

## Standing Together

Our plan for a new era of accountable and people centred policing, community safety and criminal justice services for Greater Manchester.

**2022-2025**



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# Foreword by the Mayor, Andy Burnham

**This plan is about making Greater Manchester safer for everyone. Whether you are out enjoying the vibrant night-time economy, travelling on the roads or public transport, in the community, online or in the place that you live, work or study.**

This partnership plan sets the priorities and commitments for policing, crime, community safety and criminal justice for the next three years and the changes that I will oversee as Mayor.

It is an ambitious plan, and it needs to be. It is a challenging time for policing, community safety and criminal justice. People have told me that they want to see a police service that is better at answering the phone, responding to incidents, investigating crime, being more visible and delivering a much-improved service to victims. The Greater Manchester Police (GMP) Improvement Plan outlines the changes that need to be made along with 25 public promises.

I will hold the Chief Constable to account against his Improvement Plan and the delivery of his promises and ensure that GMP provides the police service that the people of Greater Manchester need and deserve.

The improvements that are required do not take away the faith that I have in our frontline police officers and staff who work every day to fight crime and protect the most vulnerable people in our society.

But this Standing Together plan goes beyond the police – setting out the need for communities, local authorities, probation, health, and other partners to continue to improve how they work together to address inequalities, fight crime, and make our city-region safer.

The Greater Manchester Strategy is clear - tackling inequality along with the climate emergency are the two biggest challenges of our time, and policing, community safety and criminal justice partners have a big role to play in this.



**Andy Burnham**  
Mayor of Greater Manchester

Our Gender Based Violence Strategy is just one example of where Greater Manchester is leading the way by ensuring that the services we provide enhance the safety of women and girls, while preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it. We will continue to fight against all forms of hate and discrimination as well as for greater diversity within our workforces. The cross-cutting theme of tackling inequality will run throughout this plan.

We will also be stepping up our role in tackling the climate emergency by making our transport systems and roads safer and in turn encouraging less car use. We have introduced a new commitment to improve the sustainability of the police and other services and greatly improve our green credentials in this area.

The Government talks about levelling up and acknowledges that 5% of England's communities experience 25% of total crime but we are yet to see a national plan for addressing these stark inequalities. Our plan is all about delivering with people and communities, as a joined up public service, to tackle, deter and prevent crime and 'level up'.

We are committed to ensuring that GMP is properly resourced. Through the Government uplift programme, and the police precept, we have been able to increase the number of front-line police officers by 667 (with a further 325 additional officers planned for 2021/22). However, this remains only a partial restoration of the 2,000 police officers lost from Greater Manchester Police between 2010 and 2017 and does not address the 1,000 police staff lost during this period. I will continue to fight for a fair funding deal for the police and our local authorities, community safety and criminal justice partners.

Throughout this plan, you will see how Greater Manchester continues to stand together in our fight against crime and inequality.





# Executive summary by the Deputy Mayor, Bev Hughes

**This is a plan that truly reflects what the people of Greater Manchester want to see from policing, community safety and criminal justice partners. The priorities and commitments have come directly from what you have told us through our public consultation, engagement across all sectors, and through our quarterly Police and Crime Survey and our Victims' Survey.**

The priorities build on those in our first plan because you told us that they are still relevant to the challenges we face but with a much stronger focus on the needs of victims. Too many victims have been let down by policing, community safety and criminal justice services. We will vastly improve the support and assistance that victims receive, treat them with the dignity and respect that they deserve, ensure their voices are heard, that they are properly updated and given the right help to recover from their experiences.

We will consult on whether to appoint a Victims' Champion to promote the interests of victims and use our survey to better understand their experience and reshape the services that we provide.

**Our three priorities are: -**

- 1** Keeping people safe and supporting victims
- 2** Reducing harm and offending
- 3** Strengthening communities and places



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

We will also be introducing two themes for action that will underpin and be reflected in each of these priorities. These are: -

- **Tackling inequalities and injustice in all its forms including gender-based violence; and**
- **Delivering with victims, communities, and partnerships**

Tackling inequality and discrimination is one of the biggest challenges of our time. This includes gender-based violence, particularly violence against women and girls, all forms of discrimination and hate as well as tackling inequalities in communities.

Working as a joined up and coordinated partnership is vital. Solving the problems in communities and delivering better services demands that the police, local authorities, health and all our public, voluntary and community services collaborate and work even more closely together.

How we work is also important. People who have experienced crime as well as our front-line staff know how services should be delivered. We will therefore continue to co-design our strategies and solutions with people. We know that some voices, especially those of people experiencing racial inequalities, disability and other forms of prejudice have not always been heard sufficiently in previous discussions about how services should be developed. We will ensure that in the future, they are.

To prevent and deter crime and other anti-social behaviour we need to provide services closer to communities and intervene as early as possible. I have agreed with the Chief Constable that building back neighbourhood policing is a leading priority for GMP and I want to see all community safety and criminal justice partners working hand in hand in neighbourhoods. In the past year I devolved £32 million directly to community safety partners including £4.4 million to the community and voluntary sector. I will also commit to devolving as much funding as possible to grass roots partners to invest in communities.

# By Standing Together we can make a real difference



# Foreword by the Chief Constable, Stephen Watson

## **I am honoured to be the Chief Constable for Greater Manchester and to lead the officers and staff of Greater Manchester Police in contributing to Standing Together: our Police and Crime Plan for Greater Manchester.**

I became the Chief Constable after a number of concerns about GMP service provision had been identified by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) - some of which are enduring concerns. During my first six months in office, I have worked closely with new colleagues, the Mayor, the Deputy Mayor, and many others to understand the root causes of these concerns. The insights that we have gained have informed our Improvement Plan which will reshape GMP and refocus on the basics of keeping people safe by preventing and reducing crime and caring for victims. The plan includes 25 service improvement promises. I have been heartened by the commitment shown by officers and staff to addressing the concerns identified by HMICFRS, fulfilling the promises and to building a new GMP.

Greater Manchester is a fabulously cosmopolitan place with a proud industrial

and cultural history - but it is also beset with social challenges. As the police, we often meet people when they are at low points in their lives either because they have been victimised, are in danger, have suffered a loss, are vulnerable or because they have been accused of doing something wrong. We often provide the first response to people in need, or are the last resort when help has not been forthcoming from elsewhere, or when people simply don't know where to turn.

