a broader support for parents and partners, we have distributed 1,000 booklets with information around the impacts of knife crime. Sessions have been offered to parents with their children accessing a sporting activity, which also included 'voice of the child' work to identify further need in designing approaches to engagement and education. 67 professionals have also been offered a variety of training programmes to understand young people's needs so that negative behaviour can be addressed through finding the root cause as opposed to responding to the action.

Future work

Strong partnership work between agencies and local community networks has enabled Bury to make the most of the Deputy Mayor's funding by maximising opportunities to make Bury a safe place to live, work, study in and visit.

Over the year ahead, Bury CSP will be co-producing an updated Community Safety Strategy, based on the Serious Violence Duty Strategic Needs Assessment, community insight and connectivity to local opportunities as part of Bury's public service reform approach.

In the meantime, the focus will remain on the existing priorities in the context of emerging online safety considerations; updates nationally to the Contest landscape; a refresh of the local Health Needs Assessment and roll out of the Serious Violence Delivery Plan.



Manchester

Manchester's CSP is a strong and well-established partnership that is well supported by a broad range of partners from public, private, community and voluntary sectors.

The CSP Board is responsible for developing and implementing crime and ASB reduction strategies for Manchester. The current Community Safety Strategy 2022-25 contains five priorities, identified following extensive consultation:

- 1 Tackling neighbourhood crime and ASB.
- 2 Keeping children and young people safe.
- 3 Tackling serious harm and violence.
- 4 Tackling drug and alcohol driven crime.
- 5 Protecting communities through changing offender behaviour.

Several common themes run through the five priorities, including improving communication and data collection, tackling disproportionality, and working with communities to co-design services. Each of the five priorities is overseen by two priority leads, responsible for developing plans, commissioning analysis and activity, allocating funding, monitoring performance, and working with other priority leads on cross-cutting areas of work.

The funding that is provided by the Deputy Mayor is overseen by the CSP and examples of some of the work that has been done include:

Tackling neighbourhood crime and ASB

The Deputy Mayor's funding was used to support the delivery of the multi-agency Street Engagement Hub, addressing the underlying causes of begging through a person-centred approach. The Hub provides practical support and advice to people with complex needs who are often rough sleeping. This includes accommodation, substance use, health, and money. The Hub was first piloted in November and December 2019 to address begging, a serious concern in the city centre.



Case study: Mustard Tree Street Engagement Hub

During 2023/24, 734 individuals attended the Street Engagement Hub based at the Mustard Tree. This involved 1,542 interventions including 173 offers of accommodation.

Other areas of support included:

- 80 attendees either made a claim for benefits or had benefits reinstated with help from on-site DWP officers.
- 30 attendees signed up with the Big Issue North to sell the Big Issue as an alternative to begging.

- 102 outdoor sessions took place across Manchester from the CSP vehicle in response to intelligence concerning ASB, begging, and rough sleeping.

Page 150

Improving safety and providing support for people at night

Based at the Great Northern, St. John Ambulance (SJA) run a weekend welfare unit for people requiring first aid and other health related interventions, or support in finding their way home or their friends.

97 people
accessed the
SJA Welfare
Unit, based in the
Great Northern.

42
returned to
their activity,
and 14 went
home.

60 visits
involved clinical
interventions and 37
non-clinical
interventions.

Presenting complaints included injury, intoxication from alcohol/drugs, and chest pains, with people also presenting for mental health and breathing difficulties.

29 people
were taken to A&E either by SJA
or the Ambulance Service.

Other interventions included emotional support, providing a safe space, and giving directions.

Keeping children and young people safe

Manchester Youth Justice commissioned restorative practitioners from Remedi to work with children and young people on the periphery of the criminal justice system to reduce criminalisation, crime, ASB, and violence. Young people are encouraged to reflect on different perspectives and equipped with tools to make better choices, dealing with situations of conflict restoratively rather than violently or

aggressively, achieving positive outcomes for themselves and others.

Practitioners and young people focus on underlying concerns and strengths, tailoring interventions around needs. These interventions include effective communication; victim impact; a knife crime programme; empathic thinking; and conflict resolution. Remedi also provided support around behaviour, reducing behaviour sanctions, and assisting with maintaining school attendance.

167 referrals were made to Remedi from across Manchester with **111 children** and young people completing **970 sessions**, an attendance rate of **96%**.

When asked if they would think/act differently, one child said: *"Yes, because I don't want to get in trouble again, so, I'd rather know about what ticks people off and what doesn't".*

A parent said: *"There's been a really positive change. He started listening more. His attitude has gotten better and his friendship group have gotten better, he doesn't stay on the streets as much."*

Reducing serious harm and violence

The RADEQUAL Campaign aims to unite Mancunians across the city to tackle prejudice, hate, and extremism. During 2023/24, five organisations were funded to challenge, connect, and champion activities and outcomes that built community resilience to hateful extremism:

- **OddArts** – delivered a series of interactive theatre and art workshops in primary, secondary and further education settings exploring and addressing men's prejudice and VAWG. These workshops addressed several rising concerns and provided young men with a platform to explore and challenge stereotypes, developing resilience and an awareness of others.

- **The Common Sense Network** – delivered workshops that engaged 50 University of Manchester students in workshops that inspired discussions on often difficult and challenging topics in relation to radicalisation, identity, exploitation, extremism, critical thinking, and building individual resilience.

- **M13 Youth** – delivered detached youth work sessions, and creative opportunities that allowed young people to explore themes around hateful extremism, stereotypes, and repercussions on society, helping them understand how divisions are created and how they can be challenged.

- **The Peace Foundation** delivered a two-day workshop for 30 women representing Muslim communities. Following this, the women worked with the workshop facilitators to identify groups both in their communities and workplaces to deliver sessions on Islamophobia.

- **The Women's Chai Project** offered safeguarding workshops to just under 140 Black, Asian, and minority and Muslim women exploring a range of safeguarding themes that would bring about awareness and strengthen community resilience and develop networks of support.



Page 11

Tackling drug and alcohol related crime

To improve access to drug treatment services, a worker from Change Grow Live (CGL) – Manchester's drug and alcohol treatment service, has been working with partners to:

- Develop, strengthen, and streamline pathways into treatment.
- Improve communication and sharing of information between agencies.
- Ensure timely support for residents to reduce the crime impact of drug and alcohol misuse on communities.

CGL integrate their approach with other teams and services that are working with

vulnerable people in the city. This includes improving awareness of what CGL can offer as well as training to other professionals to improve their knowledge of alcohol/drug awareness; overdose and naloxone use; and harm reduction.

Other groups, teams and services that they have worked with are:

- Street Engagement Hub.
- GMP.
- Council's ASB team.
- Housing providers.
- Community venues to establish satellite services – improving accessibility.

In 2023/24, CGL attended **98 Multi-Agency Prevention and Support (MAPS)** meetings across Manchester where **140 individuals** were discussed.

16 referrals into MAPS were made by CGL with **12 CGL service users** successfully closed to the MAPS.

Case Study: Women's Homelessness Outreach Worker

The CSP fund a Women's Homelessness Outreach Worker employed by Manchester Action on Street Health (MASH).

Claire attended the Street Engagement Hub and reported being a victim of domestic violence. Claire shared that she had been sleeping rough because of domestic abuse and was concerned for her safety, asking for help to access services. Claire was alcohol dependent and wanted support from the substance misuse social work team to address this. However, she had no phone or address as a means of contact. MASH supported Claire to reconnect with her social worker, domestic abuse services and the Rough Sleepers Team. This resulted in her being allocated accommodation and transport to the accommodation.

MASH supported Claire to give her the best possible chance of successfully maintaining the accommodation. They also gave her a phone so she could contact and be contacted by MASH and other agencies.

From being homeless and uncontactable by support services, Claire now has somewhere safe to stay and to break away from her abusive partner. MASH continue to support her to create a plan to secure long-term accommodation. She can now contact her support network and will receive help moving forward from IDVA and social work services.

Priorities for 2024/25:

- Work with children and young people to improve our approach to keeping children safe.
- Improve our understanding and measurement of disproportionality in our systems and the impact of our work to address it.
- Continue our focus on prevention and early intervention to address crime including serious violence and domestic abuse.
- Embed trauma informed responses through our commissioned services and workforce training.





Oldham

The Community Safety Partnership

Oldham Community Safety Partnership is co-chaired by representatives from Oldham Council and Greater Manchester Police. For the majority of 23/24 the Chairs were Sayeed Osman, Deputy Chief Executive and Ch. Supt. Phil Hutchinson; however, towards the end of the fiscal year, due to senior leadership changes in both organisations, Emma Barton, Deputy Chief Executive and Ch. Supt. Estelle Pathieson took over the role of joint Chairs.

The CSP has met quarterly in accordance with the terms of reference; and continues to be well attended by a number of organisations from across the borough, alongside the Responsible Authorities. Members include representatives from the VCFSE, housing, YJS, education and the wider health economy. A number of extraordinary meetings have also been convened to discuss emerging and completed Domestic Homicide Reviews.

Priorities for 2023/24

The Priorities for the CSP for 23/24 have been in accordance with the existing Plan. These are:

- Misuse of drugs, alcohol, and other substances.
- Reducing reoffending.
- Neighbourhood working and problem-solving.
- Violence reduction.
- Preventing serious and organised crime.

All of the grant monies received from GMCA for 23/24, including the voluntary and

community sector grant have been focussed upon activities to meet the priorities. The VCS grant was again focussed upon work to support those affected by domestic abuse, with 5 VCS organisations delivering services as part of the Oldham Women's Network.

Mental Health Coach – TOG Mind working with Positive Steps (Youth Justice Service)

This project was re-commissioned in 23/24 as part of the CSPs commitment to trauma-informed working.

Rifat, the Mental Health Coach worked with 32 young people over the year (81% male and 19% female). Wellbeing Sessions were conducted once a week face to face, with online sessions also being offered for special circumstances. Sessions lasted between 30-45 minutes and were held at Positive Steps, education establishments, local community centres and libraries. Sessions lasted between 3-10 weeks depending on the support the young person required. Sessions were centred around the needs of the young person making sure that they felt comfortable and safe.

Through discussion and exploration of feelings, interventions were developed around anxiety and stress, low mood, mindfulness, grief and bereavement, motivation, anger management, emotional regulation, grounding techniques, resilience, confidence and self-esteem, communication skills, self-awareness, emotionally based school avoidance, sleep issues, friendship problems and adverse childhood experiences.

Case study: Wellbeing sessions

Young person was referred from the Turnaround Programme. They were involved in an attack with another young person at school that went viral via social media and the local press. They were usually a well-behaved child and school had praised them for being a good student. There were no problems with attendance, punctuality, grades and no complaints of bad behaviour had been made towards staff; however, the young person often found themselves involved in conflict specifically with female peers in school, suffered from low self-esteem as well as anger. The attack went viral on social media and the police became involved which led to the young person self-harming.

The young person engaged in wellbeing sessions once a week for 45 minutes at school for 8 weeks. Wellbeing sessions were focused on resilience building,

challenging negative thoughts, anger management, dealing with conflict and building a safety plan. During the sessions, the young person was involved in another incident where a video about a student at school was uploaded on social media without their consent. This led to parents and school staff becoming involved.

With Rifat's support, the young person was able to use the interventions to help them deal with the situation.

By the end of the sessions the young person was able to deal with conflict, had a more positive outlook and focused on positive friendships. They started to enjoy school, relationships with school staff improved and they felt they could approach staff members if they needed support. They were able to think more clearly, deal with problems better and felt more optimistic about the future.

Example feedback from young people

"Helped me to deal with my problems and anger."

"It was always there when I needed it which shows how much they would like to help me."

"Get the stress out of my head."

Example feedback from parents

"I have seen a real difference in my relationship with my son since Rifat has been involved."

"He talked about enjoying your sessions and being able to discuss past childhood experiences with you."

Specialist Young Person's Advocate – Early Break

This is a project which was recommissioned in 23/24 by the CSP.
Over the year there were 25 new referrals into the service.

Case study

Kayden was referred to Early Break in April 2023 from Early Help after a police referral. He was referred after being found in possession of money, being in possession of cannabis and one with a knife. He was at risk of criminal activity due to negative peer group and also at risk of permanent exclusion.

Kayden was happy to engage in support. Initial assessment identified that he did not smoke cannabis but had experimented in the past; he did however use nicotine vapes and struggled with sleep. Kayden recognised that he had a negative peer group but had known them from primary school and felt they were true friends. He didn't enjoy school and was challenging to teachers. He was verbally aggressive to Mum who struggled to impose any boundaries. He had little understanding of the impact of anti social behaviours. Weekly appointments were offered and Kayden engaged in this.

Working with Early Help, a number of interventions were delivered with Kayden being offered regular appointments. There was planned support to consider Kayden's environment and impact on behaviours and to support their overall emotional well-being.

Specific sessions focussed on 'Stressed Out Brain' interventions, the impact of ACEs and their effect on emotional health, SMART goal setting, sleep patterns, education on cannabis and links to criminality, mindfulness calming techniques, education on healthy relationships including peers, effect of

behaviours on others, types of stress. In addition, there was parallel multi-agency working to improve outcomes for Kayden and the family.

Kayden continues to be cannabis free. He is much more able to recognise stress and to implement calming techniques. There has been no criminal activity or concerns reported since the referral. He moved away from his peer group with a much better understanding on the impact the peer group was having on him. His sleep patterns have improved with more respect shown to other family members. Early Help closed the case due to improved relationships at home. Mainstream school has continued to be a challenge for him and alternative provision has been considered.

In addition to the direct work with young people, as part of the commission Early Break have delivered the 'Stressed Out Brain' training to 100 professionals from across a variety of services, including Health Visitors, Oldham Youth Service, Oldham Youth Justice Service, Family Connect, Oldham College, Hollinwood Academy School Nurses and Royal Oldham Hospital A&E and Paediatric Teams.

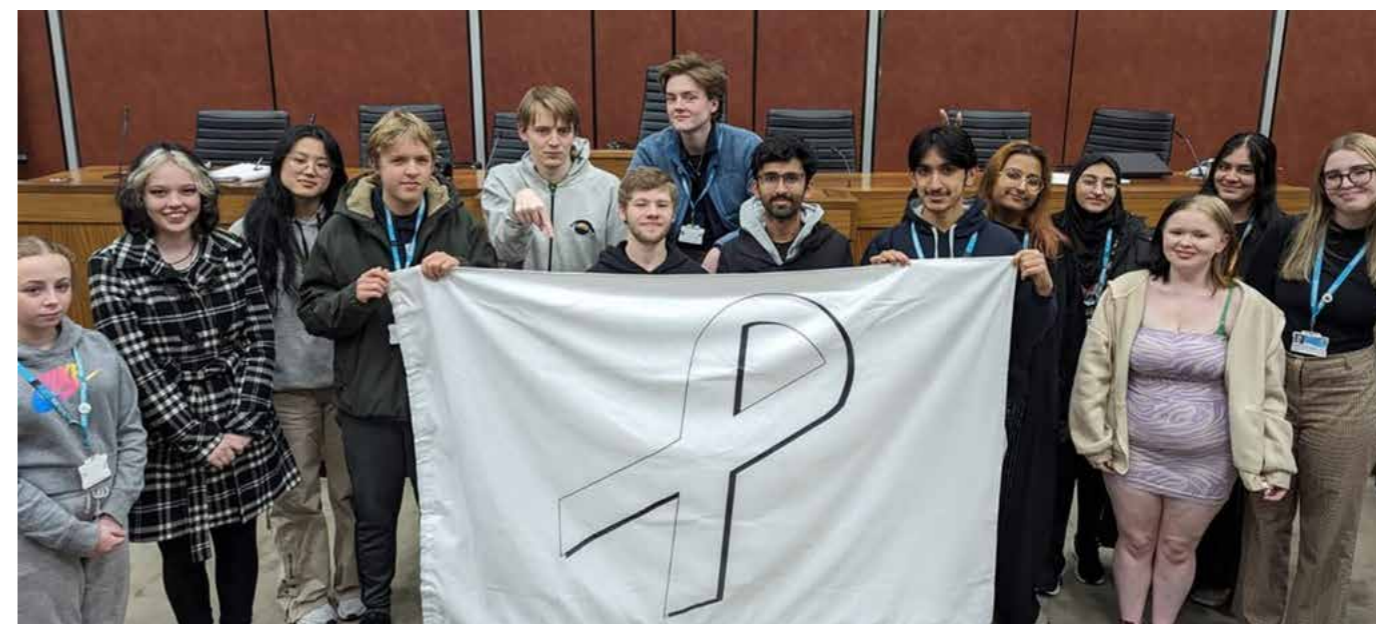
'Me, Myself and I' – White Ribbon Conference for Young People

As part of the White Ribbon two weeks of action, Oldham Council and Oldham Safeguarding Children Partnership invited local schools to attend the 'Me, Myself, and I Conference', to raise awareness about men's violence against women and girls. Oldham Youth Council also supported the event.

67 year nine pupils from 11 schools across Oldham attended the conference and provided young people with the opportunity to watch a performance piece focused on the self and how our values, attitudes and behaviours are influenced. The piece explored both positive and negative narratives, looking closely at how certain attitudes may lead to things such as domestic abuse, harmful behaviours and contribute to oppressive social norms and gender inequality.

Four interactive workshops in small groups to encourage learning and participation:

- 'Equality Street' focused on how messages we consume about masculinity and femininity can influence our views and actions;
- 'What's love got to do with it?' explored the clash between culture, consent, and choice;
- 'Relationship Red Flags' discussed expectations of respect in relationships; and
- 'Fact versus Fiction' allowed young people to talk about the rise of disinformation.



Domestic Abuse Support – Oldham Women's Network

Five community organisations who are active members of the Women's Network (facilitated by Action Together) were able to increase their capacity to respond to the rise in demand to support women and families affected by domestic abuse.

Investing through the network increased collaboration and reduced competition for funding. This investment has also ensured that grant funding has been used to support the grass-roots (non-commissioned) organisation's abilities to react and respond to the needs of the women they support.

The five organisations have supported 1,196 women, including women from BAME, Gypsy and Traveller and Eastern European communities.

A black African men's group has also been set up to provide opportunities for black

African men to discuss issues that affect them and highlight the issue of domestic violence, exploring the impact of this and violence in the home, as well as educating the men in the cultural aspects and laws in the UK.

Case Study

KSMU had been part of one of the organisations for about 3 months. She was initially a quiet woman but as she settled became more confident. During a Sarati group session, KSMU disclosed that she was an ongoing victim of DV and was deeply ashamed of her situation. Her partner had left on a number of occasions but would then return. She lived privately with guilt, anger and fear.

KSMU was deeply ashamed and traumatised by things that happened and were still ongoing. She felt isolated, alone and said she had suicidal thoughts. She did not know where to turn or what to do. It was essential she was listened to without judgement or blame and given the opportunity to explain and vent in this safe space. She was held by her peers without judgement, was reassured and loved.

KSMU was met in a mutually convenient safe space where time was spent with her, listening and recording the issues she had faced, what had happened from her perspective and her fear for the future. She was asked what she thought should happen and what she wanted to happen. This highlighted her anger, shame and grief issues. She had lost what she thought and believed was a good marriage. Her first thoughts were about her children and family. Colleagues from the organisation sat and listened

and she talked with her peers who encouraged her to look broader and wider.

She agreed to continue with the Sarati group sessions, exploring healthy relationships and her options on how to stay safe and who could help. Peer support was an essential component of this alongside wider organisational support. The situation was out in the open but still behind closed doors with a woman learning, accepting and understanding that she is a victim and this did not have to be her norm or that of her children.

Personal learning and reflection was put in place, with plans and options for her continually considered. She was provided with details for other support organisations and helplines so that she had a variety of choices. She had a safety plan agreed and peer support in place for her to confide in.

CSE – Education and Prevention Project – Keeping Our Girls Safe

The programme is an intervention for girls aged 11-16 who have been identified (by school or CSC) as at low risk of child sexual exploitation. This may be due to peer association or some other vulnerabilities such as previously being groomed, sharing images etc.

The programme is delivered through groups or 1 to 1 sessions and is tailored to the needs of the participants and covers topics including CSE, grooming, unhealthy relationships and risks. Other topics such as drug and alcohol misuse, harmful material, consent, e-safety, etc. are added where appropriate.

Example feedback

"I just thought that grooming happened to kids in care homes – I am shocked to realise it's what has been happening to me. I have learned a lot so far and it's been good."

"I am really glad to see KOGS has been so invested in (by the council) because its much-needed work."

King Street Problem-Solving

Between October 2023 and November 2023, there were a number of violent incidents on and around King Street tram stop, including along the King Street corridor between Oldham College and Oldham Sixth Form College.

A multi-agency SARA problem-solving approach was applied, which involved colleagues from Community Safety Services, Oldham Youth Service, Oldham Council Communications Team, Oldham Council Public Protection Team (CCTV), Greater Manchester Police, Oldham Sixth Form

College, Oldham College, TfGM, the GM Safer Transport Unit and the Oldham Complex Safeguarding Team.

A partnership action plan was devised with all services and organisations having responsibility for actions to secure short, medium and long-term outcomes. Measures undertaken include environmental improvements (CCTV, signage, audio systems) and work with the colleges to develop a legacy initiative for young people which can be delivered through post-11 education.

The approach applied was referred to by TfGM colleagues as an exemplar of partnership problem-solving practice.

Priorities for 2024/25

The priorities for 2024/25 will remain the same; however, there will be a specific focus on:

- The development of the Serious Violence Action Plan following the publication of the Serious Violence Strategy in February 2024. This will include the introduction of a problem-solving methodology relating to repeat and high-risk domestic abuse cases;
- Neighbourhood working and problem-solving, which will look to build upon, and extend the use of SARA for solution focussed working, as part of place-based integration work; and
- The development of a communication and engagement plan which will include the branding of the CSP.

A number of commissioned projects will continue in 2024/25.

The Community Safety Plan will be reviewed and refreshed in 2024 with a new version and Strategy published in early 2025.

Additional Information

From June 2024, the frequency of the CSP meetings will change from quarterly to bi-monthly.



Protecting and strengthening communities and places

Rochdale Middleton Heywood Pennines

Rochdale

Our Vision

Strengthening and protecting communities and places.

Our Aims:

- **Reduce crime and disorder and impact on residents, businesses and visitors** – working in partnership with our communities to reduce crime and antisocial behaviour.
- **Strengthen our sense of community** - encourage cohesive and positive relationships between people from different backgrounds and create a feeling of belonging in our neighbourhoods.
- **Increase confidence and satisfaction in our partnership response to crime and disorder** – ensure that people are happy with the way that we deal with offenders and support victims of crime.

For 2024/25, we currently have **six priorities** for protecting and strengthening communities and places. These are the areas that really need our attention, although we will continue to address other crime and community safety issues.

Our six priorities aim to:

1. Reduce neighbourhood crime and anti-social behaviour.
2. Reduce serious violence.
3. Reduce domestic abuse and violence.
4. Reduce reoffending.
5. Reduce substance misuse.
6. Reduce organised crime in the borough.



Our six priorities align to the GM Police and Crime "Standing Together" Plan priorities. These are:

To keep people safe – For those who live, work, socialise and travel in Greater Manchester, as well as protecting those who are vulnerable.

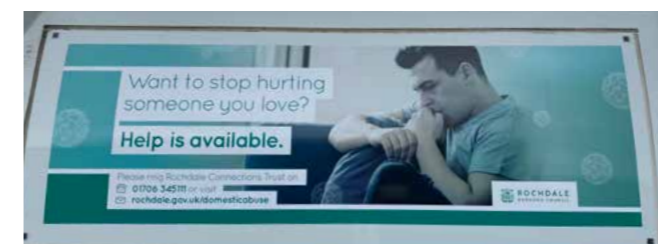
To reduce harm and offending – Preventing antisocial and criminal behaviour by intervening earlier and rehabilitating offenders.

To strengthen communities and places – By helping to build resilient communities and strengthening the delivery of public assets.

GM Community Safety Grant (including GM Community and Voluntary Grant) funded projects:

Domestic abuse

With the support of the GMCA Community Safety Grant, Rochdale commissioned Manchester Immigration Aid Unit to provide legal advice to 25 clients with no recourse to public funds, this included applying for the DDV concession and indefinite leave to remain. In addition to this, the local partnership benefited from a 12 month funded licence for the Home Office database, NRPFC Connect. This database allowed Rochdale Council to upload no recourse cases, receive timely information from the Home Office and track expenditure.



Domestic Abuse communications campaigns

The GMCA Grant has funded adverts on bin wagons, a digital advertising plan, bill boards, posters, leaflets and social media assets to promote our local domestic abuse services to the community. Adverts have been generic and also targeted different sections of the community such as older victims and male victims.

Rochdale Women's Welfare Association (RWWA)

The community safety grant has enabled the provision of funding to provide funding Rochdale Women's Welfare as part of our response to reducing domestic abuse and violence. RWWA is a non-profit organisation for women based in the heart of Rochdale offering support to women in the communities of Rochdale.



RWWA provide a trauma-informed intensive support approach from crisis to recovery from all forms of domestic abuse for black and ethnic minority victims/survivors of domestic abuse. RWWA services offers a wide range of services such as; counselling, one to one and group based therapies, which are available to all women. Barriers such as language barriers are addressed by offering support from our Bi-lingual Counsellors RWWA also deliver the FREEDOM programme to women.

Rochdale Women's Welfare Association delivered 40 sessions in both Black African-Caribbean and Arab communities on domestic abuse awareness, with the aim of reducing risk and safeguarding victims and their children. Totalling 80 sessions in 12 months funded period.

The training plan was developed in partnership with the Specialist Domestic Abuse Service (SDAS) - Victim Support to ensure both organisation's training offers are coordinated and reduce the risk of duplication within the local partnership. This work includes training of 28 community champions in domestic abuse and awareness raising of the domestic abuse support services and associated referral pathways.

Cohesion

Veterans Football cohesion tournament

Following a number of criminal incidents against memorial gardens in Rochdale, the council supported a charitable organisation 'Get Together After Serving' (GTAS). The group wanted to organise a football cohesion tournament to include members from the BAME community, military veterans, Northwest Ambulance, Greater Manchester Police, the local prison and Rochdale AFC. The aim of this project was to break down barriers by bringing together a diverse range of communities through football as a symbol of unity to demonstrate a collective commitment to peace and building relationships across cultures, gender, age and professions.

Black History Month

As part of the annual celebration and commemoration of Black History Month, the council supported the charitable organisation, Caring & Sharing to deliver a series of cultural performances from local artists and groups to highlight pivotal contributions they have made to the Rochdale borough community.

A number of dignitaries such as the late Sir Tony Lloyd, Professor Erinma Bell MBE, founders of 'Support and Action for Womens Network' and the MAMA Health & Poverty Partnership led the way to celebrate African culture and Black history as well as raising money for charities dedicated to helping young people of Black or ethnic minority backgrounds overcome inequality.



Hate crime

Hate crime remains a priority area for the local partnership. With the support of the GMCA grant we have been able to support a local hate crime initiative. A collaboration of a number of local sports groups, young people and Greater Manchester Police came together to raise awareness of the importance of reporting hate crime and how to identify it.

A video was produced which encompassed the theme of "intersectionality" and was shown in all local sports and leisure centres during Hate Crime Awareness Week in February.

ASB

Foundation 92

The Community Safety Grant has been used to contribute to the commissioning of Foundation 92 for 2023/24.

Foundation 92 have developed a place based, person centred, community focused sports based mentoring offer, in a number of Greater Manchester boroughs, which adds

significant value, capacity and opportunity for young people who are most at risk of participating in serious violent offending/risk taking behaviour.

Working within the Borough of Rochdale, Foundation 92 has developed a positive, collaborative working relationship with Rochdale Community Safety Service through the Foundation's, Transport For Greater Manchester, transport infrastructure behaviour change, early intervention offer. This charity has also formed a key partnership with wider local partners and services such as GMP, RBC Youth Services, Youth Justice Service and other local VCSEs such as Your Trust.



Responding to the needs of the local community, Foundation 92 delivered this mentoring programme which from the outset engaged with young people who presented the following risk factors/person centred needs:

- Have been identified as being at risk of participating in serious violent offending through the demonstration of low to medium level risk taking behaviour.
- Have been identified as being at risk of exploitation, through the developing of relationships with young people have been identified as participating in serious violent offending.
- Have been identified as living with identified vulnerabilities which may lead to the young person becoming a victim of exploitation which may lead to serious violent offending taking place.

- Have been identified by referral partners as participating in low-level, risk-taking behaviour with the potential of such risk-taking behaviour escalating.

Foundation 92 was able to offer 40 young people who reside in Rochdale with the opportunity to participate in a bespoke, community-based mentoring offer.

Rugby League Summer Camp

A 6 week summer camp assisted with GMCA funding and run in partnership with Rochdale Hornets RLFC and Greater Manchester Police but led by Rochdale BC. **200 children** on the cusp of engaging in ASB were invited to attend.

Rochdale Hornets delivered Rugby Sessions to primary school aged children from 1st August to 24th August 2023 on a daily basis Monday-Thursday at Balderstone Park. The project was funded by Holiday Activity Fund which also provided lunch at the Kirkholt Million Pavilion building each day for approximately 12 children per day. Community Safety and Metrolink both delivered sessions based on Personal Safety and the impact of ASB upon our local communities including on our local transport network. The children particularly enjoyed the session with Metrolink where they got the chance to use the simulator which demonstrated the possible dangers of misusing the tram system.



**Salford
Community
Safety Partnership**

Salford

Salford CSP is a strong and mature partnership made up of the responsible authorities and other public, voluntary and private organisations that actively contribute to the work of the partnership.

The overarching aim of the CSP is to build safer, stronger, more resilient communities in Salford and reduce the fear of crime.

To achieve this aim, Salford focusses its collective efforts and resources on six priorities during the lifetime of the 2024-27 strategy. The priorities complement national and regional policy and strategy and reflect the most pressing community safety issues that have been identified through analysis of community safety related statistics and by listening to the views of those living and working in the city.

These are:

- Driving down crime.
- Reducing serious violent crime.
- Tackling ASB.
- Building resilient communities.
- Protecting vulnerable people.
- Reducing offending.

- Within these priority areas Salford has and continues to focus on:
- Volume crime within neighbourhoods.
- Serious and organised crime.
- Serious violent crime.
- Community cohesion and hate crime.
- Radicalisation and extremism.
- Community confidence.
- Domestic abuse.
- Substance misuse.
- Youth crime prevention (including knife crime).
- Young and adult re-offenders.

Tackling serious violence – The Fresh Start project

The Fresh Start project aims to provide early help for young substance users and their families and is commissioned by Salford CSP to deliver professional training via the 'Stressed Out Brain' project.

Fresh Start received **85 referrals for service in 2023/24, with 75 young people engaging with the service**. All young people were offered one to one specialist drug and alcohol support, which focused around understanding why young people use substances and supporting towards their goals.

Case study: **Early Break**

BD is a 15-year-old male with a history of controlling behaviour towards his mother and anger management issues. He was referred into Early Break for cannabis use by his case worker from the Youth Justice Service. He said that he was using cannabis every day so that he could sleep and for emotional regulation.

He had tried to stop using on several occasions before and said that it was impossible for him to abstain for more than three to four days. BD was also using a nicotine vape daily.

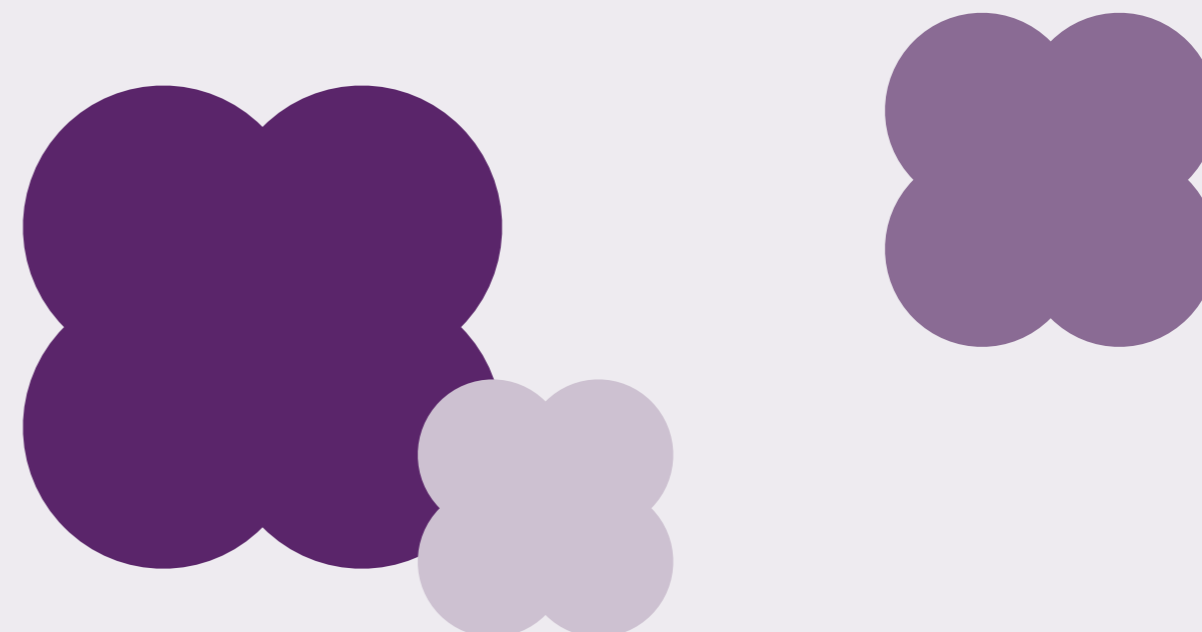
Not currently in education following a permanent exclusion, he said he had little to do in his spare time and no structure to his day. He was waiting to be placed in another educational provision and wanted to continue his bricklaying course but was not able to as it was not offered in his new placement.

BD wanted to stop using cannabis completely. He was supported through weekly face-to-face sessions in his home as he felt most comfortable and safe there. This included education sessions around the effects of cannabis

on emotional regulation, physical health, sleep, and mental health. With support, a reduction plan was developed that included clear goals and timescales by when he would stop smoking and remain abstinent.

Ongoing work supported BD to identify patterns and triggers that have resulted in anger and violence and explored how anger felt for him. We then planned for ways that he could remove himself from those situations and allow himself to calm down.

BD likes to stay physically active and this, together with the Youth Offending Team supporting boxing sessions he has been able to maintain his abstinence for over six weeks and reports having a calmer relationship with his mum.



Case study: **Escape room project to tackle ASB on transport network**

In March 2023, the neighbourhood management team in Little Hulton were faced with the rise of ASB linked to criminal damage on local transport, and this led to bus companies threatening to stop sending their buses on the well-established routes through the area.

It was reported that in 2023, one of the bus companies saw over £100,000 in window damages alone, from bricks that were thrown by local youths.

The loss of public transport could have had serious implications for the community, isolating many people who rely on the buses to get them to other areas of the city and beyond.

Action planning meetings were held with partners, GMP, TfGM, bus companies, schools, and youth colleagues in response to this serious issue and a plan of action was developed.

This included:

- Youth targeted outreach work around the hotspot areas with detached sessions on the streets of Little Hulton.
- Preventative offer for young people aged nine to 15 in the form of an escape room experience. The concept takes young people through a series of scenarios and highlights the possible consequences of damaging public transport to create behavioural change and a longer-term behaviour change.

TfGM said:

'We are really excited about this project. In Salford there are hotspots on the transport network where criminal damage is high, so we are looking forward to seeing how this escape room develops. This project ties in nicely with a virtual reality product we have produced that shows the consequences of throwing a brick at a bus, so I think it will be great to work with Salford Community Leisure and Minds on A Mission to see how we develop this across the hotspot areas.'

The escape room project is being rolled out across schools in the area over the next six months.



Holiday activities delivered by Salford Community Leisure

Funded by the Deputy Mayor's grants, Salford Community Leisure secured funding for the Quays, Ordsall, Claremont, Weaste and Seedley neighbourhood areas. The funding contributed towards the cost of delivery of holiday activities during half term periods, complementing other funding that was allocated to support other holiday periods.

The sessions were successful in engaging a number of young people from the neighbourhood and were instrumental in providing positive activities at the Oasis Academy and Clarendon Leisure Centre.

Over 200 young people attended these activities, and the project was invaluable in providing alternative positive activities to young people.

YP1 is 15 and from the Ordsall ward. She attended the provision in the summer holidays of 2023 with her younger sibling and was in danger of disengaging as a result of clashes with other young people and staff. To prevent this, and to connect her to future holiday activities, Salford Community Leisure staff engaged YP1 in a volunteering role under the Salford Youth Alliance banner, a former project which had successes in keeping young people engaged in positive activities when their engagement levels typically dipped.

With a bit of work preparation with her family, YP1 was able to engage as a volunteer leader whose responsibility was to support the staff, she had clashes with in the previous summer holiday provision, taking on a new appreciation of the experience from a different perspective.

YP1 was able to build positive relationships with other young leaders, which supported her to access other opportunities, and to offer support to other younger people on trips to Total Ninja and the Crystal Maze experience. This included helping with behaviour management and the delivery of food provision.

Throughout her volunteering journey, this young person has been able to see a pathway from her voluntary role into future paid work through the role models that she has been able to work alongside. Many of these role models followed a similar pathway in the past.

Friends of Green Grosvenor Park summer event 2023

The Friends of Green Grosvenor Park held a community event during the school summer holidays, providing a free/low-cost day out for local families.

The aim was to increase the feeling of community as the park is a focal point of the area, with families from all backgrounds mixing together and their children having fun on the park. A diverse range of communities and stall holders attended.

There was a marquee with a stage for local dance group performances, and a DJ for children to dance to after the performances. There were fair rides from the local fair provider, which is just across the road from Green Grosvenor Park, and a petting zoo for the children.

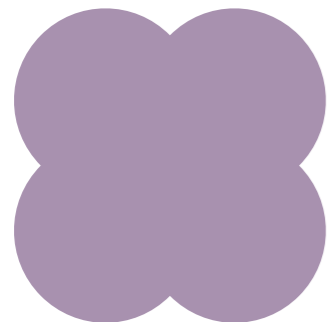
There were stalls with local businesses and community groups attended, including the health improvement team with vaccine information.

It was a successful day with around 400 people, including lots of families attending, and a group of volunteers litter-picked immediately after the event encouraging families to look after the park.



Priorities for 2024/25:

- **Delivery of first year objectives in 2024-27 Salford Community Safety Strategy.**
- **Deliver Serious Violence New Duty Strategy.**



ONESTOCKPORT Safety Partnership

Stockport

The One Stockport Safety Partnership (OSSP) is the CSP covering the Borough of Stockport. The current statutory responsibilities of the OSSP include:

- Engaging and consulting with the community about their priorities and progressing with achieving them.
- Setting up protocols and systems for sharing information.
- Analysing a wide range of data, including crime levels and patterns, to identify priorities.
- Setting out a partnership plan and monitoring progress with its delivery.
- Commissioning Domestic Violence Homicide reviews.
- Governance for overseeing the implementation of the Serious Violence Duty Action Plan.

development of our 2025-2028 plan and the refresh of the GM Police and Crime Plan which will commence in the autumn of 2024.

The three priorities in the plan are:

- Protecting Vulnerable People.
- Public Safety and Protection.
- Reducing Offending and Reoffending.

For each of the strategic priorities within the plan, it provides an annual action plan of key multi-agency activity and interventions to address the priority issues. Through our performance framework, we'll continue to keep track of our progress in delivering these priorities, identifying emerging issues and opportunities to make Stockport a safer place to live, work and visit.

Community Safety Plan

At the heart of our Partnership is the One Stockport Safety Partnership Plan 2022-2025, which outlines our ambitions for community safety across the Borough. Our Plan was refreshed following the launch of our shared One Stockport Borough Plan in 2021 and is a key component to supporting our shared ambitions for our Borough.

Our plan supports the Greater Manchester Mayor's Police and Crime Plan 2022-25, whilst reflecting the local context and challenges facing us in Stockport. The key strategic priorities for 24/25 remain the same but will be reviewed as part of the

General Overview of work that has been progressed on each of the priorities over the last year

Protecting Vulnerable People

We are looking to commission an assessment of local need to inform our approach to safe accommodation. The assessment will also inform the broader domestic abuse strategy which is due to be updated.

We are in the process of recruiting a MATAAC (Multi-Agency Tasking and Coordination) co-ordinator who will support us on the delivery of this new process aimed at identifying and tackling serial perpetrators of domestic abuse.

The multi-agency Aspire service offers a specialist response within children's services to children/young people at risk of experiencing exploitation. From 1st April 2024, the functions of the Aspire service have been separated and the exploitation/complex safeguarding team has joined a combined Youth Justice and Complex Safeguarding service, with a soft launch, whilst staffing and structures are established.

In March 2024, Stockport completed the Home Office Prevent Duty Local Authority Assurance Process, where Stockport was reviewed on our ability to deliver against the Prevent Duty benchmarks outlined in the Prevent Duty toolkit for local authorities. The assurance process is to illustrate what successful Prevent delivery looks like; identify good practices; proactively identify areas for improvement; and improve the quality of feedback to us as a local authority. It was recorded in the formal Home Office Outcome Letter that Stockport 'exceeded' the Prevent Duty Benchmark in 5/7 of the measures reviewed and 'met' the criteria in the remaining 2 benchmarks, highlighting clear progress from the last review.

We are considering how to progress the broader online safety/digital safeguarding agenda. We are reviewing the challenges of keeping children safe online through education. We have identified a tool that will enable us to offer direct advice and support to children, parents and professionals and will explore further.

We are working towards the aims of the National Drug Strategy with a focus on supporting people into treatment and improving outcomes. This includes specific provision arising from the supplemental substance misuse treatment and recovery grant funding in 23/24 and planning for 24/25. We have undertaken a drug and alcohol treatment and recovery needs assessment in 23/24 to help understand any gaps and inform future priorities.

We have been allocated two-year grant funding for Individual Placement and Support (IPS) in community drug and alcohol treatment. IPS is a 'work first' intervention designed to support people in drug and alcohol treatment into jobs regardless of their stage in the drug and alcohol recovery journey. IPS has already gone live with 3 specific IPS employment engagement workers now in post to support clients.

Quarterly contract monitoring arrangements are in place for the adult drug and alcohol service provider (Stockport Drug and Alcohol Service) and young people's service (Mosaic) alongside other operational meetings with providers. This helps ensure we are on track with performance, we develop actions to address any challenges, consider social value and look at other opportunities.

