

Gender-Based Violence Strategy

Delivery Plan 2022/23

April 2022

DRAFT

Contents

1.	Foreword.....	2
2.	Introduction	3
3.	Priority 1 – Establishing a Victim & Survivor Advisory Panel	4
4.	Priority 2 – Initiate a Sustained Programme of Public Engagement.....	6
5.	Priority 3 – Initiate a long-term programme of education aimed at children and young people in schools, colleges and universities.....	8
6.	Priority 4 - Ensure consistent services in all Greater Manchester communities.	11
6.1	Equality, Diversity & Inclusivity	11
6.2	Assist agencies to develop a consistent approach to dealing with perpetrators, building on the very good work currently taking place.....	15
6.3	Ensure that the experience of the criminal justice system is consistent with the ethos of the Gender-Based Violence Strategy	17
7.	Priority 5 – Focus on the ‘whole housing approach’ to reduce the risk of homelessness.....	22
8.	Priority 6 - Governance – Recognising the GBV Board’s role in focusing on strategic priorities.	25
9.	Forward Plan.	27

1. Foreword

To be completed.

DRAFT

2. Introduction

To be completed.

DRAFT

3. Priority 1 – Establishing a Victim & Survivor Advisory Panel

- 3.1 In developing our Gender-Based Violence Strategy we engaged and consulted extensively – with people who have lived experience of gender-based violence and from organisations who provide support to them. We also engaged with those agencies who provide statutory services, such as local authorities, police, health services, voluntary and community services, as well as the diverse communities of Greater Manchester, and international communities from whom we could learn.
- 3.2 This continued engagement, particularly of people with lived experience will be the defining feature of how we implement our strategy going forward.
- 3.3 We are clear that we will only be truly successful in our endeavour by having those with lived experience at the very heart of what we are doing.
- 3.4 This will require the commitment from all of us and those responsible for providing services in particular, to a new level of openness, transparency and self-reflection.
- 3.5 We are committed to ensuring that all aspects of service provision are responsive to the voices of victims and survivors and that their views are given due prominence.
- 3.6 In support of this ethos there are 2 members of our communities with lived experience sitting on the Gender-Based Violence Board.
- 3.7 We will now go further by establishing a panel of people with lived experience of gender-based violence as one mechanism of ensuring that victims and survivors' voices are heard and validated, whilst providing more meaningful responses and consequences that are cognisant of what they perceive as justice.
- 3.8 It is important to state that this will not be our only mechanism of gaining the insights and voice of victims and survivors. We will continue to engage with our established networks, including those formed during our engagement.
- 3.9 We will:

Through a formal tender process, commission a specialist organisation to be our partner in recruiting members to the panel, facilitating its operation and providing support to members as appropriate. This will include assessing and providing the provision of welfare and emotional support.

Ensure that membership reflects the wide-ranging nature of gender-based violence and the diversity of our Greater Manchester communities.

Fully engage the panel in supporting the design, commissioning and review of services that tackle gender-based violence in Greater Manchester.

Consult and engage with the panel to shape and develop our key prevention activities, in respect of public engagement and education for example.

Invest £80,000 of police & crime commissioner funding to support this priority.