In addition, GMP has a wide range of strategic policing requirements and responsibilities that are often regional or national in their scope such as countering terrorism, disrupting organised crime, maintaining public order, dealing with civil emergencies, and responding to large-scale cyber incidents.

I welcome the clarity of the three priorities set out in the Standing Together Plan but, as the name suggests, reducing crime and increasing community safety and justice can only be achieved by the collective effort of many different organisations working with the diverse communities of Greater Manchester - so I welcome the emphasis

that this plan places on working together.

I am resolute in my intention to ensure that GMP fulfils its public promises, makes its contribution to this Standing Together Plan and that together we achieve our shared objective of keeping all of Greater Manchester a safe place to live, learn and work.



**Stephen Watson**  
Chief Constable



# Foreword by the lead Chief Executive, Caroline Simpson

**The title of the plan, Standing Together, gives a clear message that this is a plan about collaboration and inclusion.**

As a local authority Chief Executive, I am pleased that the plan recognises the important contribution of all partners, such as local authorities, health and care partners, probation, the community and voluntary sector, businesses, the police, and people themselves.

This plan is a blueprint for policing, crime, and community safety across the whole city-region. It has been developed from the bottom up, so genuinely reflects what the people and partners of Greater Manchester want to see.

The quarterly Policing and Community Safety survey has been invaluable in helping Community Safety Partnerships understand what concerns people have in our cities, towns and neighbourhoods and will continue to help us target our resources in areas of greatest need and importantly, help us to understand whether what we are doing is making a difference and to guide changes in our service provision.

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



**Caroline Simpson**  
Chief Executive



# Greater Manchester: at a glance

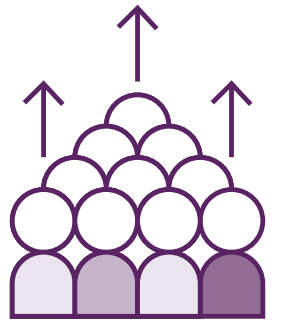


**Greater Manchester is the second largest city region in the UK with a residential population of 2.8 million people, covering nearly 500 square miles.**

It comprises of two cities – Manchester and Salford and the eight metropolitan boroughs of Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Trafford, and Wigan.

Two of the hallmarks of Greater Manchester are its great variety and diversity: whether in its people (its residents, student populations, those who travel in for work, and those who choose to visit); or its places (its neighbourhoods, town centres, amenities, cultural attractions, and green spaces).

## Key facts about Greater Manchester



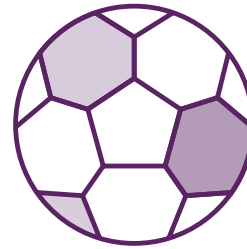
**2.85 MILLION**

The population of 2.8 million is predicted to grow by 2% to 2.85 million in the next three years.

**80%** of people are White British, **10%** Asian, **3%** Black, **4%** White backgrounds other than White British, **2%** of mixed or multiple ethnic backgrounds, and **1%** from other ethnicities.



Home to **100,000 STUDENTS**



**8 PROFESSIONAL FOOTBALL CLUBS**

Home to eight professional football clubs (including two premier league clubs), a division one cricket team, a rugby union premierships team, and two rugby super league teams.

**EXTENSIVE TRANSPORT NETWORK**

85 miles of motorway, four mainline / intercity rail stations, an international airport, a large local rail, and tram network.



**1,250 MAJOR EVENTS**

Hosts 1,250 major events per year including 20 festivals.

**585,000**

people are living in neighbourhoods among the most deprived in the country.



**5 MILLION TRIPS**

An average of five million trips are made into the city region every week.



## What this means for policing, community safety and criminal justice

Greater Manchester is an exciting place to live, work and visit but at times a challenging place to police and keep people safe.



# OVER 10%

of the demands for police services in England and Wales are from Greater Manchester, yet it only makes up 5% of the population.

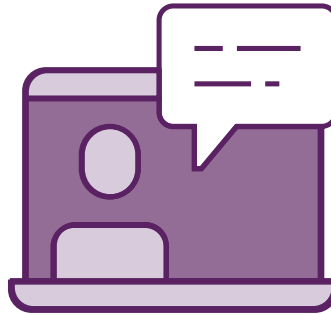
# 1,084,563

calls in the past year made to 999 and 101; 8,345 sexual offences recorded; 1,200 victims of modern-day slavery helped; 101,621 anti-social behaviour incidents recorded and around 22,723 people who went missing from home.



# 90,000

In the past year there were approximately 90,000 acquisitive crimes, 90,000 crimes of violence against the person, more than 60 fatal road traffic collisions and another 2,250 that caused injury.



# ON-LINE CONVERSATIONS

GMP undertake the highest number of on-line conversations among England and Wales police forces.



# 91%

increase in the number of assets seized this year by GMP from criminals amounting to £1.79 million a year.



# COMPLEX CRIME

Crime is becoming more complex with cyber-crime, fraud, and child sexual exploitation all becoming a greater part of the workload.

# AROUND £32 MILLION

invested in community safety partnerships a year.



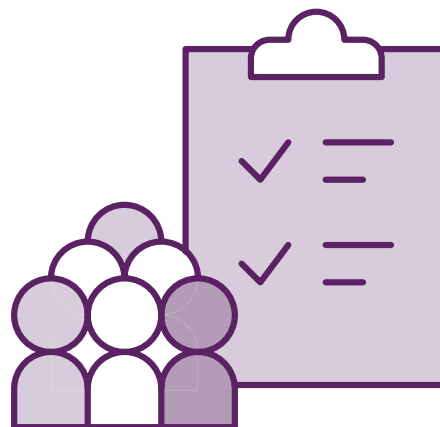
# AT LEAST 40%

of incidents attended by Greater Manchester Police require other partners to help respond.



# 50%

Government contribution to local authority budgets in some parts of Greater Manchester has reduced by more than 50% since 2010.



# 88%

of people in our communities feel safe in their local area, shown in our quarterly Policing and Community Safety Survey



# Standing and working together

**Standing Together is a partnership plan and the Greater Manchester Combined Authority, the 10 Local Authorities, Community Safety Partnerships, Greater Manchester Police, Probation, health and social care, wider public partners, the voluntary and community sector, businesses, and the people of Greater Manchester all have a part to play in it.**

This plan does not stand alone. There are several other plans and strategies that feed into, inform, and connect to it including: Greater Manchester Strategy, Fire Plan, GMP Improvement Plan, Gender-Based Violence Strategy, Serious Violence Action plan, Children and Young People Plan, Greater Manchester Road Danger Reduction Plan, and the Unified Public Services White Paper, to name a few. The 10 local authorities have their own community safety plans that address local concerns. The priorities and commitments contained within this plan link these community safety plans together and are focused on collective performance rather than that of individual organisations.