Public Safety and Protection

All elements of the Home Office Safer Streets programme, have been completed. The focus was on an enhanced programme of work on antisocial behaviour (ASB) in priority areas, which was supported by Manchester Metropolitan University's evaluation on aspects of the work, particularly youth disorder (Operation Barometer). Due to the Safer Streets funding ending, we are exploring other ways to extend the RTime detached youth work offer, which focuses on delivery in targeted areas of high ASB.

Bike enabled ASB continues to be a priority and a new operation is being set up to understand the problem and explore a local multi-agency response.

The local 'Serious Violence Strategic Needs Assessment' was completed under the jurisdiction of the Serious Violence Duty (SVD), informed by partners, and approved through appropriate channels. The implementation element of this assessment is detailed within the 'OSSP Serious Violence Plan' which was approved by the OSSP Board on 23rd April 2024.

GMFRS have updated the Area Action Plan with priority areas of activity for 24/25 and localised station area 'place-based plans' have been completed by the 5 Stockport Fire stations to address local risk.

Reducing adult offending and reoffending by tackling the underlying causes that increase the likelihood of offending and re-offending

Membership in the Stockport Reducing Reoffending Board has been gathered and will be progressed via the new Head of Probation Delivery Unit during 2024.

Availability of suitable accommodation remains challenging, particularly for those being released from prison. Stockport Probation has a statutory responsibility to refer individuals to the local authority who are homeless or at risk of becoming homeless. Probation works in partnership with Stockport accommodation partners/GM Probation Homelessness Prevention Team to secure suitable and stable accommodation for those with whom we work.

Stockport Probation's performance in employment service level measures exceeds the national target. We continue to work in partnership with Achieve to support people in all aspects of being job-ready and job searches. IT access is available at the Probation office for those subject to unpaid work to allow them to complete online learning to improve their skills and enhance their employment opportunities.

Reducing youth offending and reoffending

The annual Youth Justice Plan was completed and approved in 2023 and the new 2024 draft version needs to be with the National Youth Justice Board (YJB) by the end of June 2024. It will then go to the local Youth Justice Partnership Board (YJPB) and then through the council's democratic cycle for approval.

From April 2024, Youth Justice and Complex Safeguarding services have merged and now come under the same strategic management structure. This will allow the targeted adolescent delivery model to work to the principles of the GM model (and equivalent GM service models) and focus on the most complex and challenging adolescents in the borough. Implementation of the Adolescent Safeguarding Framework is also overseen by the newly merged service and is in line with the GM principles.

The focus for prevention and reoffending remains a key strategic focus for the Youth Justice Partnership Board. The Youth Justice Service provides interventions including:

Detached Youth Work targeting ASB in priority areas.

- School-based services and crime awareness.
- Community sports activities are coordinated across the borough.
- Serious Violence programmes and interventions for knife and weapon-related offences and prevention initiatives in line with the Violence Reduction Unit (VRU) principles.
- Prevention for children who have been arrested but not yet charged as a form of 'deferred prosecution.'
- Diversion for children 'arrested and charged' offering a pre-court 'Out of Court Disposal' to prevent further escalation through the Youth Justice system.
- Police custody services for children who have been arrested.
- Court services for children due to be sentenced.
- Community supervision for children on criminal orders.
- Supervision of children who are remanded or receive a custodial sentence through the youth secure estate.

- Resettlement services for children who are leaving custody to ensure effective transition back into community services, particularly in education.
- Complex Safeguarding for children 'Missing from Home' to ensure that the most complex adolescents at risk are supported.

Listing of the grants that have been received and what it has been spent on

Grant Type	Funds allocated to project
Community Safety Grant	£218,973.00
Hate Crime interventions and events	£5,000.00
Integrated offender management (IOM)	£12,000.00
OSSP Partnership Delivery Fund	£41,870.50
Water Safety Partnership	£3,000.00
Staff administration	£11,000.00
CCTV contribution	£45,446.00
Domestic Abuse Target Hardening	£21,732.00
Independent Domestic Abuse Advocates (IDVAs)	£80,000.00
Right Care, Right Person Stakeholder Event	£527.00.00
Voluntary And Community Sector Grant	£100,000.00
PIE and Autisk – Listen Youth Network	£22,900.00
Forward – LGBTQIA+ Network	£5,000.00
SREP – Race Equality Network	£5,000.00
Keira's Kingdom – Disability Network	£5,000.00
Make a Difference – Women and Girl's Network	£5,000.00
Boost – Active Communities activities for under-represented communities	£5,000.00
OWLS – support for survivors of domestic abuse	£15,000.00
Stockport Women's Centre	£15,000.00
Sector 3 Funding Officer	£22,50.00
Administration Allocation	£5,000.00
Hate Crime Grant	£10,000.00

Page 61

Case study: Stockport Youth Alliance

Safety is critically important for children and young people living in Stockport, as it ensures their well-being, healthy development, and protection from harm.

In 2023 we commissioned PIE to develop a Youth Alliance called L!sten, so we can hear directly from our young people what we need to change and/or develop to ensure that we create safe places for them to explore, learn and grow without risk of injury or harm. We want Stockport to be a place where young people can be themselves and where they feel heard and valued.

In February 2024 we heard firsthand from our young people about the importance of safety, during our first-ever Youth Summit. 142 young people attended this event, representing 15

Stockport secondary schools and 2 colleges. Young people shared with us that feeling safe whilst using public transport was crucial for them, and they even questioned Rachael Harrison, our Stockport GMP Superintendent about where she sees the police force in three years and what the priorities will be.

Moving forward, the Youth Alliance (L!sten) is currently researching hate crime within Stockport and is making plans to host a multi-cultural event to break down barriers and promote cultural diversity.



Case study: **Stockport Women and Girls Network (SWAGN)**

Stockport Women and Girls Network (SWAGN) brings together local people from diverse communities across Stockport.

It aims to foster understanding and collaboration among organisations supporting women and girls in Stockport. The network has seen exponential growth in participation and engagement over a short space of time. SWAGN, in partnership with Make a Difference GM, hosts the International Women's Day Awards. These awards celebrate the women who are making a difference in their neighbourhoods.

SWAGN has also secured additional grants to support its initiatives. These grants have enabled the network to expand its programmes, raise awareness, and empower women and girls in Stockport. Funding of £7,000 set up a partnership with Domestic

Abuse Charity Owls (Ongoing Women's Local Support): they worked together, to address domestic abuse in ethnically diverse communities and tailored support to create a safer environment for women and girls in the community.

SWAGN aligns its efforts with Greater Manchester and the lead of the group is a member of the GM Women and Girls Equalities Panel ensuring that the local network aligns with GM-wide initiatives and elevating the voice of women and girls in Stockport. By promoting safety, empowerment, and community cohesion, the network contributes to the overall well-being of women and girls in Stockport.

Page 162



Case study: **On The Edge – Knife Crime Awareness Sessions**

This programme is Stockport's partnership approach to dealing with knife and weapon-related crime within the Borough through awareness-raising sessions in schools. The sessions aim to provide knowledge about knife crime awareness and highlight the concerns nationally about the impact knives are having on young people.

The sessions are delivered by detached youth workers and GMP and are normally one hour long and are delivered to a whole year group. In the sessions, students are exposed to information and video footage of the impact of knife crime from different perspectives. They are then asked to reflect on what they have seen using their own experiences and take part in role-play exercises.

The programme has shown that by working collaboratively within communities and specifically within schools and educational settings we are better equipped to tackle this head on and create resilience, within communities.

Feedback from a session delivered at Stockport Grammar to year 8 students.

"The quality was excellent, and warnings were given by Dennis before each clip was shown and students were given the chance to leave the room if they needed to. Dennis along with Maureen (PCSO) gave a perfect delivery for our students, the session could not be improved. I'm sure we will be back in touch again for another booking to make another year group fully aware of the anti-knife crime workshop."

Case study: **Stockport Women's Centre**

The partnership has funded Stockport Women's Centre, who support local women in a 'women-only safe space addressing community safety issues such as domestic abuse, and mental health substance misuse. Services are available to all women, including women in contact with the criminal justice system or at risk of criminal justice involvement.

The centre aims to offer local women a one-stop shop approach in a safe, accessible space with a wide range of services. The support includes 1:1 support such as casework, counselling and psychotherapy, and art therapy. They facilitate domestic abuse groups as well as personal development groups and creative activities. Other support includes advocacy and daily drop-ins. Practical support includes providing clothing, food parcels, and hygiene products.

The centre also provides support to improve the wellbeing, and physical and mental health of women, enabling them to improve life chances for themselves and their families.

Over the past 12 months, over 1,500 women have been supported, the Centre has seen a 47% increase in referrals with 613 new women registering at the service and 157 women returning. The centre received over 12,500 calls with 72% coming from individual women. Feedback from women who have used the centre:

- *'The service was absolutely perfect. It's a wonderful service and I thank God it's there for people.'*
- *'The support, the information, the people have massively opened my eyes.'*

- *'The support and understanding of different systems, can be quite confusing so they provide good navigation.'*
- *'I truly believe the Centre saves lives.'*
- *'I have built up a support network, the women's centre has helped in such difficult times.'*
- *'This is an amazing service. I'm ashamed to say I had never heard of SWC before my GP suggested I contact you. Thank You for providing this service, I am so grateful for your help.'*



Case study: **Stockport Race Equality Partnership**

Stockport Race Equality Partnership (SREP) emphasises integration, cohesion, community development and support for ethnically diverse communities, it aims to address race inequality and develop the wealth of ethnically diverse communities in Stockport. It brings together a network of organisations supporting ethnically diverse communities across Stockport. The partnership continues to grow and receive funding from the lottery to enhance its support for ethnically diverse communities.

This funding will allow the network to continue to drive forward positive change. SREP also received funding from Migrant Help to create a specialised service for young asylum seekers in Stockport. Two new Youth Welfare Officer roles were established, along with the hiring of two team members. This initiative provides crucial support as young asylum seekers begin their new lives in the community.

SREP is a key member of the food network that actively addresses food poverty, Existing food banks sometimes fail to meet the needs of ethnically diverse residents, by providing a culturally diverse food bank SREP is ensuring equitable access to people facing food poverty.

The network aligns with the GM equalities panels and the lead attends the Race Equality Panel to ensure that the partnership is a leading voice in tackling inequalities and promotes the voice of EDC across Greater Manchester.

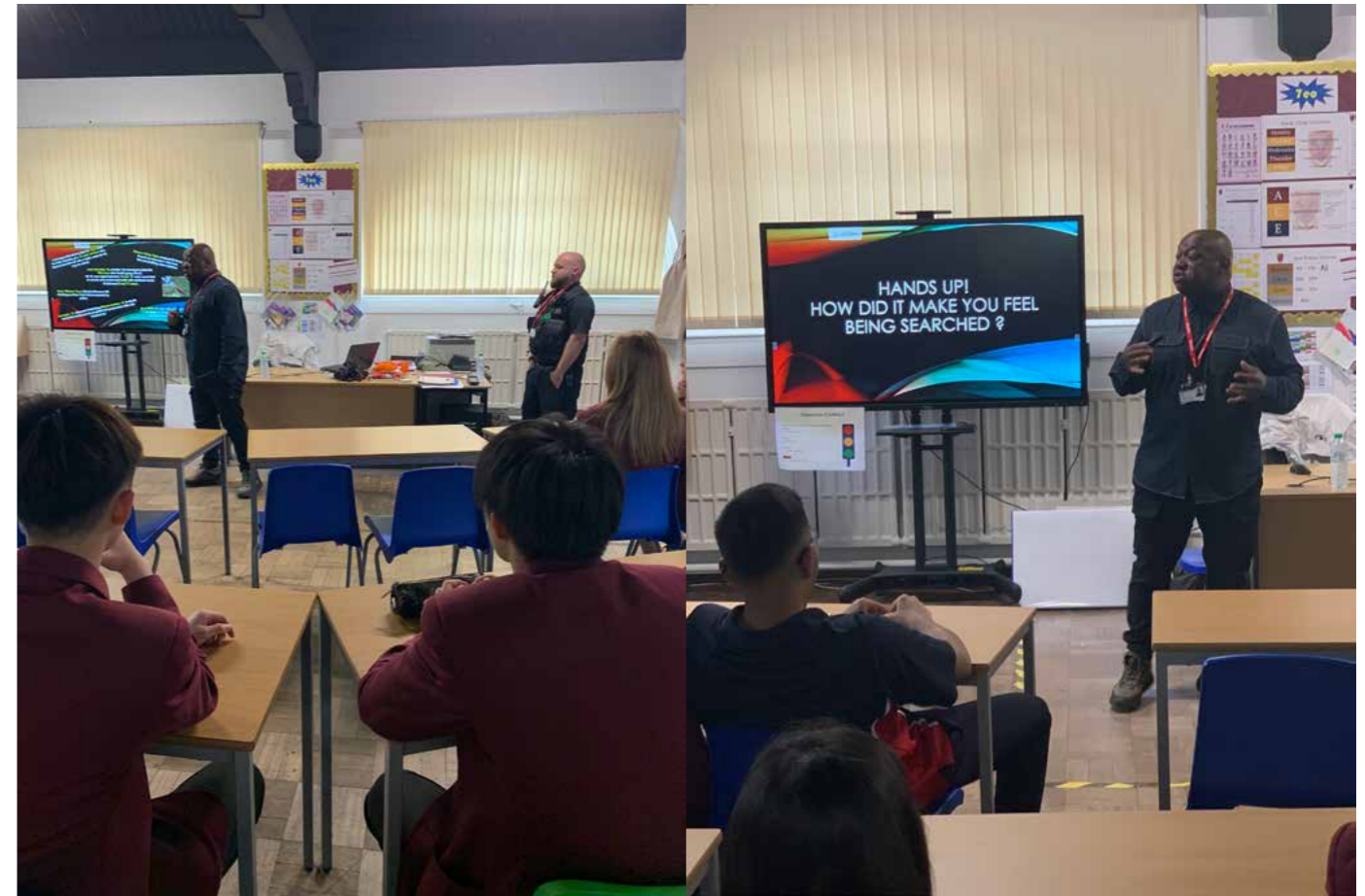
SREP continue to flourish and we are pleased to announce that they now have a dedicated community hub in the centre of Stockport to provide this support for communities across Stockport.



Delivery of the OSSP Plan 2022-2025, with activity relating to its three main themes:

- In September we carried out an in-depth review of the current strategic priorities in the OSSP Plan and refreshed them to align them with the GM Police and Crime Plan 2025-2028.
- In June 2024, Stockport received positive feedback on their completion of the Home Office Prevent Duty Benchmark Assessment and have received several recommendations of areas where we need to develop and undertake further work. These recommendations will then be embedded into the Stockport Prevent Partnership action plan.

- OSSP's Silver Group (formally the Partnership Delivery Group and OSSP Theme Leads group) will continue to oversee multi-agency tactical work and develop closer working relationships with GMP to improve our approach to tackling domestic burglary and car crime through a data-led approach. The Silver Group has been strengthened this year to ensure it is more agile, responsive, and focused on current priorities with officers able to deploy resources accordingly. The inaugural meeting of the reviewed model took place on April 24th, 2024.



- We will continue to react and step up our response to any increased incidents of anti-social behaviour using our partnership approach of Operation Barometer which links police, targeted youth services, schools, and our services. This is predominantly done through the Youth Disorder meetings, led through GMP and Youth Justice, focusing on police neighbourhood areas and youth ASB and Disorder. An evaluation of this approach formed part of the research undertaken by Manchester Metropolitan University, through Safer Streets funding, on the effectiveness and impact of the approach. It is anticipated that we will receive this report by June 2024.
- The Stockport 'Serious Violence Strategic Needs Assessment' was completed in December 2023. It was informed by partners and approved through appropriate channels. The implementation of this is detailed within the 'OSSP Serious Violence

- Plan' which is now complete and was approved by OSSP in April 2024. We will continue to implement priorities in the action plan in 2024/25.
- The 2024 Youth Justice Plan was scheduled to be with the National 'Youth Justice Board' by the end of June 2024, and then go through the council's democratic cycle for approval.
- The Adolescent Safeguarding Framework will continue to be implemented. From April 2024 however, Complex Safeguarding and Youth Justice have merged and come under one management structure, allowing the targeted adolescent delivery model to work to the principles of the GM model and focus on the most complex and challenging adolescents in the borough.



Tameside

The Community Safety Strategy 2022-25 sets out the shared priorities of the Tameside Community Safety Partnership (CSP).

In Tameside, the Community Safety Partnership is made up of representation from the Tameside MBC (TMBC), Greater Manchester Police (GMP) Greater Manchester Fire and Rescue Service (GMFRS), Health, Probation and Youth Justice, voluntary and community sector organisations and housing providers. The CSP meets monthly and is jointly chaired by the Council and GMP.

The five priorities are as follows:

Priority 1 – Building stronger communities

Priority 2 – Preventing and reducing violent crime, knife crime and domestic abuse

Priority 3 – Preventing and reducing crime and anti-social behaviour

Priority 4 – Preventing and reducing the harm caused by drugs and alcohol

Priority 5 – Protecting vulnerable people and those at risk of exploitation

Over the past 12 months the Community Safety Team have worked on an array of diverse projects and initiatives ranging

from Neighbourhood Watch to Knife Crime. The team have worked with a wide range of partners delivering and supporting community events and police operations.

2023/24 saw the launch of the first Neighbourhood Watch Parks for Tameside, the idea behind the initiative is to reduce anti-social behaviour and fly tipping in local parks and greenspaces and make Tameside parks and greenspaces more inviting.

In 2023, Community Safety funding programme 'Community Inspiration and Innovation Fund' was launched. The funding allowed Constituted Community Groups and Charities to apply for funding up to £2,000 to deliver projects around one or more of the 4 identified themes:

- Preventing and Reducing Youth Anti-Social Behaviour.
- Keeping People Safe.
- Supporting Poverty and Vulnerability.
- Strengthening Communities through Green Spaces.



Case study: **Blind Side**

Blind Side is a 20 minute monologue followed by a facilitated workshop and discussion on the topic of violence against women and girls.

- Summer is the only girl on her school football team, and with so much at stake at a crucial cup game, her coach has made her Captain. But her phone just won't stop pinging as she sits alone in her bedroom. Nasty texts and hurtful comments from those she thought were her friends.
- In this powerful monologue, Summer tells us a story as the clock ticks down to full time and her social media erupts. What has happened to lead her to this point? What decisions will Summer make, and what actions should she take to play on the team of her dreams?
- The sessions were delivered to over 450 young people and 35 police staff. In various settings such a school, youth groups, police cadets.

Disclosures:

- In total, over the course of the tour there were 4 disclosures shared by young people to the Breaking Barriers team.
- Broad themes: unhealthy relationships, bullying, nasty language used in and out of school.
- All these disclosures were reported to teachers; the teacher's action was to follow up and then we all followed up via email check in to make sure it has been addressed.

Successes

- Overall, this tour has been a success with the impact not only has this had on young children; but the different groups we have reached including after school clubs, police cadets, LGBTQ+ groups and many others. This has been a first for this project and it's offered reassurance that this production can go to a variety of audiences safely and have positive impacts.
- During this tour, we did have a handful of situations where children did come forward who feel like they have been privy to unhealthy relationships; this was handled in the correct process and has proven why this tour is so important.
- Having looked at the Pre- and Post-evaluation forms we can see that all the children's knowledge of VAWG has increased, as well as the warning signs to look out for and who to turn to for help.
- Flyers were given out to young people with hotline numbers on. This is a positive and easy way to ensure that they know that even when the session is over, they still have people around them and numbers to call for support.

Some feedback from participants

"Thank you so much the Year 5 teachers and children found the performance very thought provoking."

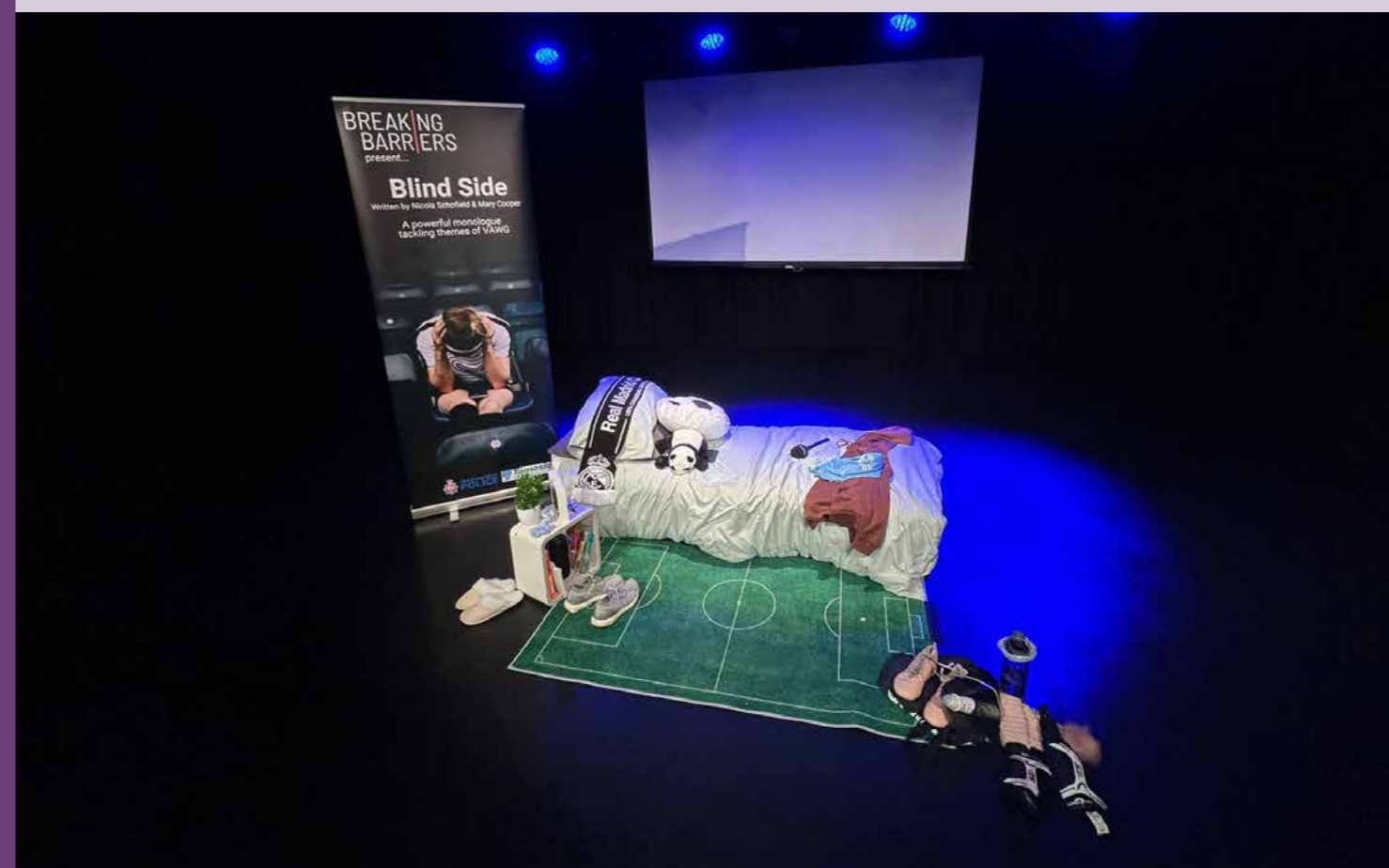
Denton West End School

"Thank you for coming into our LGBTQ+ group last week, young people enjoyed the opportunity to watch the workshop and engage in conversations about really important issues that they face, I will be checking in on a few who did raise concerns around their own life experiences and healthy relationships."

LGBTQ+ Youth Group

"Lizzie's performance was brilliant – brought tears to my eyes – and I particularly liked the way Ria teased answers from individual cadets in the post-performance Q&A session. Best wishes to you and the team for your future promotional performances and positive guidance to young people, I would like to put you in touch with all the other police cadets group in Greater Manchester."

David Tameside Police Cadet Leader



Case study: **Respect Me**

The key concepts include: families, respectful relationships (including friendships), being online and the media, being safe, and intimate and sexual relationships.

The aims of the sessions are to:

- Bring hope and self-worth to young people regardless of background or context. Encourage positive relationships that promote respect for self and others.
- Explore social influences and their impact on self-esteem and lifestyle choices.
- Promote healthy coping strategies for abusive behaviour and help build resilience.
- Equip and empower young people with tools to represent themselves well online and stay safe.
- Provide a safe and inclusive space to discuss tough topics, and the opportunity to access further support.
- Respect ME use personal stories, compelling cultural examples and detailed subject knowledge to relate to students on a personal level. Our inclusive lessons encourage students to voice opinions on delicate matters around sex, relationships and self-esteem in a safe and supportive environment.

The tour was delivered to 13 High Schools in Tameside across 19 days. Over 10,000 young people took part in the sessions.

Page 167



Teacher Quotes

"The Message Trust have once again delivered engaging and insightful sessions as part of the "RESPECT ME Tour". Our students were still talking about the important issues days after the event!"

Mrs C Wilson Assistant Headteacher, Designated Safeguarding Lead Denton Community College

"What an absolutely fantastic session. Seeing our students come out of their shells and throw off their inhibitions and get involved was wonderful. It impacted both staff and students."

Lyndsey Leech, Director of Learning for Personal Values, Great Academy

"It's so important for us to highlight this very important part of the curriculum and it's a pleasure to partner with Respect Me to do so. We want students to have all they need to make informed choices about their surroundings and future. The sessions delivered by Respect Me were thoroughly engaging and interactive which allowed students to put themselves in the centre of each situation and take advice where they need to."

Martin Davies, Head of School, Rayner Stephens

"Sessions we're all so informative, engaging and enjoyable. Something to take away from each session for ALL involved. Staff and students left with thought provoking advice and guidance."

Chelsea Byrom, Teacher of Maths, Mossley Hollins

Pupil Feedback

"It inspired me to be a better person."

Year 8

"Thank you for doing the bullying lesson as I have been bullied (in a previous school) and you made me feel 10 times better."

Year 8

"I was taught the importance of healthy relationships."

Year 10

"Not to give in to peer pressure, no matter what."

Year 10

"Make sure you know who you're talking to online."

Year 10

"I've learnt not to fat shame myself."

Year 7



Tameside Council
January 29 · 🌐

The Respect ME tour has come to Tameside schools ❤️

Message Trust have returned to Tameside to deliver their Respect ME sessions to secondary schools in the borough to educate and inform young people about relationships and self-esteem (RSE).

Read more here 📄
<https://public.tameside.gov.uk/pressreleases/f1030pressreleasestory107.asp?story=5478&keyword=>

Case study: **Just One Favour**

Just One Favour was a commissioned project delivered by Odd Arts. A three-phase project to help tackle Child Criminal Exploitation.

Aims:

- Increase awareness of child criminal exploitation (including county lines and grooming).
- Increase skills and assertiveness to recognise and disarm or avoid exploitation.
- Increase awareness of how to access support and help for self and others.
- Reduce risk of exploitation and high-risk behaviours and relationships.

- Increase understanding for Tameside schools and local authority; in young people's personal.
- Experiences and journeys of CCE.

Phase One – Odd Arts delivered the interactive forum theatre performance and workshop Just One Favour using professional actors and specialist facilitators to explore key issues around exploitation and serious youth violence. We predominantly targeted year 9 pupils. 36 sessions were delivered, reaching 2,320 young people.

Phase Two – Working with six young people who were attending Elmbridge PRU after they had been excluded from mainstream education settings or were unable to cope within them, amongst them they had complex vulnerabilities and social challenges.

Seven sessions were held enabling us to work with young people at the greatest level of risk of exploitation to create an educational film.

The staff reported:

'Our cohort of students are vulnerable to CCE so the delivery of the intervention from Odd Arts has been crucial for our setting. It is delivered in an engaging but thought provoking way that is relevant to KS3. It is fresh and modern, using up to date terms and scenarios which sustains the attention of even our most difficult to engage students.'

The practitioners and actors are knowledgeable and create a safe and respectful forum where our young people feel able to ask the questions that they sometimes might struggle to ask with teachers and peers. Feedback from students is positive, with them

especially enjoying the workshop part of the interventions with the whole class exercises and games. They think the Odd Arts staff are 'safe' (cool in my language!)

Staff who took part in the sessions have said that Odd Arts are an invaluable way to enhance the curriculum, teaching topics that are vital for all secondary school students in the current social climate.'

Elmbridge Pupil Referral Unit
Chloe Vethamony
Teaching, Learning and Assessment Lead

All the young people we worked with have now re-entered mainstream education.

Page 168

Young people who took part in the workshop completed a simple post questionnaire.

'It can happen so easily.'

'Get help as soon as you can don't leave it too late like Sophie.'

'Be wary of people asking favours.'

'The police recognise children as victims.'

84% of young people said their understanding of Child Criminal Exploitation had increased.

96% of the young people said they found the workshop interesting and engaging.

98% of young people said they know how to get support for people at risk of CCE.

Case study: **Just One Favour**

Phase 3 - To work with a parent group and show them the film that the young people created to discuss some of the themes that arose. This, we believe, would enable us to address the theme around young people saying family influence could be a big pull factor.

Odd Arts and a Tameside Community Safety officer attended a parent group which is run by Tameside's Complex Safeguarding Team that meets weekly. We ran a Child Criminal Exploitation training workshop and showed them the film that young people created in phase two.

When talking about social media the parents said:

"In 20 years our kids will be parents and will be better parents than us because they'll have lived through the social media issues. They will be so much more strict."

"Snapchat needs to be banned." In response another parent said "There will be something else if it's not Snapchat."

One father shared: "My 8-year-old sent a nude pic to a man over Snapchat because he threatened to kill her if she didn't". He admitted he had no idea about snapchat. "I only have Facebook and don't even use that."

"There needs to be a parent and primary school workshop. I lost my son by the time he was in year 6 to gangs. He has ADHA and neurodiversity issues. He took a Stanley-knife into primary school and I had to tell the police to help me. They did nothing. He's now 15 and awaiting prison."

Parents were vividly upset throughout the film as well as one very affected throughout the whole workshop. We checked in and she wanted to stay in the room but it was clearly very real for her and the whole group.

After they watched the film, feedback was:

"That was like watching my life. My husband died and I lost everything. I feel like scum all the time. People must look at me and think why she is not working. They have no idea. I used to be like them."

One female initially articulated that she felt annoyed with the film:

"I feel like it's the stereotype being fed again. The parents did a bad job, it's their fault. They could have prevented it. But that isn't true. Until the stereotype stops, we will always carry around this shame and blame ourselves. I had to fill out 16 missing person reports until someone got in touch with us."

We spent time giving time to the parent's grievances and making space for her to be heard. The group listened, and offered alternative viewpoints, and the parent was open and giving in the space following this.

The group said they would love to do more work with us and even make a film or performance based on their own experiences to help offer guidance to other parents.

Arts Award

Arts Awards continues to be invested into as the after-effects of the pandemic are still being felt across the borough. We know early intervention can be key, so delivering this work within our school settings is assisting with embedding the learning linked to these projects, with the additional intention of empowering participants and supporting each to raise their self-esteem, become more confident and move forward in a positive way.

Key Outcomes for the projects:

- Contributing to the "Standing Together" policing plan priority 3 "Strengthening communities and places" by building resilience and increasing feelings of safety and confidence in policing and community safety.
- Contributing to the "Standing Together" priority 2 "reducing harm and offending" by engaging with disadvantaged families at higher risk of offending/ re-offending.
- Invest in ways to bring communities together to improve community cohesion and deter crime.
- Link into the Greater Manchester Environmental Plan and Tameside MBC Green agenda.
- Arts Award DISCOVER achieved by each participant.

Through Arts Award, children and young people gain a nationally recognised award enabling them to progress into further education and employment. Participants not only gain art form knowledge and understanding but also develop leadership, creativity, and communication skills. Arts Award is a personal learning framework that accredits pupils' and students' individual development in the arts. Arts Award also provides measurable CPD opportunities for staff as well as enabling schools to make meaningful links with their local arts organisations, and vice versa.



Arts Award demonstrates commitment to a broad and balanced curriculum offer, as well as contributing to SMSC requirements as defined by Ofsted.

This year we created and introduced a new Community Safety Discover Arts Award logbook which allows any group to participate in Arts Awards. The new logbook can be used in any way that links to the priorities of the service, allowing for use with wider audiences and with full scope to work in a way that best suits the needs of the project and group. It also allows for other artistic mediums such as theatre, music etc. to be used.

We have reached 537 pupils this year with a full intake which we hope to deliver to a similar number over the next 12 months.

Below is a snapshot of feedback from some of the schools we have worked with:

Rachel Capel, St Pauls Primary School, Stalybridge said: *I thought that the whole project was very well organised, and it flowed seamlessly from beginning to end. Mark (our artist) was patient, encouraging and happy to share his knowledge and skills with the children. It was an amazing opportunity to be part of such a fantastic project. All the children have enjoyed the experience and the whole school now want to join in!*

Megan Matthews, Canon Burrows Primary School said: *Yes, they have learnt a lot about Staying Safe! Caroline brought the topic to life and we role-played crossing the road safely. She brought in a human sized soft turtle shell, which the children enjoyed wearing. This fed into our PSHE curriculum and due to our school being situated on a busy road, it helps the children to fully understand the importance of using the crossing properly.*

Kim Hodgson, Greenside Primary School said: *We wanted to work with the topic selected 'Staying Safe' as we felt as a school this was key learning for our children. The activities supported the learning excellently and embedded the information the children*

needed to know. All children were focused and enjoyed every aspect of the sessions. Their confidence, as well as their art skills grew with each lesson and by the end the progress was evident. Caroline was able to involve each and every child in the lesson, taking particular notice to individuals' strengths and talents. The whole experience has been one of positivity, not only for the children but all the staff at Greenside. It has been a joy seeing the children work hard each week and produce such excellent results.

Safe Squad

Safe Squad is developed and delivered by Tameside Youth Services and partners for year 6 pupils and is offered to all Tameside primary schools.

Neighbourhood Services and core partners identified a gap in the education of year 6 pupils. There is a themed approach developed by the partners to try and capture the identified elements of learning for all year 6 pupils leaving key Stage 2 education and moving up into Key Stage 3.

The three themes are:

- Digital Safety.
- Personal Safety.
- Community Safety.

Each of the three themes has clear learning outcomes attached to them:

Digital Safety – Cyber bullying, Child Sexual Exploitation and Grooming, Web Safety & Social Media Safety. Including data capture from young people.

Personal Safety – Self-respect, Antisocial behaviour, Racism, Discrimination and transition to new school safety, this also includes hate crime and its effects. We know that children learn and absorb more information when they are immersed in messages and can participate with live actors. We have continued to develop this, so that we have young people playing the key roles, rather than adults playing the roles of young people.

Community Safety – Fire hazard spotting, DRSAB training covering things such as the recovery position, how to get help and keep safe whilst helping others and bonfire night safety. New for this year is Water Safety messages, this will include dangers of cold water, hidden dangers and how to get help.

All three of the workshops are designed in such a way to enable young people to participate in an interactive and hands on approach. These themes contributed to Tameside Community Safety Partnership priorities.

This year a total of 59 Tameside Primary schools took part in Safe Squad. A grand total of 2,102 year 6 pupils attended the workshops and had an interactive experience. Each workshop lasted 40 minutes, so the children's session lasted two hours in total.

Some of the things they learnt were:

- Top tips on media safety. Such as only adding people who we know in real life.
- What is CSE? And what to do if something feels wrong. Who do we tell?
- Do's & don'ts with online gaming, are they my friend?
- Dangers around image sharing.
- What is anti-social behaviour?
- What is a hate crime?
- How to identify what bullying is? And where to get help.
- Independent travel, getting a bus to school.
- Top tips to being at home alone.
- How to keep our possessions safe.
- What makes a good friend?
- How to put someone into the recovery position.
- DRSAB – Danger, response, shout for help, airway, breathing.
- How to do CPR, chest compressions.
- Fire hazard spotting around the home.
- What to do if you are in a house fire.

Feedback;

St Pauls (Stalybridge) Primary said: *"All of the videos were age appropriate. Every session was engaging and informative. New vocabulary was explained appropriately. Information was modern and relevant. The issues/skills discussed and practised are essential for today's child. We are very grateful for the opportunity to participate in these workshops. Many thanks to all the staff involved."*

Milton St Johns Primary said: *"All of the workshops had a positive impact for the children to consider in real life situations. All leaders had good levels of knowledge and were engaging."*

Holy Trinity Primary said: *"Always a very important 'rite of passage' for our year 6 pupils. Thank you so much, you always get the kids on board and tackle difficult subjects."*

St Georges (Hyde) Primary said: *"Staff were professional and able to adapt sessions to individual requirements easily. Sessions were informative and topical to student lives."*

Wildbank Primary said: *"Such a brilliant morning. All staff were engaging and approachable. You were able to support the various needs and experiences in our class. Thank you."*

Micklehurst Primary said: *"Fantastic workshops, incredibly appropriate for year 6. Important information being shared and discussed– especially age restrictions linked to social media content/apps. Children were open– more so than in other sessions that we have shared with them. Thank you. A fantastic afternoon."*

Story Makers 'The Emergency Services'

Tameside StoryMakers is managed by Tameside Libraries in partnership with Tameside Community Safety Team. StoryMakers are weekly interactive, performance-based storytelling sessions targeted at preschool-aged children. A community safety theme is chosen and developed with a professional storyteller for up to 28 weeks and supplemented by an author and illustrator working with the families to create a bespoke themed picture book. This is then published and gifted to all participants and partner organisations and, is also, made available in all Tameside libraries and primary schools.

The project grows and grows each year which is why the project remains live. Delivery continued and first went online during covid lockdown when the project was described as a life saver by one of the parents.

StoryMakers has been showcased by the Local Government Association as an example of good practice – however the project has developed so much more since the case study was conducted a couple of years back. [Click here](#) for the story.

Story Makers – The Emergency Services was established to focus on the services and the roles the Police, Fire Service and Ambulance do in helping the community whilst improving relationships between families and the emergency services with a particular focus on the Police service. First contact with the police is important in shaping children and young people's attitudes, yet for a significant number of children and young people this experience is a negative one.

The project also focused on promoting good mental health and wellbeing for both children and their families. The sessions encouraged children and their families to become actively involved in a community project, strengthening community and social cohesion.

The project culminated in a published picture book called "999 Emergency" written by Susanne T Schroder and illustrated by Andy Rowland, the book explores the role of the emergency services and details how children can call 999 for help when needed through fun rhymes and illustrations. The book is a starting point for meaningful discussions using child friendly scenarios which can equip children with the confidence of knowing how they too can get help in an emergency. All families attending the sessions had the opportunity to attend workshops to help create the picture book. All families attending the sessions receive a free copy. Copies will also be gifted to all Tameside primary schools and libraries.

What we delivered:

- Over **2000** children have taken part in the Story Makers project, this year. Demand for the sessions this year was high. We introduced an additional session at Droylsden Library so we were able to accommodate more families at the sessions.
- Outreach work was carried out to introduce the project to additional early years settings – *Seventy-two early years settings across Tameside regularly attended the online sessions, 1450 children.*
- Harder to reach families were encouraged to attend the story telling sessions by working with other agencies within Tameside such as Young Parents Coordinator, Family Nurse Partnership Team, Family Hubs and Portage.
- Encouraged families to become actively involved in a community project and make social connections, strengthening community and social cohesion.
- Help raise school readiness levels in Tameside. The sessions were delivered to a very high standard and many early years settings have now included the sessions as part of their literacy hour and the weekly session is now embedded on their timetable.

- Creation of an original children's book focusing on the theme of the Emergency Services. A children's author and illustrator were commissioned to work and deliver three workshops with the children, their families and early years settings, in Tameside. At the workshops all attendees were encouraged and supported to be involved in the creation of the book, contributing ideas about story lines, characters, reasons to call 999, settings and illustrations.
- The book '999 Emergency' has been professionally printed and published with

each child attending the sessions receiving a free copy. In addition, the book will be gifted to other settings and organisations throughout Tameside, as well as being available to borrow from each library. The book will be featured as part of the Tameside Loves Reading campaign.

- A celebration event and book launch took place on Wednesday 29th May 2024. This allowed the families from different libraries to come together to celebrate as one large community. 250 people attended this event which was opened by Tameside's Mayor.





Trafford

The Trafford CSP is a mature partnership that brings together key partners across the borough to plan and work collaboratively to address crime and disorder. It is co-chaired by the Chief Superintendent Colette Rose and the council's Corporate Director for Place, Richard Roe.

Whilst all aspects of crime and disorder are important to the partnership, it agreed three priority areas to focus on in 2023/2024 and these were:

Domestic abuse and VAWG.

ASB.

Youth violence reduction.

Some of this work would not have been possible without the grants provided by the Deputy Mayor. This has included a Community Safety Grant, a grant to support work and awareness raising around hate crime, VCFSE sector grants and funding for violence reduction.

Become United

One of the projects that the grant has supported was run by 'Become United' who were a first-time applicant for the VCFSE grant. They were supported with a grant of £4,475. The project was aimed at raising awareness of domestic abuse in minority communities and using languages other than English.

They ran a combination of face-to-face sessions and online sessions as well as producing written and digital materials in a variety of languages. The content of their materials had input from Trafford Domestic Abuse Service and our domestic abuse coordinator. Across five in-person sessions, they engaged with 50 participants and across two online sessions engaged with 25. Surveys conducted recorded a 75% increase in awareness around domestic abuse, including what constitutes domestic abuse, what the law says and how to access help and support.



Safer Homes

Trafford Council has worked with Trafford Domestic Abuse Service and the Housing Options Team to establish a 'Safer Homes' service, which provides additional security for victims of crime/domestic abuse where additional security is needed to enable someone to remain in their home. The council funded four officers to undertake a Level 4 Crime Prevention Qualification and used grant funding to contribute 50% towards the cost of security devices to be able to run the scheme, with the other 50% being contributed by HOST (Housing Options Service in Trafford).

The council set up an online referrals system and produced leaflets to publicise the scheme and since it was established has seen over 200 referrals. Referrals have predominantly been in relation to victims of domestic abuse, but they have also included vulnerable victims of crime, and repeat victims.

The use of video doorbells has proven to be an effective deterrent, but where incidents have occurred following installation, video evidence has been used in some legal cases.