## **Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) and Greater Manchester Police (GMP) Improvement Plan**

**HMICFRS independently assess the effectiveness, efficiency, and legitimacy of police forces. Over the past 12 months it has identified causes of concern that GMP is acting upon.**

The Chief Constable has outlined how he will address these concerns in his Improvement Plan which includes:

- Making services more accessible and reducing 999 and 101 waiting times
- Investigating and solving crime, following-up every reasonable line of inquiry, arrest more criminals and seize more criminal assets

- Preventing and reducing crime, harm and other anti-social behaviour and running high profile and visible operations
- Delivering outstanding public services
- Building public trust and confidence

The Improvement Plan addresses many concerns that are specific to GMP but also recognises the need to work with other organisations to keep people safe, as set out in this plan.

## The national Strategic Policing Requirement

Policing in Greater Manchester responds to local policing need. However, GMP must also play its part in responding to national and regional criminal activity and threats. Six national threats are set out by the Home Secretary in the Strategic Policing Requirement. These are:

- Public order capability
- Civil emergencies
- Serious and organised crime
- Counter terrorism
- Cyber-crime investigation
- Child sex abuse

The priorities identified in this Standing Together plan take account of the need for GMP to respond to these national requirements.

## Listening to you and key partners

The priorities and commitments in this plan have been informed by listening to the people of Greater Manchester as well as those who provide services and other key partners. It has also been influenced by the insights we

derive from our surveys, as well as analysis of crime patterns, trends, and our work with communities. The content was developed in consultation and over a period of six months.



# Where our priorities come from



# Standing Together: Our Priorities and Themes for Action

## Priority 1: Keeping People Safe and Supporting Victims

- Improve access to police services
- Improve police responsiveness and visibility
- Improve services to victims
- Improve services to victims of sexual and domestic violence
- Protect vulnerable people from criminal exploitation
- Protect vulnerable young people
- Improve how police, criminal justice and community safety services work with mental health services

## Priority 2: Reducing Harm and Offending

- Investigate, arrest, and prosecute more criminals
- Tackle organised crime
- Reduce high harm and repeat offending
- Give back to communities and victims of crime
- Prevent more young people from becoming involved in crime
- Rehabilitate people so they don't continue to commit crime
- Tackle drug and alcohol addiction and reduce deaths from their use

## Priority 3: Strengthening Communities and Places

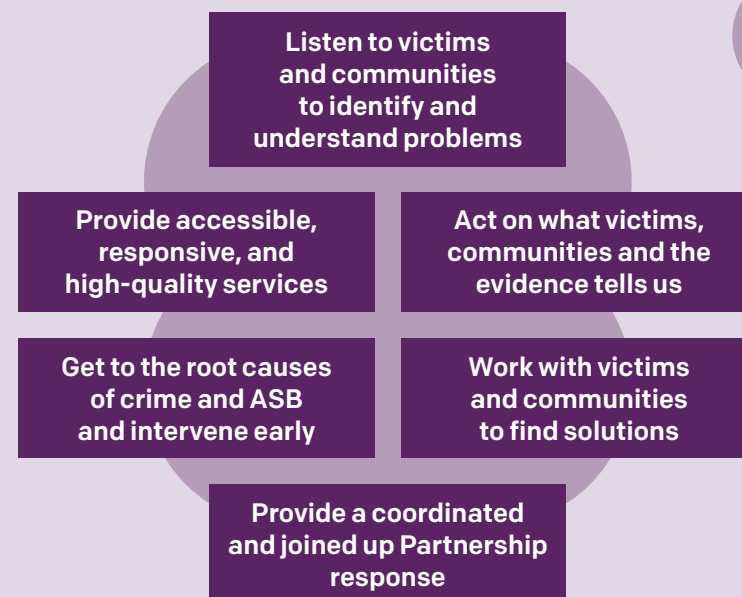
- Reduce crime and anti-social behaviour in neighbourhoods
- Reduce road danger and make our transport system safer
- Make our streets and night-time economy safer
- Improve our response to retail and business crime
- Invest in ways to bring communities together to improve community cohesion and deter crime
- Make public spaces and venues safer
- Tackle inequalities within services
- Make our services sustainable and reduce our carbon footprint

## Theme for Action 1: Tackling inequality and injustice in all its forms including Gender Based Violence

This includes all forms of discrimination and hate as well as inequalities in our communities.

Where responsibility sits beyond our remit and powers (at a national level or with criminal justice partners) we will advocate for fairer justice and fairer funding.

## Theme for Action 2: Delivering with victims, communities and partnerships





Priority 1:  
**Keeping people safe  
and supporting victims**

# 96% of public responses to our consultation supported this priority



When asked to select their top priorities for keeping people safe, respondents said they wished to see:

- **a more visible, accessible, and responsive police force.**
- **a fairer criminal justice system with the needs of victims at the centre.**

Many public and partner respondents were concerned about victims of gender-based crimes such as domestic abuse and sexual offences as well as protecting vulnerable young people from becoming involved in crime and violence. Some expressed their concerns around inequalities in access to support services.

The following details what you told us (the public, the people delivering services and what we learned) and what we will do over the next three years to keep people safe and support victims. The outcomes and how we will hold ourselves to account are outlined in section 12.

You asked us to:

## Improve access to police services

We will: -

- 1 Reduce 999 waiting times.
- 2 Reduce 101 waiting times.
- 3 Invest more in call handling.
- 4 Introduce a new community messaging app.
- 5 Improve methods for reporting crime and sharing intelligence with neighbourhood policing teams and community safety partnerships.

You asked us to:

## Improve police responsiveness and visibility

We will: -

- 1 Investigate all crimes with reasonable lines of inquiry.
- 2 Invest in and protect neighbourhood policing teams for the purpose of preventing and reducing neighbourhood crime and building trust with communities.

## The Victims' Code and Victim Survey

The Code of Practice for Victims of Crime (Victims' Code) provides victims with an expectation of the minimum level of service they should receive from the Police, Crown Prosecution Service, Courts Service, and the Probation Service. The Code outlines [12 Rights that Victims of Crime](#) can expect outlining what each criminal justice agency must do for victims, and the time frame in which they

must do it. The Code is statutory and intended to standardise the level of service that victims receive, protecting their rights and raising the quality of support that is delivered.

Every quarter the Greater Manchester Victim Survey asks 1,000 people who have been a victim or witness of crime or anti-social behaviour in the past 12 months, about their experiences.

The survey asks questions about reporting a crime to the police, the response received, their expectations and also how confident they would be to report a crime in the future. It also asks people who have gone through the court process about their experiences. The survey is used to inform changes to service delivery and drive improvements.





You asked us to:

## Improve services to victims

We will: -

- 1** Ensure victims receive the support they deserve and put things right when things go wrong as outlined in the new Victim's Law.
- 2** Address inequality in access to victim services by recommissioning victim support services based on victim feedback and ensuring they reflect the needs of people facing inequalities who might need more bespoke services.
- 3** Hold ourselves to account using the Victims' Code and through our Victim Survey.
- 4** Give all victims the contact details of the police officer who is looking after their case.
- 5** Improve how victims are kept informed of progress in their case.
- 6** Consult on whether to appoint a Victims' Champion to provide independent challenge to our approach and promote the interests of victims.
- 7** Develop safe and supportive care when victims are in court.
- 8** Advocate for victims who have been let down by the criminal justice system.
- 9** Support victims who do not want to enter the criminal justice system to cope and recover.





You asked us to:

### Improve services to victims of sexual violence and domestic abuse

In addition to the above, we will: -

- 1 Undertake an end-to-end review to inform the redesign of these services.



You asked us to:

### Protect vulnerable people from criminal exploitation

We will: -

- 1 Help victims of modern slavery and human trafficking to recover by providing safe accommodation, assistance, counselling, and specialist advice.
- 2 Offer support services to people who are more vulnerable to exploitation because of homelessness, poverty, drugs, alcohol, and gambling addictions.
- 3 Prevent more people becoming victims of fraud.
- 4 Raise awareness of hate crime, the harm it causes, promote how people can report it and improve the access to support for victims.
- 5 Develop partnership approaches to get to the root causes of why people go missing.

### The Greater Manchester Gender-Based Violence Strategy

Greater Manchester is home to over 1.4 million women and girls, and we continue to lead the way in striving for gender equality. However, there are many issues that disproportionately affect women and girls. The 10-year strategy aims to: -

- Mobilise Greater Manchester around the issue of Gender-Based Violence and tackle behaviours that contribute to it
- Support victims and survivors
- Support children and young people
- Respond to perpetrators of Gender-Based Violence
- Improve the policing and criminal justice response
- Integrate health and social care and wider services to better respond to Gender-Based Violence

## Case study: **The Modern-Day Slavery Team**

### **The police received a report of domestic slavery from a woman on a spousal visa.**

She had escaped with her children and reported being abused by her husband in her home. She was isolated from her family, unable to leave the house and unable to access a phone. Her husband threatened her with deportation, and her children being taken away.

The Modern-Day Slavery Coordination Unit and Investigative Team took the victim and her young children to the place of safety (a flat). She did not speak English and was extremely fearful.

The Modern-Day Slavery team worked hard to: -

- Build a rapport with the victim and prioritised her care. She then went on to disclose further sexual offences and harrowing accounts of abuse.
  - Avoid the victim having to tell her story multiple times by quickly establishing what information had already been obtained and whether further information was required.
  - Conduct research into her husband who was found to have a history of 'so called honour-based abuse'.
  - Ensure the victim spoke to the same people she trusted and was not traumatised by a series of unfamiliar faces attending the flat.
- Ensure the victim and her children were in a safe place (the flat) and that she felt comfortable.



## Cyber and Economic Crime Awareness Service

Fraud accounts for 16% of all crime committed nationally.

Run by GMP, this service has provided direct support and interventions to more than 8,000 vulnerable victims of fraud.

Fewer than 0.5% of people who receive support from the team go on to be a repeat victim.



You asked us to:

## Protect vulnerable young people

In addition to the above, we will: -

- 1** Safeguard young people and families with complex needs to prevent exploitation and abuse.
- 2** Improve the service to victims of Child Sexual Exploitation and Abuse.
- 3** Deploy youth work 'Navigators' in A&E departments and in the community to support young people who have been a victim of knife crime or other forms of serious violence.
- 4** Co-design knife crime and violence reduction campaigns with young people.
- 5** Invest in community-led approaches and grass roots activity to reduce violence.

## The Greater Manchester Violence Reduction Unit (VRU)

The VRU brings together police, probation, health, education, youth justice, community, voluntary and local authority partners to address the causes of violent crime and work together with communities to prevent it. Its work includes: -

- co-designing knife crime and violent reduction campaigns with young people
- diverting people away from violence at critical moments and through sport and positive activity and
- developing an aspirational voice for children and young people called '[I am Greater](#)'

To find out more and get involved please visit [gmvruc.co.uk](http://gmvruc.co.uk)





You asked us to:

**Improve how police, criminal justice and community safety services work with mental health services**

We will: -

- 1** Develop the right mental health pathways at all levels so that people suffering from mental ill health get the support they need from the people best trained to help them.
- 2** Focus on practical solutions that address mental health needs and reduce the impact these have on frontline policing.

### **A community-led approach to violence reduction**

The knowledge of how to deal with violence lies within the community.

That is why the VRU has invested £500,000 in local grass-roots organisations to design, develop and implement their own ideas to address the causes of violence. These 'community-led pilots' are live in Manchester, Bolton, and Salford, and in development in Bury, Oldham, and

Tameside. We are committed to growing this approach across the city-region.

One of these pilots is in Moss Side in Manchester. The Moss Side pilot has identified five key priorities – youth work, community sports, performing arts, family work, and accessible trauma support. Organisations in the pilot include the Hideaway Youth Project, 84YOUTH, Odd Arts, the Rio Ferdinand Foundation, Claremont Youth Project and Moss Side Fire Station Boxing Club.



# Priority 2: **Reducing harm and offending**

# 93% of public responses to our consultation felt that this priority was important.



When asked to select their top priorities for reducing harm and offending people said they wished to see: -

- **More criminals being investigated and prosecuted.**
- **A focus on tackling organised crime.**
- **Services intervening earlier and preventing people becoming involved in crime.**

The impact that drugs and alcohol addiction have on offending and on communities was frequently mentioned. The priority also needs to strike a balance between enforcement, protection of people and communities, and the rehabilitation of offenders.