One 77-year-old who had been a victim of domestic abuse by his step-daughter had benefitted from having his locks changed and a doorbell camera along with the council obtaining an injunction to keep the perpetrator away from his home. He said:

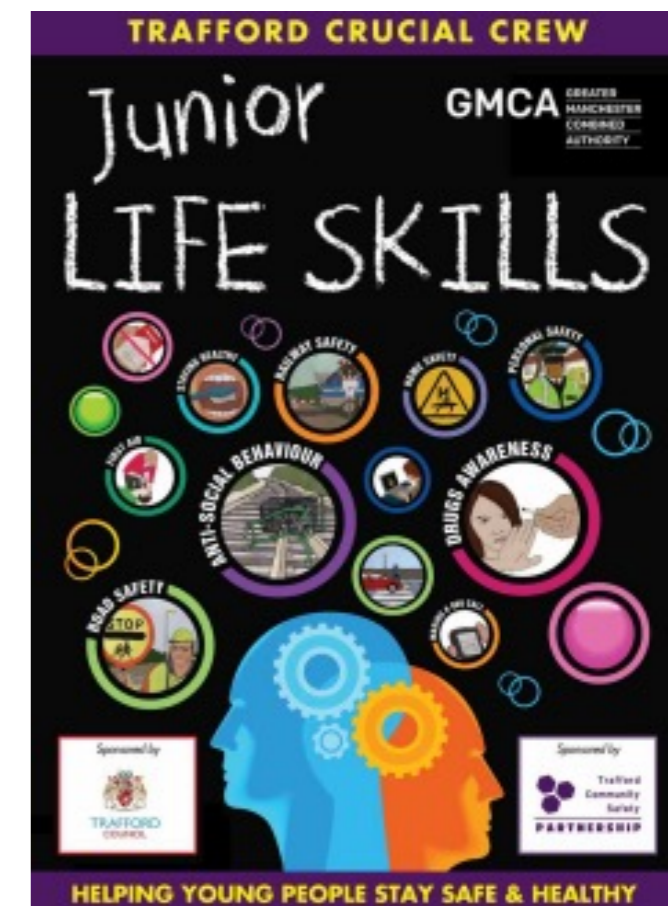
"I feel so much better now knowing that my locks are changed and that I have a video doorbell that alerts me to anyone who may be lurking outside and can capture any evidence. I'm not constantly on pins anymore. I hadn't realised just how much is there to help people like me in this situation."

Included within the scheme are personal alarms so that people can feel a little safer when they are out and about.

Community Safety Matters – Trafford Crucial Crew

Grant funding has been used for a second year to support the brilliant work of Trafford Crucial Crew who deliver sessions to children across Trafford to support all elements of their safety and wellbeing. Whilst we were keen to support their work because it fits with our existing priorities, it also supports our wider aims around online safety and water safety.

A workbook is created that forms the basis of the sessions and contains material on all aspects of community written in an age-appropriate way and containing valuable advice and information.



Sessions were delivered across 15 schools in Trafford to Year 6 groups and were supported by Greater Manchester Police.

Priorities for 2024/2025

Following the publication of our strategic needs assessment for serious violence, this issue remains as a key priority for the partnership along with domestic abuse and ASB.

Increasingly we are seeing risks relating to the influence of online material and following a workshop held with partners in June 2024, we see the need for more work to be done on this issue, particularly in light of the rate at which technology and artificial intelligence (AI) is developing. We have recently seen examples of scamming, where the interactions between the scammer and the victim were through AI and shows how sophisticated these schemes are becoming. We are concerned about this and how AI can be used to attempt to radicalise and influence people, and so has links to our work on 'Prevent' also.

Along with partners across Greater Manchester, we now have a refuge for male victims of domestic abuse, and we will be working to increase provision to ensure that safe accommodation is available for all who need it, and to remove barriers to access. We have developed our response to victims who experience domestic abuse later in life, and we will be looking to develop our accommodation offer for victims with additional health or mobility needs.

We are working closely with Salford Council who host Trafford's Public CCTV system and we have recently been upgrading our CCTV infrastructure. We will be moving to Phase 3 of that programme to review the locations of all our cameras and to ensure that we have sufficient coverage in the right places.

Page 173



Wigan

The Wigan Borough CSP is chaired by Councillor Dane Anderton, Portfolio Holder for Police Crime and Civil Contingencies at Wigan Council, and follows four guiding principles, which are delivered through six sub-groups:

- 1 Enhancing community safety.
- 2 Prioritise early intervention and prevention.
- 3 Foster resilient communities.
- 4 Support vulnerable communities.

Building Resilient Communities Group

considers ASB, preventing serious violence, listening and supporting residents and victims, overseeing Channel and Prevent work, and working with rescue services on topics such as water safety.

Organised Crime Group uses local intelligence and partnership working to reduce organised crime in the borough, create problem profiles that reflect local issues, and prevent and reduce the exploitation of children and young people.

The Domestic Abuse Strategic Oversight Board

works to ensure that victims, families, and children feel safe, heard and assured, works to address the underlying culture behind domestic abuse, enforce action against perpetrators, and reduce high-risk cases.

The Youth Justice Board is continuing to develop a 'Child First' approach to youth justice, prevent and reduce ASB by children, reduce disproportionality in the youth justice system, improve understanding of the health and education needs of children in the youth justice system and improve the offer to victims of youth ASB and crime.

Multi-Agency Tasking and Licensing

actively responds to problems at licensed premises and ensures that residents feel safe on a night out.

Reducing Re-offending are working to create a joined-up probation service to reduce opportunities to re-offend and deliver an enhanced offer for young people moving into adult services.

The funding from the Deputy Mayor has meant that a broad range of work has been delivered against each of these priorities and some examples of this work are shown below:

Standish Community Forum

Standish Community Forum is a group of local people who are working to support Standish as a great place in which to live and work.

One of many activities supported through the forum is voluntary gardening work. A small group of volunteers work with community groups to enhance the appearance of the village. The companionship and friendship that the project creates helps residents to avoid becoming socially isolated and enhances their feeling of wellbeing. Residents involved with the work feel valued and proud of the area where they live.

Funding has been provided from our local CSP to replace equipment that was stolen and mend the locks.

Following the purchase of new equipment and supplies the group have also been able to support the repair and refurbishment of Queen Elizabeth II Jubilee Monument through the clean-up of graffiti and the immediate garden area. This is a safe place for contemplation and reflection for the people of Standish. It is also used by uniformed groups (scouts, guides etc) as a safe environment to enjoy outside activities away from busy roads.

The group will continue to develop the space to provide additional functions as needs dictate. The garden is upkeep and maintained by volunteers from Standish Methodist Church so that the community will continue to enjoy this resource.



Case study: **Smart Body Sports**

In response to reports of large groups of young people gathering around the shops in Worsley Mesnes and Marus Bridge retail park, who were intimidating shoppers and, in some cases, damaging furniture and displays, the CSP used Deputy Mayor funding to work with Smart Body Sports to deliver outreach sessions for young people in Worsley Mesnes and Marus Bridge.

Between January and April 2024, sports coaches have engaged with shop owners and delivered sports sessions for young people on local playing fields and at Winstanley Warriors.

60 young people (60% males / 40% females) have returned on a regular basis, building positive relationships with coaches through discussion and activities, considering the impact of ASB.

More young people participating in positive activities on their door-step. A reduction in reports of ASB in the specific areas has been observed through local weekly partnership meetings.

Case study: **MYSENsability**

MYSENsability offer free, impartial information, advice and support to families of children and young people 0-25yrs who have Special Educational Needs or Disabilities (SEND).

The CSP have teamed up with MYSENsability to support a brand new and exciting project called the Chaos and Calm podcast. Planning is in place to broadcast once per month, the podcast is in its infancy and is imminently about to make its first production.

The Chaos and Calm podcast will host discussion about everything SEND. It will create a space for a positive podcast by SEND parents offering support and advice. They hope to:

- Raise awareness, holding open and honest conversations and understanding hate crime around SEND.

- Reducing feelings of isolation and loneliness. Supporting parents to be more resilient and advocates for themselves and their children.
- Provide advocacy and support for young people and young adults with SEND.
- Provide a platform for sharing lived experience and personal stories.
- Provide an opportunity for other local community groups and organisations to network and build better relationships across the neighbourhoods.

In addition to the parents' stories and journeys we will hear:

- Professionals talk about Autism, Dyspraxia, ADHD, Asperger's and other disabilities.
- How holistic therapies work and interact with the SEND / disability subject.

It's not all serious though and it's hoped

to provide a new community and a few laughs along the way!

In terms of sustainability, the podcast will form an integral part of the training and parent advocacy plan. The group are meeting with various local providers to discuss possible partnership working, a training offer and routes for commissioning the training programme and parent advocacy.

Off-road vehicles

Funding from the Deputy Mayor has contributed to our local partnership approach to tackle the problem of off-road vehicles and the disruption they cause to our local landscape, the ability for residents to use our greenspaces as intended and distress caused by noise.

The partnership has introduced an action plan that includes a series of activity under the banner of Operation Handbrake. Funding to support the purchase and assembly of signage in local areas is significantly helping to create the ability to serve notice and seize off-road vehicles that are being irresponsibly used across our green space.

This [link](#) provides the context as per recent press coverage and emphasises the partnership approach that has been undertaken between Wigan Council and GMP.



Hate Crime Awareness Week

Wigan CSP has taken a new approach to tackling hate crime this year encouraging community groups to apply directly for funding, which will be used to promote awareness of what hate crime is and how victims can be supported.



Groups could apply for £500 for a week of activities during Hate Crime Awareness Week, or £1,000 for a month of activities throughout February. The activities had to fulfil three objectives, encourage the reporting of hate crime, promote services that support victims of hate crime, and engage the wider community by increasing understanding of hate crime across a broad range of residents.

Activities included:

Everything Human Rights worked with young people to produce content (short video clips, poems and artwork) on their feelings about hate crime and their experiences of being a victim of hate crime. Bedford High School also reached out to Everything Human Rights to be

involved in the workshops and for Everything Human Rights to deliver assemblies to Years 7 to 10 on hate crime.

Fempowered Together produced short form content on Instagram sharing their experiences of hate crime as disabled women alongside a poster. This was done in partnership with DIAS, a domestic abuse support provider based in Wigan.

Aspull Wrestling Club hosted a session called the 'Power of Words' where young people learned the importance of language and how people speak to each other, encouraging positivity and empowerment. The young people then wrote on each other's skin to demonstrate what they had learned.

Leigh Youth Hub held three open access sessions and a home education session where young people in informal education discussed hate crime and where to access support. The session was also attended by GMP to help build trust and relationships.

Wigan Athletic Community Trust ran 'Help a Mate – NO HATE' a series of 15 workshops across Wigan Borough for young people attending Premier League Kicks sessions. The workshops were held at the side of the pitches and discussed what hate crime is, examples of witnessing it, and how to tackle it. A football tournament was held for 11 to 14-year-olds that featured a workshop on hate crime and included sessions on terminology used on purpose, or without knowing the impact of their words. The Trust also worked alongside TMP Arts College students to produce a video on hate crime that was shown at all Premier League Kicks sessions.

Over 1,500 people were engaged with face to face with workshops, or through the production of hate crime awareness material and over 11,000 people were engaged via social media.

The council also did a series of lunch and learn sessions to educate council officers that hate crime might not be as obvious as someone saying they have "been a victim of hate crime",

that they may need to read between the lines to understand what a resident is experiencing and how they can signpost for support.

This also included elected members on how hate crime may manifest in the communities they serve and the importance of reporting.

Wigan Council's licensing team have held a series of in-person workshops with local taxi drivers, to provide them with information and support should they become a victim of hate crime, but also tools to de-escalate a situation they may find themselves in before it gets out of hand.

Knife crime

Working with Wigan Warriors, TfGM and St Aidens Primary School in Winstanley, Wigan Council has supported a Police Appreciation Day. Every pupil from reception to Year 6 was able to join in, and they received inputs from the GMP museum, the crime scene investigators, and even got to pat the horses.

The older year groups had workshops relating to online safety and knife crime, and the day was finished off with rugby league legends visiting and a game of touch rugby. The Year 6 pupils entered a competition to design an anti-knife crime poster, with the winning designs being professionally printed and being displayed in community venues, GMP custody suites and at our local bus stations and bus stops. The Year 6 pupils are also being invited on the pitch at a community Wigan Warriors game, where the players will be warming up wearing t shirts of the winning designs.

It's intended that this will become an annual event, moving to a different school each year, and spreading the anti-knife crime message.

Section 4

Budgets – Grants and expenditure

In 2023/24, GMP and the Deputy Mayor received a core grant of £547.2m, which included a ring-fenced Police Uplift grant of £15.9m and pension grant of £6.6m. The Mayor approved an increase of £15 to the policing precept in January 2023 – taking the annual precept for a Band D property to £243.30 in 2023/24, which raised £194.9m in locally raised precept income. This provided a total resource for 2023/24 of £742.1m.

In November 2019, the government announced a plan to recruit an additional 20,000 police officers over three years. 2022/23 was the final year of the Police Uplift Programme, during which GMP exceeded its additional recruitment targets, and the total number of police officers at the end of March 2024 was 8,189 which is in excess of the agreed uplift target of 8,131 for 2023/24.

This also includes an upfront contribution to the costs of new officers such as training, equipment etc. The majority of these additional officers have been in frontline policing roles, where numbers have increased in each of the 10 districts. The budget was supported by £20m infrastructure funding for the new officers, which was included into the 2020/21 settlement. In each year, £5m has been drawn from the reserve to support the costs of delivery. 2024/25 will be the final year this funding is available to support new officers' infrastructure costs.

The precept increase supported improvements in:

- 999 and 101 answering times.
- Attendance times.
- Burglary attendance.
- Crime recording.
- Reductions in neighbourhood crime.

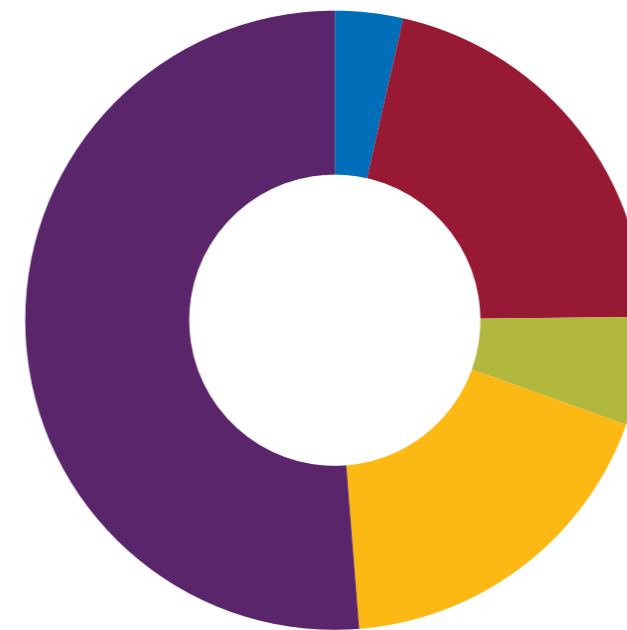
In 2023/24, the Deputy Mayor delegated a total of over £9m to CSPs to support their delivery of the Police and Crime Plan, collectively making communities safer and more resilient. Building on the work of previous years, the Deputy Mayor's funding means CSPs have been able to continue to work closely on both Greater Manchester and local priorities to support targeted work in neighbourhoods.

A summary of the types of the schemes and initiatives that the Voluntary and Community Sector grants have funded have been highlighted in section three of this report 'Investing in communities.'

Where the money came from and how it was spent in 2023/24

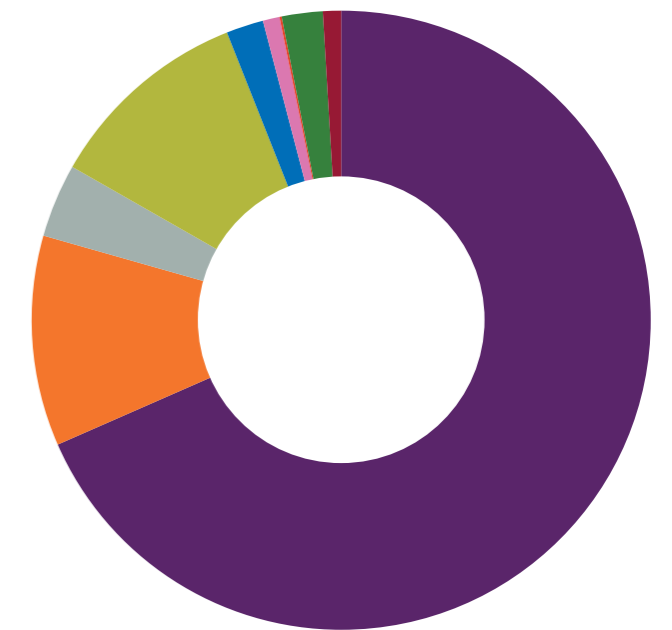
Police Fund Resources 2023/24	Police Fund Expenditure 2023/24
Transfer from Reserves (£37.9 million)	Employee Related (£730.4 million)
Other Government Grants (£227.2 million)	Pensions (£117.3 million)
Income & Sponsorship (£60.4 million)	Premises (£41.0 million)
Precept (£194.9 million)	Supplies & Services (£114.6million)
Police Grant (£547.2 million)	Agency Payments (£20.8 million)
	Transport Related (£9.3million)
	Support Services (£1.2 million)
	Capital Financing (22.8 million)
	Transfer to Reserves (£10.1million)

Where the money came from 2023/2024 (£millions)



- Transfer from Reserves
- Other Government Grants
- Income & Sponsorship
- Precepts
- Police Grant

Where the money was spent 2023/2024 (£millions)



- Employee Related
- Pensions
- Premises
- Supplies & Services
- Agency Payments
- Transport Related
- Support Services
- Capital Financing
- Transfer to Reserves

Section 5

Forward look

Development of a new Police and Crime Plan

Following his re-election in May 2024, the Mayor is required to publish a new Police and Crime Plan. The Plan must be published by 31 March 2025 and set out the strategic objectives for Greater Manchester in relation to policing, crime and community safety. A consultation and engagement process will be running in September to October 2024 to seek the views of Greater Manchester's residents, partners and stakeholders on the next Plan.

The Standing Together Plan 2021-25 has three key themes:

- Keeping people safe and supporting victims.
- Reducing harm and offending.
- Strengthening communities and places.

These themes will continue into the next Plan and we will use our knowledge, insights, research and engagement to shape future priorities. The Plan will continue to be a partnership plan and one which we will continue to work across Greater Manchester to deliver.

The Baird Inquiry

The Baird Inquiry was an independent Inquiry investigating the experience of people arrested and taken into police custody in Greater Manchester with a focus on women and girls. The Mayor of Greater Manchester commissioned Dame Vera Baird KC to undertake the Inquiry following a Sky News investigation in July 2023 that reported distressing incidents with regards to three

women who were arrested and detained by GMP. Since then, the Inquiry expanded to include 14 complainants in total, including three males, as well as anonymised contributions from trusted support organisations, and insights from focus groups, independent custody visitors and police officers/staff. The Baird Inquiry report was [published on 18 July 2024](#).

The Inquiry author, Dame Vera Baird KC, made a total of 40 recommendations. These recommendations are listed under the key themes of the report which are: arrest, custody, strip-search, domestic abuse handling, and complaints.

The Deputy Mayor will directly oversee the implementation of the recommendations through the establishment of a Mayoral Oversight Group, reporting to the Mayor.

In addition, the Deputy Mayor's holds regular governance and oversight meetings with GMP. Until further notice, implementation of the Baird recommendations will be a standing agenda item at each meeting, supported by a written progress report.

A detailed delivery plan will be agreed to plot and monitor work to ensure the recommendations of the Baird Inquiry are delivered in a timely manner.

Policing priorities

GMP will continue to strive for further improvements throughout 2024/25 in all areas of activity.

The key capital spending priority continues to be the Plan on a Page portfolio which includes information services transformation to improve contact with the public and

improve officer and staff productivity, fleet replacement including a number of specialist vehicles, and a revised estates strategy, which includes capital investment for the planned re-opening of the Longsight Custody Suite.

The investment also includes refresh of critical policing operational infrastructure such as body worn video and officer radio and taser replacement. The programme includes significant investment into Serious Crime and Forensics, Automatic Number Plate Recognition (ANPR) and additional freezer capacity within property stores, which continues to be a key risk for the force. We also expect to see an increase to custody staffing levels to meet current and projected future demand resulting from the significant frontline performance improvements that have been achieved in response to the HMICFRS inspection of custody suites, particularly in GMP's treatment of young and vulnerable people in custody and detention, and implementation of the Baird Inquiry recommendations.

We expect to see improvements in the digital policing programme. The decision to replace the force's Records Management System known as Police Works was taken in 2022. Work is now well underway to secure a replacement system. The investment requirement reflects the level of additional capacity required in terms of specialist internal and external resources to deliver this programme and supports an associated capital programme commitment to deliver a best-in-class solution that will deliver significant future efficiency and effectiveness benefits.

GMP have worked to understand their demand and will be investing in the crime, vulnerability, intelligence and forensic services modernisation and improvement programme to provide GMP with a sustainable, long term operating model across our forensics digital capability, which encompasses Digital Forensics Investigation

Unit (DFIU); Cyber – Serious Crime Division (SCD); Digital Media Investigators (DMI); CCTV – Forensic Services Branch; and Visual Evidence and Recovery and Analysis Unit (VERA) – Serious Crime Division (SCD). The emphasis is on introducing changes to existing internal processes and organisational structures, providing greater efficiencies, productivity and services that will capture future demand, as well as current. This will not only enhance GMP as an organisation, but importantly, will help to deliver an outstanding service to victims of crime.

We should start to see more police officers being placed into neighbourhood policing and response roles as new student officers come through training. The Casey review (a review into the standards of behaviour and internal culture of the Metropolitan Police Service) has placed a spotlight on the culture, ethics, and standards that the public expects of the police. This will remain a key priority for the year ahead.

Mental health

GMP are embarking on Right Care, Right Person (RCRP) which aims to ensure the most appropriate agency responds to those with mental health and wider welfare needs that are not best met with a policing response. This is a national approach (underpinned by a national partnership agreement) that all police forces are required to implement, and a number of police force areas have already done so. RCRP will enable police officers to have more time to fight, prevent and reduce crime and ASB. A key area is ensuring that we maximise the gain from avoiding this 'opportunity cost' across the 10 localities so that the people of Greater Manchester benefit from this change.

GMP have been working at both a strategic and tactical level with local authority officers, NHS trusts, mental health agencies and others to develop pathways and solutions. The Deputy Mayor has been convening a

Partnership Oversight and Learning Group to find the best way forward and GMP paused the initial 'go live' date to the autumn to provide more time for partner preparation.

Whilst GMP's RCRP approach includes physical health and social issues, mental health is by far the biggest of these areas. The Integrated Care Board agreed to bolster funding for a Mental Health Crisis line as a pathway for this area.

Calls relating to a mental health problem make up approximately 33% of GMP's concern for welfare demand and account for in the region of 51,000* calls per year.

RCRP will enable police officers to have more time to prevent, reduce and fight crime and ASB. It is crucial that this opportunity is maximised across the 10 localities so that people benefit from this change.

Learning from other force areas that have already implemented RCRP has shown us that the 'system' has been able to respond and that it has not always led to the level of partner demand that was anticipated – backed up by further GMP call analysis. For example, GMP receive around five calls an hour for mental health related issues that they would no longer respond to and 71% of these callers are already known to mental health services.

GMP take an average of 15,000 calls a year for social issues, for example, homelessness, poor living conditions and housing and benefits.

Demand related to physical health accounts for approximately 16,000 calls to GMP every year.

*based on RCRP project data 2023/24.

Trust and confidence in GMP

The deep dive work into confidence and trust in GMP has informed how we will seek to improve confidence. GMP will:

- Deliver a campaign to improve sign up and use of Bee in the Loop delivering an additional 100,000 registrations by the end of the year. This will also include the creation of a drum beat of local events and on-line priority setting PACT 'meetings' to enable communities to choose to become more engaged.
- Create and deliver campaigns to support Op Vulcan Futures firmly linking them to addressing lasting community problems including ASB.
- Develop a stakeholder engagement plan to provide trusted voices with more information to help them talk positively about GMP and community safety. This will include direct delivery of a monthly progress update.
- Continue to develop the Challenger brand through the Challenger partnership board, including the design and delivery of a new CCE campaign.

GMP workforce

The Diversity, Equality and Inclusion Strategy for GMP is currently being reviewed and will be launched in 2024. This will include new and updated objectives that focus on improvements for the workforce and operationally for the communities the force serves. One of these objectives will be that GMP are committed to a cycle of continuous improvements in all activity relating to the recruitment process and that the force is inclusive in its approach.

GMP aims to ensure that candidates receive an experience that meets their individual needs. GMP currently has the highest number of minority ethnic and female officers that it has ever had, however, it is recognised that further work needs to continue to close the gap to ensure representation reflects

our diverse communities. The Positive Action Team will be utilised to continue to improve recruitment of people from diverse backgrounds with numerous initiatives planned to reach out to communities that do not traditionally consider policing as a career.

Achieving Race Equality will continue to be a focus for the year ahead. This will include working with GMP to commission a new Achieving Race Equality report for 2024, ensuring that this is aligned to the new performance metrics and ambitions outlined in the national Police Race Action Plan.

We will continue to seek improvements in reducing disproportionality and ensuring that the representation of officers from diverse communities improves. We will also work with GMP to bring about a more consistent mechanism for engagement with communities with poor trust and confidence by extending the Community Innovation Hub model that has been trialled.

We will extend our focus on tackling race equality to include a focus on arrest and criminal justice outcomes working with police, youth justice and criminal justice partners.

During 2024/25, we will bring forward a framework for joint enterprise working with regional and national partners.

Child Centred Policing

Over the next 12 months, work will continue to develop on translating GMP's Child Centred Policing (CCP) Strategy into practice, with regard to the policing approaches to children and young people. The CCP custody pilot work has already delivered positive results, such as diverting children away from police custody and work has commenced to see how the learning and benefits from the pilot could be replicated across all GMP custody suites.

In addition, support will be given to develop young person-led Youth Voice Forums in every Greater Manchester area, to ensure

that the children and young people have a meaningful voice and influence in respect of important themes in their communities, such as policing and community safety, and the development of services.

With our partners, we will also develop and implement a new Greater Manchester protocol for Care Experienced Children and Young People, to provide a framework and ensure consistency of approach as we seek to reduce their unnecessary criminalisation.

Neighbourhood policing

Following the investment from the precept in 2023/24, GMP were able to introduce dedicated Neighbourhood Crime Teams and Prevention Hubs on each district, which continue to support the reduction of recorded neighbourhood crime and residential burglary.

Continued investment into this structure in 2024/25 will enable GMP to reduce neighbourhood crimes further and support people in the heart of our communities.

Initiatives such as Operation Vulcan and Operation AVRO have provided significant success at tackling specific community concerns and we want to see the commitment to that work continue. The Mayor has committed to working with GMP and our CSPs to scope the extension of the Operation Vulcan model to our 10 boroughs, as well as placing a focus on the transport hubs of Victoria and Piccadilly stations.

We will also look to extend the use and capability of the Bee In The Loop community messaging system, to provide an effective means to relaying crime and safety messaging to the public and to build trust within communities.

Tackling serious and organised crime – Programme Challenger

GMPs Chief Constable and the Mayor have both committed to rolling out a Clear, Hold, Build site in each of our 10 districts to enable a localised response to serious and organised crime. Clear, Hold, Build is an approach to tackling the issue locally that provides a framework for criminality to be cleared, the area to be held to ensure it does not return, and aspects of rebuild to be taken place, whether within the built environment or social environment to sustain the impact of the activity.

This approach has been used to great effect in Cheetham Hill and Piccadilly Gardens, under Operation Vulcan, to tackle entrenched serious and organised crime. Locations for the roll out of Clear, Hold, Build will be informed by GMPs Force Intelligence Bureau's Chronic Hotspot Location Profile.

A new three-year Greater Manchester serious and organised crime strategy will be launched in 2025/26, to provide the framework for partnership activity to tackle SOC.

Collaborative work across a range of partners to deliver immersive messaging via the GMFRS training and development centre will be ongoing over 2024/25. These will deliver over 10 sessions to children and young people at risk of exploitation, serious and organised crime, and involvement in serious violence during the summer holidays and beyond. Opportunities to broaden this to include GMFRS programmes and qualifications are being explored.

Hate crime

Partners have been refreshing the Greater Manchester Hate Crime Plan 2024-2028 with 20 actions across six priorities, including an additional focus on education, bringing communities together to tackle hate and communicate the consequences of hate. The plan will be launched at a partnership

event in October 2024 to join up with national hate crime awareness week and highlight our zero-tolerance approach to hate.

Tackling serious violence

Over the next 12 months, the VRU will continue to work with partners, communities, and young people to build on the success of the first five years of work. Delivery plans will be published for the implementation of the Greater Than Violence strategy, which will accelerate the work of the VRU and partners to prevent and respond to violence, including fast-streaming our work with schools and colleges and our commitment to make Greater Manchester a trauma-responsive city-region.

Gender-based violence

In 2024/25, Greater Manchester will continue to drive forward the GBV Strategy, working together to prevent and respond to GBV across a range of priorities. This will include the following new priorities aimed at scaling up our whole systems approach to tackling GBV in all its forms:

- Employers.
- Perpetrators.
- Sex workers.
- Children.
- Travel and transport.
- Men and boys.

Our 2024/26 delivery plan will build on the learning and progress made over the last year with clear deliverables and outcomes to measure how we are delivering against the aims of the Strategy.

The new GM Reducing Reoffending Reform Board

will be established which will continue to develop a framework which works collaboratively to protect, rehabilitate and divert across our city-region, ensuring that key priorities are met. It will have a focus and drive over the next 12 months on the following key themes:

- Early Intervention and Resolution
- Development of Out of Court Resolutions Framework.
- Custody Improvement Programme (testing/lived experience/frontline staff).
- GM Integrated Rehabilitative Services: Future commissioning.
- Problem-solving and diversion: Point of sentence and release.
- Greater Manchester Needs Assessment and Evaluation: Intelligent information sharing.
- Redesign of GMIRS and offender needs assessment.
- Local Criminal Justice Board re-structure, including the introduction of a new performance framework.
- New Victims Strategy Board and Strategic Needs Assessment.
- Delivery of Nightingale Programme to mitigate court demand pressures for victims of serious sexual violence.

TravelSafe Partnership Strategy for 2025-2027

The Greater Manchester TravelSafe Partnership Strategy for 2025-2027 is being reviewed and republished and will be coordinated and led by TravelSafe partners including TfGM. This includes promoting and encouraging ethical travel behaviours, including making public transport a hostile environment for gender-based violence and hate crime. Part of this delivery will see a Youth Restorative Justice pilot, which will be a victim-led programme to reduce the likelihood of youth reoffending on the transport network.

Increase TravelSafe Enforcement Officer provision

There will be an increase in Travel Safe Enforcement Officer (TSEO) provision to support the next phase of the Bee Network

alongside night bus safety. Alongside this there will be enhanced TSEO powers through conferred powers from GMP under the Community Safety Accreditation Scheme (CSAS). TSEOs will be vetted by GMP to ensure professional standards in enforcing and tackling ASB on the Bee Network.

GMP quality, standards and behaviour programme

The unprecedented upturn in results across all aspects of GMP's performance has largely been secured through a clear focus on fixing the basics: clearer planning, stronger leadership, performance management and the commitment of staff to do better.

However, it is recognised that to protect and further progress these advances – and to bring about long-term, lasting changes that increase victim satisfaction and public trust, and confidence - GMP must improve its quality-of-service.

In this too, it is taking a return to basics approach. As it moves into the next stage of its transformation, GMP will be developing an internal culture that puts public service as the fundamental heart of a better quality of police service: where fairness, empathy and transparency are its hallmarks, and everything it does is geared towards fighting, preventing and reducing crime; keeping people safe and caring for victims.

Underpinning the quality culture will be a focus on improvements in staff behaviour and adherence to high standards.

The Deputy Chief Constable is leading the development of a programme to establish, communicate, train and regulate norms and expectations that guide individuals and teams so that everyone takes responsibility for the quality of their work and strives for excellence. Each team produces its own charter, and this will be aggregated into an overall framework of cultural expectation for GMP.

Greater Manchester Police, Fire & Crime Panel

Date: 18th November 2024
Subject: Annual Sustainability Report – 2023/24
Report of: Andrea Heffernan, Director of Corporate Support
Report author: Mathew Chard, Sustainability Manager

PURPOSE OF REPORT:

This report provides an overview of progress in delivering the GMCA Sustainability Strategy 2022 – 2026 and outlines activity undertaken during 2023/2024 that has contributed towards current progress. The report also outlines actions set to be delivered in 2024/2025.

RECOMMENDATIONS:

Members of the Panel are asked to:

1. Note the progress made against the priority areas of the GMCA Sustainability Strategy 2022 – 2026
2. Note the contents of the report including actions proposed for 2024/25
3. Note the implications of the Biodiversity Duty on the organisation and the proposed response.

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Equalities Impact, Carbon, and Sustainability Assessment:

Recommendation - Key points for decision-makers

Insert text

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation	G	Includes a paper focused on the GMCA response to the Biodiversity Duty which will contribute to GMCA, as an organisation, being more resilient to climate change
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment	G	Includes a paper focused on the GMCA response to the Biodiversity Duty which will contribute to GMCA, as an organisation, delivering more actions linked to biodiversity enhancement Includes a paper focused on the GMCA response to the Biodiversity Duty which will contribute to GMCA, as an organisation, delivering more actions linked to biodiversity enhancement which could include greenspace for communities Outline actions being taken and proposed to progress GMCA towards carbon neutrality by 2038
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		The paper outlines the GMCA, as an organisation, response to the climate emergency including progress against the 2038 carbon neutrality target. The paper also outlines the strategy and how it contributes towards 2038 as well as other areas on sustainability and details projects planned for 2024/25.
Further Assessment(s):	Carbon Assessment	
G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Risk Management

3.3.2 – Details new legislation, the Biodiversity Duty, and refers to a paper containing the proposed response. Possible risk should the organisation not take action and be deemed non-compliant.

Legal Considerations

N/A

Financial Consequences - Capital

4.4 – Details the sustainability metrics used within procurement activity.

Financial Consequences - Revenue

3.1.7 – Details the grant funding acquired to support delivery of feasibility surveys as part of Low Carbon Skills Fund.

4.4 – Details the sustainability metrics used within procurement activity.

Number of attachments included in the report: Two

BACKGROUND PAPERS:

Appendix A - Biodiversity Duty Scoping Paper

Appendix B – GMCA Social Value Report

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

INTRODUCTION

1. The GMCA Sustainability Strategy 2022 – 2026 was launched in August 2022 to drive improvements in sustainability performance from the GMCA's internal operations. The strategy covers the core activity of GMCA and GMFRS and all sustainability impacts associated with this activity including:
 - Associated sustainability impacts from activities delivered from our Head Offices
 - Sustainability impacts arising from the assets operated by and the activities delivered by GMFRS
 - Sustainability impacts arising from activities undertaken and the assets directly operated by GMCA Waste & Resources Team, including closed landfill sites and other land assets.

2. The strategy is built around five priorities where effort is focused during the strategy delivery period:
 - Rapidly reducing our carbon footprint
 - Protecting and enhancing the environment
 - Using our resources efficiently and responsibly
 - Adapting to a changing climate
 - Being sustainability leaders

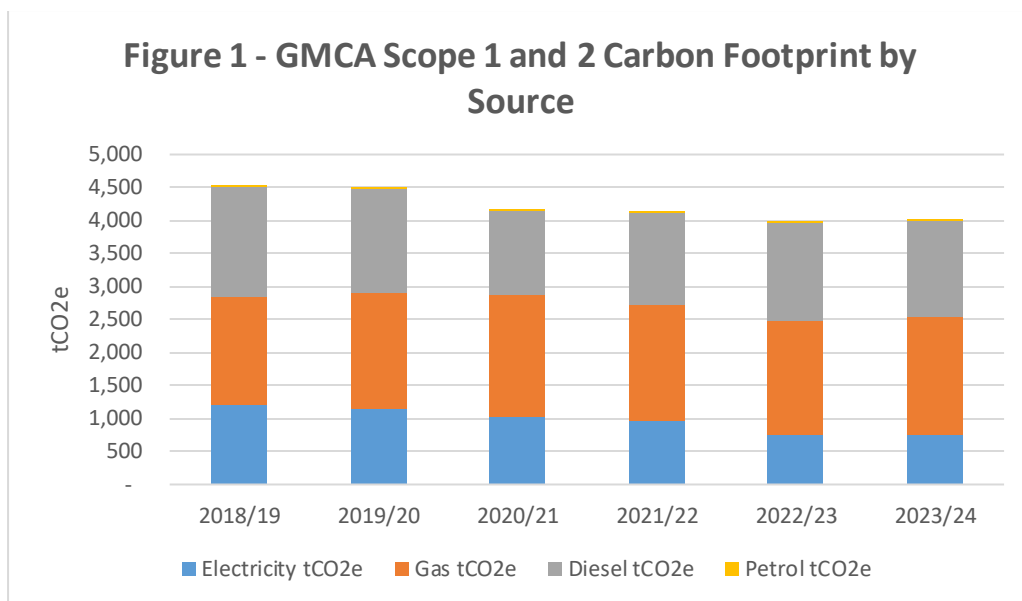
Sustainability Strategy Targets and Progress

3. Each priority area of the strategy has a specific target for 2026 as well as annual milestone targets as outlined in the table below along with progress to March 2024:

Priority	2026 Target	2023/24 Target	March 2024 Update	Rating
Rapidly reducing our carbon footprint	Reduce emissions from buildings and vehicles by 50% (from 18/19 baseline)	Reduce emissions from buildings and vehicles by 25% (from 18/19 baseline)	Carbon emissions from buildings and vehicles are 11% lower than the 18/19 baseline	
Protecting and restoring the environment	Fully embed environmental protection into our emergency response activities	Deliver collaborative Environment Agency led training to Hazardous Materials Environmental Protection Officers	Environment Agency provided bespoke training to Environmental Protection Unit and Hazardous Materials Environmental Protection Officers.	
Using our resources efficiently and responsibly	80% of our supply chain committed to supporting our carbon neutral target	30% of our supply committed to supporting our carbon neutrality target	16% of suppliers have a carbon neutral plan (% of cumulative spend as of Q3 23/24)	
Adapting to a changing climate	Develop a climate change adaptation strategy based on future risks and opportunities	Climate change adaptation strategy delivered	Format and themes for climate change adaptation strategy established. Further development work planned for 2024/25	
Being sustainability leaders	Train all our staff in understanding the climate emergency and their role in tackling it	Established a climate change and sustainability training framework	Draft framework established. Further work planned for 2024/25 to finalise	

Sustainability Performance – Carbon Emissions

- Scope 1 emissions (emissions associated with fossil fuel consumption) and scope 2 emissions (emissions associated with purchased electricity) are measured on a monthly basis via key performance indicators (KPI's) and tracked against the strategy targets.
- By March 2024, scope 1 and 2 emissions were 11% lower than the 2018/19 baseline. Figure 1 provides a breakdown of scope 1 and 2 emissions by sources which, for GMCA, are gas, diesel, petrol (scope 1) and electricity (scope 2).



- Emissions associated with the consumption of fossil fuels, namely gas, diesel and petrol, accounted for 81% of the scope 1 and 2 carbon footprint. This emphasises the importance of decarbonising heating of buildings and fuelling of fleet which, at this stage, relies on a transition towards electrified heating systems and vehicles.
- Estates transformation is a key activity required to support a reduction in the scope 1 and 2 carbon footprint. Construction activity has commenced at Blackley Community Fire Station with the new build fire station set to be net-zero for regulated energy and the building will no longer consume fossil fuels.
- During 2023/24, refurbishment of Littleborough Community Fire Station was also completed with the building having a number of sustainability measures installed including air source heat pump, meaning the building no longer consumes fossil fuels for heating, as well as solar PV.
- Carbon reduction feasibility surveys have been conducted for 6 sites within phase 1 of the GMFRS Estates Programme, with 4 sites progressing to procurement in Q1 2024/25. The 4 sites outlined for low carbon investment are Rochdale

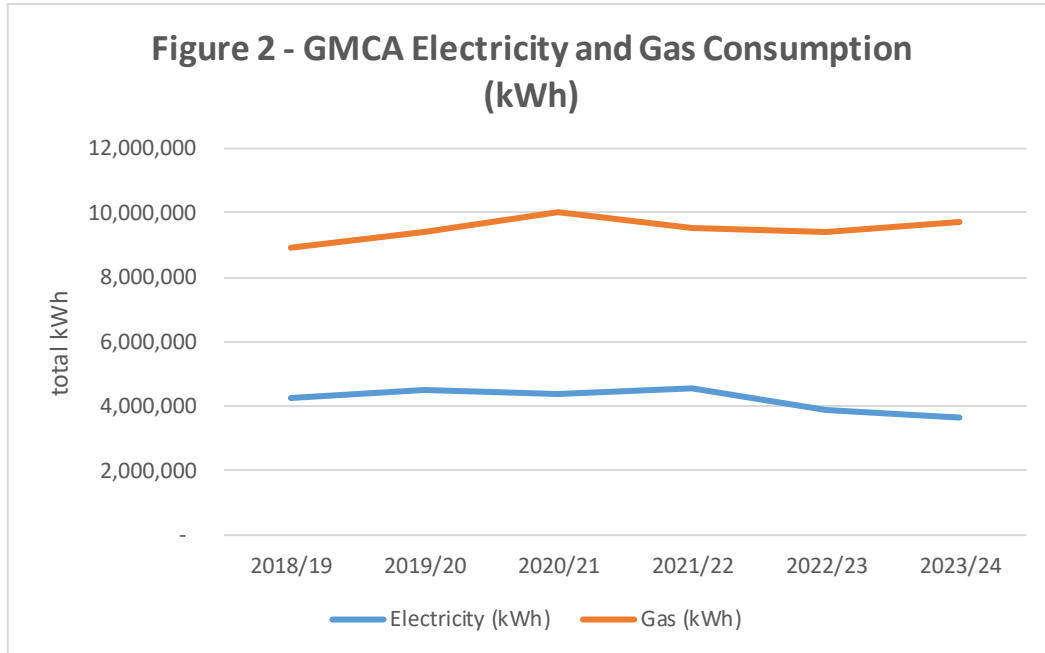
Community Fire Station, Ashton Community Fire Station, Wigan Community Fire and Ambulance Station and Bury Community Fire Station. The works will involve various carbon reduction measures with the key measure being the transition from gas heating to electrical heating via air source heat pump.