The following, details what you told us (the public, the people delivering services and the evidence) and what we will do over the next three years to reduce harm and offending. The outcomes and how we will hold ourselves to account are outlined section 12.

You asked us to:

**Investigate, arrest, and prosecute more criminals**

We will: -

- 1 Investigate all crimes with reasonable lines of inquiry.
- 2 Improve the quality of investigations and forensics.
- 3 Improve relationships with the Crown Prosecution Service.
- 4 Provide better support to witnesses.

You asked us to:

**Tackle organised crime**

We will: -

- 1 Seize more drugs, money, and assets from organised crime gangs.
- 2 Have a plan to tackle each organised crime group and dismantle their operations.
- 3 Protect communities and victims that are most impacted by organised crime.

You asked us to:

### Reduce high harm and repeat offending

We will: -

- 1 Get the right balance of fairness in terms of enforcement, protection of the public, and rehabilitation of offenders.
- 2 Increase the use of electronic monitoring orders.
- 3 Increase the use of stalking and harassment prevention orders.
- 4 Understand and address what motivates people to repeatedly offend.



### Community Payback

Community Payback is where people who have committed an offence are told by the court to undertake unpaid work to pay back the community. It can also support rehabilitation and prevent re-offending.

Schemes in Greater Manchester include ground clearance, graffiti removal, furniture repairs, sorting food for people in need, or making goods for charities.

Around 3,400 hours of community pay back is given back to communities in Greater Manchester in an average week.

You asked us to:

### Give back to communities and victims of crime

We will: -

- 1 Increase the use of 'community pay back' and ensure that the work supports our communities and voluntary sector.
- 2 Ensure 'community pay back' is visible to communities.
- 3 Re-commission a Restorative Justice Hub.
- 4 Ensure the victim's wishes are at the heart of restorative justice.

### Restorative Justice

Restorative justice gives the victim the opportunity to tell the offender how the crime they have committed has affected them. The offender is given the opportunity to repair the harm caused.

It can only take place with the agreement of both the victim and the offender and with the guidance of trained professionals.

You asked us to:

### Prevent more young people from becoming involved in crime

We will: -

- 1 Focus on young people who are at risk of offending and on activity that diverts them away from crime at the point of arrest.
- 2 Further develop our early help and targeted youth offer.
- 3 Fund grass roots activity and interventions through the Deputy Mayor's Early Intervention and Prevention Grant.
- 4 Develop programmes for 18 to 25-year-old males at risk of reoffending with probation services and prisons.
- 5 Roll out an out of court disposal model across Greater Manchester in line with national policing guidance and ensure the right quality checks are in place.
- 6 Ensure that trusted organisations deliver the right support services.

### Out of Court Disposal

An out of court disposal is a way of dealing with a crime or offence that does not require a prosecution in court.

This can be used when the offender admits that they are guilty and shows remorse and where the victim supports not going to court.

Out of court disposals should be used as a problem-solving tool by the Police to enable more crimes to be resolved to the satisfaction of the victim.

The process requires quality checking to ensure it is being used correctly and consistently.

The offender must also be given appropriate support to prevent them offending in the future.

You asked us to:

### Rehabilitate people so they don't continue to commit crime

We will: -

- 1 Deliver accommodation support, education, training, employment, dependency and recovery services, family, and peer support services.
- 2 Help more vulnerable women, who are often both victims and offenders, by offering further support.
- 3 Help more young people to rehabilitate by giving them the opportunity to live a different life on release from prison.
- 4 Bring young people closer to home on release from prison and help them integrate into society.
- 5 Better understand the link with learning disabilities, autism and people who offend and provide further support.
- 6 Support people who are on probation into housing.



## Our work with Probation

Greater Manchester has arrangements with Her Majesty's Prison and Probation Service which enables us to co-design, co-commission and co-invest in rehabilitative services with probation partners to achieve the shared aim of reducing reoffending.



We help keep the public safe by focusing on and tackling the 'revolving door' - those who repeatedly come into contact with the Criminal Justice System.

We are developing rehabilitative support and resettlement services so that people can make a positive and lasting change to their lives including: -

- Accommodation support.
- Drugs and alcohol dependency recovery and support.
- Education.
- Training and employment.
- Peer support.
- Further support to vulnerable and marginalised women.
- Work with our community and voluntary partners to build capacity and support in communities.

You asked us to:

**Tackle drugs, alcohol and gambling addiction and reduce deaths from their use**

We will: -

- 1** Identify people who offend because of drugs, alcohol and gambling addictions and link them into treatment with police, prison, and probation services.
- 2** Increase the number of community sentence treatment requirements for people who's offending is linked to mental health difficulties or the use of drugs and alcohol.
- 3** Provide medically safe detention and reduce deaths in custody.
- 4** Improve access to healthcare and support services for vulnerable people.
- 5** Support people moving from prison to community based healthcare services.

## Community Sentence Treatment Requirements

There are three different types of Community Sentence Treatment Requirements (CSTRs). Judges and magistrates can order them as an alternative to custody for people willing to access treatment for underlying health issues that are linked to their offending behaviour.

- Mental Health Treatment Requirements (MHTRs) can be used to help people with mental health issues, including personality disorders.
- Drug Rehabilitation Requirements (DRRs) are for offenders who are dependent on or misuse drugs.
- Alcohol Treatment Requirements (ATRs) are for offenders assessed as alcohol dependent and requiring intensive, specialist care-planned treatment.

## Case study: "Sarah"

**"Sarah" was referred to the Women's Centre after receiving a community sentence for assault. Initially Sarah said that she had substance misuse, benefits, and relationship issues.**

The Women's Centre worked with her to:

- Maintain her tenancy and furnish her home
- Help her access food and clothing donations
- Liaise with probation staff to prevent breach of the Community Order
- Engage with drug and alcohol services
- Provide support to address self-harm issues and
- Provide advice and support regarding social services involvement with her children.

Sarah took some time to build a trusting relationship with the Women's Centre and she later disclosed that she was suffering from domestic violence and trauma from an abusive childhood.

By building up her trust and developing her self-esteem Sarah began to make progress engaging with housing, substance misuse and abuse support services. She has developed a trusting relationship with her key worker and a positive relationship with social workers regarding her children.

She now has weekly access to her children, has moved away from her abusive relationships and has been volunteering in a shop.