10. To support future estates retrofit, a further 6 feasibility surveys have been conducted across the GMFRS with the works fully funded to £99,000 via the Low Carbon Skills Fund (LCSF). An application has also been made to LCSF Phase 5 with the ambition to deliver 5 additional low carbon feasibility surveys.
11. Fleet decarbonisation is planned for 2024/25 with electric vehicles and petrol-electric hybrids being introduced to the fleet. To facilitate this transition, as well as future fleet investment activity, investment in electric vehicle charging points across the GMFRS estate is also planned for 2024/25.
12. Internal reporting on energy consumption and carbon emissions will be amended during 2024/25 to separate electricity consumption from buildings from electricity consumption associated with the charging of vehicles and ensure the carbon impact of this is also tracked.
13. A full carbon footprint inventory was undertaken in 2023/24 to measure emissions across scope 1, scope 2 and scope 3. Scope 3 emissions are emissions that take place within the value chain of the organisation. They can be upstream or downstream and are separated into distinct categories.
14. In total, scope 3 emissions amounted to 346,784 tonnes CO₂e which is equivalent to 99% of the GMCA's total carbon footprint. This footprint did not include emissions associated with Firefighter Pensions or the emissions from the GMCA contract with Suez, although the figures from the Suez contract were included within the final report document. Within the scope 3 calculations, emissions from procured goods and services, as well as investment, account for 97% of scope 3 emissions.
15. The methodology largely used for scope 3 emissions calculation relied upon spend data. To acquire more accurate figures, acquiring more detailed data, such as product specific emissions data, would improve inputs into the calculation process and enable a more detailed output.

Utilities Consumption

16. Utilities monitoring involves the monitoring of the consumption of gas, electricity and water across the GMCA estate which is predominantly made up of the

GMFRS estate. Data is acquired for electricity and gas via automated meter readers (AMR) that provide data on a half-hourly basis, whilst water consumption is acquired direct from the water retailer who undertake meter readings on a less frequent basis. Figure 2 charts the historic change in the consumption of gas and electricity.



17. Gas consumption is monitored against weather conditions to ensure any seasonality impacts are factored into analysis. Gas consumption has increased since the 2018/19 baseline with the likely driver of this being ageing heating systems being highly inefficient and the recent shutdown of the building management system (BMS) leading to less capability to control and identify issues without physical attendance to site. Activity is currently underway to procure a new 'head-end' for the BMS to enable remote access to BMS on site and facilitate greater identification of issues at source and, where feasible, remote manipulation of controls to reduce energy.
18. Electricity consumption is now 14% lower than the 2018/19 baseline. The significant attributing factor to this reduction is significant investment in LED lighting at 18 fire stations as well as 2 solar PV systems installed at fire stations. These projects were fully funded by the Public Sector Decarbonisation Scheme (PSDS).
19. As the organisation continues to make efforts to decarbonise, it is likely that gas consumption will decrease as buildings transition to electrical heating via air source heat pumps. When combined with a shift from diesel vehicles to electric vehicles, this is likely to lead to an increase in the consumption of electricity.

20. GMFRS have 25 solar PV systems across the estate that generated 941,097 kWh of electricity in 2023/24, the equivalent of 25% of the total electricity consumption of the organisation. Whilst most sites do not have electricity export meters installed, those that do demonstrate that around 50% of generated electricity is not consumed and exported to the grid. The amount of electricity exported is likely to reduce as a transition to electric heating and electric vehicles takes place whilst battery storage could also further harness the electricity currently being exported.
21. Due to infrequency of readings, water data can be classed as less accurate than energy data. However, based on readings undertaken by the water supplier, the organisation consumed 36,022m³ of water in 2023/24.
22. A procurement exercise was recently conducted to identify a new water retail services contract provider. The contract with the new water retail services provider is currently in the mobilisation phase and the ambition is that this contract will enable a greater level of detail in relation to water consumption.

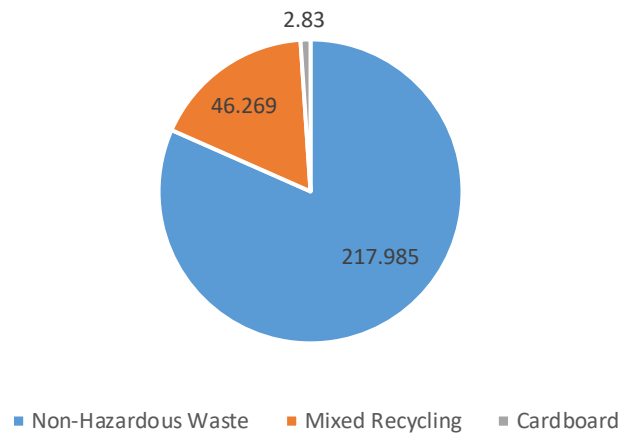
Biodiversity

23. GMCA fall under the requirements of the Biodiversity Duty which is new legislation that requires public sector bodies to consider their biodiversity impacts and take action to improve biodiversity outcomes from their operations.
24. GMCA have taken initial steps to consider how they intend to comply with the Biodiversity Duty and further details are provided in Appendix A of this report. A biodiversity action plan has recently been presented at GMFRS and GMCA SLT and is set to launch in Q3 2024/25. The action plan was developed following a cross-directorate planning workshop involving key stakeholders from both GMCA and GMFRS.

Waste Management

25. GMFRS have a waste collection and recycling services contract for general and recyclable waste. Wastes are segregated internally and separate collections are made for each waste stream. Figure 3 outlines the weights of each waste type segregated at source across the organisation. In summary, GMFRS currently segregate 18% of domestic waste types at source.

**Figure 3 - GMFRS Waste Segregated at Source
(Tonnage) 2023/24**

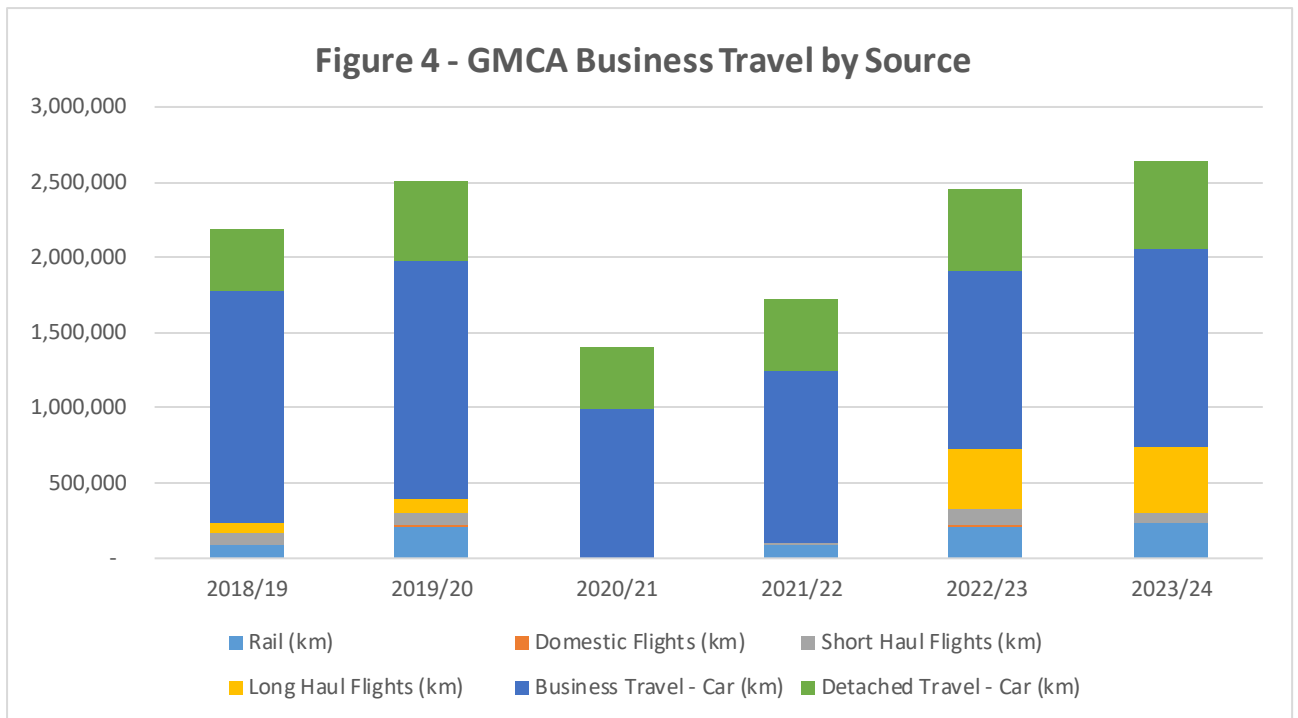


26. Waste collected via the waste collection and recycling services contract for GMFRS is taken to a Greater Manchester based depot where further recyclable material is recovered from mixed non-hazardous waste. All recyclable waste is then taken to specific plants for recycling whilst all non-recyclable residual waste is baled and taken to an energy-from-waste (EfW) plant based in Leeds with all energy being exported to the National Grid.

27. Hazardous wastes from GMCA arise from a range of sources with GMFRS workshops being the most significant source. Waste data for these varies in quality and mainly can be found on hazardous waste consignment notes. As part of the scope 3 calculation project, it was found that all waste types, including hazardous waste, contributed 10.89 tonnes CO_{2e} to the total GMCA carbon footprint.

Travel

28. Travel by GMCA employees can be considered in two forms – business travel and commuting. Business travel data is acquired mainly via the corporate contract with a travel booking partner as well as via expenses claims. Figure 4 provides an overview of the business travel data monitored via monthly KPI reporting. For clarity, data from bus travel, London Underground, Metrolink and taxi travel is not included within monthly KPI reporting due to a lag in the receipt of data.



29. Grey fleet travel is defined as travel undertaken by an employee in their own private vehicle for business purposes. These are included within the data shown in figure 4 but broken down into two specific sources – business travel (car) and detached travel (car). Both are classed as grey fleet travel but, due to the significance of the figures, detached travel is depicted as an individual category and can be defined as travel undertaken by firefighters from their base station to another GMFRS station to provide operational cover as required.

30. Analysis undertaken to calculate the total GMCA carbon footprint included looking at business travel as it is a specific category within scope 3. When all modes of transport and hotel stay were considered, the total carbon footprint of GMCA business travel totalled 281.5 tonnes CO₂e during 2023/24 with the largest contributor to this being grey fleet travel which accounted for 65% of these emissions. The next biggest contributor was long haul flights which accounted for 16% of emissions.

31. Staff commuting is classed as a specific category within scope 3 emissions calculation. Currently, no robust data is collected by GMCA in regard to staff commuting, so calculations were made using secondary data from the Department for Transport (DfT) which was then applied to the GMCA staff headcount. Based on this data, it is estimated that staff commuting accounted for 144 tonnes CO₂e during 2023/24.

32. Hybrid working has been adopted by GMCA meaning value chain emissions from homeworking can also be accounted for in scope 3 calculations. Again, average

data was utilised based on GMCA staff headcount who work within a role that can facilitate homeworking with the total emissions estimated to be 421 tonnes CO₂e during 2023/24.

33. GMCA have implemented a number of measures to support staff to make more sustainable travel choices for business travel and commuting. The measures include a salary sacrifice scheme for electric vehicles and bicycles, public transport season ticket schemes in partnership with travel providers and specific rules around travel choices allowed via expenses and travel booking. These measures have been embedded into an organisational benefits and expenses policy.

34. In 2023/24, the uptake of schemes related to sustainable and active travel is detailed below. It is to be noted that these figures do not include staff who started participation in these schemes prior to 2023/24.

Scheme	Staff Uptake 2023/24
Electric Vehicle Salary Sacrifice	47
Cycle Scheme	62
Corporate Transport Loan	3

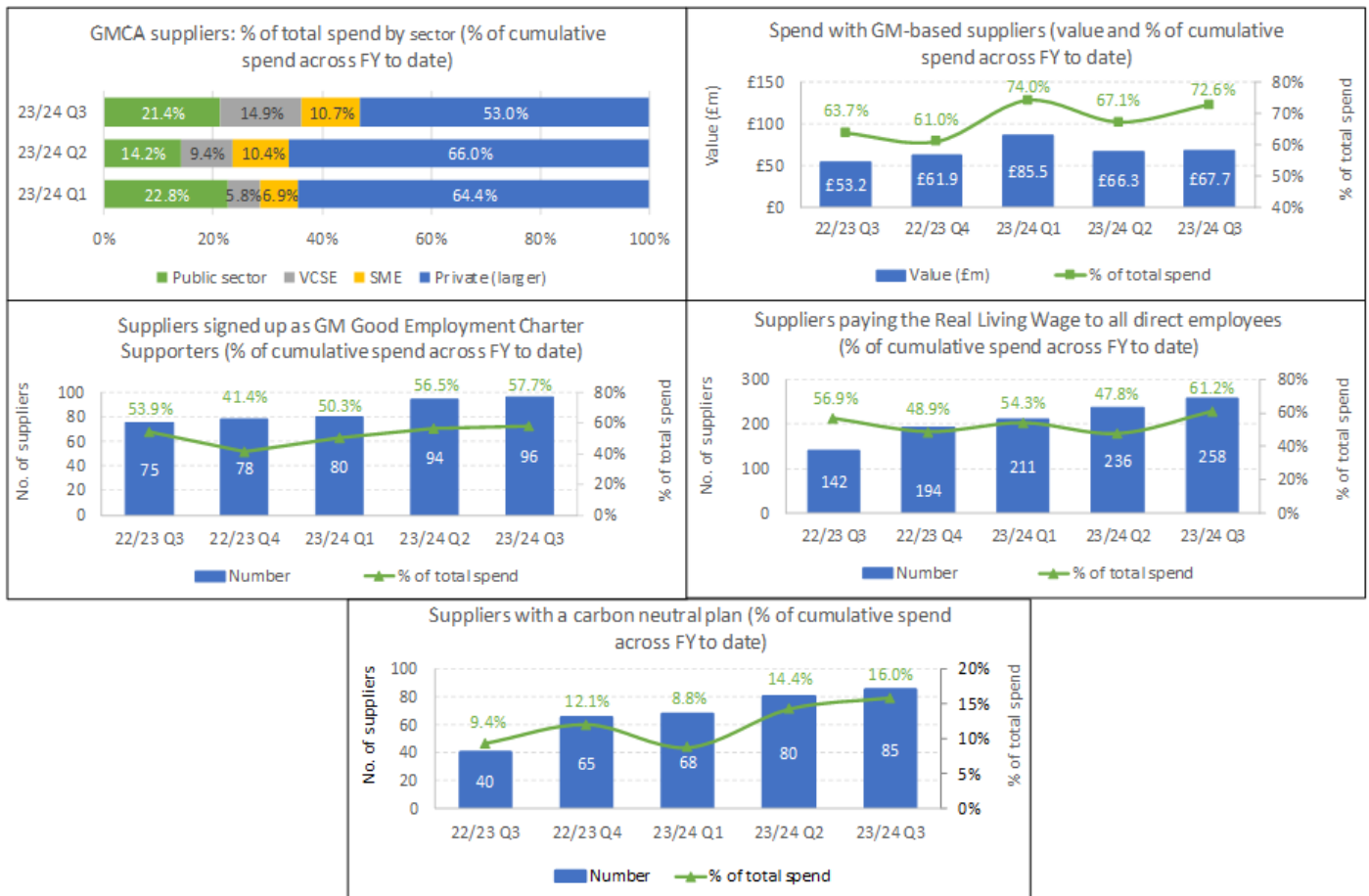
Social Value and Procurement

35. GMCA aim to embed sustainability and social value into procurement activity as a means of leveraging wider benefits from public procurement activity. GMCA acquire key social value insights from three sources: internal procurement team insights, Social Value Portal (SVP) and Suez & Loop. Appendix B provides an overview of the data from 2022/23 in this area with data expected for 2023/24 over the coming months.

36. GMCA utilised the SVP for 24 projects throughout 2022/23 and, via the SVP, a total of £59 million of social value has been tracked as a result of this activity.

37. A number of sustainability and social value metrics are tracked within the GMCA Corporate KPI's. This information is acquired from suppliers and is tracked against the percentage of cumulative spend across the financial year to date. Due to the complexity of the data, there is a lag in analysing data but the latest data is for quarter 3 2023/24 and is outlined in Figure 5.

Figure 5 – GMCA Corporate Metrics – Procurement



38. The metrics intend to measure procurement activity against a number of supplier metrics including: procurement spend by sector, spend with Greater Manchester based suppliers, spend with suppliers signed up as supporters of the Greater Manchester Good Employment Charter, spend with suppliers paying the Real Living Wage (RLW) to all direct employees and suppliers with a carbon neutral plan. These metrics were first introduced in March 2022 and came into effect in 2023.

39. Further work is planned to enhance the embedding of sustainability into procurement practice. A cross-directorate working group has been established to facilitate these improvements and a planning workshop was delivered in Q4 2023/24 to begin this process with Procurement now working to embed sustainability principles into the overarching procurement strategy.

Other Sustainability Initiatives

40. GMFRS continue to operate an environmental management system (EMS) that is certified to ISO 14001. The EMS was externally audited in Q2 2023/24 and was recommended for continued certification with positive observations made during the audit focused on the organisations communications internally around sustainability but also the governance structure at GMFRS around sustainability.
41. GMFRS's approach to delivering sustainability and projects delivered over recent years has been recognised within the recent inspection undertaken by His Majesties Inspectorate for Constabularies and Fire and Rescue Services (HMICFRS). The inspectorate found the organisation were delivering an 'effective sustainability strategy' and progress in this area was defined as a promising practice within the report.
42. GMFRS hosted the North West regional Women in the Fire Service event in March 2024 with staff from across the organisation hosting various workshops and activities. As part of this, the Sustainability Officer hosted a focused session on climate change and the impacts of this on the Fire and Rescue Service as well as covering the disproportionate impacts climate change has on women.
43. GMFRS ran an energy saving competition in Q3-Q4 2023-24 to encourage GMFRS stations to reduce energy consumption and consider other environmentally friendly measures to implement. Across the organisation, the average saving was around 4% per site with a significant number of stations also showing engagement in the competition. The competition was awarded a Green Apple Award in the Emergency Services category.
44. A staff network, The Earth Forum, was established in 2023/24 to support staff engagement in sustainability issues. A range of meetings have been held to date with guest speakers attending one session whilst a specific meeting focused on Earth Day and the topic of single use plastics. Further events are planned for 2024/25 to support staff engagement in sustainability issues.
45. Internal communications will continue to focus on the climate emergency and sustainability to support our staff in contributing to our ambitions and a staff network will be launched to enable staff to contribute to our wider ambitions in this area.

2022-2023

Page 195

Greater Manchester Combined Authority's Social Value



Background & Overall Summary

This report will cover the GMCA's key social value insights collected from the 2022-2023 financial year, drawn from the following three sources:

GMCA's internal procurement team

The KPIs produced in this report feed into the team's business plan priority which is to collaborate with District procurement teams, to deliver activities against the common principles set out in driving social value in Greater Manchester Public Procurement.

Social Value Portal

Greater Manchester Combined Authority's procurement function uses the Social Value Portal for procurements. The platform allows bidders to pick social value activities from the TOMs System (previously mapped to GMCA's past internal social value framework) to add commitments against to make up their social value offering. During the financial year of 2022-2023, GMCA created 24 projects on the portal which saw over **£59m worth of SLEV being secured through their procurements.**

Suez & Loop

Suez reported **£240,659,235 worth of social value** created on the Greater Manchester waste contract overall during the 2022-2023 financial year. Suez currently use Loop to quantify the social value generated by their waste contract through an array of initiatives undertaken in Greater Manchester and within the local community.



GMCA's Social Value reported via Social Value Portal (2022-2023)

Greater Manchester Combined Authority (GMCA) have been members of Social Value Portal (SVP) since July 2021. During the financial year of 2022-2023, GMCA created 24 projects on the portal which saw over £59m worth of Social & Local Economic Value (SLEV) being secured through their procurements.

GMCA define 'local' as falling 'within the boundaries of Greater Manchester'. This ensures that GMCA are making the most impact for the communities they are working in. SVP worked with GMCA to align the TOM System to the themes within the Greater Manchester Social Value Framework.

Two bespoke measures were created for GMCA's TOM System, these were:

- - GM1: Commitment to carbon emissions savings to achieve Greater Manchester's NZC ambition before 2038 Units: (Y/N)
- - GM2: Are you registered as a 'Supporter' for Greater Manchester Good Employment Charter Units: (Y/N)

Secured £SLEV Breakdown by Theme



Themes		Secured £SLEV
	Fairer Create employment and skills opportunities that we need to Build Back Better	£27,252,171
	More Prosperous Provide the best employment you can	£32,355,531
	Greener Help keep the clean air in GM	£22,279

Total secured
£59,629,981

Social Value Secured

Secured Social and Local Economic Value:

SLEV £59,629,981

LEV	SV
£32,175,449	£27,454,532

Total Contract Value:

£45,552,666

Secured Social Value Add (%):

130.9%

LEVA (%)	SVA (%)
70.63%	60.27%

GMCA's Internal Metrics 2022-2023

The KPI's included in this feed into the business plan priority which is to collaborate with District procurement teams to deliver activity against the common principles set out in driving social value in Greater Manchester Public Procurement.

(1) Suppliers paying the Real Living Wage to all direct employees
 Based on self-declaration of suppliers and reported cumulatively. On **average 149 suppliers** (average number totalled quarter by quarter) reported paying the real living wage to direct employees with an **average total spend of 57.2%**.

(2) Suppliers signed up as GM Good Employment Charter Supporters
 Supplier base cross-referenced to the GM GEC database. Reported cumulatively, **an average of 71 suppliers** signed up across the year with the average **total spend was 55.6%**.

(3) Suppliers with a carbon neutral plan (net zero by 2050)
 Based on self-declaration of suppliers and reported cumulatively. On a quarterly basis, an average of **41 suppliers** reported having a carbon neutral plan with an **average total spend of 10.5%**.

(4) Spend with Greater Manchester based Suppliers
 Reporting on 100% of spend with Suez included as a GM supplier. The value reported as a quarterly snapshot and the percentage of spend as cumulative across the financial year as a whole. The average spend value from quarter to quarter of **GM based suppliers was £59.50** with the **total spend as 67.5% over the course of the year.**



(5) GMCA Suppliers: Percentage of total spend by sector

Cumulative across the Financial Year as a whole. SMEs defined as <250 employees and <€50m turnover.

Sub-metric(s)	Average % from 22-23
Public Sector	19.925%
VCSE	7.6%
SME	12%
Private (larger)	60.3%

Suez & Social Value 2022 - 2023

Suez reported **£240,659,235** worth of social value created through their **waste contract with the GMCA** during the 2022-2023 financial year. Suez used **Loop** to quantify their social value generated on the waste contract through an array of initiatives undertaken in Greater Manchester.

These initiatives included the growing operation of the Renew hub. With this in addition to the beginning of on-line sales, meant Suez were able to **increase their tonnage of reuse from 257 tonnes in contract year 3 to 613 tonnes in contract year 4** reducing their impact on the environment.

Other notable initiatives include the following:

- Suez **installed 4 beehives** at Nash Road and replaced non-efficient lighting across all sites with **LED lighting saving 4600 CO2 in that contract year.**
- In the wider contract, Suez created a **variety of apprenticeships** in engineering, vehicle maintenance, waste management, business administration and furniture restoration.
- Suez **supported traineeships** with the community renewal fund and **work experience with Trafford College students.**
- Suez also began our programme with **Recycling Lives and Achieve Probation, supporting 19 ex-offenders** with training and work experience and offering **4 ex-offenders fixed term employment.**
- Reinitiating Suez’s full learning and development programme post COVID, we were able to **provide professional training and qualifications for 485 staff.**
- Likewise, schools reopened their doors to visitors, and Suez had a successful year **supporting students with careers events.**



Top 5 Suez/Loop Social Value KPIs Contract Year 4

Social	Social Value delivered	Environmental	Social Value delivered	Economic	Social Value delivered
Charitable work donations	£113,652,262	Recycling	£26,657,175	Employment – existing staff	£12,832,217
Existing Staff	£9,704,599	Reuse	£8,486,651	Qualifications for existing workforce	£4,262,007
Visits to schools	£229,013	Composting	£3,231,206	Apprenticeships	£105,432
Careers Events	£196,519	LED Carbon Saved	£240,519	Work Placements	£63,753
Employment support	£108,808	Tree Planted	£9,964	Jobs Created	£27,725

2022-2023

Page 200

Greater Manchester Combined Authority's Social Value



GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18th November 2024

Subject: Neighbourhood Policing

Report of: Assistant Chief Constable Matthew Boyle

Purpose of Report

To provide an update to the Police, Fire & Crime Panel on neighbourhood policing in Greater Manchester (GM).

Recommendations:

The Panel is requested to:

1. Note the progress to date.
2. Receive regular progress updates as and when required.

Contact Officers

Assistant Chief Constable – Matthew Boyle. Matthew.boyle@gmp.police.uk

Equalities Impact, Carbon and Sustainability Assessment:

A range of measures are in place to track, measure and monitor engagement activity with seldom heard communities. Targeted engagement activity is then prioritised in areas where there is limited engagement to ensure the voice of communities is captured.

Good practice is being adopted from other Force areas to continually strengthen community engagement activity and the ability to monitor effectively.

Risk Management

Key Risks and Issues	Mitigation
Staffing and abstraction levels	<ul style="list-style-type: none">- Robust internal governance structures in place to oversee and scrutinise (further review of the force abstraction policy ongoing).- Embedding digital data capture within neighbourhood policing to monitor abstraction levels and shift behaviour to improve usage and accuracy of recording.- Right Care, Right Person (RCRP) benefits realisation as a result of officer hours saved.
Community engagement	<ul style="list-style-type: none">- Develop a comprehensive communication strategy- Bee In the Loop platform to increase subscription levels and monitor engagement activity.

Legal Considerations

N/A

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report:

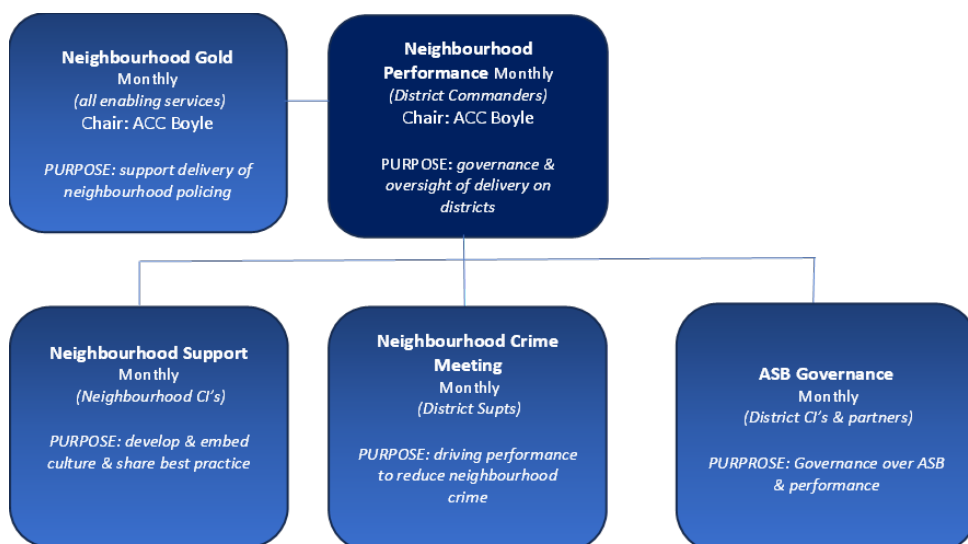
None

1. Introduction/Background

Neighbourhood policing is the bedrock of British policing and remains a key priority for Greater Manchester Police (GMP), with phase 2 work seeking to focus on *consistency, culture, and performance delivery*. Since the introduction of the Neighbourhood Policing Model, it has continued to strengthen.

Robust governance structures are in place to track, measure and monitor progress at both a Force and district level. The diagram below outlines the range of meetings that take place to drive performance and oversee the successful implementation of the Model.

Neighbourhood Policing Governance:



In addition to this, a relaunch of an improved and enhanced *Neighbourhood Policing Performance Management Framework* was delivered in May 2024. The framework is based around the three key areas of Neighbourhood Policing to provide consistency of approach and understanding:

1. Engaging Communities
2. Problem Solving and Prevention
3. Targeting Activity

2. Neighbourhood Crime Data – Key Headlines

- In the latest 12 months GMP recorded **40,219 neighbourhood crimes** (burglary, robbery & vehicle crime). This was **8,247 fewer** than the previous year, a **reduction of 17.0%**. This represents a **statistically significant** change.

3. Neighbourhood Policing Model

The new Neighbourhood Policing Model is one built on strong leadership, accountability and values, with dedicated teams to respond to the priorities that communities have asked the Force to address. The construct provides a wide-ranging neighbourhood offer which nationally bucks the trend due to its diverse make up.

Teams consist of:

- **Neighbourhood Teams** – dedicated sergeants, police constables and police community support officers (PCSO), led by an inspector. Operating in clearly defined geographical areas to build knowledge, relationships, trust and confidence within communities.

Capability has been bolstered further in every district by the introduction of:

- **Neighbourhood Prevention Hubs** – problem-solving with partners to resolve long term problems.
- **Neighbourhood Crime Teams** – working on community intelligence to target and arrest criminals (such as burglary, personal robbery, theft, and car crime).
- **Neighbourhood Tasking Teams** – lead on high profile targeted activity against those causing highest harm (including tackling drug dealing, high visibility policing and priority warrants).

The new neighbourhood offer now includes a total of 1,148 dedicated neighbourhood officers and staff who provide visible police presence in the heart of communities. This is integral to keeping people safe and preventing and tackling crime. Despite the decline in PCSO numbers, the number of dedicated warranted officers in neighbourhood policing has increased. This increase is addressing the imbalance of PCSOs versus police officers.

- Vacancy levels across neighbourhood policing teams continue to be held under scrutiny.
- The current strength of PSCO is currently 292.66, it is intended that over the next 18 – 24 months this will reduce to 215. This will result in one PCSO per ward, an ambition set out in the original business case.
- Vacancy levels of neighbourhood constables, as of September 2024 is 11.5%.
- Neighbourhood inspectors and sergeants continue to remain at single figures for vacancies, when impacted through workforce attrition and movement of people (retirements, promotions, new roles) the post is advertised and a replacement identified within a short period of time.

Abstraction Levels

Neighbourhood policing is utilising several digital processes aligned to the Neighbourhood Performance Framework to enable analysis of the work of Neighbourhood Teams to measure positive impact on improving public trust and confidence. One of the functions includes the ability to monitor abstraction levels to ensure the Force has effective oversight across each of the districts.

It is anticipated that due to the introduction of RCRP abstraction levels will reduce further, this is being monitored closely.

4. Neighbourhood Policing Activities

A summary of activities against each of the neighbourhood policing areas are provided below.

Engaging Communities – Key Headlines:

The Neighbourhood Policing Model ensures neighbourhood officers are visible and can be contacted by local communities. The teams listen to community concerns and work with the public, community groups, partners, local businesses and local authorities to reduce crime, protect vulnerable people and improve community safety.

The Force is committed to working with communities that traditionally interact less often with the police or may have lower levels of trust and confidence. Robust plans are in place across each of the neighbourhood policing teams to deliver targeted engagement activities.

Key community engagement highlights include:

Partners and Communities Together (PACT) Meetings - The introduction or strengthening of area-based meetings with partners to ensure community visibility of senior police leadership (and partners) that enables two-way dialogue with communities. Chief inspectors have been tasked to work with partners to develop / strengthen the PACT meetings on their districts, ensuring consistency of approach and frequency. Meetings are underway across districts and are now established as business as usual. Key demographics are being captured to understand who GMP is currently engaging with via the PACT meetings and where the gaps are.

Bee In the Loop (BITL) -

BITL is GMP's digital messaging tool, launched in March 2023 which enables the Force to engage in a two-way dialogue with diverse communities positively and proactively.

- 26,680 subscribers have signed up to BITL platform and sign up continues to increase month on month.
- GMP has set an ambitious target of 100,000 residents signing up to BITL by March 2025. A comprehensive communication strategy is being developed to achieve this ambition.
- The 'Engagement Tracker' module within BITL has now been activated to better understand what type of activities are being carried out locally with communities and evaluate their effectiveness against the overall GMP strategy.

- The BITL platform also allows GMP to monitor important demographic information to understand who the Force is engaging with and to carry out targeted engagement activity particularly with seldom heard communities / underrepresented groups.

Key priorities for the coming quarter are:

- Increased membership sign ups in all districts for BITL.
- Refresh and relaunch of GMP's use of community engagement plans and profiles.
- Activation and utilisation of community surveys through BITL.

Operation Rotation

Following increased tensions, as a result, of the Manchester Airport and Southport incident, a dedicated Consequence Management Cell (CMC) has been established within GMP.

The CMC co-ordinates engagement activity undertaken by local neighbourhood policing teams. Effective community engagement has been pivotal in rebuilding trust and confidence in policing. Neighbourhood officers have provided high visibility reassurance patrols at places of worship and locations housing asylum seekers, as well as listening to community concerns.

GMP is fully invested in the approach with a focus now being on the GM Recovery Plan. Engagement events are taking place across each of the districts to listen to the views of partners and communities. Key themes and findings will then feed into a GM wide event. Robust action plans will be developed and implemented early 2025, to continually improve community cohesion and build trust and confidence amongst communities.

Targeting Activity – Key headlines:

The Force continues to build upon the strengths and success of Operation Vulcan, aligning with the Mayoral and Chief Constable's vision around the Clear, Hold, Build Approach.

Operation Uno - Every month all GMP districts hold local tactical tasking meetings to define their priorities in line with the Force Control Strategy. Each Organised Crime Group (OCG) is tiered as part of the mapping process, informing level of risk and resources. Stockport district have been the pilot area for Serious Organised Crime (SOC) threats at a neighbourhood level under the banner Operation Uno. A full partnership day of action took place in June achieving a number of positive outcomes.

Initial results:

- Civil orders applied for by the Housing Association were granted by the courts and when breached, arrests were made to protect vulnerable residents from having drug dealers visit their home and arrest those suspected to be involved in criminal activity.
- Vulnerable residents re-housed.
- Longer term investigations for drug supplying are being progressed following positive warrants.
- Agency Partner Management Information System (APMIS) disruptions is at 26.
- 14 seizures recorded.
- Frequent communication (daily almost with SHG (housing provider)).

Problem-solving and Prevention – Key Headlines:

GMP continue to adopt a problem-solving culture across the Force. This is evidenced through the number of high-quality submissions for national and international policing awards. In 2024, GMP were finalists for two Tilley Problem-solving Awards and won the Goldstein Award for Operation Vulcan.

Operation Libra

Operation Libra is GMP's response to reducing anti-social behaviour (ASB) and serious violence, using additional funding provided by the Home Office. Data has been utilised to identify hotspots across GM to apply a problem-solving approach to distribute funding to address issues. Stockport was the first district to request hotspot funding to address the increased issues around the Stockport Interchange. Funding provided to support high visibility patrols from Neighbourhood Teams and Transport Team to reduce incidents, reassure communities and to identify / engage with potential offenders.

Initial results include:

- 39 people have been arrested.
- 274 stop searches conducted.
- 89 related ASB powers used.

Operation Hurricane

Operation Hurricane, launched by GMP in response to a rise in ASB involving motorcycles, e-bikes and quad bikes, aimed to address disruption and crime during the summer months of 2024. Over the first 100 days, more than 100 bikes were seized, and in total 33 arrests were made and 126 bikes seized. This crackdown significantly reduced disruptive behaviour, with off-road bike incidents decreasing by 21% compared to the same period in 2023. Targeted enforcement and prevention efforts led to a 28% reduction in incidents in key areas, demonstrating the operation's success in improving public safety and reducing road risks.

- Operation Hurricane was launched in response to a surge in ASB involving motorcycles, e-bikes, and quad bikes (both on and off-road) during the summer months.
- As part of the major crackdown, more than 100 bikes were seized in the first 100 days of the operation and 33 arrests were made, marking a significant step in reducing disruptive activity.
- The reckless use of motorcycles not only affects the quality of life within communities but also poses serious risks to road safety and the use of public spaces.
- Through close collaboration with partners, GMP acted on intelligence received from sources and patrolled the top demand locations to deter, detect and disrupt offences.
- Between June and September 2024, reports of off-road bike incidents decreased by 21% across the Force, compared to the same period in 2023.
- All five previously identified top demand districts recorded a 28% reduction in incident reports during the same period, highlighting the success of targeted enforcement efforts.

Rogue Meet and Greet Businesses (Manchester Airport) - Between January 2019 and October 2024, there has been around 160 recordable crimes regarding unofficial meet and greet companies operating at Manchester Airport. Additionally, around 60 alias/alternate business names, relating to unofficial meet and greet services at Manchester Airport, have been used over this period. The effect of such crimes having a devastating impact on those who fall victim to these rogue traders. Problem-solving has taken place with partners using a variety of tactics resulting in site visits, vehicles being seized, drivers being subject to traffic offences and arrests.

Initial results:

- 71% decrease in 2023, compared to 2022.
- To date, there has currently been a 73.01% decrease in rouge meet and greet crimes in 2024, compared to 2023. However, it is worth noting that the 2024 dataset is not yet complete, and an accurate percentage will not be available until January 2025.
- Only one unregulated meet and greet site currently in operation, however, they are compliant with no issues.
- The operation has been reviewed by other airports nationally and is widely considered as best practice.

Missing from Homes - Proactive partnership problem-solving approaches have been implemented to address repeat missing person reports. A problem profile highlighted that children's care homes are responsible for 5043 missing investigations of the total 33,970 investigations. Neighbourhood Teams are working closely with partners to focus on repeat locations, to enforce / education around the Force policies.

Initial results:

- Incidents reduced by 19.6% meaning a reduction of 1,543 missing from home reports.
- Cost saving of approximately £3,950,425.
- This initiative was shortlisted as a finalist for a national Tilley Award.
- The learning from this pilot has supported the development of Operation Addition, a Force-wide initiative implemented in September 2024.

Licensed premises – proactive partnership problem-solving approaches are being implemented to address the top licensed premises where there is a disproportionate amount of crime and harm. A traffic light system was introduced to highlight premises as red, amber and green to determine intervention required.

Initial results:

- A reduction of 819 crimes within licensed premises.
- Potential cost saving to GMP £953,634.
- Reduction of harm in licensed premises.
- This initiative was shortlisted as a finalist for a national Tilley Award.

Independent Advisory Groups (IAG) and Independent Community Scrutiny Panels (ICSP) -

Key activities in place to strengthen the IAGs and ICSP which include:

- A focus on recruitment to increase the membership and representation of the panels. Since June 2024 the Force has introduced 20 new applicants.
- The Force continues to research national good practice to further improve the approach for GM.
- Strengthen the governance and oversight of IAG's and ICSP's, creating a central repository.

RCRP - On 30th September 2024, GMP implemented a RCRP, a significant change programme for the Force. This is a national model, whereby forces across the country are being asked to implement an accountable and consistent decision-making model to re-align deployment decisions against the core policing responsibilities.

GMP has been working in collaboration with partners to identify more suitable pathways, to ensure callers receive the right support, by the right agency, at the earliest opportunity.

Due to the improved pathways identified with partners, this is resulting in a reduction of deployment to a number of concerns for welfare calls (where there isn't an immediate risk to life), which in turn is freeing up officer hours to deliver core policing duties more effectively.

The successful implementation of RCRP will impact positively on delivering the Neighbourhood Policing Model, with less abstractions from officers and more time to engage with communities and tackle local priorities.

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: Monday 18th November 2024

Subject: Vision Zero for Greater Manchester

Report of:

Dave Russel, Chief Fire Officer, Greater Manchester Fire & Rescue Service

Peter Boulton, Network Director Highways, Transport for Greater Manchester

Purpose of Report

The report shares the final Vision Zero Strategy and Action Plan for Greater Manchester (GM) and provides an overview of GM wide road safety initiatives, which form part of the Action Plan.

Recommendations

The Police, Fire and Crime Panel are asked to:

1. Note the contents of the report.
2. Endorse the final Vision Zero Strategy and Action Plan and the formal adoption of a Vision Zero ambition for GM, where no one will suffer death or life changing injuries on our roads.

Contact Officers

Peter Boulton Network Director Highways, TfGM
peter.boulton@tfgm.com

Nadeem Mohammed Road Safety Manager, TfGM
nadeem.mohammed@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment

Recommendation - Key points for decision-makers

Endorse the final Vision Zero Strategy and Action Plan and approve the formal adoption of a Vision Zero ambition for GM, where no one will suffer death or life changing injuries on our roads.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation	G	
Housing		
Economy		
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production		

Contribution to achieving the GM Carbon Neutral 2038 target

Further Assessment(s): Equalities Impact Assessment and Carbon Assessment

G Positive Impacts overall, whether long or short term.	A Mix of positive and negative Impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR Negative Impacts overall.
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Carbon Assessment

Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport		
Roads, Parking and Vehicle Access		
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	

No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.
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Risk Management

Changes or updates to methods of reporting and recording of injury collision data (STATS19); or annual adjustments to previous years' data by the Department for Transport may require a re-baselining for the calculation of the interim Vision Zero target in future years (para. 3.3.)

Legal Considerations

N/a

Financial Consequences – Revenue

A future pipeline of capital and revenue funding will be required to ensure the success of ongoing activities and improvements.

Financial Consequences – Capital

N/a

Number of attachments to the report: 2

Vision Zero Action Plan (2024 – 2027)

Vision Zero Strategy

Comments/recommendations from Overview and Scrutiny Committee

N/a

Background Papers

GMCA Report 'Vision Zero Draft Strategy Approval', 26 January 2024.

Bee Network Committee Report 'GM Reported Road Casualties 2023 and Road Safety Update', 28 November 2024

Tracking/Process

Does this report relate a major strategic decision as set out in the GMCA Constitution? Yes

Exemption from call in

No exemptions required

Bee Network Committee

This report will be considered by the Bee Network Committee on Thursday 28 November 2024

Overview and Scrutiny Committee

N/a

1. Introduction

- 1.1. This report provides an update on the status and content of the Vision Zero Strategy and Action Plan for final GMCA approval.
- 1.2. In 2023 alone, 45 people lost their lives and 754 were seriously injured on the roads of Greater Manchester, devastating families and communities. There is no other method of transport where this amount of death or injury would be tolerated, and it is time we acted to eliminate harm on our roads. The people of Greater Manchester deserve better.
- 1.3. Vision Zero represents Greater Manchester's ambition for zero fatalities and life changing injuries (FLCI) on our roads by 2040, whilst increasing safe, healthy and equitable mobility for all.
- 1.4. Achieving Vision Zero is important not only in saving lives; having safer roads has multiple co-benefits:
 - Safe and attractive streets will encourage more people to walk, cycle or wheel on our roads, improving health outcomes, air quality and reducing carbon emissions.
 - Fewer collisions mean less congestion; from the initial road traffic collision to repairing the damage to the road, boosting the economy and helping to keep our Bee Network running on time.
 - Reducing collisions will reduce costs - in 2022, road casualties in GM cost almost £500 million in medical, emergency services, damage to property, insurance costs and lost output; not even taking into account the human cost of losing a loved one.