There have been no concerns identified about misuse of alcohol or drugs and Sarah is in settled accommodation.

# Priority 3: **Strengthening communities and places**

# 90% of public responses to our consultation felt that this priority was important.

When asked to select their top priorities for strengthening communities and places people said they wished to see: -

- **Reducing neighbourhood crime and anti-social behaviour.**
- **Improving road safety and tackling speeding and dangerous driving.**
- **Counterterrorism.**

The lack of resources was mentioned more frequently in this priority by partners who felt that neighbourhood policing and the capacity of local authorities to respond to neighbourhood demands was a challenge. The need for closer collaborative working was seen as paramount as was developing a closer relationship and trust with communities.

The following details what you told us (the public, the people delivering services and the evidence) and what we will do over the next 4 years to reduce harm and offending. The outcomes and how we will hold ourselves to account are outlined in section 12.

You asked us to:

## Reduce crime and anti-social behaviour in neighbourhoods

We will: -

- 1** Improve how public services work together to respond to issues at a neighbourhood level to deal with the causes of crime and the determinants.
- 2** Ensure that no local authority area falls behind from experiencing rising levels of crime and falling feelings of safety.
- 3** Supporting all areas to build pathways to recovering from Covid-19 and its consequences.
- 4** Allocate more resources to neighbourhoods that are disproportionately impacted by crime, targeting need, and ensure a levelling up of how safe people feel.

## Community speed watch

Community speed watch enables volunteers to track the speed of motorists. These schemes can positively impact the behaviours of drivers and provide a local response to concerns of speeding.

Greater Manchester has community speed watch schemes but more needs to be done to ensure they are supported, effective and sustained.

GMP will support community speed watch by providing risk assessments, training, equipment, and deployments with the aspiration of rolling out more successful community speed watch schemes across the city-region.



You asked us to:

**Reduce road danger and make our transport system safer**

We will: -

- 1** Reduce fatalities and serious injuries on our roads.
- 2** Invest more in roads policing.
- 3** Increase the security and police presence on public transport.
- 4** Tackle anti-social behaviour on public transport.
- 5** Increase safe reporting mechanisms.
- 6** Roll out community speed watch schemes.
- 7** Run hard hitting campaigns such as Safe Drive: Stay Alive, targeted at young drivers.
- 8** Support schemes and operations that encourage safe walking and cycling and reduce car usage.

You asked us to:

**Make our streets and night-time economy safer**

We will: -

- 1** Implement an integrated public space CCTV pilot schemes that will increase safety through closer collaboration and information sharing across public sector CCTV systems.
- 2** Implement a zero-tolerance approach to street and online harassment of women and girls through public conversations and campaigns.
- 3** Sustain and expand safe havens and volunteer schemes that help people stay safe at night.
- 4** Implement a Safety at Night Charter with premises.

You asked us to:

**Improve our response to retail and business crime**

We will: -

- 1** Increase reporting levels and investigations into retail and business crime.
- 2** Make it faster and easier for businesses to report crime.
- 3** Undertake targeted work in repeat and high-volume locations.
- 4** Campaign to prevent the violence and abuse of shop workers.
- 5** Provide better support to victims of retail violence.
- 6** Work closely with retailers and businesses on crime prevention and the sharing of intelligence.

## Tackling retail crime and the violence and abuse of shopworkers

According to figures provided by the union USDAW, around 90% of shopworkers have experienced verbal abuse and 9% said they had been physically assaulted.

GMP have set up a Retailers Against Crime group that includes Tesco, Morrisons, Co-op, Sainsburys, Asda, Boots, the Federation of Small Businesses, JD Sports, and the Association of Convenience Stores as well as representatives from community safety.

This group enables retailers to share intelligence with the police and drive forward improved services to victims of retail violence as well as providing improved reporting, investigations, support, and crime prevention.

You asked us to:

### Invest in ways to bring communities together to improve community cohesion and deter crime

We will: -

- 1 Devolve as much funding as possible to community safety partnerships to invest in voluntary and community activity that prevents and deters crime and anti-social behaviour and increases community cohesion.
- 2 Continue to provide grants aimed at bringing communities together to promote and celebrate diversity and to reach out to communities who may feel hidden and separated.
- 3 Actively monitor and act on intelligence from communities regarding tensions or groups that are being targeted.

You asked us to:

### Make public spaces and venues safer

- 1 Implement the new Protect Duty to make public spaces and venues safer and prevent and deter attacks.
- 2 Ensure lessons are learnt and action is taken following the recommendations from the Manchester Arena Inquiry.



## Greater Manchester Equality Panels

This plan is about making Greater Manchester safer for all people regardless of age, background, gender, where they live, their culture or beliefs.

Greater Manchester has a range of panels and other networks that the partners in this plan will commit to engage, consult and co-design solutions with. This includes the: -

- Race Equality Panel
- Disabled People Panel
- LGBTQ Panel
- Women and Girls Panel
- Youth Combined Authority
- Ageing Well Hub

You asked us to:

### Tackle inequalities within services

We will: -

- 1** Evaluate recruitment practices.
- 2** Ensure the workforce is representative of all communities of Greater Manchester from recruits into senior management.
- 3** Implement a diverse leaders programme to encourage career progression.
- 4** Develop effective and representative local scrutiny and advisory groups to challenge the use of police powers including stop and search and the use of tasers.
- 5** Work with the Greater Manchester Equality Panels as critical friends in our approach to tackling inequalities and to co-design solutions.
- 6** Make all information relating to diversity, equality, and inclusion publicly available.

You asked us to:

### Make our services sustainable and reduce our carbon footprint

We will: -

- 1** Make our vehicles less reliant on fossil fuels.
- 2** Decarbonise the police estate.
- 3** Collaborate with other blue-light services to share estates, resources, and work on other common sustainability issues such as electric vehicle charging infrastructure and waste reduction.
- 4** Procure and spend as much as we can locally and with the community and voluntary sector to benefit our communities.

## Case study: **Safer Streets for Women and Girls**

**Street harassment and harassment on and around public transport was the most frequently mentioned issue raised by women and girls as part of the Gender-Based Violence 'call for evidence'.**

As a result, Greater Manchester successfully applied for Home Office funding to deploy and test several interventions to respond to the issues raised. This included:

- A reporting campaign to educate passengers on reporting mechanisms and to increase reporting of incidents to the police.
- The presence of trusted adults, youth workers and trained staff to increase safety and reporting.