2. Background

- 2.1. The Vision Zero Strategy and Action Plan have been developed by the Safer Roads Greater Manchester (SRGM) Partnership. SRGM brings together organisations across Greater Manchester, including the 10 local authorities, Transport for Greater Manchester (TfGM), GMCA, Greater Manchester Fire and Rescue Service (GMFRS) and Greater Manchester Police (GMP), NHS and National Highways to improve road safety. The Vision Zero Action Plan

sets out the actions that the SRGM will oversee, working in collaboration with partners to deliver during the next three years.

- 2.2. The draft Strategy was formally agreed in January 2024. A first phase of public engagement on this document took place in early 2024, with findings used to further strengthen the Strategy and inform the development of an Action Plan. A second phase of public engagement was held between May and June 2024 with the publication of a draft Action Plan; subsequent changes have been made to the Action Plan based on that engagement and feedback from partners.
- 2.3. Governance to approve final versions of the Strategy and Action Plan have been progressed over the last few months.
- 2.4. Greater Manchester Police started using a new injury-based reporting system for road traffic collisions 'CRaSH' in February 2021, making 2022 our first full year for analysis purposes. For Vision Zero in Greater Manchester, we will now be able to report on a more detailed level of life-changing injury breakdown (Fatal and Life-Changing Injuries FLCIs) as well as continuing to report on Killed and Seriously Injured (KSIs) statistics so that we can make historical comparisons and comparisons with other force areas. What this means is we can now separate out 'slight and slightly serious injuries' from 'life changing injuries' to make sure we are data led and target our work to really make a difference in the areas that need it the most.

3. Strategy

- 3.1. The Vision Zero Strategy sets out the case for the ambition of zero fatalities and life changing injuries (FLCI) on our roads by 2040. It details the impact of road casualties and highlights some of the benefits of achieving Vision Zero, which reach beyond safety benefits and will enhance the lives of all residents and visitors to Greater Manchester.
- 3.2. The Strategy provides information on the number of killed or seriously injured (KSI) casualties in recent years. It also sets out how Vision Zero will be measured with information on Safety Performance Indicators.
- 3.3. In addition to the Vision Zero ambition of zero FLCIs on Greater Manchester roads by 2040, the Strategy also sets an interim target of a 50% reduction in road traffic deaths and life changing injuries by 2030. This is based on a 2022

baseline, where there were 64 fatalities and 787 serious injuries of which 324 were life changing injuries (388 FLCI in total). The Strategy provides a definition of life changing injuries.

4. Action Plan

- 4.1. The Vision Zero Action Plan sets out the actions that the SRGM will undertake over the next three years. The Vision Zero Strategy is not a funded delivery plan and the actions within the plan require funding to deliver in full.
- 4.2. Underpinning Vision Zero is the Safe System approach, whereby people, vehicles and the road infrastructure interact in a way that secures a high level of safety. There are five Safe System components; Safe Streets, Safe Road Users, Safe Speeds, Safe Vehicles and Post-Crash Response. Together these components reduce the risk and severity of a collision and reduce the likelihood of death or life changing injuries if a collision does occur.
- 4.3. In January 2024 we asked key stakeholders and the wider public to share their views on our draft version of the Strategy, and in May 2024 on the Action Plan. This engagement process has helped inform our future approach towards achieving Vision Zero. The Action Plan has been compiled with input from partners and take a holistic approach to delivering different areas of activity.

5. Next steps

- 5.1. Final approval for the Vision Zero Strategy and Action Plan is asked to be granted by GMCA today.
- 5.2. There will be an Innovation Fund worth £1 million pounds that partners can bid for launched on 29 November as the Strategy and Action Plan are launched.
- 5.3. The Safe System activities identified in this action plan will be delivered through five Safe System sub-groups (Safe Speeds, Safe Roads, Safe Road Users, Safe Vehicles and Post-Crash Response). Each sub-group has a designated lead partner who will be responsible for coordinating interventions to ensure that our collective actions strengthen the road system. It is imperative that the true scale of this issue is communicated clearly to the public and we recognise our role in this.

Safe System Sub-Group	Lead Partner
Safe Streets	Transport for Greater Manchester
Safe Speeds	Greater Manchester Police
Safe Road Users	Greater Manchester Fire & Rescue Service
Safe Vehicles	Transport for Greater Manchester & Greater Manchester Police
Post-Crash Response	NHS Care Trust / Greater Manchester Police

- 5.4. The Safer Roads Greater Manchester (SRGM) Partnership and the Vision Zero Working Group will provide input into future revisions of the GM 2040 Transport Strategy and also future GM Transport Delivery Plans, ensuring that Vision Zero is embedded into GM's core transport strategy, policy and delivery framework.
- 5.5. Work will progress in line with the actions and will be monitored through action updates and Safety Performance Indicators.
- 5.6. The Action Plan will be reviewed every three years.

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**DOING THINGS DIFFERENTLY
IN GREATER MANCHESTER**

Working towards zero road deaths



Page 219

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Greater Manchester Vision Zero Action Plan 2024-2027

Vision Zero Action Plan 2024-2027

Foreword	3
Introduction	4
1. Safe Streets	6
2. Safe Road Users	10
3. Safe Speeds	15
4. Safe Vehicles	19
5. Post-Crash Response	21
Measuring Our Progress	23
Working in Partnership	23
Delivering and Coordinating Our Actions	25

Foreword

Dame Sarah Storey
Active Travel Commissioner

I'm supporting the Vision Zero aspiration for Greater Manchester (GM) because every death or serious injury on our roads is one too many.

Not only are these collisions devastating people's lives - but they are leaving a long-lasting impact on the wider community and preventing other people from feeling safe when they are out and about on their own journeys.

It's heartbreaking to learn of a death or life-changing injury as a result of a road crash and with over 90% of all incidents attributed to human error - the power to change things is not far away. These incidents are neither acceptable nor inevitable, and we should all be doing everything we can to prevent them.

Reducing road danger is also absolutely critical to making it safe to walk wheel or cycle and it's one of the key priorities of my Active Travel Mission for Greater Manchester.

I am confident the work that now follows, as outlined in this Vision Zero Action Plan, will lead us to a time where every journey in GM feels safe, whether that be on public transport, in a car, on foot, using a wheelchair or mobility aid, or on a bike.

However, I'm also under no illusions given the scale of this annual toll on our roads, that there is a great deal to do to get there; and we'll need to work together locally, and with change at a national level, to get to a place in the future where no-one is killed or seriously injured.

The benefits of adopting Vision Zero go far beyond the important first reason of ensuring no family has to endure the death of a loved one through road crime. Emergency and health services are too frequently overwhelmed by the aftermath of collisions and the fiscal cost to society each year runs into the billions of pounds. In addition to preventing death, Vision Zero aims to eradicate life-changing injuries as a result of road crashes, ensuring no person endures the lifelong pain and financial hardship associated with these incidents. Road crashes place an immeasurable cost on everyone, and by preventing deaths and serious injury, the region will be a more vibrant and fulfilling place to grow up, get on in life and grow old.

With this action plan, there is an opportunity for me to help lead our collective efforts and ensure the responsibility of delivering on this vision is at the forefront of work being done across partners, and where we need it nationally.

Travel shouldn't require bravery; Greater Manchester should be a place where people feel safe and are safe.



Introduction

Greater Manchester has a shared ambition for Vision Zero – ending all road deaths and life changing injuries by 2040.

In 2022, 64 people lost their lives on our roads and a further 787 people were seriously injured. We believe **Zero** is the only acceptable number of lives lost on our roads.



Reducing death and life-changing injuries will be challenging and progress towards this vision will need to be monitored. We have therefore set an interim target for 2030 to reduce road traffic deaths and life changing injuries by 50%, based on 2022 figures.

Embracing Vision Zero is not just a commitment to road safety; it is an investment in the well-being, economic prosperity, and inclusivity of Greater Manchester. By prioritising people's lives and creating a road network that prevents fatalities and life changing injuries, Vision Zero can pave the way for a safer and more sustainable future for all.

This Action Plan sits alongside our Vision Zero Strategy. It explains in more detail why we are pursuing the ambition of Vision Zero and how we are adopting the Safe System approach to achieve this. In 2024 we asked key stake holders and the wider public to share their views on our draft copies of the Strategy and Action Plan. This engagement process has helped inform our future approach towards achieving Vision Zero.

This Vision Zero Action Plan sets out the actions that Greater Manchester will undertake in the next three years (Dec 2024 – Nov 2027) when it will be updated in order to plan ahead for 2030. These actions build on the existing GM Road Danger Reduction Plans, which were already informed by the Safe System approach and incorporate the feedback we received through our engagement process.

The Safe System Approach

To make our roads safer we are adopting the Safe System approach, which is internationally recognised as best practice across the road safety industry. A Safe System is one where people, vehicles and the road infrastructure interact in a way that secures a high level of safety.

The Safe System approach requires us to take a systematic approach to reducing road danger, strengthening all parts of the system so that where there are failures, as there inevitably will be, the rest of the system is able to minimise the outcomes.

At the heart of the Safe System are six principles (shown in Figure 1), these are the values that guide how road safety is approached by all of those involved. Based on these principles, five Safe System components are identified. These are: Safe Streets, Safe Road Users, Safe Speeds, Safe Vehicles and Post-Crash Response. Together they reduce the risk and severity of a collision and reduce the likelihood of fatal and life changing injuries if a collision does occur.

The Safe System sits alongside Streets for All, which is our established approach to everything we do on streets in Greater Manchester. In line with the holistic approach of the Safe System, Streets for All considers planning, design and network management, with an emphasis on improving the street environment for everyone.

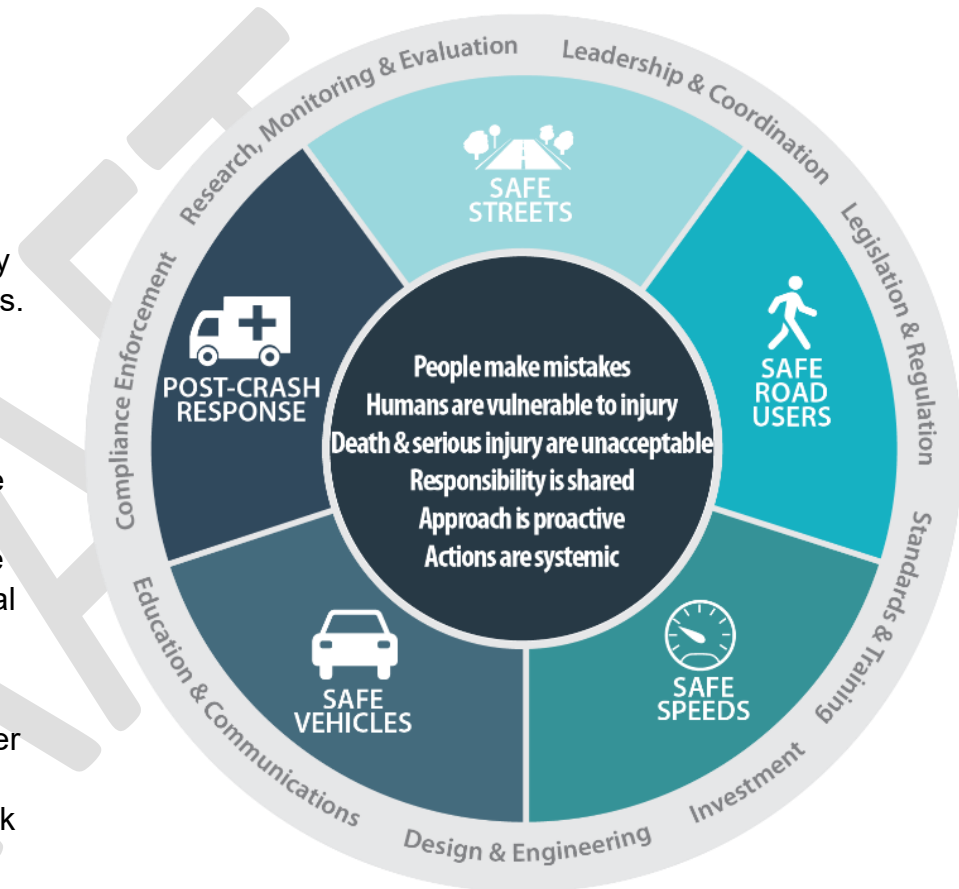


Figure 1: Safe System Approach - Agilysis (2023) building on models from Australia, Canada, New Zealand, and Loughborough University

1. Safe Streets

Our streets and roads need to be designed to both reduce the risk of collisions occurring and minimise their severity when mistakes do occur. By proactively managing our streets and roads we will identify and address issues that increase road danger and design our roads and roadsides in a manner that protects vulnerable road users.

We will do this by:

1.1 Maintaining our roads

We are committed to ensuring our roads and streets are well maintained and are fit for purpose. We will deliver ongoing and increased targeted maintenance of our streets, including cycle lanes and footways. The Vision Zero public engagement survey revealed that ‘improving road maintenance’ is the area of highest importance to people who live, work and travel in Greater Manchester.

“[More] maintenance [is] needed, potholes are distracting, [with drivers] trying to spot and swerve to avoid. It’s dangerous to vulnerable users like cyclists as vehicles are swerving too close.”

Vision Zero Public Engagement Phase 2 Responder

The surface and conditions of the road can affect all users and can be a contributor to collisions. Over the course of a road's life, the surface will deteriorate resulting in lower skid resistance. Through monitoring the road surface's skid resistance, we will work with local authorities to ensure that the network is maintained to an appropriate standard. Our roads are monitored through a combination of SCRIM road surveys¹ and SCANNER carriageway assessments². Over the next three years we will layer SCRIM and SCANNER road survey results with collision data to prioritise where there is the greatest need for road maintenance including (but not limited to) preventative maintenance and full resurfacing.

1.2 Addressing known locations with a high collision risk

We will actively pursue funding and prioritise improvements at locations where we are already aware of a high risk of collisions, based on incidents recorded to date. Collision data will help inform priorities when used in conjunction with other information, such as SCRIM and SCANNER surveys or iRAP ratings. However, where we are already aware of an issue we will seek to address this location at the earliest opportunity, without waiting for additional surveys.

¹ Sideway-force Coefficient Routine Investigation Machine (SCRIM) road surveys measure the wet skidding resistance of a road surface.

² Surface Condition Assessment for the National Network of Roads (SCANNER) is a method of measuring road surface condition using road survey machines.

1.3 Identifying and making improvements to high risk routes

Greater Manchester will work with the International Road Assessment Programme³ (iRAP) to identify and prioritise interventions for those routes on the Key Route Network that pose the highest risk. iRAP involves inspecting high risk roads and developing star ratings. Using iRAP ratings we will produce risk maps and create safer roads investment plans focused on the highest risk routes. The iRAP survey will cover 900km of the Key Route Network in Greater Manchester and will be completed by the end of 2027. We will look to develop a package of potential improvements, including measures to improve road safety and resilience with National Highways.

1.4 Delivering safer roadside infrastructure

One of the ways we can help reduce the risk of collisions is by ensuring that the design of our roads and streets encourages slower vehicle speeds. Roadside infrastructure needs to be forgiving to account for peoples' vulnerabilities to collision forces when inevitably mistakes happen. This means proactively managing spaces shared by different modes to protect vulnerable road users, targeting prioritised routes and undertaking network-wide improvement programmes.

In Greater Manchester we have adopted the Streets for All⁴ approach, which provides a framework for everything we do with our streets. Streets for All places a strong emphasis on reducing traffic and road danger and on improving the environment for pedestrians, cyclists and public transport users. All schemes in our future infrastructure pipeline must go through the Road Safety Audit procedure, undertake a Safe Systems Impact Assessment and meet the design standards set out in our Streets for All Design Guide to receive approval. Similarly we will consider appropriate use of roadside infrastructure for roads where speeds may be higher for example passively safe columns.

40% of collisions that resulted in a fatality involved pedestrians.

(GM roads between 2018 and 2022)

In addition, a review and update of the current Road Safety Audit procedure will be undertaken in 2025, to enable the process to be applied consistently and become further embedded into practice.

1.5 Investing in and improving the active travel network

Following a comprehensive review of the proposed active travel network by TfGM, with support from each local authority, an updated network plan has been developed, which will inform future interventions⁵.

³ iRAP - International Road Assessment Programme

⁴ Streets for All, Transport for Greater Manchester

⁵ (Public Pack)14.12.2023 Bee Network Committee - Complete Pack Agenda Supplement for Bee Network Committee, 14/12/2023 14:00 (greatermanchester-ca.gov.uk)

The active travel network comprises two main elements:

- ‘Quiet roads’ consisting of existing lightly trafficked streets and traffic free routes. These will be connected together with new crossing points, where busy roads or other sources of severance need to be crossed and passing through (as they develop) potential ‘active neighbourhoods’.
- ‘Busy roads’ along major transport corridors, which analysis indicates has the highest potential demand for active travel trips, and where protected provision is required for cyclists and controlled crossings for pedestrians, to make them safe and attractive for cycling, walking and wheeling.

As of August 2024, 117km of Bee Network standard active travel infrastructure has been completed, with an additional 58km of schemes currently in development. The proposed Bee Active Network will eventually be a total length of 2734km, of which 1,170km is on busy roads, 932km on quiet roads and 631km off road.

1.6 Installing more pedestrian crossing facilities

In January 2023, TfGM identified a baseline of 189 traffic signal junctions that have no signalised pedestrian facilities. Since then, 15 of these junctions have been upgraded with new facilities. Twelve junctions are at locations with no pedestrian routes or at motorway junctions. Therefore, there are 162 junctions which still require treatment. This represents approximately £50m of future investment, which is still to be identified. In addition to this, there are 282 junctions which have sub-standard signal pedestrian facilities, which are estimated to cost over a further £80m to upgrade.

62% of all fatal pedestrian collisions occurred where there was no physical crossing within 50 metres.

(GM roads between 2018 and 2022)

The Bee Network Crossings Programme supports the rapid delivery of sections of ‘quietway’ network, where the main issues to be overcome are severance imposed by major roads. The programme seeks to provide appropriate crossing facilities for pedestrians and cyclists, informed by the Crossing Selection Tool published in the Greater Manchester Interim Active Travel Design Guide and subsequently adapted by Active Travel England. Through the Bee Network Crossings programme, 33 crossings have been completed to date, with a further 4 programmed to be delivered by April 2025.

New crossing places will be installed at ‘points of severance’ on quieter neighbourhood roads where they meet or cross more major roads. Zebra crossings, parallel and other priority crossings for example and ‘side road zebras’ subject to approval from the government along with some traffic signal-controlled facilities.

1.7 Tackling illegal and inconsiderate parking

Conversations with the public have highlighted that illegal and inconsiderate parking on pavements and in cycle lanes is a barrier to those wanting to use active travel methods as it forces our most vulnerable road users into the road. This is dangerous for all vulnerable road users and may not even be possible for those in a wheelchair or with a pushchair or pram, limiting their ability to travel independently and safely.

Public engagement on Vision Zero highlighted key concerns with pavement parking. Whilst respondents understood that prohibiting pavement parking could complicate passage for emergency vehicles, there were clear calls for enforcement and a compromise that considers all parties' needs.

Local Highway Authorities can currently prohibit footway and verge parking by way of Traffic Regulation Orders (TRO's) which allow for a more directed resolution rather than a blanket approach. Districts will consider introducing parking restrictions at those locations where vehicles routinely obstruct the footway and can take enforcement action against those who park in mandatory cycle lanes across GM. Where there are no waiting restrictions, and the car is causing an obstruction, enforcement can only be done by the Greater Manchester Police. We will aim to develop a more cohesive response to parking issues.

We will advocate for Local Highway Authorities to be given powers to prohibit pavement parking to reduce indiscriminate and inconsiderate parking, prioritising particularly high risk locations such as outside schools. As well as this advocacy, we will undertake the supporting measures that are needed, for example the rollout of appropriate road markings, signage, and associated community engagement such as public awareness campaigns which are important to educate the public about the hazards of pavement parking and encourage responsible parking behaviour.

1.8 Enabling safe and sustainable school travel

TfGM on behalf of the GMCA and the ten local authorities, is producing a School Travel Strategy which will set out GM's approach towards encouraging more young people to travel sustainably to school. Engaging with schools, and other key stakeholders will be core to the development of the strategy. We therefore plan to consult on the draft strategy in late 2024. This Vision Zero action plan will be updated to include any relevant actions included in the school travel strategy once it has been formally adopted.

"Bikeability and more support for Active Travel to and from primary schools must be encouraged."

Vision Zero Public Engagement Phase 2 Responder

To support the School Travel Strategy we will develop a School Travel Programme, which will be a combination of actions that are suitable to the local area that reduce the risk of conflict between vehicles and people, especially children. It will include creating up to 100 School Streets, improving pedestrian crossings - including 30 junctions, which have been identified to have a lack of safe crossing facilities, and other measures. These will encourage trips to school by walking, wheeling, cycling and public transport (where applicable), in preference to private motor vehicles.

2. Safe Road Users

Road users are multi-modal transport users and the level of responsibility changes with the mode they are using. Road users need to be educated and regulated in their use of the roads, according to their chosen mode of transport and level of risk that mode could inflict on themselves and other users of the roads. As some vehicle types have the potential to create more harm than others, there is an increased responsibility level for users of those modes.

All users of the road should be aware of their duty to look after not just their own safety, but also that of other road users. It is the duty of all road users to minimise the risk they pose, with those who act in an inappropriate and unlawful way being detected and dealt with accordingly.

We will address this component by:

2.1 Delivering campaigns targeting anti-social road user behaviour

We will produce and support multi-agency behavioural change education campaigns around the fatal 4 (distractions, impairment through alcohol and drug driving, speeding and seat belts), darker nights and keeping our most vulnerable road users safe. Vulnerable road users refers to anyone who is not protected inside a vehicle, including pedestrians, cyclists and motorcyclists. We will target the campaigns at those who are most likely to cause the collision, based on casualty and offender data and the areas in Greater Manchester where the behaviour is more prevalent. We will time our campaigns to complement GMP enforcement activity or other road safety initiatives taking place nationally, taking into account behaviour change techniques and make the best use of advancing technologies to improve the effectiveness of our campaigns.

2.2 Providing targeted education campaigns for drivers

Fatal Four campaigns

In line with national policing operations, we will aim to educate road users on some of the biggest causes of injury collisions (distractions, impairment through alcohol and drug driving, speeding and seat belts).

Looking and Seeing Campaigns

Between 2018 and 2022, car occupants and pedestrians made up the largest proportion of those killed or seriously injured on GM roads (35% and 31% respectively).

We will campaign to encourage drivers to look for those on 2 wheels, particularly motorcyclists and cyclists, properly at junctions and when turning right. We will use this campaign and its outcomes to help inform future campaigns of this nature to be re-run at times of the year when Motorcyclist and cyclist KSI collisions peak.

Young Driver and Passenger Education

Greater Manchester has been delivering Safe Drive Stay Alive (SDSA), an award winning, performance-based road safety intervention, since 2014. It is delivered multi-agency and aims to positively influence the attitudes and behaviours of learner and novice young drivers and their passengers, in order to reduce the risk of involvement in road traffic collisions and being killed or injured on our roads. SDSA aims to equip our young people with the knowledge, determination, skills and confidence to challenge unsafe behaviour, and to keep themselves and others safe when out on the roads.

Engage is a scheme which aims to equip young learners with the skills and knowledge to be smarter drivers from the day they pass their test: it provides instructors with additional training and resources.

We will continue to review our education offer, taking into account behavioural change techniques and make use of emerging technologies such as the virtual reality headsets for immersive road safety education.

2.3 Providing targeted education campaign for motorcyclists

BikeSafe is a police run national motorcycle initiative, aimed at working with motorcycle riders to raise awareness of the importance and value of progressing to accredited post-test training. BikeSafe workshops involve an observed ride and aim to cover: attitude, observation, cornering, overtaking, filtering, junctions, group riding, hazard awareness and the system of motorcycle control.

Biker Down uses the expertise of the Emergency Services and Road Safety Officers to prepare motorcyclists should the worst happen on the roads. The free course is aimed at motorcyclists of all ages and experience and offers the chance to learn practical skills to help avoid being involved in a crash. It provides essential first-aid training and advice on what to do should they find themselves first on the scene of a crash where someone is injured.

The 2Wheels Greater Manchester team works in close partnership with local authorities and businesses to provide motorcyclists with useful safety information and advice. This includes a regular blog, written by enthusiasts, covering a wide range of relevant topics for riders.

Between 2018 and 2022, just over 15% of those killed or seriously injured on GM roads were motorcyclists. A similar proportion (15.8%) were pedal cyclists.

Motorcyclists made up 1% of the traffic on GM roads but accounted for 15% of those Killed or Seriously Injured between 2018 and 2022.

2.4 Teaching young people essential travel skills

Knowing how to safely cross the road and navigate around your local area are the first stepping stones to being able to travel independently later in life. To ensure that young people have these valuable life skills, we help local authorities run Road Safety Champions, which provides learning tools to engage pupils in a peer-to-peer road safety learning environment. We will continue to support the Bee Network Youth Travel Ambassadors⁶.

In addition, schools can utilise the government's national cycle training programme, Bikeability. This programme provides children with the practical skills, awareness and confidence to cycle on today's roads.

2.5 Supporting logistics safety accreditation schemes

The GM family will continue to support logistics safety accreditation schemes, such as the Construction Logistics and Community Safety (CLOCS) Standard and the Fleet Operator Recognition Standard (FORS): we will embed these into our procurement and planning practices.

The CLOCS Standard is a national industry standard that defines the primary requirements placed upon the key stakeholders in a construction project, and places responsibilities and duties on each group. The aim is to enable the safest construction vehicle journeys, reduce risk to vulnerable road users, improve air quality and congestion and drive operational efficiencies.

FORS is a voluntary accreditation programme designed to improve standards in the road transport industry. The programme provides a framework and sets benchmarks to help operators enhance their performance in the areas of safety, environmental impact and operational efficiency.

2.6 Promoting high driver standards for GM Organisations

Driver standards will be benchmarked across SRGM Partnership organisations in 2025, with a view to creating and implementing a consistent minimum standard for all partnership organisation drivers. This could include practical input from DriveSafe where appropriate. Transport for Greater Manchester (TfGM) is also rolling out Driver Standard Monitoring equipment across the Bee Network fleet. All Bee Network bus drivers are provided with training through a structured continual professional development programme to ensure they maintain their Driver Certificate of Professional Competence (CPC). All drivers will receive training in areas such as customer service, disability awareness and safe driving. In addition, the Bee Network franchise agreement requires all operator staff and agents to receive training in diversity and inclusion, values and ethics and staff welfare and wellbeing.

⁶ Support for schools | TfGM Bee Active

2.7 Tackling poor driver behaviour

At present, six GM local authorities have powers to enforce moving traffic offences with the remaining four committing to address the opportunity. This would give them powers to address offences such as illegal U-turns, banned left or right turns and going the wrong way in a one-way street. We will work to ensure these powers are being used effectively.

Where there are known issues with poor driver behaviour such as at junctions, one way streets, or cycle lanes, Artificial Intelligence (AI) cameras can be installed and appropriate algorithms can be developed by supplier(s). Registered keepers of persistent offending vehicles contravening the highway code or breaking the speed limit are contacted by letter, explaining the potential risks and consequences of their dangerous behaviour. They could also receive a visit from the police and face prosecution. Across Greater Manchester we will further invest in cameras to detect moving traffic offences in order to reduce this type of driver behaviour.

A trial using state of the art technology to detect driver mobile phone and seat belt offences was carried out in September 2024. This trial has provided baseline data so we can understand the scale of the issue and measure tangible outcomes as we tackle these offences going forward.

2.8 Undertaking hotspot policing operations

We are developing analysis techniques to help identify and target the geographical areas and behaviours generating the most cause for concern. These will now be used with Greater Manchester Police to target hotspot policing operations aimed at tackling a range of road danger offences. These will include vehicle nuisance, dangerous and inconsiderate driving, drink and drug drivers, driving with no tax and insurance, unroadworthy vehicles, failure to stop etc. Results of these operations will be shared between partners and with the public where appropriate.

Sales of e-bikes and e-scooters have grown rapidly in recent years, along with associated complaints of anti-social behaviour. In 2023 GMP reported 75 injury collisions involving e-bikes and 79 involving e-scooters. This compared to 5 and 38 respectively in 2021.

2.9 Supporting Third Party Reporting

With the increased use of journey cameras, evidence of dangerous and anti-social driving/riding is being captured every day on our roads. GMP actively use these submissions to prosecute drivers for a wide range of offences. Communications to encourage further third party reporting will take place.

Third party reporting via Operation Snap⁷ is a valuable tool as it is extra detection of driving/riding offences. The more of it that is successfully used for prosecution, the more drivers/riders will start to change their poor driving behaviours, as they have the potential to be caught on camera at any time. The data from third party offences will also be used to help target those areas of most incidents and to see if any additional safety features may be needed in the area.

Operation Snap encourages the public to get more involved in making roads safer by submitting footage of potential traffic offences to the police. In 2023, 59% of all reports submitted resulted in either the issue of a warning letter or a fixed penalty notice.

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⁷ Report a road traffic incident | Greater Manchester Police (gmp.police.uk)

3. Safe Speeds

Managing speed is one of the most important activities we can do for our road network. Effective speed management helps to increase safety - the forces involved in a collision increase with speed, both for vehicle occupants and those less protected as vulnerable road users - and increase people's perceptions of our roads and streets being safe.

A central principle of road danger reduction is the acknowledgment that all road users have a responsibility to respect other road users. Respondents to the Vision Zero public engagement survey commented on the road user behaviour of others around them, with particular concern over those who are impatient, choose to speed and choose to drive dangerously.

Safer speeds on our roads can be achieved by setting the appropriate speed limit for the type of road and ensuring that drivers obey this limit.

We will do this by:

3.1 Setting safe speed limits according to road function

Speeds that are within Safe System limits are those which are appropriate for the type of road and users present, as set out in the Streets for All Guide⁸. Lower speeds are appropriate where vulnerable road users share the roads with motorised forms of transport, whereas higher speeds are suitable only in contexts where there is sufficient protection for vulnerable road users, such as appropriate segregation. We are committed to reviewing speed limits in residential areas and implement lower speeds where necessary.

Collisions at higher speeds result in increased risks of serious injuries or death, particularly for people walking, cycling, motorcycling or horse riding as they are not protected by a vehicle structure. In Wales the default speed limit on restricted roads changed from 30mph to 20mph in September 2023. Provisional data shows that in the first quarter of 2024 (January to March), the number of collisions on 20 or 30mph

The car driver was exceeding the speed limit in 22% of all fatal road traffic collisions.

(GM roads between 2018 and 2022)

The driver/rider was exceeding the speed limit in 28% of all motorcycle fatal casualties.

(GM roads between 2018 and 2022)

Responders to Phase 2 of the Vision Zero Public Engagement survey generally viewed 20mph restrictions as a positive measure, particularly when used near schools. However, there were calls for better, more visible enforcement of this speed limit.

⁸ Streets for All | Bee Network | Powered by TfGM

roads was 25% lower than in the same quarter of 2023 and the number of casualties on these roads was 26% lower than the same quarter in 2023⁹.

All districts of GM will look at ways in which they can reduce the speed of traffic on those roads with the highest numbers of interactions between motorised vehicles, people walking and wheeling and those cycling. One way that this could be done is by reducing the speed limit of the road to 20mph from 30mph where appropriate and by introducing traffic calming measures, which will naturally slow down traffic by the design of the road.

3.2 Creating a Greater Manchester Speed Management Policy

We will develop a comprehensive speed management policy that is consistent and clear across GM by the end of 2025. There is a toolkit available to help communities with reducing speeds, which will help with acceptance and compliance. A comprehensive speed management policy, including a review of safety camera criteria, is therefore one which effectively integrates action across the Safe System so that deterrence is generated through multiple channels.

"There are many main roads across GM which encourage high speed through their unnecessarily wide design. Road space should be reallocated to walking, cycling and public transport in line with Streets for All to change the perception of these roads."

Vision Zero Public Engagement Phase 2 Responder

There are various tools in the speed management 'toolbox', which we will bring together in a new speed management policy for implementation across GM.

These include:

- Building a coherent and consistent speed management policy across GM, assessing speeding complaints and prioritising speed measures according to Safe System principles.
- Using data and evidence to monitor speeds across the road network, identifying problem locations and road types/functions where speed limit changes would be appropriate.
- Reviewing speed limits according to road function, setting limits to reflect the road user mix, risk and purpose of the road, in line with the Streets for All approach.
- Using a variety of tools to consistently respond to speeding issues, including vehicle activated signs, Community Speed Watch, enforcement and engineering solutions, depending on the levels of non-compliance and risk.

⁹ Police recorded road collisions: January to March 2024 (provisional) [HTML] | GOV.WALES

- Communicating with the public to explain speed limit changes, enforcement policies and the expectations of road users for safe speeds.
- Exploring the potential for the use of Intelligent Speed Assistance (ISA) in public owned vehicles.
- Supporting collision investigation efforts to increase understanding of the impact of speeding on collision severity, collision scenarios and amongst specific road users.

3.3 Upgrading safety cameras

It is imperative we ensure inappropriate and unsafe speeds across Greater Manchester are tackled effectively. This will include enforcement by police officers as well as through camera enforcement such as mobile vans, spot speeds and average speed cameras. If eligible, offenders will be offered education as an alternative to prosecution where appropriate. Enforcement is often used as a last resort, where education and engineering measures have already been implemented but camera enforcement will be considered where necessary.

The GM Safety Camera Project is supported by funding from the Mayor's (Active Travel) Challenge Fund and Safer Roads Greater Manchester Partnership (SRGM). This project will replace 144 existing safety camera locations with the latest enforcement technology, with enhancements such as bi-directional vision and 24/7 enforcement capability. As of October 2024, 88 (of 91) locations have been replaced with non-invasive ANPR based spot speed safety cameras. The remaining 53 existing locations are in the process of being replaced with 25 average speed safety camera systems along the same roads: these will be used to enforce safe speeds along a full route by the end of 2026.

3.4 Targeting speed enforcement action at high risk locations

GMP will commit to undertaking speed enforcement action at high-risk locations. A multitude of data sources will be utilised to include locations with a high number of interactions between motorised vehicles and vulnerable road users, known locations of speeding offences and areas where collisions have occurred as a result of speeding drivers.

3.5 Investing in Community Speed Watch Schemes

Local residents have the opportunity through the Community Speed Watch¹⁰ (CSW) scheme to work with GMP to monitor and report the speeds of passing vehicles in areas of known concern. Registered keepers of vehicles found exceeding the speed limit

¹⁰ Community Speedwatch scheme launched across Greater Manchester | Greater Manchester Police ([gmp.police.uk](https://www.gmp.police.uk))

will be contacted by letter explaining the potential risks and consequences of their dangerous behaviour. Repeat or extreme offenders will be dealt with appropriately. Working with local communities, we want to enable more communities to participate and work with GMP to make their local roads safer. We will encourage the recruitment of more CSW volunteers to further widen the reach of this initiative.

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4. Safe Vehicles

Vehicles can offer a high level of safety to both occupants and other road users. By helping vehicle owners and operators to choose the safest vehicles, and by taking enforcement action against those using dangerous vehicles, we can help increase the number of safe vehicles on our roads.

4.1 Helping vehicle owners and operators choose the safest vehicle

Advancements in vehicle technology provide opportunities to improve the safety of the vehicles on our roads. Fundamental safety systems, such as seat belts, are increasingly being supported by more advanced active safety measures such as autonomous emergency braking and electronic stability control. We will support vehicle owners (commercial and privately owned) with purchase decisions based on safety features and maintenance to ensure safety levels are high. Key information on emerging technologies, safety features (such as EuroNCAP¹¹) and behaviours will be embedded in our communications with the public.

4.2 Procuring safer vehicles for GM Organisations

Using the purchasing power of GM partners we will work together to explore a common set of safety standards that all newly procured partner vehicles in Greater Manchester should adhere to.

Transport for Greater Manchester is procuring new Bee Network buses and ensuring that they have bus safety standards that aspire to be equivalent to those used by Transport for London. From January 2025 all new Bee Network buses will have increased safety features, such as Intelligent Speed Assistance and Camera Monitor System (e.g. reversing and mirror replacement). TfGM is separately tracking several potential future safety features that are still in the development stage and will seek to introduce these as appropriate, once testing and authorisation has taken place. These include Advanced Emergency Braking and redesigns of the front of buses to minimise the impact on pedestrians.

4.3 Removing dangerous vehicles from the road

A compliant vehicle is one where the driver is insured to drive that vehicle, the vehicle is taxed and has a valid MOT. For every one of these which are not valid it significantly increases the chances of a KSI collision taking place. An earlier review of fatal collisions in GM highlighted that more than 1 in 6 drivers involved in fatal collisions (between 2015 and 2018) had no licence, or had been disqualified from driving at the time of the collision. More than 1 in 10 drivers had no insurance at the time of the fatal collision

¹¹ Euro NCAP | The European New Car Assessment Programme

between 2015 and 2018. Over 30% of cars involved in a fatal road traffic collision did not have a valid MOT. Greater Manchester Police (GMP) with key enforcement partners (such as Driver and Vehicle Standards Agency) run policing operations all year round to combat those drivers in any vehicle who choose to break the law and deny criminals the use of our road network.

GMP will continue to target individuals who are not driving their vehicles legally (this includes off road bikes and illegally modified e-bikes, e-scooters and e-motorbikes). They will also continue investing in training police officers to be able to spot defective vehicles and undertaking intelligence based operations to remove and destroy dangerous vehicles.

4.4 Direct Vision Standards

Direct Vision Standards are a measure of how much a HGV driver can see through the cab windows of their vehicle. It gives the vehicle a safety rating based on the view and the level of risk posed to those walking and cycling.

We will explore the concept of having Direct Vision Standards for Greater Manchester, what they should include and how they could be implemented across Greater Manchester, such as the scheme already in place in London¹². We will raise awareness of the benefits of Direct Vision Standards in our work with industry.

¹² Direct Vision Standard: Guidance for operators (tfl.gov.uk)

5. Post-Crash Response

Responses to the Vision Zero public engagement survey told us that in the past 10 years almost 1 in every 2 people have been directly affected by a road traffic collision (this is as a victim, witness, family member or friend).

Every death and serious injury affects families, friends and whole communities, as well as requiring a rapid response from the emergency services. It is our responsibility to those who are and have been affected by road danger to ensure we provide a quick response to incidents and learn from each collision so we can prevent it happening again.

5.1 Providing a quick and high-quality response to incidents

In the event of a road collision, emergency medical response should reach any injured parties quickly and then transport them to high quality trauma care rehabilitation services which are readily available. Emergency services continue to strive for the best response time targets based on operational demand.

5.2 Continuing to invest in specialised incident training

We will support our emergency services personnel by strengthening and expanding the support offered to those who attend the most challenging collisions, recognising that even where there is no injury to the person trapped inside, the incident itself could trigger Post Traumatic Stress Disorder for some colleagues. Emergency services continue to train for dealing with road traffic collisions, including extraction techniques and immediate response trauma care where it is needed.

5.3 Undertaking thorough investigations when collisions do occur

After the incident, data on the causes of the collision feed into systems to rehabilitate roads and evaluate how the system can be strengthened. To this end, timely investigations into the causes of each fatal and life changing injury collision will go beyond reviewing the data, to understanding what has happened. In addition, the Coroner and the Crown Prosecution Service should be involved as part of the investigation process, to identify how we can prevent similar tragedies happening again.

Participants in Phase 2 of the Vision Zero Public Engagement supported post-collision investigations and called for findings to be made public to help understand root causes.

5.4 Improving our approach to supporting those directly affected by road traffic collisions

We recognise that people directly affected by road traffic collisions may need support immediately and for some time after. Through the work of dedicated GMP officers, who perform the role of family liaison officers, we will work with families affected by road traffic collisions across GM to support them through the most challenging of times.

5.5 Information for those affected by road traffic collisions

We will regularly review our approach to supporting services for victims of road traffic collisions. We will also seek to raise awareness of the available support networks by signposting additional services to families, following the death or serious injury of a loved one.

“My friend was in a crash where the dangerous driver died and she got no support [sic] even though she was traumatised... She needed to talk to someone like a counsellor or a doctor straight away. We all helped her as her friends, but she eventually got help through her GP a long time later.”

Vision Zero Public Engagement Phase 2 Responder

DRAFT

Measuring Our Progress

Vision Zero aims to end all road deaths and life changing injuries by 2040, with an interim target of a 50% reduction by 2030, based on 2022 figures.

Casualty data is, of course, critical to measuring success, but this is a lag indicator, relying on historic data to arrive before we can interpret and understand trends. We also require Safety Performance Indicators (SPI) that can inform us of risk and danger on our roads related to Safe System components. These indicators do not simply measure outputs (e.g., number of traffic violations), but instead express known risk factors, or road dangers, as a compliance score. These scores can be benchmarked and measured at regular intervals either across GM or within individual local authorities.

As we seek to increase the number of trips made using sustainable modes, we will also need to ensure that the levels of risk for these groups decreases per mile cycled, wheeled, walked or travelled. Therefore, in addition to the Safety Performance Indicators, comparing relative risk rates between groups and over time will be a core part of our performance management.

Working in Partnership

In order to achieve our Vision Zero ambition we will continue to work closely with colleagues across Greater Manchester as well as across the country. In May 2024 the Parliamentary Advisory Council for Transport Safety (PACTS) coordinated a ground-breaking manifesto¹³ calling for immediate and strategic action to address the persistent issue of road fatalities and serious injuries in the UK. We are proud to have supported this manifesto which calls for:

1. **Developing a National Road Safety Strategy** – Implement a Safe System Strategy focused on prevention, protection, and post-collision response, coupled with evidence-based targets and robust safety performance indicators.
2. **Establishing a Road Safety Investigation Branch** – An independent body modelled after existing transportation safety branches to analyse road incidents and provide actionable insights for preventing future tragedies.
3. **Introducing Graduated Driver Licensing** – A progressive licensing system to support young drivers by limiting high-risk driving situations, a measure proven to reduce fatalities by up to 40%.
4. **Adopting Advanced Vehicle Safety Regulations** – Immediate implementation of the world-leading vehicle safety standards, mandating critical technologies such as Automatic Emergency Braking and Intelligent Speed Assistance.