- Integration and upgrades to the CCTV system in key locations so that images can be instantly shared between partners, to increase coverage, and better track routes home.
- Training of 570 staff Metrolink staff to spot and appropriately respond to incidents.
- A zero-tolerance poster campaign designed by college students.
- An education campaign leading to a theatre production and exhibition.

These schemes will be trialed, and their success measured, with the intention of sustaining and expanding successful interventions across Greater Manchester.





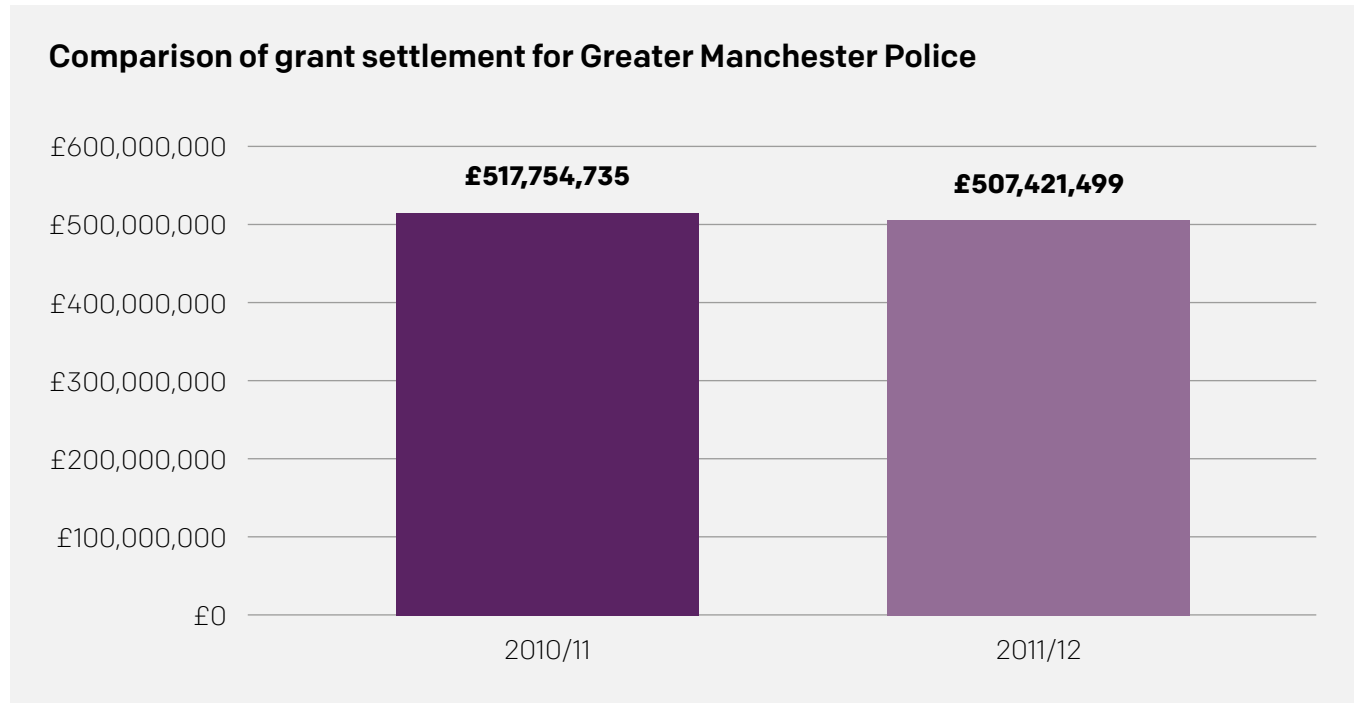
# Finance and resources

**Police forces are funded by a combination of a grant from central government and the policing precept which is included in the council tax.**

For GMP, the central government grant accounts for 75% of the funding with the balance of 25% coming from the policing precept.

In 2020/21, the government provided the first year of grant funding for the national expansion programme to recruit 20,000 police officers over three years. This has enabled recruitment of additional police officers of 320 in 2020/21 and further 325 in 2021/22 across Greater Manchester, plus 16 to support the Regional Organised Crime Unit (ROCU).

The chart on the right compares government grant funding between 2010/11 and 2021/22. Whilst the 2021/22 grant includes the first two years of funding for the recruitment of additional police officers, it is still over £10 million less than 2010/11 and does not reflect inflationary increases over the last 10 years.