¹³ PACTS-Manifesto-for-Road-Safety-2024-5-1.pdf

The UK Government has a key role to play in helping us deliver our Vision Zero ambition by setting the national regulatory framework that enables and empowers us to tackle the danger that exists on our roads. In addition to the proposals set out in the PACTS Manifesto, our Commissioners and Politicians will work with the Government to review the following which we believe will make a real difference to the reduction of road deaths not only in Greater Manchester but across the UK:

1. Safe Streets

- Approve side road zebras

2. Safe Road Users

- Include road safety as a mandatory part of the national curriculum
- Further improve content on vulnerable road users in the national driving test and theory test
- Regulate work related road safety
- Allow random breath testing and police use of mobile evidential breath testing equipment
- Introduce an alcohol ignition interlock programme
- Increase penalties for speeding to differentiate between a proportionate fine and educational courses
- Make non seat belt compliance an endorsed able offence and increase the fine

3. Safe Speeds

- Produce a national digital speed limit map

4. Safe Vehicles

- Move taxi licensing to Mayoral Combined Authorities to ensure safety standards
- Close loopholes that exempt some HGVs from having safety equipment

5. Post-crash Response

- A national service for supporting bereaved families or victims of road collisions

Delivering and Coordinating Our Actions

Across the Safer Roads Greater Manchester Partnership (SRGM) there is clear commitment for partners to work together to achieve the greatest reduction in the number of people killed and seriously injured on our roads. The SRGM partner organisations are:

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Bolton Council • Bury Council • Greater Manchester Combined Authority • Greater Manchester Fire and Rescue Service • Greater Manchester Police • Manchester City Council • National Highways | <ul style="list-style-type: none"> • Oldham Council • Rochdale Council • Salford Council • Stockport Council • Tameside Council • Trafford Council • Transport for Greater Manchester • Wigan Council | <p><i>Partners to be confirmed</i></p> <ul style="list-style-type: none"> • <i>NHS Care Trust</i> • <i>Crown Prosecution Service</i> • <i>HM Courts and Tribunal Services</i> |
|--|---|--|

The Safe System activities identified in this action plan will be delivered by the above organisations through five Safe System sub-groups (Safe Streets, Safe Speeds, Safe Road Users, Safe Vehicles and Post-Crash Response). Each sub-group has a designated lead partner who will be responsible for coordinating interventions to ensure that our collective actions strengthen the road system.

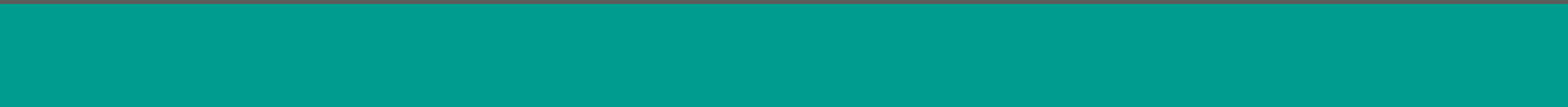
Safe System Sub-Group	Lead Partner
Safe Streets	Transport for Greater Manchester
Safe Speeds	Greater Manchester Police
Safe Road Users	Greater Manchester Fire & Rescue Service
Safe Vehicles	Transport for Greater Manchester & Greater Manchester Police
Post-Crash Response	NHS Care Trust / Greater Manchester Police

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Vision Zero Strategy

Reducing Road Danger in Greater Manchester

November 2024



CONTENTS

Foreword	3
Executive Summary	4
Introduction	7
Why Vision Zero?	10
Measuring Progress	13
Unequal Risk	17
It's Not Just About Safety	23
The Safe System	26
Safe System Principles	27
Safe System Components	29
Creating the Safe System	35
Next Steps	42
Vision Zero Action Plans	43
Appendix	44
Governance Structures for Vision Zero	44
Mayor of Greater Manchester and the ten Local Authority leaders	44
Greater Manchester Combined Authority and Bee Network Committee	44
Vision Zero Strategic Steering Group	44
Safer Roads Partnership Board	44
Vision Zero Working Group	45

FOREWORD

Andy Burnham
Mayor of Greater Manchester



It's time we change the narrative and the way we think about road safety.

I am proud to be supporting Greater Manchester's Vision Zero Strategy that will help to keep our roads safe for all residents and visitors to our city region.

Vision Zero is a city region commitment to try and eliminate all road fatalities and life changing injuries by 2040. Road deaths and collisions should not be seen as an inevitable consequence of using our roads; we don't accept this for any other mode of transport, so it is time to stop accepting it on our roads.

Creating a safe and secure transport network is one of the key commitments which underpins the Bee Network, our vision for a joined-up, affordable and accessible transport system. Embracing a Vision Zero approach and having safer streets is key to achieving this vision and enabling more people to walk, cycle and wheel on our roads.

Vision Zero will not only make our places and communities safer but has wider benefits that will improve the lives of GM residents. As well as reducing the demand on our emergency services, fewer collisions mean less congestion, which we know has a significant impact on economic productivity and the reliability of public transport.

Since the inception of our Road Danger Reduction Action Plan, we have seen a welcome reduction in the number of people killed and seriously injured on GM roads. Whilst this is positive, now is not the time to be complacent. Reducing the number of deaths and life changing injuries to zero on our roads by 2040 is a bold ambition but there is no number that is acceptable.

For Vision Zero to become a reality, we need to change the way we work together to address road danger and making this long-term commitment is a significant step forward. As Mayor of Greater Manchester, I am committed to working with our partners, stakeholders and the public to deliver this strategy. We all use our streets using different modes of transport for different purposes, but we are united in our right to travel safely on them.

EXECUTIVE SUMMARY

Our ambition is for Greater Manchester to have **zero fatalities and life changing injuries on our roads by 2040** whilst increasing safe, healthy, equitable mobility for all

Zero.

We believe this is the only acceptable number of lives lost on our roads.

Taking a Vision Zero approach to road safety represents a change from our previous approach towards addressing road safety. This Vision Zero Strategy explains what this will mean for Greater Manchester, why it is needed and how we will do it.

This strategy has been developed by the Safer Roads Greater Manchester Partnership (SRGMP). SRGMP brings together organisations, including GM's local authorities, TfGM, GMP and other partners across Greater Manchester to improve road safety.

Safer Roads Benefit Everyone

Every person has a right to mobility and to travel safely, but some groups face a greater risk on our roads than others. Vulnerable road users (those who are not protected inside a vehicle) accounted for nearly two thirds of those killed or seriously injured between 2018 and 2022. Within this group, and despite posing the lowest risk to others, pedestrians made up 31% of those killed or seriously injured on our roads. Car drivers and passengers made up 34% of those killed or seriously injured on Greater Manchester's roads between 2018 and 2022.

Pedestrians, cyclists and motorcyclists were predominately killed or seriously injured when a car or HGV collided with them. Car drivers and passengers were predominantly killed or seriously injured when involved in a collision with another car. This shows how some road users pose a greater risk to others, and therefore have a greater responsibility to keep others safe.

Achieving Vision Zero is important not only to save people's lives; having safer roads has multiple co-benefits.

- Having safe and attractive streets will encourage more people to walk, cycle, or wheel on our roads, improving health outcomes, air quality and reducing carbon emissions.
- Fewer collisions mean less congestion; from the initial road traffic collision to repairing the damage to the road, boosting the economy and helping to keep our public transport network running on time.
- In 2022, **road casualties in GM cost almost £500 million** in medical, police, damage to property, insurance costs, lost output and the human cost from losing a loved one.

Adopting the Safe System Approach

To make our roads safer, we are changing our approach towards road safety by adopting the Safe System approach. A Safe System is one where people, vehicles and the road infrastructure interact in a way that secures a high level of safety.

The Safe System approach requires us to take a systematic approach to reducing road danger, strengthening all parts of the system so that where there are failures, as there inevitably will be, the rest of the system is able to minimise the outcomes.

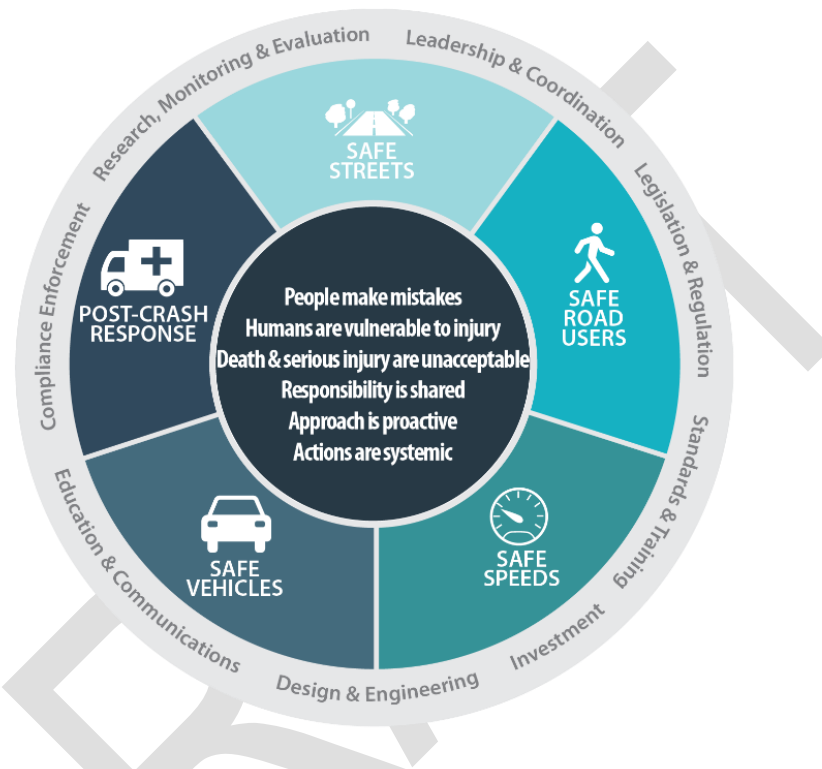


Figure 1: Safe System Approach - Agilysis (2023) building on models from Australia, Canada, New Zealand, and Loughborough University

At the heart of the Safe System are six principles, which are set out in the centre of the figure 1 above. These are the values that guide how road safety is approached by all of those involved. Based on these principles, five safe system components are identified. These are: safe streets, safe road users, safe speeds, safe vehicles and post-crash response. Together they reduce the risk and severity of a collision and reduce the likelihood of death and life changing injuries if a collision does occur.

To create the Safe System multiple change mechanisms have been identified. These go beyond creating safe streets through engineering, education and enforcement to involving a wider range of organisations and approaches.

Vision Zero Action Plan

This strategy sets out our ambition to achieve Vision Zero and how we will use the Safe System approach to deliver this. Alongside the strategy the SRGMP has developed a Vision Zero Action Plan which has been published alongside this

strategy. This sets out the short, medium and long term actions we will take to ensure nobody is killed or receives life changing injuries on our roads by 2040.

This builds on our existing Road Danger Reduction (RDR) Action Plan. The RDR Action Plans are already informed by the Safe System approach, providing a good foundation that we can build upon. We will report on performance management, producing a Bi-Annual Progress Report, detailing our progress against Key Performance Indicators.

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INTRODUCTION

The safety of our roads affects us all. Across Greater Manchester (GM) we walk, wheel, cycle, bus, tram and drive along our road network. Roads connect people, communities and businesses. It is essential that our road network works safely and efficiently so we can all reach our destinations as planned.

Many of our roads are also streets or neighbourhoods. They serve other purposes in addition to getting us from A to B. Yet 75% of GM residents think that their streets are dominated by moving or parked motor vehicles¹.

These are places where we live, work and play. Roads, streets and neighbourhoods are not just about travel, but are about the people who use them. **People, not vehicles, use roads.** Each of us uses a variety of modes to live our daily lives, for different reasons and at different times. None of us can be defined by one mode of travel.



In recent years, GM has made significant progress in reducing the number of people killed or seriously injured on our roads. However, on average 1,000 people a year are still being killed or seriously injured each year. This is unacceptable. One death or life changing injury on our road network is one too many.

Nobody should lose a loved one while using our roads. That is why we are developing this strategy. We will build on the progress we have made and further reduce the number of preventable deaths and life changing injuries on our roads to achieve our goal, zero.

This Vision Zero Strategy sets out our ambitions for the city region to make our roads safe, sustainable and accessible for all. The overall objectives are for:

Greater Manchester to have **zero fatalities and life changing injuries on our roads by 2040** whilst increasing safe, healthy, equitable mobility for all.

And to **reduce deaths and life changing injuries by 50% by 2030**, achieving the UN's ambitious goal of halving road traffic deaths by 2030.

This strategy is being developed by the Safer Roads Greater Manchester Partnership (SRGMP). SRGMP brings together organisations across Greater Manchester to improve road safety, including the development of this Vision Zero

¹ [Walking and Cycling Index 2021: Greater Manchester \(sustrans.org.uk\)](https://www.sustrans.org.uk)

Strategy. Throughout this document when using the term ‘we’ it refers to the organisations that make up the SRGMP, these are:

- Greater Manchester Combined Authority (GMCA);
- The ten GM local authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan);
- Transport for Greater Manchester (TfGM);
- Greater Manchester Police (GMP);
- Greater Manchester Fire and Rescue Service (GMFRS);
- National Highways;
- Greater Manchester Communities; and
- Other key partners on road safety.

The Mayor, through the Combined Authority, works with the ten GM local authorities and with local services, businesses, communities and other partners to improve the city region. The ten local authorities collaborate on issues which affect people across the region, including the Greater Manchester Strategy² and the Greater Manchester Transport Strategy 2040³, our statutory Local Transport Plan.

This Vision Zero Strategy will support the ambitions we have for our city region, forming a sub-strategy of the Greater Manchester Transport Strategy 2040, which in turn supports the delivery of the Greater Manchester Strategy.



This Vision Zero Strategy is looking long-term to 2040 and will be supported by a Vision Zero Action Plan which will set out our short, medium and long-term actions. This will allow GM to respond to changes in travel patterns, or technological innovations in vehicle safety, for example.

Activities under the Vision Zero Action Plan will link to other strategies and programmes of work across GM, including the Gender Based Violence strategy, the Safer Streets initiative, GMP operations and GMFRS activities.

The Vision Zero Strategy is not a funded delivery plan and the priorities and ambitions set out here are anticipated to require some additional funding to be delivered in full.

The benefits of adopting Vision Zero go far beyond the important first reason of ensuring no family has to endure the death of a loved one.

² [About Greater Manchester](#)

³ [Greater Manchester Transport Strategy 2040 | Bee Network | Powered by TfGM](#)

More of us will be enabled to walk and cycle if we are travelling on roads which we feel are safe and where speeds are appropriate. This will help to reduce transport emissions, improve air quality and improve our residents physical and mental health. The GM Transport Strategy 2040 has a 'Right Mix' vision of 50% of trips to be made by sustainable modes, with no net increase in motor vehicle traffic, by 2040. Safety is at the heart of this vision – we need it to be safe and to feel safe, when we walk or wheel, cycle, take public transport or spend time in our streets.

We want our city region to be fairer and improve the quality of life for all. There are currently inequalities in road safety, with vulnerable road users and people from deprived communities more likely to be killed or seriously injured. Children, older people and women are more likely to be killed or seriously injured as vulnerable road users. This is due to these groups having a higher propensity to walk than men, and pedestrians making up 31% of those killed or seriously injured on our roads.



We have an ageing population for whom continued mobility is essential – our older residents are more likely to be physically and mentally healthier if they are supported to travel safely. By maintaining their mobility, older peoples' quality of life will be improved by avoiding loneliness and isolation; and their mobility is beneficial to the wider community, by providing opportunities for older people to volunteer, work and shop.

Road crashes have a negative effect on the economy – road closures caused by crashes create delays and stop us going about our business. In 2022, **road casualties in GM cost nearly £500 million** in medical, police, damage to property and insurance costs, lost output and human costs - which attempts to provide an economic value to the pain, grief and suffering caused by road collisions⁴.

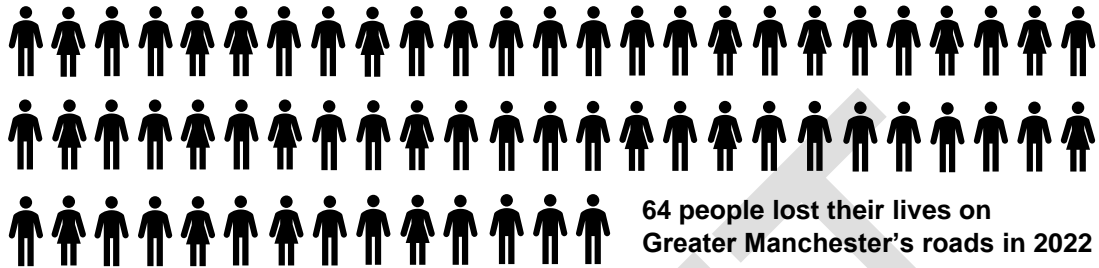
Zero is ambitious but it is the only goal we can aspire to, helping with our other aims and ensuring that we are building a safe road transport system for us all.

⁴ [A valuation of road accidents and casualties in Great Britain: Methodology note \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/114444/valuation-of-road-accidents-and-casualties-in-great-britain-methodology-note.pdf)

WHY VISION ZERO?

Imagine being asked how many people you think is acceptable to die on GM's roads in a year. In 2022, 64 people lost their lives on our roads and a further 787 people were seriously injured.

This is what that looks like:



Is this acceptable? The answer is obviously no.

It is impossible to represent the grief and loss involved through numbers alone. Therefore, with the support of Paula Allen, Marcus' mother, we want to share Marcus' story; and with the support of Calvin Buckley, share Frankie and Neeve's story:

Marcus Simmons-Allen, aged 18

On the night of October 10th, 2021, Marcus met a friend for a short walk near to his home in Broadheath, Altrincham. They were crossing George Richards Way when a speeding driver came towards them. Marcus' friend attempted to pull him out of the path of the oncoming vehicle, but Marcus was struck and critically injured. Police say the driver had been travelling between 55 and 67 mph, around twice the 30mph limit.



His friend ran for help and found Marcus' mum Paula, who lived only a short distance away. They then went back to the scene of the crash, found Marcus and called the emergency services.

Recalling that night, Paula said: "Time seemed to stand still and I just held my injured son in my arms. A man stopped to help and it turned out he was a surgeon. He said Marcus' pulse was very faint and he started to perform CPR. I was trying to console Marcus' friend, he was hysterical as he had tried to save Marcus and witnessed the whole thing."

Marcus was taken to Salford Royal Hospital and cared for in the intensive care unit, but sadly his life couldn't be saved. He died the following day on Monday, 11th October 2021.

Frankie Julia Hough, aged 38

Calvin's partner Frankie and their unborn daughter Neeve died because of the impact of a road traffic collision whilst pulled over on the M66 motorway due to a flat tyre.

Calvin says "The driver was filming himself driving at speeds of over 120mph just moments before he lost control and hit Frankie's car. He was driving recklessly, causing fear and risking the lives of others. Witnesses described him as an 'accident waiting to happen'.

The pain that I feel daily, the hopelessness of watching the person you love drift away in the most traumatic circumstances. Nothing will ever make up for my loss.

Too many lives are being lost unnecessarily at the hands of dangerous and reckless driving. Nobody should have to live with the fear that they will lose a loved one or their own lives whilst driving or walking on the streets.

Losing a loved one this way is devastating. For me; my world, my future, my peace was stolen from me and from so many others who loved Frankie and Neeve.

The only way that this tragedy can be made less tragic is by me sharing our story to help support the Vision Zero Strategy".



It is not acceptable that anyone's loved one heads out to work, school, to the shops, or off on holiday (whether they are walking, cycling, or as a driver or passenger in a motorised vehicle) and does not return home because of a preventable incident on our roads.

We don't accept it for rail, light rail or air travel, and we should not accept it for road transport.

That's why in Greater Manchester we are working towards there being **zero deaths or life changing injuries** on GM's roads **by 2040**.

Our goal is: **0**

This goal changes the way we think about road safety. It means that crashes on our roads will be no longer accepted as an inevitability or 'something that just happens'. Death and life changing injuries should not be seen as an inevitable consequence of travelling on the roads.

Even the language we use around these incidents can influence how we feel about them: the road safety industry has stopped referring to them as 'accidents', instead referring to them as 'road traffic collisions'. The word 'accident' implies that nothing could be done to prevent it and that is not true.

The only number we will accept is zero.

DRAFT

MEASURING PROGRESS

Committing to achieving Vision Zero moves beyond incremental targets to a substantial long-term commitment to create a future where nobody is killed or receives life changing injuries on the road network.

Setting targets and measuring progress has been shown to incentivise road safety stakeholders to focus on best practice proactively.⁵ There are currently no national road safety targets in England, with the last formal period of target setting ending in 2010. Individual road safety authorities can set targets themselves; we have therefore set out ambitious goals for GM in the near and long term.

Our Progress to Date

One death or life changing injury on our road network is one too many. However, it is encouraging that GM has achieved consistent progress in reducing the number of injuries and the severity of those injuries on our roads.

In 2006, 1,525 people were killed or seriously injured (KSI) on our roads. By 2020 we had managed to decrease this by 30% to a low of 776 in 2020 (restrictions on movement due to the Covid pandemic reduced collision rates across the country).

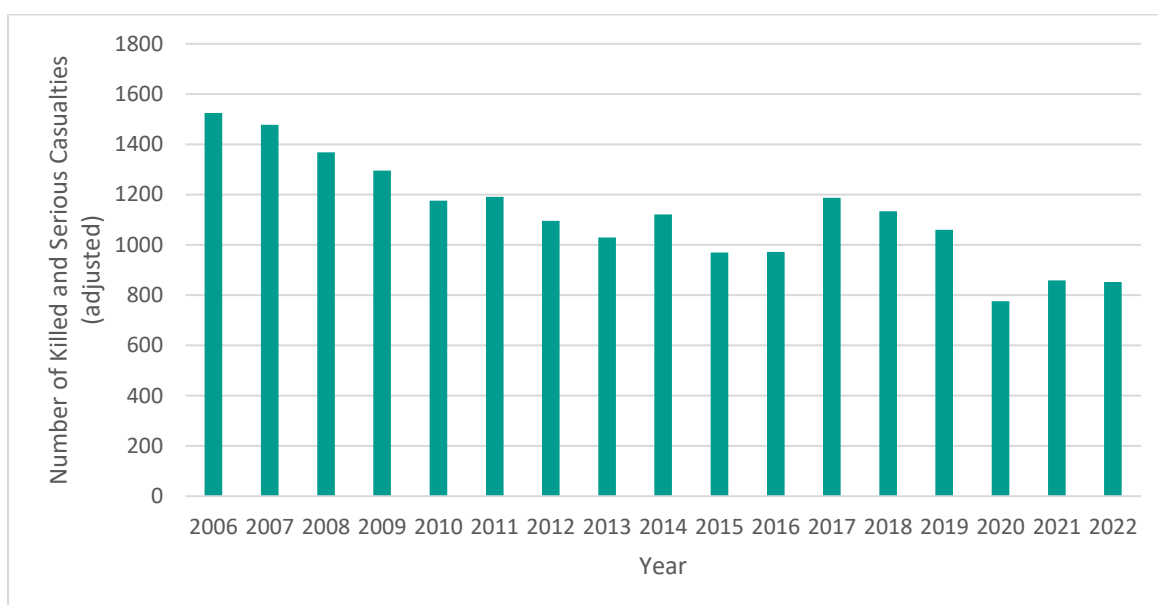
Figure 1 shows this general downward trend in adjusted KSIs over time. Due to a change in collision severity reporting methods to an Injury Based Reporting System (IBRS) which provides greater accuracy in determining injury severity, the Office of National Statistics have developed a methodology to identify the likely casualty figures on historic trends had IBRS been in use previously in order to enable the continuity of monitoring casualty trends; this is what leads to the term 'adjusted'.⁶

Comparisons are made against the DfT adjusted KSI's (published September 2022) to enable continuity of reporting since the implementation of the CRaSH Reporting System by GMP in February 2021 which provides greater accuracy in determining severity of injuries. CRaSH is likely to have increased the number of casualties recorded as "serious" which otherwise may have been recorded as "slight" and as a result, adjustments have been made on the historical KSI' figures by the DfT.

⁵ PACTS, Policy Briefing – *A Vision for Road Safety: The role of road safety strategy and casualty reduction targets since 2010.*

⁶ [Guide to severity adjustments for reported road casualty statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/guide-to-severity-adjustments-for-reported-road-casualty-statistics)

Figure 2 - Long-term KSI casualty trend⁷



Before the pandemic, GM had a lower rate of killed or seriously injured casualties (36.0 per 100,000 population between 2017 and 2019⁸) than other urban areas nationally and other northern police force areas. We have made significant progress, but with 1,000 people being killed or seriously injured each year on GM’s roads on average over the last five years, we still have much further to go if we are to achieve our goal – zero.

Measuring Vision Zero

The Department for Transport (DfT) has introduced a new Injury Based Reporting System (IBRS) that has changed how injury types are recorded. It is now possible to understand in much greater detail the types of injury sustained by casualties and to classify them beyond the broad ‘seriously injured’ category. This system is known as CRaSH (Collision Reporting and Sharing System).

GMP have adopted the CRaSH injury based reporting system which provides 21 different injury classifications. They range from those killed through to those suffering bruises or shock. We are, however, most concerned with preventing ‘life-changing’ injuries and deaths.

We are therefore proposing to adopt the following list of injury classification in our list of life-changing injuries:

⁷ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/101222/Reported-road-casualties-Great-Britain-annual-report-2022.pdf)

⁸ GB Road Safety Performance Index, 2021 (<https://experience.arcgis.com/experience/8be7cabdac024de195202c2f4b9e2282>)

Very Serious (DfT definition)	Moderately Serious (DfT definition)
Broken neck or back Severe head injury, unconscious Severe chest injury, any difficulty breathing Internal injuries Multiple severe injuries, unconscious	Loss of arm or leg (or part) Fractured pelvis or upper leg Other chest injury (not bruising) Deep penetrating wound Multiple severe injuries, conscious

These injuries, together with those killed on the roads, will form our Vision Zero target for 2040. This is a change from the 2040 Transport Strategy which defined Vision Zero as “killed or seriously injured”.⁹

In 2022, the only year for which complete figures are available, the breakdown was as follows:

Fatal	64
Very serious	150
Moderately serious	174

Clearly, reducing death and life-changing injuries from the 2022 figure of 388 will be challenging and progress towards this vision will need to be monitored.

We have therefore set an interim target for 2030 to reduce road traffic deaths and life changing injuries by 50%.

Achieving this interim target would also mean that GM would meet the United Nations goal of halving road traffic deaths by 2030¹⁰.

Mental Health Impact

The effects of road collisions are not limited to physical harm. It is difficult to quantify the impact on mental health from the police reported records, but it is clear that the effects can be far-reaching.

Research in Australia found that mental health problems, such as depression and Post Traumatic Stress Disorder, are common following a road crash. The prevalence of psychological disorder (40%) was much higher amongst those involved in collisions than the wider Australian population (<10%). It was found that experiencing elevated distress following a collision greatly affects the ability for a person to recover quickly, which in turn increases the risk of developing serious mental health disorders and of suffering from co-occurring physical problems¹¹.

⁹ [Greater Manchester Transport Strategy 2040 | Bee Network | Powered by TfGM](#)

¹⁰ [At High-Level Session, General Assembly Unanimously Adopts Resolution on Improving Global Road Safety, Stresses Commitment to Reduce Fatalities in Half by 2030 | UN Press](#)

¹¹ <https://australianrotaryhealth.org.au/ilaria-pozzato/>

These effects will not only be felt by the individuals involved in the collision but will affect their family and friends.

Safety Performance Indicators

Casualty data is, of course, critical to measuring success, but this is a lag indicator, relying on historic data to arrive before we can interpret and understand trends. We also require Safety Performance Indicators (SPI) that can inform us of risk and danger on our roads related to Safe System components.

This approach has been pioneered in Europe with detailed guidelines now in place to monitor and compare these indicators across many countries. Transport Scotland have developed a comprehensive set of SPIs which follow international best practice.¹²

These indicators do not simply measure outputs (e.g., number of traffic violations), but instead express known risk factors, or road dangers, as a compliance score. These scores can be benchmarked and measured at regular intervals either across GM or within individual local authorities.

As we seek to increase the number of trips made using sustainable modes, we will also need to ensure that the levels of risk for these groups decreases per mile cycled, wheeled, walked or travelled. Therefore, in addition to the Safety Performance Indicators, comparing relative risk rates between groups and over time will be a core part of our performance management.

¹² Transport Scotland. (2021) *Scotland's Road Safety Framework to 2030: Annual Delivery Plan 2021-2022*

UNEQUAL RISK

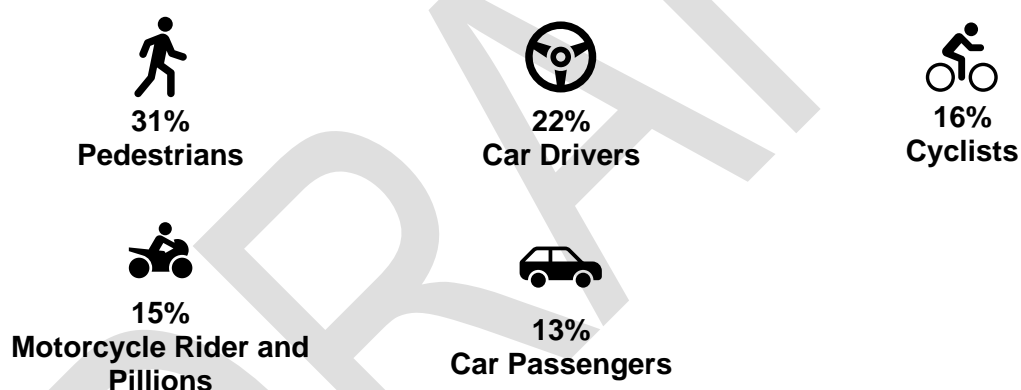
We all have a right to mobility, and we have a right to travel safely. Sadly however, road risk is unequal in many different ways:

Vulnerable road users are at greater risk on our roads

When we look at the mode which casualties were travelling in when they were killed or seriously injured on GM's roads, we find that the greatest proportion of those who suffer death or serious injury are pedestrians, followed by car drivers, cyclists, motorcyclists and car passengers¹³ (see Figure 2). A further 4% of killed or seriously injured casualties were in buses, goods vehicles, or other motorised vehicles.

These percentages don't consider how many miles are walked, cycled, ridden or driven but they do show how **vulnerable road users (those who are not protected inside a vehicle) account for two thirds of those killed or seriously injured.**

Figure 3 - Killed or Seriously Injured Casualties (adjusted) in GM by User Group (2018-2022)^{14/15}*



The proportion of KSIs in each user groups is not consistent across the Local Authority areas within GM. Figure 3 shows the proportion of KSI casualties by road user groups split by the GM Local Authority. Pedestrians represent the highest proportions for almost all areas; motorcyclists also account for a high percentage of KSI casualties. Cycling risk differs across the region, with some areas like Tameside and Rochdale having much lower proportions than places like Trafford, Salford and Manchester, likely reflecting the higher number of cyclists in those areas.

It shows that whilst we must work in partnership to provide a consistent approach to road safety across GM, we need to recognise these differences and target risk accordingly. These differences in risk could be due to road design, modal choice, traffic levels and travel alternatives so we need to explore these factors to understand what will be effective in each area.

¹³ 'cars' includes taxis and minibuses

¹⁴ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/106422/Reported-road-casualties-Great-Britain-annual-report-2022.pdf)

¹⁵ * Note: the percentages do not equal 100 in all cases, due to rounding issues. This is because the adjusted KSI figures are not calculated as whole numbers.

Figure 4 - KSI casualties (adjusted) by GM Local Authority across road user groups (2018-2022)¹⁶

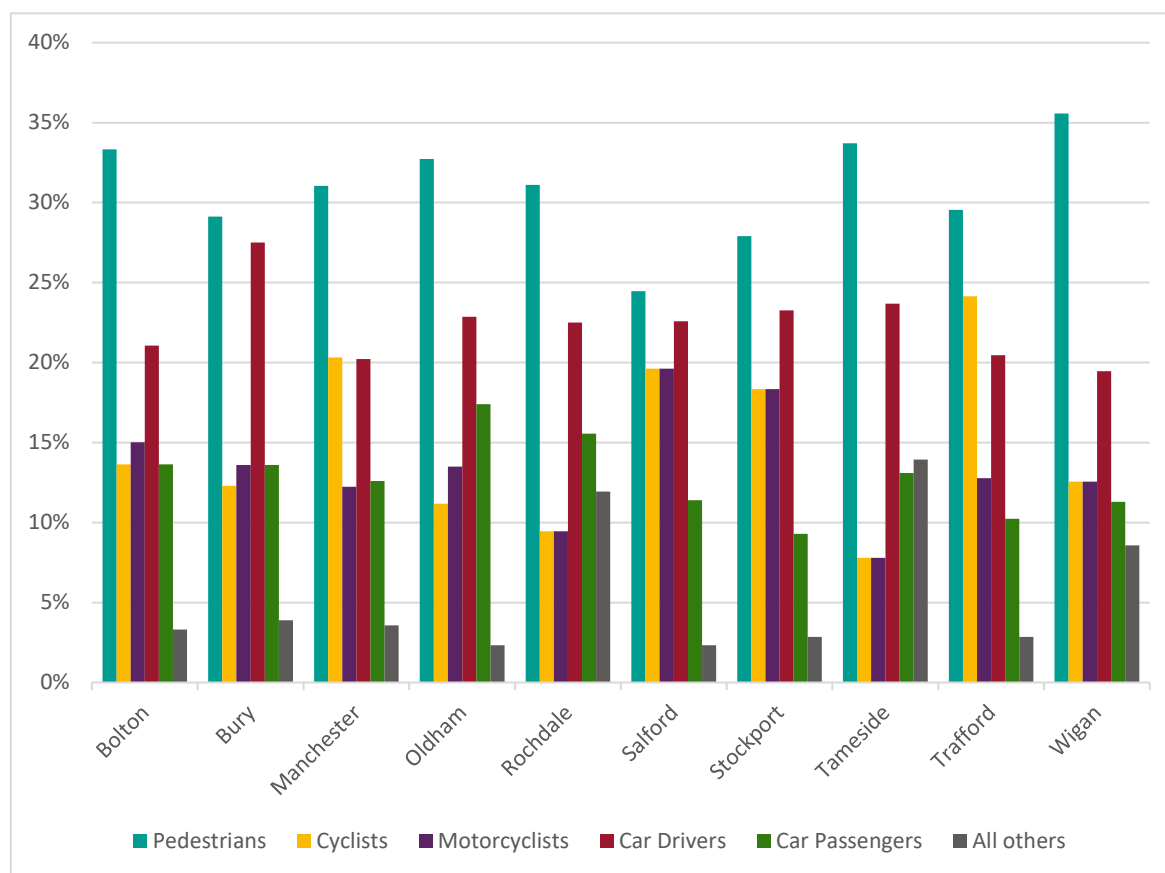


Table 1 - KSI casualties (adjusted) by GM Local Authority across road user groups (2018-2022)^{17*}

Red arrows indicate where a local authority has a higher percentage than the GM average

	Pedestrians	Cyclists	Motorcyclists	Car Drivers	Car Passengers	All others
GM	31%	16%	15%	22%	13%	3%
Bolton	33% ↑	14%	15% ↑	21%	14% ↑	3%
Bury	29%	12%	14%	28% ↑	14% ↑	4%
Manchester	31%	20% ↑	12%	20%	13%	4%
Oldham	33% ↑	11%	14%	23% ↑	17% ↑	2%
Rochdale	31%	9%	9%	23% ↑	16% ↑	12% ↑
Salford	24%	20% ↑	20% ↑	23% ↑	11%	2%
Stockport	28%	18%	18% ↑	23% ↑	9%	3%
Tameside	34% ↑	8%	8%	24% ↑	13%	14% ↑
Trafford	30%	24% ↑	13%	20%	10%	3%
Wigan	36% ↑	13%	13%	19%	11%	9% ↑

¹⁶ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-annual-report-2022)












¹⁷ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-annual-report-2022)

Some road users pose a greater risk to others

Our analysis of GM's roads shows that different types of vehicles present different levels of risk to other road users. In the results, shown in Table 2, we can see that car drivers are predominantly injured in collisions which only involve cars. Conversely, **pedestrians are most frequently injured in collisions which involve cars, goods vehicles and other motorised vehicles**, and this is the same for cyclists and motorcyclists.

After cars, good vehicles are the largest contributor to vulnerable road users being killed or seriously injured on our roads. Due to their size, weight and poor visibility HGVs are more likely to cause serious injury or death if involved in a collision¹⁸.

Table 2 - Vehicles Involved and who is injured in GM (2018-2022)¹⁹
Vehicle type involved (rows) / Mode of the killed or seriously injured (columns)

Vehicle Involved	Road User Killed or Seriously Injured					
	 Pedestrian	 Cyclist	 Motorcyclist	 Goods Vehicle Driver/Passenger	 Car Driver/Passenger	 Bus Driver/Passenger
 Car	941	429	392	15	552	9
 Motorcycle	29	6	12		16	
 Goods Vehicle	96	47	27	3	59	
 Bus	39	12	4	2	9	1
 Cycle	7	2	2		4	

Key: The darker and larger the circle, the more KSI casualties involved.

¹⁸ [Driving around large vehicles and HGVs - National Highways](#)

¹⁹ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](#)

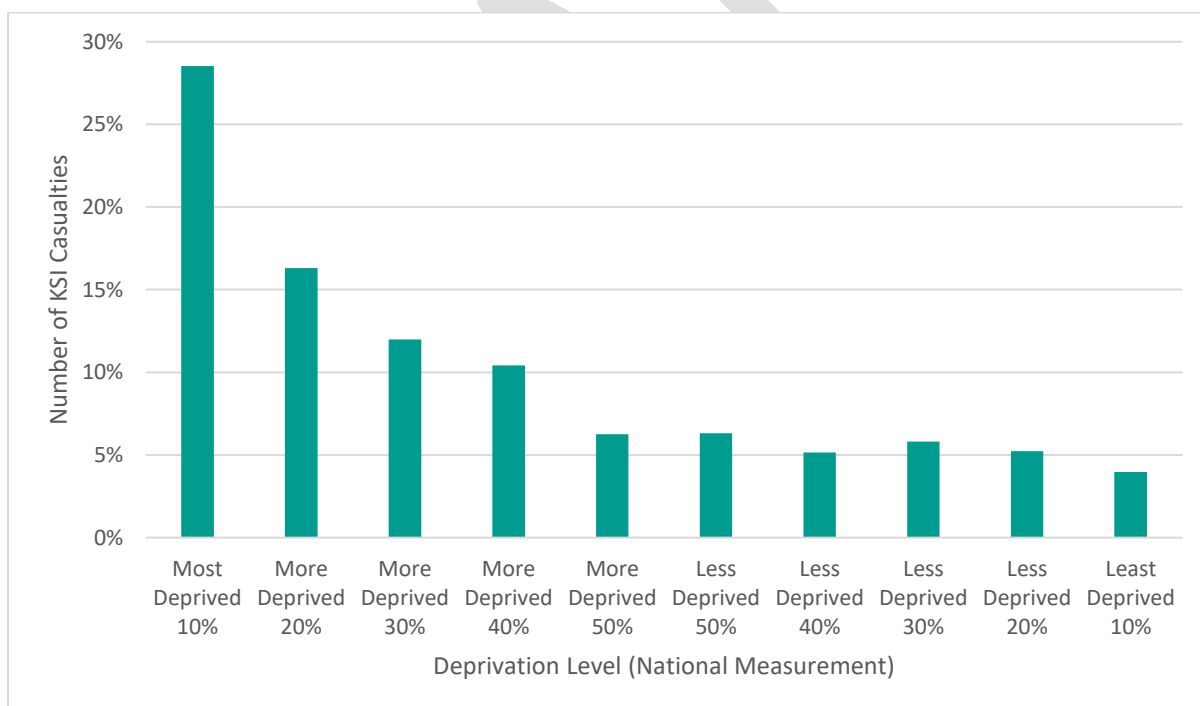
● People from our most deprived communities are more likely to be killed or seriously injured on our roads

Another way in which risk is unequal is deprivation. People from **our most deprived communities are most likely to be killed or seriously injured on our roads**, as shown in Figure 4. Deprivation can influence the way in which we travel. It may be that residents in these communities have no choice but to walk, cycle or use a motorcycle, making them more vulnerable.

The environment and access to services can influence mode choice. We know residents from our most deprived communities are much less likely to have access to a vehicle. Just over a quarter of households in GM don't have access to a vehicle, rising to 40% for households living in the most deprived areas.

Even in households with cars available, not all members of the household may drive. It may be the case that even when more deprived residents own or have access to a car, it is more difficult to purchase more expensive vehicles with enhanced safety features. Road design may also be an issue, with these communities potentially having higher levels of traffic, leading to increased chances of conflict.

Figure 5 - KSI casualties in GM by home deprivation level (2018-2022)²⁰



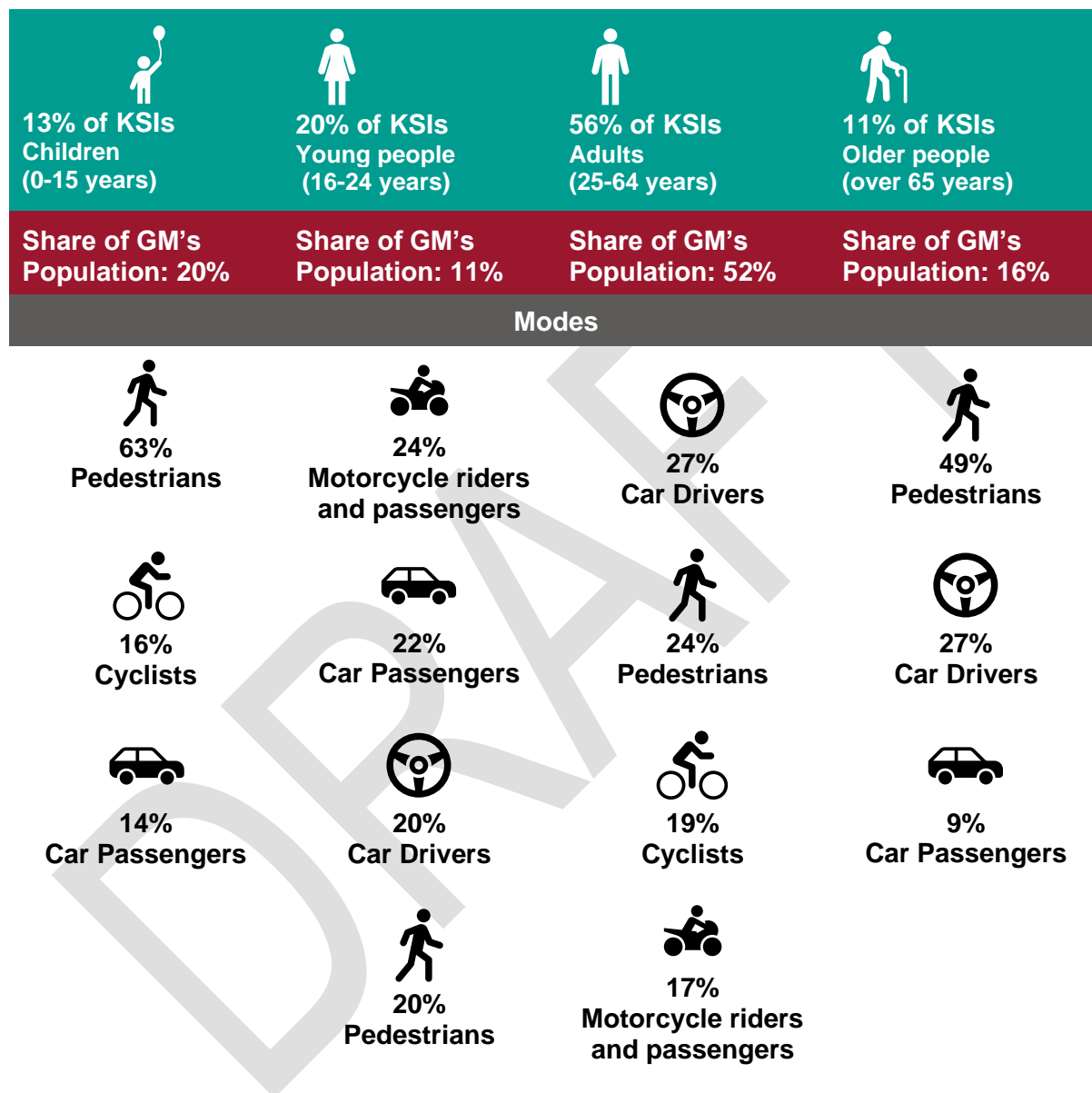
● Younger and older people are more likely to be killed or seriously injured as vulnerable road users

Risk is also unequal when we look at age, as shown in Figure 5. Children and older people are most likely to be hurt or killed as pedestrians, with many children also being injured or killed as cyclists and car passengers.

²⁰ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-annual-report-2022)

Those aged 16 to 24 years old make up a much larger percentage of KSIs compared to their share of the population. Young people made up 20% of KSIs but just 11% of GM's population. Young people are most likely to be killed or seriously injured as motorcyclists, car passengers, car drivers and pedestrians.

Figure 6 - Killed or Seriously Injured Casualties (adjusted) in GM by Age Group (2018-2022)^{21*}



Men are more likely to be killed or seriously injured on our roads

A significantly higher proportion of KSIs on our roads are men. Between 2018 and 2022 1,004 women were killed or seriously injured, but 2,624 men were killed or seriously injured, over two and a half times more.

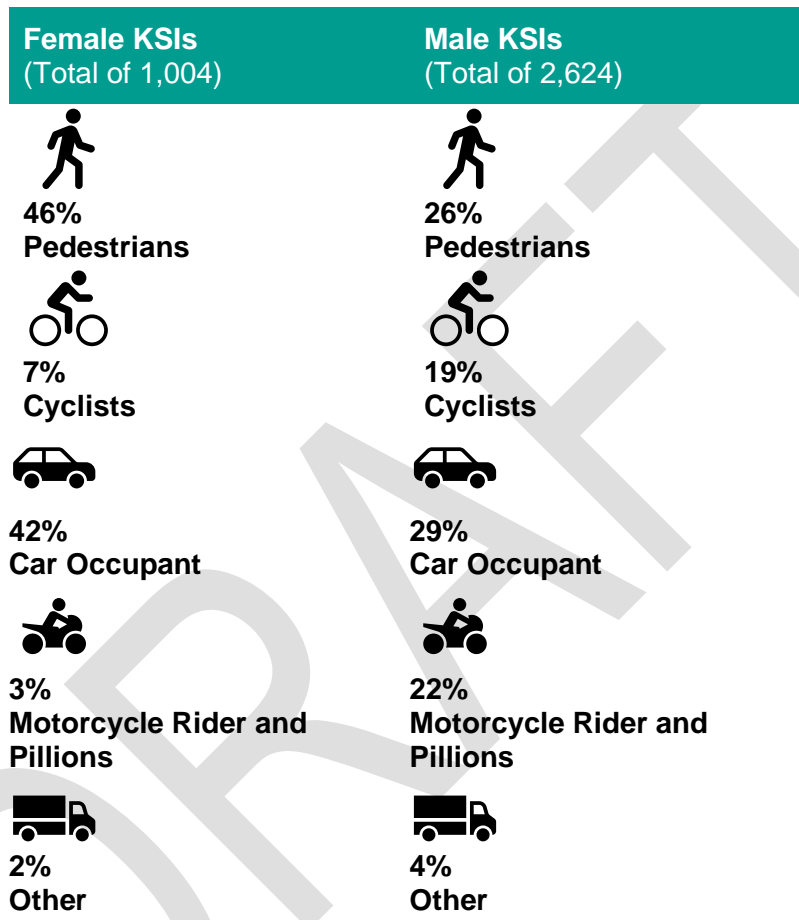
In addition, a greater proportion of male KSIs were vulnerable road users. 67% of male KSIs were vulnerable road users, compared to 55% of female KSIs. Men are

²¹ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-annual-report-2022)

much more likely to be killed or seriously injured riding a motorbike or cycling, resulting in more male KSIs being classified as vulnerable road users.

Pedestrian KSIs however formed a greater proportion of female KSIs than males, reflecting how women are more likely to walk or take public transport (which requires walking to a bus stop / station) than men²².

Figure 7 - Killed or Seriously Injured Casualties (adjusted) in GM by Gender (2018-2022)²³



The casualty data gives us information on our priority areas for targeting. For each user group, age group, and area of GM, there is a need to delve deeper into the analysis to identify the most effective interventions to reduce road danger. We don't think it is fair that the most vulnerable in society (because of transport mode, age, or economic background) are at greater risk of being killed or seriously injured. We will therefore prioritise actions to eliminate danger amongst these groups.

²² Greater Manchester Travel Diary Survey 2022 found that 53% of walking trips are made by women and 60% of public transport trips (women make up 51% of GM's population).

²³ [Reported road casualties Great Britain, annual report: 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-annual-report-2022)

IT'S NOT JUST ABOUT SAFETY

Achieving Vision Zero will not only provide safety benefits, but also wider benefits that will improve the lives of all of GM's residents. These benefits will help deliver on the vision that we set out in the Greater Manchester Strategy of GM being a "place where everyone can live a good life"²⁴ and the Greater Manchester Transport Strategy 2040 of delivering "world class connections that support long-term, sustainable economic growth and access to opportunity for all".²⁵

Road safety is an important puzzle piece that contributes to our wider aim of creating a transport network and city region that supports these visions. For us to achieve these wider goals, road safety activity should be planned with these complementary agendas in mind, to maximise the opportunities for co-benefits to be realised.



The benefits of adopting Vision Zero go far beyond the important first reason of ensuring no family has to endure the death of a loved one. Fewer collisions, injuries and fatalities reduce the demand on emergency services and the need for hospitalisations and long-term medical treatments. It allows healthcare professionals to deliver care to more patients and frees up police time to respond to other priorities. **In 2022, road casualties in GM cost nearly £38 million in medical, police, damage to property and insurance costs alone** (not accounting for lost output or other human costs which increases the figure to £472 million).

Having safer streets will be central to building our world-class walking, wheeling and cycling network which is crucial to our Right Mix target of 50% of journeys being made actively or on public transport. Safety is repeatedly raised as the biggest barrier to travelling actively, especially for women, disabled people and older people.²⁶

²⁴ [About Greater Manchester](#)

²⁵ [Greater Manchester Transport Strategy 2040 | Bee Network | Powered by TfGM](#)

²⁶ [Walking and Cycling Index 2021: Greater Manchester \(sustrans.org.uk\)](#)

We must make our streets safe and attractive to encourage more people to be active, helping to improve their physical and mental health. **Every year walking and cycling in GM prevents 2,612 serious long-term conditions.**²⁷ By aiming for Vision Zero we have the potential to massively increase this number, meaning more people in GM living healthier for longer.

Reduced road danger means people can travel without constant fear of collisions, making daily routines, leisure activities and social interactions more enjoyable. **75% of GM residents think that their streets are dominated by moving or parked motor vehicles**²⁸.



Making our streets safer helps make our communities and neighbourhoods more pleasant and liveable places. Roads are about connecting people and places, but they are also places in their own right, where people live, work and spend time. When they are safer, they bring people and communities closer together.



Support sustainable economic growth

The best resource GM has is its people. Our economic growth depends on our residents being fit and healthy. Every injury or fatality on our road has an economic impact, making GM poorer than it would otherwise be. It is estimated that in 2022 **approximately £46 million of economic output was lost** due to fatal, serious and slight injuries on our road network.



Congestion costs Greater Manchester £1.6 billion a year in lost productivity²⁹. Road collisions are a large contributor to congestion: minor collisions can disrupt the traffic flow while more serious injuries can close roads for hours at a time. Approximately 6% of delays are caused by road traffic collisions, with a further 4% resulting from incidents on the strategic road network.³⁰ Further delays occur as the damage caused by vehicles colliding with barriers or traffic signals are

²⁷ [Walking and Cycling Index 2021: Greater Manchester \(sustrans.org.uk\)](https://www.sustrans.org.uk)

²⁸ [Walking and Cycling Index 2021: Greater Manchester \(sustrans.org.uk\)](https://www.sustrans.org.uk)

²⁹ [Made to move.pdf \(ctfassets.net\)](https://www.ctfassets.net) (figure adjusted for inflation, 2022)

³⁰ [Public Pack\)Agenda Document for Bee Network Committee, 28/09/2023 14:00 \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)

repaired, with roads closed for hours or even sometimes days.

Congestion is also a key factor in **adding delays to bus journeys and negatively affecting the reliability of public transport**, making it a less attractive offer. In the Greater Manchester Bus Strategy³¹ we have committed to reduce journey times on key corridors and improve the reliability of buses so that 90% set off on time (less than one minute early and five minutes late). Making our roads safer and preventing collisions will be crucial to achieving these targets.

Vision Zero for Greater Manchester really does underpin a revolution in active travel, but it can bring an economic boost too. Every death or life-changing injury impacts on our workforce, costs business money in lost productivity and, of course, places a huge economic burden on our already-stretched healthcare system. Making our roads safer makes business sense, too.

Steve Connor, Founder / Director, Creative Concern



Protect our environment

Greater Manchester has set the ambitious target to be a **carbon-neutral city region by 2038**. Safer and more environmentally friendly driving practices, along with making it safer for people to travel actively, will help protect people's health, reduce air pollution and contribute towards tackling the climate emergency.

For instance, we can all play our part by obeying speed limits, driving more smoothly and maintaining our vehicles properly as this can lead to reduced fuel consumption and emissions.³²



³¹ [Greater Manchester Bus Strategy | Bee Network | Powered by TfGM](#)

³² [Strategic Case \(ctfassets.net\)](#)

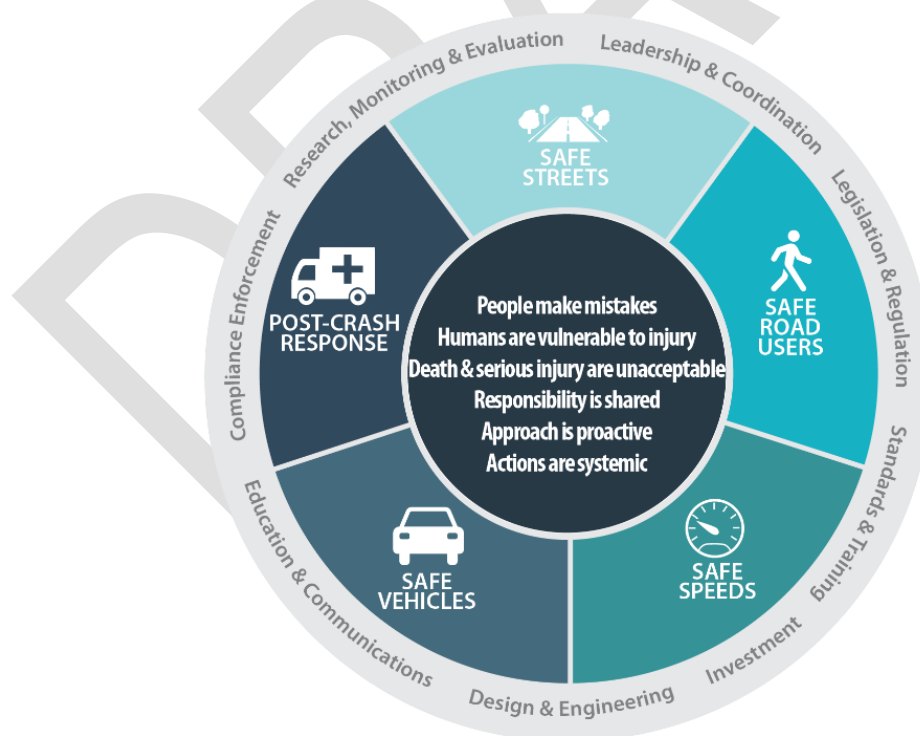
THE SAFE SYSTEM

To make our roads safer we are changing our approach towards road safety by adopting the **Safe System approach**. The Safe System was created in the Netherlands and Sweden in the 1980s and 1990s and is being adopted worldwide.³³

The Safe System approach requires us to take a systematic approach to reducing road danger. In practice, this means we plan and prioritise interventions together and earlier, delivering across multiple components of the Safe System so that improvements are implemented across the board.

A Safe System is one where people, vehicles and the road infrastructure interact in a way that secures a high level of safety.³⁴ Seeing the road network as a 'system' helps us to see where there are systematic weaknesses and ways in which we can strengthen it as a whole to remove risk. It gives people the freedom to benefit from using sustainable modes whilst at the same time not being exposed to high levels of risk of injury. This will help us to unlock the full potential of our road network as one which delivers safe, secure, inclusive and sustainable connectivity - where zero harm is the result of combined actions by all.

Figure 8 - The Safe System.³⁵



³³ Proactive road safety management in the Netherlands is underpinned by 'sustainable safety', with Sweden pioneers in Vision Zero approaches, see SWOV (2018) Sustainable Safety 3rd Edition – The Advanced Vision for 2018-2030. The Hague, Institute for Road Safety Research.

³⁴ World Health Organisation (2021), Global Plan for the Decade of Action for Road Safety 2021-2030. Geneva. https://cdn.who.int/media/docs/default-source/documents/health-topics/road-traffic-injuries/global-plan-for-road-safety.pdf?sfvrsn=65cf34c8_35&download=true

³⁵ Agilysis, 2023, building on models from Canadian Council of Motor Transport Administrators, 2016; Loughborough University, 2017; New Zealand Transport Agency, 2019; Commonwealth of Australia, 2022

SAFE SYSTEM PRINCIPLES

There are some simple principles at the heart of the Safe System:

Figure 9 - Safe System Principles



People make mistakes

It is important that road users are compliant with the rules of the road, but many fatal or life changing injuries are sustained because an error or lapse took place and the road system could not protect those involved. It is almost impossible to eliminate all mistakes so instead, we need to build a system which combines to reduce their impact.



Humans are vulnerable to injury

We are not designed to withstand the forces involved in road collisions. This is particularly true for vulnerable road users who are cycling, walking, riding a horse or motorcycle, or people spending time in our streets, as they don't have the protection offered by cars, vans, buses, or trucks. Even within vehicles the human body is fragile, and this is particularly true for children and the elderly.



Death and life changing injuries are unacceptable

Road traffic injury is not and cannot be tolerated as a by-product of mobility. The Safe System does not aim to just reduce deaths and life changing injuries but to eliminate them, hence the Vision Zero goal.



Responsibility is shared

The Safe System isn't about victim blaming. Instead, there is a recognition that a combination of factors lead to death and life changing injuries and that responsibility is shared amongst those who design, maintain, operate and use roads and vehicles to eliminate risk. We all have a part to play.



Approach is proactive

Rather than reacting to specific incidents and working in isolation to reduce casualty problems, the Safe System is proactive. It is about adopting a systematic approach to building a safe road system, proactively identifying, targeting and treating potential risk.



Actions are systemic

It requires a combined approach. The Safe System requires us to bring together multiple interventions to reduce the impact of collisions and eliminate the likelihood of death or serious injuries. Risk would still be present if we concentrated all of our efforts on replacing all motor vehicles with the safest available, without thinking about the road design, the speeds travelled or the way road users behave.



Greater Manchester Fire and Rescue Service is committed to driving down deaths and injuries in our communities. Our success at reducing fires has been down to a partnership approach to prevention, regulation, innovation and response.

We fully endorse the ambitious target of this strategy and its holistic, Safe System approach. It aligns closely with our own aims of reducing risk in our communities and creating a safer, greener and more equal Greater Manchester.

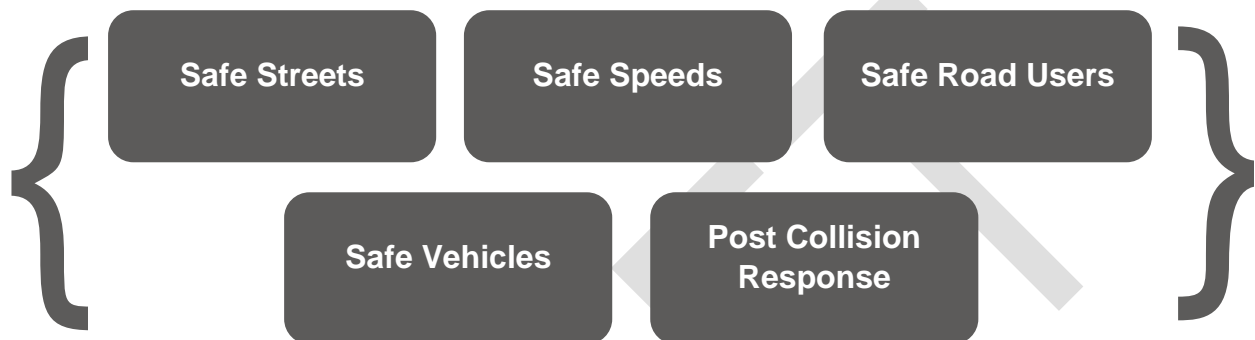
Billy Fenwick, Area Manager, Head of Prevention



SAFE SYSTEM COMPONENTS

The Safe System provides a best practice model whereby all stakeholders contribute together to tackle life changing and fatal injury levels on GM's roads. For our actions to be systematic, we must avoid siloed working and reliance on simple or ineffective interventions which do not deliver co-benefits. Together we can strengthen the road network by combining interventions to reduce the likelihood of death and life changing injuries if a collision does occur.

Figure 10 - Safe System Components



Safe Streets

Roads should be designed to reduce both the risk of collisions occurring and their severity when mistakes do occur. Roadside infrastructure needs to be forgiving to account for peoples' vulnerabilities to collision forces when these inevitable mistakes happen. This means proactively managing spaces shared by different modes to protect vulnerable road users, targeting the most dangerous roads and also undertaking network-wide improvement programmes.



In Greater Manchester we have adopted the Streets for All approach, which provides a framework for everything we do with our streets.³⁶ Streets for All places a strong emphasis on reducing traffic and road danger and on improving the environment for pedestrians, cyclists and public transport users.

We can create safer roads and roadsides by:

- Separating different road users on busy roads (connector roads and the strategic road network)
- Creating a safe shared space on quieter streets (neighbourhoods and high streets)

³⁶ [Streets for All, Transport for Greater Manchester](#)

Safe Speeds

Speed is a cross-cutting risk factor. Road users' ability to avoid collisions and their survivability in the event of a collision are directly affected by the speed and energy involved. Even a 1% increase in average speed results in approximately a 3% increase in severe collisions and 4% increase in fatal collisions.³⁷ **The risk of being killed is almost 5 times higher in a collision between a car and a pedestrian at 30mph compared to the same type of collisions at 20mph.**³⁸

Speeds that are within Safe System limits are those which are appropriate for the type of road and users present. This means we consider whether there is road infrastructure which separates motorised and non-motorised road users and the capabilities of both infrastructural and vehicle features to mitigate collision impacts.

Lower speeds are appropriate where vulnerable road users share the roads with motorised forms of transport, whereas higher speeds are suitable only in contexts where all these factors can offer sufficient protection, such as dividing the carriageway.



We know that perceptions and experiences of vehicle speeds significantly impact the levels of willingness to participate in active travel. Many people don't feel comfortable or safe when cycling or walking where there are high speeds. Speed also causes noise stress and worsening air quality. Higher speeds impose greater stress on vehicles and increase braking particle and tyre particle emissions. Furthermore, designing for greater speed requires larger roads, with more generous radii and greater lane widths. A speed management strategy is therefore a vital component of the Safe System (see appendix for further discussion on a speed management strategy).

We can have safer speeds by:

- Ensuring that drivers obey the speed limit
- Setting the appropriate speed limit for the type of road (allowing a road to fulfil its role as an Active Neighbourhood, High Street, Connector Road, or Motorway / Strategic Road)

³⁷ International Transport Forum (2018) *Speed and Crash Risk*. Paris OECD/ITF

³⁸ International Transport Forum (2018) *Speed and Crash Risk*. Paris OECD/ITF

Safe Road Users

Road users are multi-modal transport users and the level of responsibility changes with the mode they are using. Road users need to be educated or regulated in their use of the roads, according to their chosen mode of transport and levels of risk that mode could inflict on themselves and other users of the roads. To maximise their effectiveness, behavioural interventions need to be based on best practice and informed by data, research and evaluation insights.

Drivers should receive high quality training and testing and are expected to comply with road traffic laws. All users of the road should be made aware of their duty to look after not just their own safety, but also that of other road users. It is the duty of all road users to minimise the risk they pose, with those who act in an inappropriate and unlawful way being detected and swiftly dealt with.

Drivers should receive high quality training and testing and are expected to comply with road traffic laws. Meanwhile, provision must be made to support children, pedestrians and cyclists to travel in safety through Bikeability cycle training and pedestrian training. We regularly review our approaches to ensure we support all of those who use our roads.



We can have safer road users by:

- Preventing vehicles being driven while the driver is under the influence of alcohol and / or drugs
- Encouraging more people to wear a seat belt and preventing people using their phone while driving
- Educating drivers on the consequences of dangerous driving and inappropriate speeds
- Creating a safer road environment where all road users feel safe, including those who walk, wheel or cycle on our roads

Road Death is being normalised and tolerated far more than any other crime in society. It is brutal, horrific and it must never be played down or excused.

Paula Allen, Marcus' mum

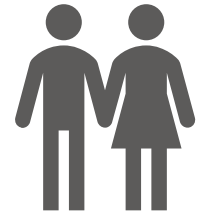
You can read Marcus' story on page 10



The safety on our roads can't be resolved without tackling it from many angles such as education and raising awareness. Improving and raising driving and test standards, speed limits, tougher sentences and deterrents for offenders, age restrictions on the engine size and power of cars accessible to younger or inexperienced drivers.

Too many lives are being lost unnecessarily at the hands of dangerous and reckless driving, as I know only too well. Nobody should have to live in fear that they will lose a loved one or their own lives whilst driving or walking on the streets.

Calvin Buckley, Frankie's partner
You can read Frankie's story on page 11



Safe Vehicles

Vehicles can offer a high level of safety to both occupants and other road users. Fundamental safety systems, such as seat belts, are supported by more advanced active safety measures such as autonomous emergency braking and electronic stability control. Routine checks for all vehicles, (including commercial and privately owned motor vehicles and non-motorised vehicles, including cycles) ensure that they are maintained to the highest safety standards. As levels of automation increase we can support vehicle owners with purchase decisions based on safety features and maintenance to ensure safety levels are high.



We can create safer vehicles by:

- **Helping vehicle owners and operators to choose the safest vehicles and increase awareness of what safety features are available**

Post-Collision Response

In the event of a road collision, emergency medical response should reach any injured parties quickly, transport them to high quality trauma care rehabilitation services which are readily available, and to places where victim support is on hand.



After the incident, data on the causes of the collision feed into systems to rehabilitate roads and evaluate how the system can be strengthened. To this end, investigations into the causes of each fatal and life changing injury collision will go beyond reviewing the data, to understanding what has happened and how we can prevent similar tragedies happening again. We regularly review our approach to supporting services and victims of road traffic collisions.

We can improve the post-crash response by:

- Providing a quick and high-quality response to incidents
- Continuing to invest in specialised incident training
- Undertaking thorough investigations when collisions do occur, using the findings to improve the other safe system elements

I want to take this opportunity to reaffirm our steadfast commitment to the Vision Zero initiative here in Greater Manchester. Vision Zero represents an ambitious and resolute endeavour toward creating safer streets and ensuring the well-being of every individual in our community.

At its core, Vision Zero embodies our shared belief that no loss of life on our roads is acceptable. It's a holistic approach that demands a collaborative action from all sectors, Police, community organisations and amongst road users themselves.

In Greater Manchester, we are determined to make our streets safer and more accessible for all road users. This commitment transcends mere rhetoric; it's a pledge to proactively address infrastructure shortcomings, enhance education on road safety, and rigorously enforce measures that protect vulnerable road users and target the irresponsible minority....



...Our collective dedication to Vision Zero reflects our unwavering belief that the safety and security of every individual matters profoundly. Together, we can forge a future where traffic-related tragedies become much less common, where families can use our streets without fear, and where the utility of our roads combine with a clear sense of security and community.

Let's work together toward our vision of zero fatalities and severe injuries on our roads. Those who use the roads across Greater Manchester deserve no less.

**Chief Constable Steve Watson QPM,
Greater Manchester Police**



DRAFT

CREATING THE SAFE SYSTEM

Traditionally, road safety at a local level has focused on engineering, education and enforcement (known as the three 'Es'). These activities remain important in creating a Safe System, but they cannot be delivered in isolation, and they are not the only approaches required. This is why the Safe System presents a different way of working in road safety, building upon the Road Danger Reduction (RDR) approach we currently employ.

Existing Road Danger Reduction Approach

GM has developed this Vision Zero Strategy to carry forward momentum to eliminate life changing and fatal injuries on our roads, building upon the work already being undertaken by the SRGM Partnership (GM's local authorities, TfGM, GMP and other partners).

The SRGM Partnership sets out the actions we will take to make our roads safer through our RDR Action Plans³⁹. The RDR approach recognises that to make the region's streets safe for all, the levels of danger faced by all road users must be reduced through creating an environment which encourages walking, cycling and the use of public transport. It involves proactive management of the city region's roads to reduce the levels of danger experienced by road users who are the least protected from collision forces where motorised and non-motorised modes share road space.



This approach aligns with the DfT's 2022 update to the Highway Code; where road users capable of causing the greatest level of harm, often to other road users who lack the same levels of protection, have enhanced responsibilities to use roads in a safe manner.⁴⁰

This approach has been developed to directly support everyone who uses GM's roads, with practical actions to reduce danger to benefit all road users who interact with the Key Route Network (KRN)⁴¹. We bring together urban and transport planning, speed management and behaviour change interventions to support strong RDR outcomes. The RDR Action Plans are already informed by the Safe System approach, providing a good foundation that we can build upon.

³⁹

https://assets.cfmassets.net/nv7y93idf4jq/1viXHWUYzflWQo5mYmcqI/21ffd2822170c7889dd96fd09ba44bf2/23-0220_Road_Danger_Reduction_Action_Plan_2023-24.pdf

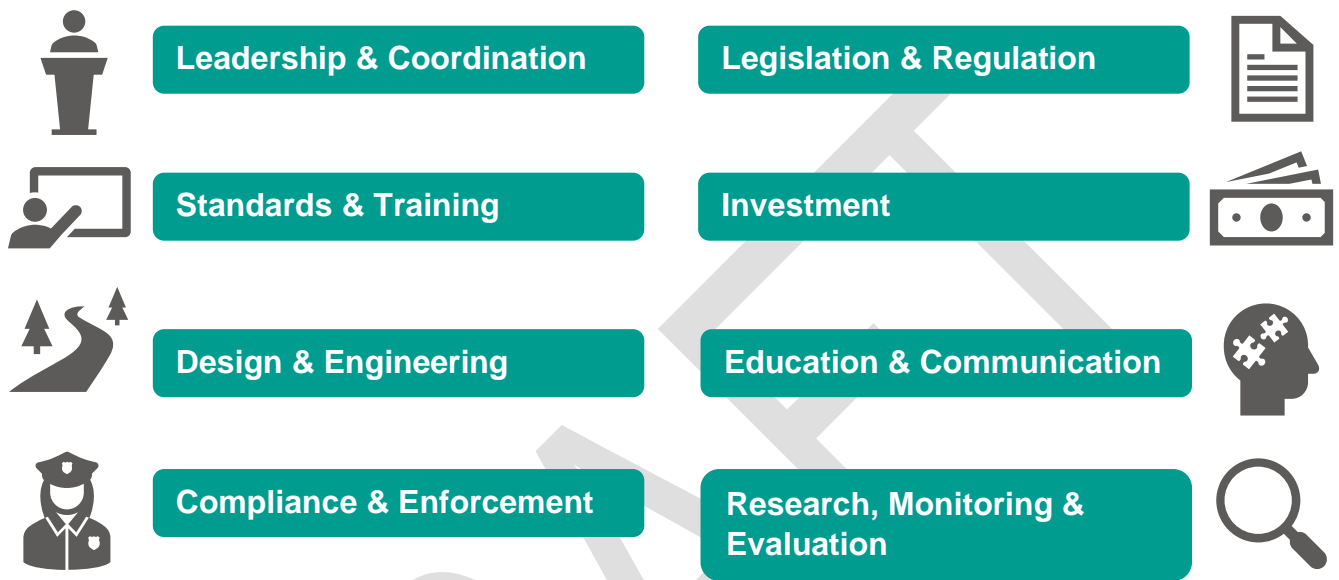
⁴⁰ Department for Transport, The Highway Code (January 2022) <https://www.gov.uk/guidance/the-highway-code/updates>

⁴¹ The Key Route Network (KRN) is nearly 400 miles of Greater Manchester's busiest roads, managed by TfGM. It covers 7% of the total length of the highways network but carries some two-thirds of peak-time traffic.

Safe System Change Mechanisms

The Safe System doesn't just rely on road or vehicle engineering, enforcement or educating road users. It requires us to improve the road network through a range of approaches, including legislation, regulation, standards, training, innovation and research.

The Safe System identifies eight change mechanisms that when pursued together can be used to deliver Vision Zero. These are:



Without design and engineering, there are no roads or vehicles; without legislation, regulation, standards and guidance, there would be no established expectations around how they could be used; without research, monitoring and evaluation, we would have no information around road safety performance on our network, or about the effectiveness of the interventions we deploy in eliminating death and life changing injuries.

Our RDR Action Plans have been using the Safe System principles, but if we are to deliver on the ambitious aim of achieving Vision Zero we need to ensure that the next round of actions deliver across the change mechanisms and Safe System components in a coherent and consistent manner. To this end, **we will create short, medium and long term action plans to coincide with the lifetime of this strategy**, with actions reviewed alongside casualty analysis and the introduction of new innovations and interventions.

Leadership and Coordination

Leadership is critical in creating an ambitious environment which enables effective interventions and the activities needed to support them. We know this involves strong co-ordination between internal and external stakeholders and we recognise that co-delivery is as important as direct ownership when complex actions are being implemented. By working together, we can also amplify wider calls to action by supporting or advocating for interventions that are known to be effective.



We currently have strong partnership working practices and forums which will be used to implement actions. The recent review of the structure of the partnership has helped to strengthen governance structures and will help with the delivery of the current RDR Actions (see appendix for further details on governance structures). To help with the implementation of this strategy across partner organisations, we will look to build Safe System capacity and capability, so interventions are delivered to Safe System principles.

We all have a role to play to achieve Vision Zero – it's not enough that somewhere is safer, it must also feel safe to our communities.

To create spaces where we are confident, which feel safe and are accessible to everyone, we must design and build this change in from the start. We have to take personal responsibility for preventing and reducing collisions.

Tragically, too many people suffer fatal or life changing injuries on our roads and we should all do what we can to avoid the devastating impact this has on the families of loved ones.

It's not ok that people from our most deprived communities are more likely to be killed or seriously injured on our roads, and it's not fair that younger and older people are more likely to be killed or seriously injured as vulnerable road users.

Working towards Vision Zero will help us to avoid spending resources as a system on responding to these challenges – resources which can be better spent on preventing crime and investing in local priorities in our communities.

This shift requires us to be bold and challenge ourselves on how we create a different future for Greater Manchester and a safer road environment where all road users feel safe, including those who walk, wheel or cycle on our roads.

As Deputy Mayor for Policing, Crime, Criminal Justice and Fire, I'm committed to taking action across our partners and systems to embed Vision Zero in the work we do and create a safe system that can help realise this ambition.

Deputy Mayor Kate Green



Legislation and Regulation

Road safety stakeholders are all bound to the policy environment in which they operate. To enact meaningful change at all levels, we recognise that legislative action is required both to embed best practice and enable all stakeholders to deliver against our Vision Zero goal. Regulations and guidance help enhance the safety of different road user groups. By providing legal protections and wider policy recognition, it can assist in influencing behaviours and the actions of stakeholders.

Our current RDR actions include aligning our approaches to reflect wider policy developments, such as the Department for Transport's revision of the Highway Code and helping partners to develop policies which contribute to road danger reduction on our network.

In the future, we will look at how we can work with organisations at both the national and local level to support Government in developing future legislation on new vehicle technologies - such as micromobility and autonomous vehicles - where there is strong evidence of their benefits and that they can be used safely on our roads.

Standards and Training

Robust standards and practices result in interventions that have been designed and assured to achieve their desired outcomes. We know this is critical to translating policy into action in an effective way. Training is both internal and external; we need our stakeholders to be well-trained to implement interventions to the highest standards. We also need our road users to be well-trained to use the network safely and responsibly.

We already have many standards and training commitments in our existing RDR action plan. These relate to vehicle procurement and maintenance (both private and public), training and education programmes and enforcement practices.

Future actions are likely to explore vehicle procurement policies to ensure high safety standards are incorporated as business as usual for partner and contractor organisations and explore opportunities for internal and external training needs.

Investment

Investment to deliver both immediate and long-term action means leveraging existing funds and being proactive in identifying new funding mechanisms which support Safe System activities. Traditional funding models and economic modelling are not necessarily aligned with what is required to build capacity for the Safe System, so as we move forward, unlocking and securing finance is key.



We have invested significantly in active travel infrastructure, plus the introduction of the Zero Emission Bus Fleet and upgrades to the existing fleet through bus franchising has brought in new vehicle safety features. This includes features which ensure vehicles follow the speed limit, prevent bus runaways and improve driver's visibility.

As Greater Manchester moves to a Single Settlement as part of the Trailblazer devolution deal, this gives us an opportunity to plan and spend differently, allowing for flexibility and joint working across areas, which is more challenging in the current model. By aligning Vision Zero with related policies we can help unlock funding, whilst delivering co-benefits through coordinated activities.

Design and Engineering

Designers and engineers have unique responsibilities for safety that are equal in scale to those of policy and decision makers. Infrastructure maintenance and upgrades and additions to the road environment should be designed to facilitate safe road use and speeds, enhancing the overall resilience of the system.

Roads should be forgiving, intuitive and designed to accommodate the protection and needs of road users who are most susceptible to collision forces. Road infrastructural changes should be designed to incorporate other interventions and where possible provide co-deliverables. We recognise the need for safety to be at the heart of all our roads as we adopt our Vision Zero Strategy as one community.

We have an extensive list of current commitments in the RDR Action Plan which relate to design and engineering. These cover design standards, such as the recently introduced Streets for All Design Guide, and increasing the number of segregated cycleways and footpaths, pedestrian crossing facilities, School Streets and Active Neighbourhoods across Greater Manchester.

We will explore how we can prioritise the Safe System in the planning, design and engineering of new and existing schemes; using the Manual for Streets and the Streets for All Design Guide to put vulnerable road users first when designing our road, streets and neighbourhoods.



Education and Communication

Behavioural interventions should be deployed through targeted messaging that is built upon social and demographic insight from relevant road casualty data and evidence. These may include publicity and outreach campaigns alongside specific provisions for different road user segments.

Educational interventions need to be effective in their own right. This means we must develop a suite of interventions that draw upon multiple components of the system as well as ensuring that we are not implementing ineffective educational interventions. We regularly look to review our offering and ensure they continue to contribute to delivering safer roads.

We will work with the public to increase awareness of their responsibility for their own welfare and that of others (for example our 'Last Steps' installation in Manchester City Centre is pictured). In the drive to reach no deaths or life changing injuries on our roads, the public are an essential partner.

Awareness of the Vision Zero goal and the role of residents and road users is key. One of the first tasks under this Strategy is to develop a coordinated Communications Strategy, covering both internal and external communications explaining the rationale of striving for Vision Zero, the concept of shared responsibility and ensuring consistent and coherent messaging.



Our current education and communication commitments include initiatives covering motorcycle safety, work related road risk, education as an alternative to prosecution through the National Driver Offender Retraining Scheme (NDORS), shared responsibility campaigns and specific education for different road users. In the future, we will review the role of education and campaigns to support the implementation of other Safe System interventions and improve our understanding of how we can access hard to reach groups.

Compliance and Enforcement

Enforcement is required to increase road user compliance, this includes the use of penalties and behavioural nudges. We accept that people make mistakes, but we also need to acknowledge the shared responsibility we all have and ensure that those who can cause the most harm drive sober, undistracted and within the speed limit.

We know that speeds should be both intuitive to follow and self-enforcing to secure public acceptance of enforcement. Active speed management policies to co-ordinate this activity consistently help to ensure that the benefits of lower speeds are diffused across the network. This enhances both the perception and experiences of safety to incentivise sustainable choices to be made by all.



We currently support a range of enforcement and compliance related activities, covering speed reduction plans, including safety cameras, Community Speed Watch, dashcam submissions, other moving traffic offences using AI CCTV and licencing and insurance offences, cloned vehicles and commercial vehicle misuse. GMP are the lead enforcement agency, supported by partners across the GM area.

Future action plans will look to link enforcement strategies with tried and tested communications to increase public understanding and support of road traffic laws, as well as renewing our speed management policy (see appendix). We will also ask Government to support a preventative rather than reactive approach to selecting speed camera locations, identifying risk locations using a wider criterion than just KSI numbers.

Research, Monitoring and Evaluation

Interventions should be grounded in research and evaluations taken either internally or externally. Likewise, data collection should be an active function to enable research, the monitoring of key performance indicators (KPIs) and targets, to facilitate intervention appraisal and critical review. All interventions should be evidence-based and be designed to enable impartial evaluation so that others may learn from what has been implemented. We believe that a collaborative and open approach helps to ensure that the most effective interventions are selected and promoted, resulting in fewer ineffective interventions.

Currently, we are commissioning reviews of existing schemes, analysing data to understand risk and provide intelligence to GMP to target those not driving their vehicles legally. Future research and analysis will include monitoring our KPIs, evaluating interventions to ensure they are effective, and exploring a fatal and severe collision review process, using a Safe System approach to understand where weaknesses in the system led to harm.



NEXT STEPS

It is our ambition that by 2040 no person will lose their life or receive life changing injuries while using GM's roads.

We have also set ourselves an interim target to reduce road traffic deaths and life changing injuries by 50% by 2030.

By adopting the principles of the Safe System, we will think about safety on our roads as a system. Reducing risk by focusing on and strengthening all parts of the system together (Safe Streets, Safe Speeds, Safe Vehicles, Safe Road Users and Post Collision Response). This will mean that if a mistake does occur and one of these areas of the system had a failing or a weakness, the rest of the system would be strong enough to protect road users from serious harm.

Achieving Vision Zero will ensure that no one else loses a loved one on our roads. This in itself is a worthy outcome, but by focusing on the co-benefits of our action we can not only create safer but more attractive streets and roads. Streets and roads that people feel safe to walk, wheel and cycle along, as well as creating neighbourhoods and high streets that people want to spend time in. This will make our city region healthier, greener and more prosperous, and also make it a better place for our residents to live and grow old in.

Currently the risk on our roads is unequal, with the most vulnerable users facing the greatest risk. A central principle of road danger reduction is the acknowledgment that some vehicle types have the potential to create more harm than others, increasing the responsibility levels of users of those modes. This is a shared responsibility though, it needs all of us to come together to make sure the system works.

Many stakeholders across GM, and indeed across the country, have a part to play in making our roads safe.

- We need road designers and engineers to provide safe streets. We need them to set speed limits appropriate to the function of the road, understanding what the risks might be.
- We need the police to enforce speed limits utilising a proactive, rather than reactive enforcement strategy, and for road users to take responsibility and adhere to these limits.
- We need well-designed and well-maintained vehicles, which protect their occupants and other road users from harm. We need to take advantage of the advances in technology to help prevent collisions from occurring in the first place.
- Thinking about road users, we need all users of the system to understand their responsibilities and to respect one another. We don't want to pit road users against one another – different modes are used for different reasons, so

we need to work together to share the roads, recognising that the reason we use the roads is to allow us to live our daily lives, connecting people and places.

- It's also not just about those travelling – we need to consider non-transport use and users who are also impacted by, and impact on, road safety considerations.

VISION ZERO ACTION PLANS

Our Road Danger Reduction Action Plan sets out our near term and long-term priorities, allowing partners to reflect on what has been effective, adapt to emerging challenges and plan immediate priorities.

This Vision Zero Strategy is a long-term commitment to 2040. It cannot detail all the activities which need to be delivered over its lifetime; we cannot predict how innovations in vehicle technologies will improve both passenger and vulnerable road user protection. We don't know how travel demand may change over that period; we are investing in increasing the use of cycling, walking and public transport and as we succeed in supporting greater use of these modes, risk will alter. We need to be flexible, using data and best practice evidence to guide our short-term activities.

As such, going forward we will produce a number of action plans between now and 2040 with the initial plans spanning three-year periods. Like our RDR plans, these will allow us to review our successes and ensure we concentrate our efforts on eliminating road danger as quickly as possible. We will also report on performance management, producing Bi-Annual Progress Reports and detailing our progress against our Key Performance Indicators.



GOVERNANCE STRUCTURES FOR VISION ZERO

Mayor of Greater Manchester and the ten local authority leaders

The Mayor and leaders of the 10 local authorities will offer political guidance and provide support to strategic direction on the strategy and Action Plan. They will also champion the reduction of fatal and life changing injury collisions in their respective areas.