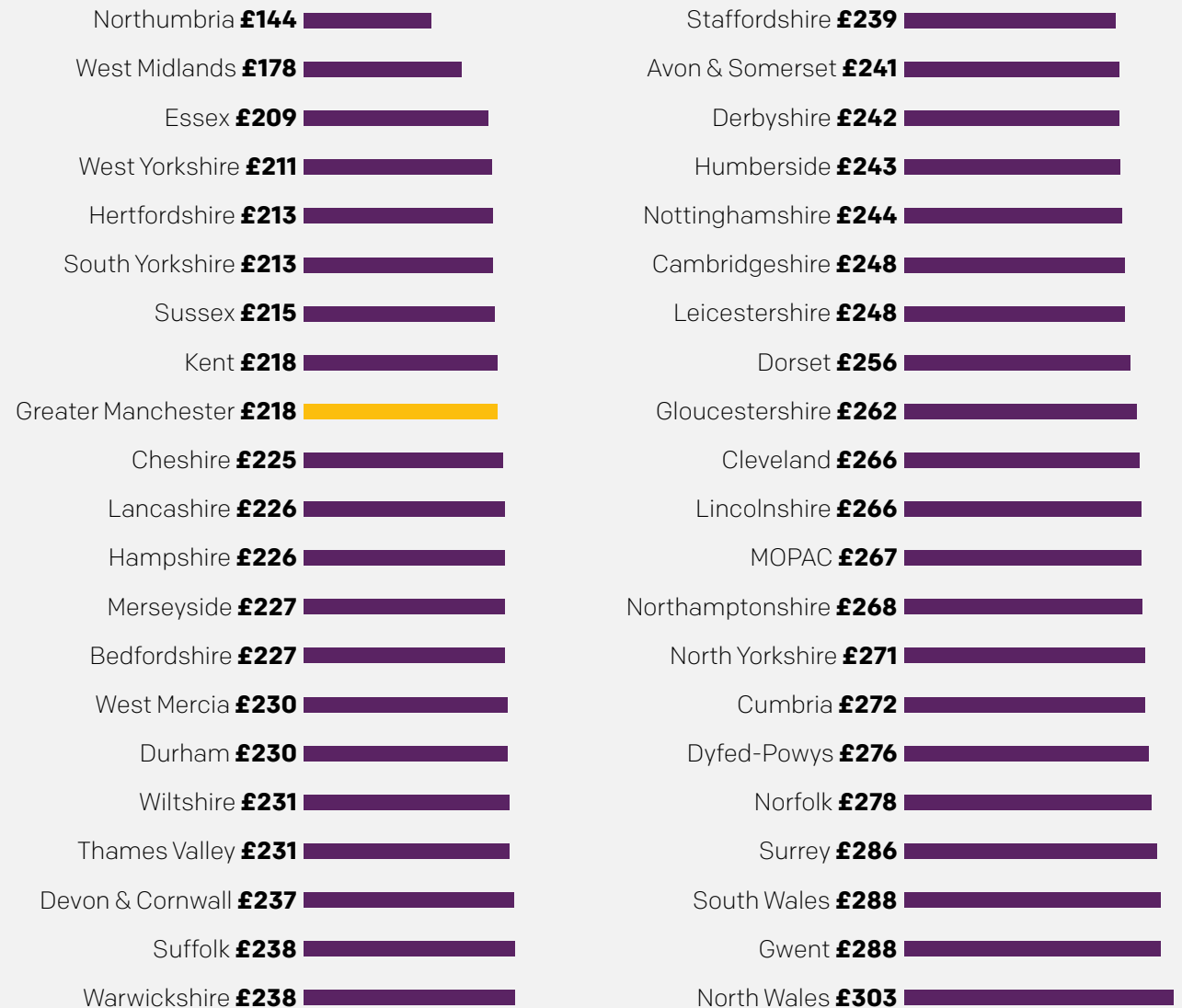
The policing precept is the amount Greater Manchester residents contribute to local policing through the council tax bill. Public spending austerity and government grant cuts have reduced the spending power of more deprived areas of the country because the council tax base is lower.

In Greater Manchester the impact of Government grant reductions over the past 10 years has meant that there is an increased financial burden on local people and the Mayor places great importance on achieving the right balance.

For 2021/22 the Government stated that local areas could increase the police precept by £15 for Band D properties. Following consultation, a precept increase of £10 was approved for Greater Manchester in January 2021 - taking the annual precept for a Band D property to £218.30 in 2021/22.



### Police and Crime Commissioner - Precept Comparison



The annual budget sets out the resources that are available to fund Mayoral Police and Crime Commissioner functions and GMP to resource policing services. These resources are aligned to the priorities of this plan and the GMP Improvement Plan areas.

**Where the money came from (£million)**

Government grant **£495.00, 56%**



Council tax precept **£162.50, 18%**



Reserves **£9.90, 1%**



Specific grants **£183.98, 21%**



Income and sponsorship **£35.62, 4%**



**Where the money is spent 2021/22 (£million)**

Employee Related **£596.91 (67%)**



Pensions **£118.80 (13%)**



Premises Related **£33.54 (4%)**



Supplies & Services **£76.75 (9%)**



Agency Payments **£34.59 (4%)**



Transport Related **£9.09 (1%)**



Capital Financing **£17.37 (2%)**



On 27th October 2021 the Government announced the Comprehensive Spending Review for 2022/23 – 2024/25. This included funding of £540 million nationally by 2024/25 to complete the third and final stage of recruitment of additional police officers. The Government also announced that Police and Crime Commissioners can set a precept of up to £10 for a Band D property for the three years 2022/23 to 2024/25. Despite the Comprehensive Spending Review being for three years, funding to local areas for 2023/24 and 2024/25 is not expected to be provided until a later date. The lack of long-term certainty reduces our ability to provide long term funding settlements to districts.

# Outcomes and accountability

**Within the three years of this plan the public can expect to see a reduction in crime and an increase in the number of people feeling safer. We would also expect to see improvements against the national outcomes set by the Home Office, significant improvements against the GMP Improvement Plan and improved HMICFRS assessments.**

## **Reductions in crime and improved services**

We would expect to see:

- A reduction in all crime and anti-social behaviour.
- An increase in the number and proportion of crimes that are solved and that lead to a charge/summons.
- The biggest improvements in those neighbourhoods that currently have the highest levels of neighbourhood crimes and anti-social behaviour.

## **National outcomes and measures of success**

We will also be judged by the new national outcomes and measures, and these are all reflected in the commitments of this plan.

National outcomes	Where they feature in this Plan
Improve 999 and 101 answering times and service	Priority 1
Reduce neighbourhood crime	Priority 1 and Priority 3
Improve satisfaction among victims	Priority 1
Reduce serious violence	Priority 1 and Priority 2
Disrupt drugs supply and county lines	Priority 1 and Priority 2
Tackle cyber-crime and fraud	Priority 1
Reduce murder and other homicides	An outcome of priority 1 and priority 2



### **Improved confidence and feelings of safety**

Though our Policing and Community Safety Survey and Victims' survey we would expect to see:

- An increase in the number of people feeling safe.
- An increase in the satisfaction levels of victims of crime.
- An increase in the confidence of getting a good level of service from GMP.

### **Internal accountability**

The Mayor and Deputy Mayor have several internal accountability mechanisms including:

- The Monthly Deputy Mayor's Executive.
- Weekly accountability reports on performance.
- Regular meetings with the Chief Constable.
- Engagement at monthly Victims', Improvement Plan, and wider chief officer programme boards.

### **Public accountability**

The Police, Crime and Fire Panel will scrutinise and support this plan, but it is the public who will tell us if we are achieving the priorities. We have the following accountability mechanisms:

- The Mayor's Public Question Time.
- The Policing and Community Safety Survey.
- The Victims' Survey.
- The Victims' Champion.
- The Bee Well Survey with children and young people.
- Police Accountability Meetings with elected members and MPs.
- Equality Panels.
- Live Facebook and Twitter.

### **Police accountability**

GMP will also publish:

- The Improvement Plan progress reports and performance data against the public promises.
- Diversity, equality, and inclusion information including on the use of police powers, recruitment, progression, and police conduct.



### **Reporting back to you**

We will publish an annual report, which will summarise progress, outcomes and achievements against this Standing Together Plan.

[greatermanchester-ca.gov.uk](https://greatermanchester-ca.gov.uk)

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