The ten local authorities collaborate on issues which affect people across the region, including the Greater Manchester Strategy⁴² and the Greater Manchester Transport Strategy 2040⁴³, our statutory Local Transport Plan.

Greater Manchester Combined Authority and Bee Network Committee

Greater Manchester Combined Authority will ensure we are delivering the Vision Zero targets and review progress annually. Bee Network Committee will check progress on deliverables within the Vision Zero Action Plan.

Vision Zero Strategic Steering Group

The partnership approach in GM is unique and we are fortunate to have a Steering Group which includes local and national road safety experts.

The Steering Group includes senior transport officials, police officers, academic experts and representatives from Road Safety Support (RSS) and UK Road Offender Education (UKROEd) as well as other national road safety specialists. This wealth of expertise is used to provide support to strategic direction, ensure an evidence-led approach and scrutiny of partnership activities.

Safer Roads Partnership Board

GM has a long history of partnership working in road safety, evolving from a partnership focused on safety camera operations, through to improving road safety more broadly through the Greater Manchester Casualty Reduction Partnership from 2011, which in turn transformed into Safer Roads Greater Manchester Partnership. The Partnership includes representatives from:

- Bolton Council
- Bury Council
- Greater Manchester Combined Authority
- Greater Manchester Fire and Rescue Service
- Greater Manchester Police
- Manchester City Council
- National Highways
- Oldham Council
- Rochdale Council
- Salford Council
- Stockport Council
- Tameside Council

⁴² [About Greater Manchester](#)

⁴³ [Greater Manchester Transport Strategy 2040 | Bee Network | Powered by TfGM](#)

- Trafford Council
- Transport for Greater Manchester
- Wigan Council

Partners to be confirmed

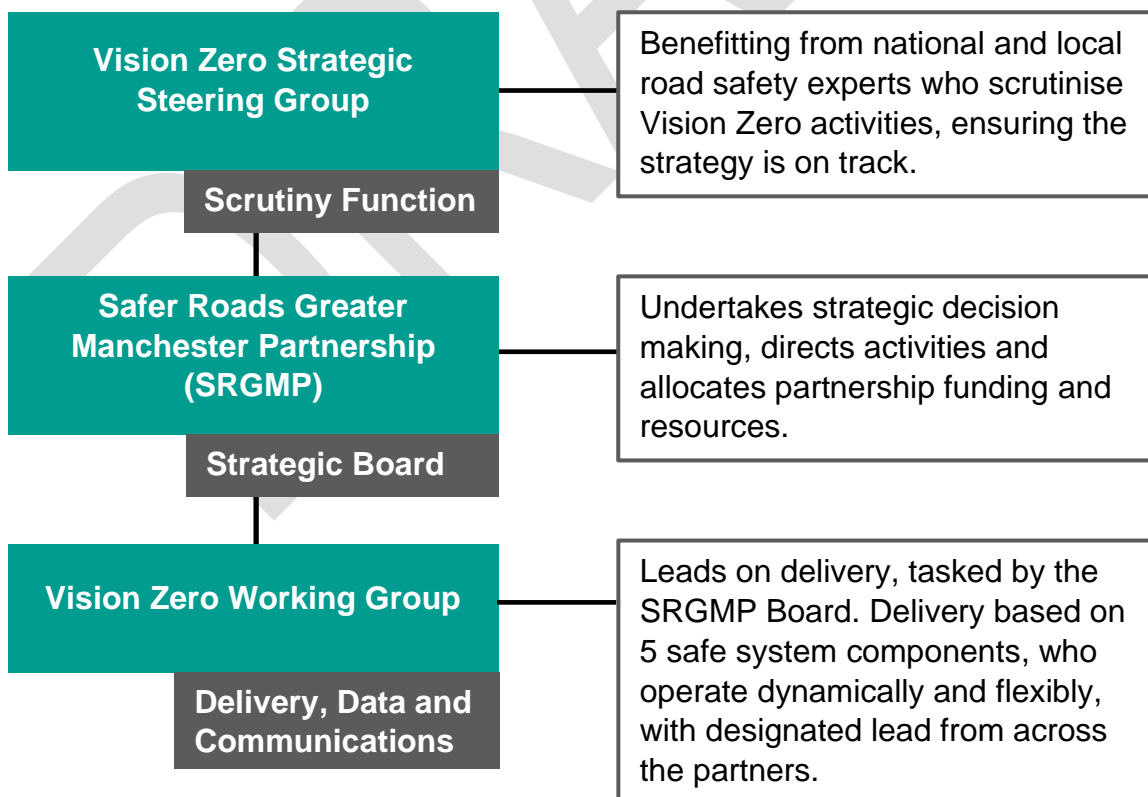
- NHS Care Trust
- Crown Prosecution Service
- HM Courts and Tribunal Services

The Partnership undertakes strategic decision making to direct the partners to deliver on this strategy. The Board currently has access to funding via the National Driver Offender Rehabilitation Scheme (NDORS), reinvesting funds from delivering educational courses to drivers who have committed traffic offences to improve road safety in GM for all.

Vision Zero Working Group

Delivery of road safety is managed by the stakeholders represented at the Board, bringing in other specialist and expert groups, where necessary. Data is essential for directing the activities of the Working Group, whilst a central communications function ensures that consistent messaging is provided.

The Working Group will also provide input into future revisions of the GM 2040 Transport Strategy and also future GM Transport Delivery Plans, ensuring that Vision Zero is embedded into GM's core transport strategy, policy and delivery framework.



Safe System activities will be delivered by the Working Group through five Safe System sub-groups (Safe Streets, Safe Speeds, Safe Road Users, Safe Vehicles

and Post Collision Response). These sub-groups work dynamically and flexibly, co-ordinating together to ensure that interventions collectively strengthen the road system.

The SRGM Partnership is in the best shape to deliver on this strategy. It has national experts guiding local stakeholders, using best practice to scrutinise activities. Directing strategy activities is a Board representing organisations across the Safe System, working together and sharing responsibility for this ambitious goal. These same partners are collaborating to deliver actions, working to bring the Safe System components together so that road safety is delivered in an evidence-led way.

DRAFT



**DOING THINGS DIFFERENTLY
IN GREATER MANCHESTER**

Working towards zero road deaths

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FOR INFORMATION
GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 18th November 2024

Subject: Deputy Mayor Decision Notices in the period July - October 2024

Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice services and Fire

PURPOSE OF REPORT

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from July - October 2024.

RECOMMENDATIONS:

The Panel is requested to note the decisions made and whether any further information is requested in relation to decisions made.

CONTACT OFFICER:

Neil Evans

Director – Police, Crime, Criminal Justice and Fire

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1. INTRODUCTION AND BACKGROUND

- 1.1 Under Section 28(6) of the Police Reform and Social Responsibility Act 2011 the Panel is obliged to review or scrutinise decisions made, or other action taken, by the Deputy Mayor in connection with the discharge of the police and crime functions and, where necessary make reports or recommendations to the Deputy Mayor with respect to the discharge of those functions.
- 1.2 The Deputy Mayor is under a statutory obligation under the terms of the Specified Information Order to publish details of decisions of significant public interest. In more general terms under Section 13 of the 2011 Act, the Deputy Mayor is obliged to ensure that she provides the Panel with any information that it might reasonably require to allow it to carry out its functions. This would include the provision of information regarding decisions and actions, irrespective of whether they were to be of “significant public interest”.
- 1.3 In this respect, the GMCA publishes decisions made.

2.0 DECISIONS MADE IN THE PERIOD JULY 2024 TO OCTOBER 2024.

- 2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period July - October 2024.
- 2.2 Decisions made are set out below:

19 th July 2024	A0798 Vehicle Recovery Services Approval is given to tender and subsequently award the contract for the supply of Vehicle Recovery Services using an open tender process. The contract will be for 2 years, with the option to extend for a further 3 years. The likely value of 5 years spend would be circa £15 million however it should be noted that the “cost” is offset against income generation and is expected to be no net cost to GMP.	GMP
19 th July 2024	A1000 – Business Travel The Deputy Mayor approves the award of a 2-year contract for Business Travel Services, to Clarity, with the option to extend for a further 3 years with the likely value of the 5-year spend amounting to circa £7.5M.	GMP
25 th July 2024	Indemnity for Legally Qualified Persons & Independent Panel Members for Police Misconduct Panels. To provide Indemnity to Legally Qualified Persons and Independent Panel Members for Police Misconduct Panel arranged thus far for 2024/25 in accordance with the additional	PCC

	wording recommended by the Association of Police and Crime Commissioners.	
30 th July 2024	Counter Terrorism Unit (CTU) Car Parking To enter into a License agreement for CTU car parking at Central Park Unit A at a total cost of £43,240.	GMP
31 st July 2024	Embedding Youth Voice into Child Centred Policing Supporting the development and delivery of CYP Police panels in each of the ten GM areas, a total funding envelope of £10,00 is agreed to be shared equally among each of the ten GM area youth services, to support and maintain youth service facilitated CYP police panels/forums. *£1,000 to each GM Local Authority Youth Service.	PCC
31 st July 2024	Catering by Partyline for Home Office visit to GM VRU The Greater Manchester Violence Reduction Unit will make a payment of maximum £170.00 to Partyline Catering to cater an in-person meeting between the Home Office, GMVRU, GMP and the Deputy Mayor in August 2024.	PCC
31 st July 2024	Additional Copywriting of web content for GM Victims Service website £1900 be made available to undertake the final round of copywriting for the content for the new GM Victims Website. This will also include the copy writer evaluating the home page. The content of the website has had a full re-write with subject-matter-experts for the various crime types creating the page content. It has been recommended by our internal communications team that an independent experienced copy-writer review and revise overall content to make the narrative coherent and cohesive and easy to understand across the site. Overall Final costs for Copywriting = £4900	PCC
6 th August 2024	Funding in support of Operation Solihull Donation funding of £200,000 to be accepted from Jaguar Land Rover to complete a large-scale, six-month long policing operation to tackle vehicle crime in Greater Manchester.	PCC
8 th August 2024	Contract award - I am Greater Campaign, Phase 4 Following a commercial service led procurement process, the GM VRU within GMCA have commissioned EY3 Media to deliver a fourth phase of the I am greater campaign. The campaign is aimed at young people in GM and encourages them to be greater	PCC

	than violence by identifying with positive role models and being an active bystander. The total contract value is £49,999.	
8 th August 2024	Content Creation Contract Award Following a commercial service led procurement process, the GM VRU within GMCA have commissioned EY3 Media to deliver the VRU's next content creation contract, covering delivery from August 2024 to April 2025. This contract would cover content provision for the VRU website, social media channels, and VRU events. The total contract value is to be £30,000.	PCC
8 th August 2024	VRU Contribution to Complex Safeguarding Child Exploitation Conference for the Wider Workforce The Greater Manchester Violence Reduction Unit will transfer £4,000 from its budget to the GM Complex Safeguarding budget (within the Deputy Mayor Investment Fund) to co-fund the 2024 Child Exploitation Conference for the Wider Workforce.	PCC
15 th August 2024	Youth Endowment Fund Another Chance Programme – Digital Audio Ads. Bauer Media will be contracted to the value of £4,900 funded from the PCC's YEF delivery phase funding to commissions digital audio ads to promote the Another Chance programme.	PCC
15 th August 2024	NGO Forum Venue Hire £385 is allocated to Greater Manchester Chamber of Commerce as a venue for the September Greater Manchester Anti-Trafficking and Slavery Forum.	PCC
15 th August 2024	Hate Crime Investment to Raise Awareness Up to £50,000 is allocated to support activity to raise awareness, reporting and understanding of hate crime in Greater Manchester. This will include a central awareness campaign in support of Hate Crime Awareness Week in February 2025.	PCC
15 th August 2024	I Am Greater Website Hosting and Domain costs 2024/25 The GM VRU is to award Hitch Marketing £1,020 for the hosting and domain for the I Am Greater website. This is for the period 1 st March 2024 – 28 th February 2025 inclusive, when the campaign will need to be reviewed.	PCC
22 nd August 2024	Digital Victims of Crime Gateway Project: User and Account Pages licence packs A funding envelope of £4950, covering a 9-month pilot period, to enable the go-live of the victims of crime digital support gateway	PCC

	<p>at the end of August. This will fund the purchasing of packs of licences through Phoenix Software to allow the public to:</p> <ul style="list-style-type: none"> • Access the website, which is classed as someone being an ‘anonymous user’ • Create an account in the portal, which is classed as someone being an ‘authenticated user.’ 	
22 nd August 2024	<p>I am Greater Campaign - Mural in Wigan by Oskar With a K</p> <p>The VRU are seeking will award £2,000 to the artist Oskar With a K (a Manchester based muralist and artist) to create a public mural in Wigan using imagery (agreed with the VRU Communications Manager) relating to the fourth phase of the I am Greater Campaign.</p>	PCC
22 nd August 2024	<p>Catering Expenses for the Complex Safeguarding Child Exploitation Conference for the Wider Workforce</p> <p>GMCA Complex Safeguarding will pay £2,712 for the provision of food and refreshments at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce.</p>	PCC
22 nd August 2024	<p>Research in Practice to support the GM Complex Safeguarding Hub with implementing the Tacking Child Exploitation Partnership Self-Assessment Tool.</p> <p>GMCA Complex Safeguarding will pay £2,010 from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) to pay for support from Research in Practice to implement their Tackling Child Exploitation (TCE) partnership self-assessment tool as part of the revised peer review methodology.</p>	PCC
22 nd August 2024	<p>Support for the Tech Safe Initiative being delivered by GMP to support the most vulnerable victims of Domestic Abuse.</p> <p>The Deputy Mayor for Policing and Crime approves funding for the second-year delivery of the Tech Safe Initiative by GMP. The app is being used to support vulnerable victims/survivors of domestic abuse. The funding required to deliver the second year of delivery is £7,200 which allows for 100 licences to be used.</p>	PCC
28 th August 2024	<p>Domestic Abuse Crisis Worker Pilots – Salford and Bolton.</p> <p>The Deputy Mayor for Policing and Crime approves funding for the continuation of two Domestic Abuse Crisis Worker Pilots in Bolton and Salford.</p> <p>The funding is required to deliver the second year of the pilots is £75,000 to be distributed as follows: Fortalice (Bolton) £37,500</p>	PCC

	<p>Salford Council (for Safe in Salford Partnership) £37,500 Evaluation – In House Contribution</p> <p>The total funding required for the second year of this pilot is £75,000. It has been agreed that this funding can be sourced from the Victims Budget.</p>	
28 th August 2024	<p>Support for the second stage delivery of the Positive Masculinities Programme</p> <p>The Deputy Mayor for Policing and Crime approves funding for the second stage delivery of the Positive Masculinities Programme. This programme recognises that there are efforts across Greater Manchester to change male behaviour, it also believes these are largely based on men and boys being seen only as the problem.</p> <p>The funding required to deliver the second stage of delivery is £50,000. The funding package is made up from the following elements:</p> <p>£25,000 - PSR Multiple Disadvantage £20,000 - VRU contribution £5,000 - GBV Budget</p>	PCC
28 th August 2024	<p>Delivery of Look Again Training to GMFRS to Support the Cultural Change programme within GMFRS</p> <p>The Deputy Mayor for Policing and Crime approves funding for the delivery of the Look Again programme developed by Super Being Labs in conjunction with Safe Lives. This programme of training will be delivered as a pilot to 30 managers in GMFRS the aim of the training is to assess the current state of gender bias, discrimination, exclusion, misogyny, and barriers within GMFRS and then identify key areas for improvement. The Authentic Voice Programme was budgeted at £170,640.</p>	PCC
28 th August 2024	<p>Greater Manchester Sex Offender Programme (ACCORD).</p> <p>As lead commissioner, to award a grant to undertake a pilot sex offender programme with experienced providers 'We are Survivors' and 'Back on Track'. The evaluation from the pilot, led by a PhD graduate, will be used to commission a longer-term contract for a service in Greater Manchester.</p> <p>The cost of the pilot programme is set out below:</p> <p>Total for Year 1 to 3 for delivery GMCA (51%) £219,354.06 HMPPS (49%) £210,751.94 Total cost £430,106</p>	PCC

	<p>From which £372,106 to be paid to: Back on Track £193,545 We are Survivors £178,561 Total cost £372,106 Costings for the PhD student Total for Year 1 to 4 for evaluation (this is a 3.5-year evaluation)</p> <p>Start date September 2024 £100,333.00</p> <p>The project is solely for people who have convictions for sexual offences (online and contact) and who are still under the supervision of a probation practitioner and police liaison officer.</p> <p>Agencies involved:</p> <ul style="list-style-type: none"> • Greater Manchester Probation Service • Greater Manchester Police - Sex Offender Management Unit • Greater Manchester Combined Authority – Justice and Rehabilitation • Back on Track (BoT) • We Are Survivors • Community Services: GMIRS, VCSE <p>A PhD candidate will provide essential evaluation information which will be used to inform future commissioning on a longer-term basis. Focussing on an ‘Appraisal of the Value of Therapeutic Community Resettlement for People with Convictions for Sexual Offences in Greater Manchester’. The PhD It will be hosted in the Department of Criminology in the School of Social Sciences at the University of Manchester.</p>	
3 rd September 2024	Extension of final milestone of Victims Gateway Project & Managed Service of Victims Gateway UBDS Digital be awarded an extension of £141,145 for the following: <ul style="list-style-type: none"> • Extension of final milestone of Victims Gateway: £31,741 • 12-month Managed Service: £109,404 	PCC
3 rd September 2024	A1113 ICCS Support and Maintenance Contract The Deputy Mayor approves the direct award of a 5-year contract for provision of Support and Maintenance of the ICCS system, to NEC Group, with the option to extend for a further 2 years. The likely value of 7 years spend would be circa £3.8 million.	GMP

11 th September 2024	Printing for Victims of Crime Survey Promotional Material Funding is allocated up to the amount of £350 for the printing of promotional material for the Victims of Crime survey by Manchester City Council.	PCC
11 th September	Good Night Out Guide – 2024 reprint GMCA will pay £3,890.50 to Carbon Creative to design and print the 2024 run of the Manchester Good Night Out Guide.	PCC
11 th September 2024	Neurodiversity & Exploitation – Input from Keyring at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce (Speaking Fees + Travelling/Accommodation). GMCA Complex Safeguarding will pay £1270 from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) towards speaking fees and travelling/accommodation fees to fund an input from Keyring on the topic of Neurodiversity & Exploitation at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce.	PCC
11 th September 2024	Online Harms & Exploitation – Input from SWGfL Online Safety at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce (Speaking Fees/Travelling Fees). GMCA Complex Safeguarding will pay £830+VAT from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) towards speaking and travelling fees to fund an input from SWGfL Online Safety on the topic of Online Harms & Exploitation at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce.	PCC
11 th September 2024	Input from St Giles at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce (Speaking Fees). GMCA Complex Safeguarding will pay £1000 from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) to fund an input on Girls & Exploitation at the Complex Safeguarding Child Exploitation Conference for the Wider Workforce.	PCC
11 th September 2024	Provision of x 9 Access Logins plus x 1 Quarterly Physical Copy of Journal of Gender Based Violence. The VRU will allocate £248.00 with Bristol University Press from the VRU Education Budget line (2024-25) to fund access for x9 GMCA colleagues to the Journal of Gender Based Violence for 12 months, and to provide x1 physical copy of this journal to the GM VRU on a quarterly basis.	PCC

	To date, the VRU has spent £469.00 with Bristol University Press covering financial years 2022-23 & 2023-24. The total value that the VRU will have spent with Bristol University Press by the end of financial year 2024-25 will be £717.00.	
11 th September 2024	Event Ticket for VRU Programme Principal YouthBank International The Greater Manchester Violence Reduction Unit are seeking to make the following payment covering x 1 ticket for the YouthBank 10th Anniversary Fito Conference at a cost of £200 to cover attendance for three days.	PCC
11 th September 2024	Funding of Memorial Items (Wreaths, Banners and other items) for Frank Shani. The VRU will fund the provision of memorial items, such as wreaths, banners, T-shirts and other decorative items, to the maximum value of £500.00 to be used for a memorial service dedicated to the memory of Nathaniel Shani, who lost his life through knife crime in September 2023. The items in question will be paid for via a GMCA purchase card with the items being delivered directly to Frank Shani, the father of Nathaniel.	PCC
16 th September 2024	A1088 PoliceWorks Records Management System The Deputy Mayor approves the direct award of a 2-year contract for the provision of PoliceWorks licences and for the Support and Maintenance of PoliceWorks. The contract will include an optional 1-year extension to cover for any exit requirements. The likely value of the entire 3-year contract would be circa £1,600,000.	GMP
16 th September 2024	Provision of Complex Safeguarding Trusted Relationships Psychologists by Pennine Care NHS Foundation Trust. GMCA PCC (Complex Safeguarding) wish to pay £110,000 to Pennine Care NHS Foundation Trust as part of a contract between GMCA & Pennine Care NHS Foundation Trust to cover provision of a Psychologist for the GM Resilience Hub Trusted Relationships programme covering the delivery period 2024/25. GMCA previously spent £152,000 with Pennine Care for the same purpose in 2023/24, taking the total amount awarded to Pennine Care to £262,000.	
16 th September 2024	A1117 PGG Report - Mobile Applications, ESB, Dashboard and Development. The Deputy Mayor approves the award of a 3-year contract for Mobile Policing Application, Enterprise Service Bus, Dashboard	GMP

	and System Developments, to HCL, with the option to extend for a further 1 year. The likely value of 4 years spend would be circa £8.6 million.	
16 th September 2024	A1114 Rochdale DHQ Roofing Works. The Deputy Mayor approves the direct award of a contract for the provision of a specialised construction partner to undertake the Rochdale DHQ roofing works, to Wardens Construction, with an anticipated construction commencement of August 2024 and an estimated 16 weeks for project completion and handover of the completed project in December 2024, subject to weather conditions. The likely value of the works would be circa £850,000.	GMP
17 th September 2024	Bolton CVS Support for VRU Action Network The GM VRU will fund Bolton Community Voluntary Sector (CVS) the amount of £2,580 to support development of a VRU Action Network, costed at 10 weeks of support provided by x2 colleagues at Bolton CVS to be paid via standard GMCA purchase order procedure (not grant funding).	PCC
19 th September 2024	National Drug Strategy GM Plan Development The Substance Misuse team will commission, to the value of £5,000, supplier Michael Trace to work with GMCA and GMP to assist in aligning the GMP Drug Strategy and the National Drug Strategy policy approach as previously agreed with the Mayor and Deputy Mayor. The policy approach agreed includes responses taken to different patterns of drug use, and types of drug user, that have relevance to the work of GMP. This supplier charges a rate of £500 per day and would be commissioned for 10 working days.	PCC
19 th September 2024	Greater Manchester Drugs Early Warning System The contract with Linnell Communications for the provision of a Greater Manchester Drugs Early Warning System (DEWS) is extended by a period of 12-months (1st September 2024 to 31st August 2025) at a value of £20,950. The extension is in accordance with the provisions in section 2.1 of the contract document (Contract Number GMCA 490).	PCC
30 th September 2024	Nighttime Economy Welfare Scheme – Manchester Gay Village The Deputy Mayor commissions the LGBT Foundation to provide a Nighttime Economy Welfare Scheme to operate in Manchester’s Gay Village.	PCC

	The contract is for 2024/25 and 2025/26, with two option years for 2026/27 and 2027/28. The two-year confirmed value of this contract is £280,160. The potential total value of this contract is £574,434.	
30 th September 2024	<p>Domestic Abuse Perpetrator Interventions</p> <p>The Deputy Mayor, in partnership with the Home Office has agreed that funding be split into two parts as outlined below: -</p> <p>Part 1: Funding to deliver adult focussed domestic abuse interventions</p> <p>The Deputy Mayor agrees to award each GM Local Authority the funding outlined below in 2024/2025 to commission their own interventions.</p> <p>Manchester £145,000 Bolton £95,000 Stockport £95,000 Wigan £95,000 Bury £95,000 Salford £95,000 Rochdale £95,000 Trafford £95,000 Oldham £95,000</p> <p>Part 2: Project CARA</p> <p>GMP have commissioned a specialist organisation to deliver CARA and will be provided funding through the Home Office Grant.</p> <p>The Deputy Mayor agrees to award GMP £238,750 and the Hampton Trust £44,800; The funding will be used from the Home Office Fund.</p>	PCC
1 st October 2024	<p>Greater Manchester Emerging Drug Trends and Drug Testing (GM TRENDS)</p> <p>The current agreement with Manchester Metropolitan University for the delivery of the GM TRENDS research and laboratory testing will be extended for 12 months to 31st May 2025 at the value of £72,000.</p> <p>The Deputy Mayor, Kate Green, is a Governor of Manchester Metropolitan University and will notify the Panel of a conflict of interest. She has taken no part in the Decision in relation to this extension.</p>	PCC
2 nd October 2024	Greater Manchester Schools Competition	PCC

	<p>Programme Challenger will allocate £9,000 to developing and delivering a Greater Manchester Schools Competition Pilot in collaboration with GM Complex Safeguarding Hub and locality complex safeguarding teams.</p> <p>The aim of the pilot is to engage with young people aged 11-17 years old in developing ideas which could be pitched to a panel of experts in a dragon den style, with a view to developing creative ways to identify solutions to tackle and/or prevent child exploitation with children and young people.</p>	
10 th October 2024	<p>A1010 – Maintenance of Firearms Ranges.</p> <p>The Deputy Mayor approves the award of a 2 - year contract for Maintenance of Firearms Ranges, to ECC Engineering, with the option to extend for a further 3 years. The likely value of 5 years spend would be circa £640,000.</p>	GMP
10 th October 2024	<p>A1042 Crime Scene Consumables.</p> <p>The Deputy Mayor approves the award of a 4-year contract for crime scene consumables, to Scenesafe Limited. The likely value of 4 years spend would be circa £1.6 million.</p>	GMP
10 th October 2024	<p>A1067 Electrical, Fire and Security Systems.</p> <p>Approval is given to tender, and subsequently award, a 3-year contract for the installation, maintenance and repair of Electrical, Fire and Security systems, inspection and testing of fixed wiring and portable appliances with the option to extend for a further 2 years. The tender will use a restricted tender procedure. The likely value of 5 years spend would be circa £6 million.</p>	GMP
10 th October 2024	<p>Civic Leadership Youth Engagement Project.</p> <p>GMCA Safer & Stronger Communities Team will transfer £25,000 to the Economy, Strategy and Research team to fund the next 12 months of the Civic Leadership Youth Engagement Project provided by Youth Leads UK.</p>	PCC
10 th October 2024	<p>Digital Victims of Crime Gateway Project - External licence packs.</p> <p>It is agreed to fund packs of external licences (authenticated and anonymous) through Phoenix Software, Value £7500.</p>	PCC
10 th October 2024	<p>GMVRU Funding to St. Mary's High School for West London Zone (Allchild) Programme.</p> <p>The GM VRU will award £4,950 via a grant agreement to St. Marys High School in Wigan to co-fund a contract with West London Zone to deliver their pilot programme in Wigan, the first time the programme has been brought to GM from London.</p>	PCC

10 th October 2024	Collyhurst & Moston Boxing Club – Behaviour Change and School Attendance Improvement. The GM VRU awards £4,990, via a grant funding agreement, to Collyhurst & Moston Boxing club in Oct 2024 to fund activity for the remainder of the 24/25 academic year.	PCC
10 th October 2024	GMVRU Funding to Barton Moss Primary School for VRU Literacy Project. The GM VRU awards £3,000, via a grant agreement, to Barton Moss Primary School (Prestolee Multi Academy Trust) in Salford to take part in the VRU's literacy project.	PCC
10 th October 2024	GMVRU Funding to Broomwood Primary School for VRU Literacy Project. The GM VRU awards £3,000, via a grant agreement, to Broomwood Primary School (Trafford Council) in Trafford to take part in the VRU's literacy project.	PCC
10 th October 2024	GMVRU Funding to Wise Owl Trust for VRU Literacy Project. The GM VRU awards £3,000 via a grant agreement to the Wise Owl Trust (a multi-academy trust consisting of several primary schools) in Manchester to take part in the VRU's literacy project.	PCC
16 th October 2024	Anti-Slavery week activity 2024. A total of £1,191.20 for room hire, refreshments and sundries to hold events to mark anti-slavery day 2024. This includes: £160 for room hire to host a panel discussion and networking event at Home, Manchester. £611.20 for room hire and refreshments to host a professionals tabletop exercise event at Friends Meeting House, Manchester. £420 to Causeway for engagement material for public events in Bolton and Manchester.	PCC
16 th October 2024	Appointment of External Consultant to Provide Services during Maternity Leave for Complex Safeguarding Role. GMCA Safer & Stronger Communities Team (Complex Safeguarding) will pay £82,800 to appoint Julia Hassall to provide consultancy services relating to the SSC's Head of Complex Safeguarding role which is currently vacant due to the current post holder taking maternity leave for 12 months from October 2024. Services provided would include most aspects of the Head of Complex Safeguarding job description but would not include line management of GMCA staff. This arrangement will be governed by a contract beginning in October 2024 and concluding in October 2025.	PCC

16 th October 2024	<p>“The Journey to CSE”, Workshop by The Reign Collective.</p> <p>GMCA Complex Safeguarding wishes to pay £700 from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) to fund a workshop by The Reign Collective entitled “The Journey to CSE”. This input will be delivered on November 18th, as part of GM’s Week of Action professional development offer.</p>	PCC
16 th October 2024	<p>Venue Booking and Catering for SHIFT Event Friends Meeting House 10th Dec 2024.</p> <p>GMCA (Violence Reduction Unit) are seeking to make the following payment to Friends Meeting House: £600.00 to book a room in order to host an event with SHIFT to celebrate the work of their VRU funded programme in Tameside, as well as refreshments (Teas, Coffees & Biscuits) for the 30 workshop attendees.</p>	PCC
16 th October 2024	<p>Streetdoctors sessions in Schools 2024/25 VRU.</p> <p>The VRU wishes to award Streetdoctors £4,999 specifically to deliver sessions in schools across GM in Q3/Q4 2024/25.</p> <p>Streetdoctors is a national charity which trains young people across the UK, in the physical and psychological consequences of street violence and develops their confidence and willingness to protect themselves and others. The training is delivered through a network of young healthcare volunteers (trainee doctors, nurses and paramedics) and youth workers in 18 cities across the UK, who empower young people affected by violence (aged 11-25) to become lifesavers in their community.</p>	PCC
17 th October 2024	<p>A1039 – Horse Boxes.</p> <p>Approval is given to tender, and subsequently award, the contract for the supply of 2 x bespoke built horse boxes using the Crown Commercial Service RM6244 framework.</p> <p>The contract term is dependent of the deliver, build and handover and will therefore be milestone based. The likely value of the spend would be circa £850K</p>	GMP
23 rd October 2024	<p>iCasework themes and trends.</p> <p>GMCA will fund an update to iCasework which will allow the Safer and Stronger Communities team to extract the themes and trends from correspondence which is logged on the system. The quoted cost for these enhancements will be £4860.</p>	PCC
23 rd October 2024	<p>Unity Radio (Northwest Media Ltd) Partnership.</p> <p>The VRU awards £15,000 to Unity Radio to produce and air radio content specifically aimed at young people in Greater Manchester. We will continue to use radio as an additional way of</p>	PCC

	reaching more young people and young people that can be hard to reach through our existing platforms – VRU website and social channels.	
23 rd October 2024	Alison Cope – Violence Prevention presentations. The programme director agrees a 2024/25 budget allocation of £20,000 from the VRU Education 24/25 budget to commission Alison Cope to deliver a series of sessions in schools across GM between January and May 2024. Our intention is that schools in every borough of GM partake in this offer.	PCC
23 rd October 2024	Venue Booking and Catering –VRU Primary School Summit. The Greater Manchester Violence Reduction Unit will pay AJ Bell Stadium for a VRU hosted Primary Summit Event: £5,606.17 to book event space covering event space for 200 attendees well as refreshments and standard lunch buffet provision covering all participants.	PCC
24 th October 2024	Variation of VRU Navigator Contract to include Custody Navigator Programme. The VRU will extend the existing Navigator contract through a contract variation with Oasis UK to extend the current Navigator service to include police custody for a 12-month pilot. The current contract value is £1,323,646.00 and the current contract end date is 31st March 2025; the VRU seeks to add £112,000 to this contract to bring it to the new total of £1,435,646 and seeks to extend the contract to 31st August 2025.	PCC
24 th October 2024	GM Victims Capability and Capacity Fund. To use the funding available from the Police Property Act under the permitted use of the fund to make payments of such amounts as the relevant authority may determine for such charitable purposes as they may select. A total of £900,000 to be allocated for 3-years to the Greater Manchester Victims’ Capability and Capacity Fund. £300,000 per year for 3 elements: 1. Small Grants 2. Enhanced scheme to support GM strategy development 3. VCSE Leadership development.	PCC
24 th October 2024	Greater Manchester Drug and Alcohol Related Deaths Panels. Following a procurement exercise conducted by open tender, a contract for the provision of Drug and Alcohol Related Deaths Panels for Greater Manchester is awarded to Liverpool John	PCC

	<p>Moores University (as JMU Services Ltd). The contract will run for an initial period of 29 months (1st November 2024 to 31st March 2027), with the option to extend for two further 12-month periods. The total value of the contract is £392,177 (including extension years).</p> <p>GMCA commissions this system on behalf of the 10 Greater Manchester local authorities, with the local authorities fully funding the system.</p>	
24 th October 2024	<p>Commissioning of OFSTED to review its latest children’s services inspection findings for the 10 local authorities The Mayor of Greater Manchester has sought to commission His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (hereafter referred to as HMICFRS) under section 54 (2BA) of the Police Act 1996, to inspect Greater Manchester Police, as specified on another Decision Notice signed on the same date as this Decision.</p> <p>This inspection is into the force’s approach to investigating allegations of child criminal and sexual exploitation. In particular, the inspection will examine how the force and its safeguarding partners learn lessons and make improvements from reviews of child exploitation investigations. The Mayor of Greater Manchester also seeks assurance that four ongoing investigations into nonrecent child sexual exploitation cases are effective.</p> <p>This Decision concerns a related but separate commission from GMCA to Ofsted. Specifically, GMCA commissions Ofsted to review its latest children’s services inspection findings for the 10 local authorities that make up Greater Manchester and produce an overview report that aggregates Ofsted’s findings on child criminal exploitation, child sexual exploitation, and leadership and oversight of exploitation work, by June 2025. The value of the commission to OFSTED will be £34,600 (plus VAT) which includes 5 days of contingency.</p>	PCC
24 th October 2024	<p>Inspection of the approach used by Greater Manchester Police and other organisations to safeguard victims of nonrecent child criminal and sexual exploitation.</p> <p>The Mayor of Greater Manchester seeks to commission His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (hereafter referred to as HMICFRS) under section 54 (2BA) of the Police Act 1996, to inspect Greater Manchester Police. The value of this commission will be £700,000 (plus VAT).</p>	PCC

	This inspection is into the force’s approach to investigating allegations of child criminal and sexual exploitation. In particular, the inspection will examine how the force and its safeguarding partners learn lessons and make improvements from reviews of child exploitation investigations. The Mayor of Greater Manchester also seeks assurance that four ongoing investigations into nonrecent child sexual exploitation cases are effective	
24 th October 2024	Greater Manchester Integrated Rehabilitative Services (GMIRS) - Pick Up at the Gate Wellbeing Pilot. The Big Life Group be awarded £72,157 as the lead provider for the provision of the ‘Pick Up at The Gate’ Wellbeing pilot for a 12-month period from the 1 September 2024 to 31 August 2025.	PCC

3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report.

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GM POLICE, FIRE AND CRIME PANEL

Date: 18th November 2024

Subject: Police and Crime Panel and Steering Group Joint Forward Plan

Report of: Neil Evans - Director for Police, Crime, Criminal Justice and Fire

PUPOSE OF REPORT

Following presentation of the Joint Forward Plan to Police, Fire and Crime Steering Group in April 2024, the Panel are asked to consider the updated Forward Plan.

The Forward plan sets out the schedule of reports to be presented to Police, Fire and Crime Panel, Steering Group and Leads over the municipal year and can be added to within the year to reflect emerging issues.

RECOMMENDATIONS

1. Members are asked to note the content of the Forward Plan which outlines the programme of reports to be presented to the Police, Fire and Crime Panel, Police and Crime Steering Group and the Police and Crime Leads.

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1. BACKGROUND

1.1 The Police and Crime Panel and Steering group share a joint work plan, known as the Forward Plan, which is reviewed on an annual basis.

1.2 The work plan sets out the areas of focus for Panel, Steering group and Leads.

2. DEVELOPING A FORWARD PLAN

2.1 Members of Steering group and Leads have been consulted on the reviewed Forward Plan and additions incorporated.

2.2 The Forward Plan takes account of the Police and Crime Plan priorities and commitments as well as additional areas of focus that are requested by Panel and Steering Group members.

2.3 The Forward plan can be added to at any time and members of all groups are able to request that items are added to future meetings. Items that have been presented to previous meetings are highlighted in green.

3. NEXT STEPS

3.1 That the Forward Plan is noted by Police, Fire and Crime Panel members.

4. RECOMMENDATIONS

4.1 Shown at the front of the report.

	May 2024 - April 2025	GMP reports			
	Completed	GMFRS reports			
2024-25 Municipal year Forward Plan					
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
11/6/24, 2.00 AGM	Rules of Procedure Annual complaints report Appointment to the Panel	27/06/2024 AGM	Appointment of Chair and Approval of TOR	22/07/2024	Catch 22
	Appointment of Chair and Vice Chair verbal		Complex Safeguarding		GMFRS Place Based App update
	GMP Workforce update - recruitment and retention, diversity etc		Serious Violence Annual update and Forward Look		GMFRS Serious Violence Duty update
	Stop & Search		Deliberate Fire Setting		

	FCC performance update and general performance		GMFRS Water Safety Partnership Update		Fire Stations as Safe Havens
	Finance		Neighbourhood Policing - Update		Cyber Prevent –
	Police and crime plan - priority 1 report & Performance scorecard Year 3 update		Child centred Policing		Developing the Police and Crime plan - update
	Gender Based Violence Delivery plan - year 2 update		Blue Light Collaboration		GM Drugs Intelligence Function (Trends, DEWS, DRDs)
	Decisions taken		Victim service and wider strategy delivery		DRAFT Deputy Mayor Annual Report 2023/24
	GMFRS Efficiency & Productivity Plan				
	GMFRS Fire Plan 2025-29 - Overview consultation and drafting				
	Work plan / forward look				

Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
24/7/24 2.00	Police and crime plan - Priority 2, year 3 report	15/8/24	Items deferred to 17 October meeting	30/9/24	GMFRS Staywise Update
	GMFRS - Annual Delivery Report 23-24		Domestic Abuse - update on GMP DA arrangements review and technology update		
	HMICFRS update – including SCO, Homicide Prevention and PEEL –		Fire Safety Overview		
	Baird Inquiry report		GMFRS What Works Forum (WWF) Update		
	GM Drugs Intelligence Function (Trends, DEWS, DRDs)		GMFRS Annual Evaluation Report		
	GMFRS Annual Assurance Statement				
	Decisions				

	Joint report - Tackling Hate Crime Plan refresh, Backward and Forward Look				
	GMFRS - Atlas Project - update				
	ASB – Off road bikes, electric bikes and quads – Operation Hurricane’				
	Proposal for the development of a new Police and Crime Plan				
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
18/9/24, 2.00	GMFRS Annual Delivery Report 23-24	17/10/24	GMFRS Winter Safety	25/11/24	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework
	Organised Crime Annual update and Forward look (Challenger, Modern Slavery and Trafficking)		Youth Justice Transformation		Police and Crime plan update

	Reducing Harm and Offending strategy - year 3 update - to include what support is available to those on Probation orders with MH		RASSO		(Potentially carried over from last meeting?) Prevent and Channel Assurance process, proposal.
	Police and crime plan - Priority 3, year 3 progress report		Draft Police and Crime Plan		GM Information Sharing Protocol
	Right Care Right Person		RCRP update - needs to be scheduled into each Steering group meeting		
	Decisions		GMFRS Annual Evaluation Report		
	Contest				
	Report recommending appointment of independent members following recruitment				
	GMP Plan on a Page update				
	GMP Vetting update report -				

	Deputy Mayors report of Complaints				
	GMFRS Culture First Update				
	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework				
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
18/11/24, 2.00	Finance - Precept process	12/12/2024 in process of considering number of items	GMFRS Fire Plan 2025-29 Proposals	27/1/25	Review of ARIS Funding
	Baird Report update		GMFRS Budget Proposals		
	GMP Local Policing update		GMFRS Bonfire Night Interventions		
	GMFRS Mid-Year Performance Report		Child centred Policing - update on progress since June 2024		

	GMFRS Sustainability Strategy Update		Update on Fraud		
	Police and Crime Plan Dec 2024 - March 28		GMFRS Protection Business Engagement Framework and Overview - presentation		
	Police & Crime Annual Report		GMFRS HMICFRS Update		
	TfGM Vision Zero Report		Domestic Abuse - update on GMP DA arrangements review and technology update		
	Decisions for information		GMFRS What Works Forum (WWF) Update		
	Joint Forward plan for information		Fire Safety Overview		
			Strategic assessment of risk of the national and international energy regulations technologies		

			Tackling inequality in Policing		
			Shoplifting/retail crime (as req at PFCP by Cllr Lancaster)		
			GMFRS Volunteering Report (update against Strategy)		
			RCRP Phase 2 update - needs to be scheduled into each Steering group meeting		
			CYP Interventions (from 17/10 eval report item)		
			Hate Crime Plan Update		

Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
27/1/25, 1.00 - 3.00	GMFRS Budget	13/2/25	Fire Commission - emerging energy technologies		
	Precept Hearing		GMFRS Draft ADP 25-26		
			GMFRS Item - TBD		
			Out of Court Disposals		
			Restorative Justice - broader work programme		
			RCRP update - needs to be scheduled into each Steering group meeting		

Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
19/3/25, 2.00	Year Review of GBV Delivery Plan	3/4/25	GM Combatting Drugs partnership - 6-month update - Strategic Delivery Plan and Outcomes framework	31/3/25	Year Review of GBV Delivery Plan
	GMFRS Estates Programme Update		Year Review of GBV Delivery Plan		GMFRS Placed Based Plans/working
			GMFRS Fire Plan Engagement - You Said, We Did		
			Maturity Assessment of IPBW		
			RCRP update - needs to be scheduled into each Steering group meeting		