DRAFT

4. Priority 2 – Initiate a Sustained Programme of Public Engagement

- 4.1 A major component of the Gender-Based Violence Strategy is in respect of the need for sustained public engagement. We will call out the unacceptable behaviour and misogyny that makes women and girls the target of so much abuse and violence.
- 4.2 The Mayor launched a high-profile campaign at the end of last year in the form of the #IsThisOkay? video. Within a month of its launch, the video had been viewed on Twitter alone over 5 million times. Its reach stretched well beyond Greater Manchester, and indeed the UK. Importantly, it started a debate and conversation about the behaviours highlighted, their prevalence and the negative effect they have on women and girls in terms of their feelings of safety.
- 4.3 Building on this video we will now initiate a sustained programme of public engagement, with the aim of changing the ways in which gender-based violence is discussed and responded to in Greater Manchester, identify what people can do to tackle it, and highlight what services are available to those experiencing it and those at risk of perpetrating it.
- 4.4 Our public engagement will build on the preventative education we have been supporting in schools, which will continue to develop and expand further through further investment, as part of our overall programme.
- 4.5 Greater Manchester's communities are rich in their diversity and we thus recognise that there is no 'one size fits all' approach that can be taken to engagement. Our campaigns will be informed by the perspectives of victims and survivors, and reflect the diversity of experiences within these groups. Our Victim and Survivor Advisory Panel will play a key role in this regard, as will our networks established through our voluntary and community organisations and equality panels.
- 4.6 We will also make effective use of the various research available, that provides insights into how people and distinct groups and communities think and feel about gender-based violence. It is only through having as rich a picture as possible in respect of how people currently think and feel about the subject, that we can properly design our campaigns to achieve maximum impact.
- 4.7 Our campaigns will actively engage the public in dialogue, opening debate about how young men and boys can contribute to reducing the prevalence of gender-based violence and abuse, how the public should respond to the signs, and what can be done to encourage perpetrators to see themselves as such and seek help to change.

4.8 We will:

Invest in dedicated staff to develop and deliver our strategy and campaigns
Develop a series of targeted campaigns to highlight the various forms gender-based violence can take, as well as the attitudes and structural inequalities that give rise to it.
Led by the Mayor, continue to develop our bespoke campaign directed at boys and men that addresses the intricacies of developing trust in intimate relationships, without being controlling.
Ensure this messaging is consistent with commissioned interventions to support victims and tackle perpetrators.
Co-work with schools, colleges, organisations working with young people, and directly with young people themselves to ensure key messages are actively engaged with and understood by the audiences they are aimed at.
Engage with White Ribbon Champions, Expect Respect Advocates and Women's Aid Ask Me Ambassadors, as well as international research to identify innovative ways of encouraging men and boys to challenge gender inequality and gender-based violence.
Monitor and evaluate the impact of all public engagement on the progression to gender equality for women and girls living in Greater Manchester.
Make the public aware of reporting mechanisms and the breadth of service provision available to them.
Expand existing signposting to services and ensure that services are prepared for any increase in demand generated by increased public awareness.
Evaluate how our public engagement campaigns are received, to check that they are delivering greater understanding and improved attitudes and to recognise where they generate counter responses, unintended consequences, or unforeseen demand on services.
Ensure that all public awareness campaigns tackling child sexual and criminal exploitation and online abuse, are fully supported by programmes of public engagement. These will be co-designed by young people and include the capacity to reach out to them through the use of mobile technologies.
Ensure that all of the new provisions we are developing to address the behaviour of perpetrators will be signposted in our public engagement campaigns, so that victims and perpetrators know there is help available to those who need to address their behaviour.
Invest £300,000 of police & crime commissioner funding to support this priority.

5. Priority 3 – Initiate a long-term programme of education aimed at children and young people in schools, colleges and universities.

- 
- 5.1 We are clear within our Gender-Based Violence Strategy of our commitment to prioritise preventative activity that addresses the causes of gender-based violence before it becomes entrenched and inflicts enduring harm.
 - 5.2 The attitudes and cultures that foster gender-based violence have been established and re-enforced over generations, therefore the education of our young people is a critical component to eradicating it in the future.
 - 5.3 This however, is not simply about preparing our young people to become healthy, happy and safe adults, but also about delivering the same for them now and during the entirety of their childhoods. We know that gender-based violence in its various forms is perpetrated against children by adults. As the OFSTED report, published last year, in respect of sexual harassment in schools and colleges outlined, children are also offending against their peers.
 - 5.4 The education provided in our educational establishments is therefore crucial as are the environments they provide for young people. All of them should ensure that children and young people are safe and respected.
 - 5.5 We know that students in higher education are disproportionately affected by gender-based violence. Survey based research suggests that female students are at twice the risk of sexual violence than other women within the general population (reference).
 - 5.6 The prosecution case against Reynhard Sinaga drew international attention to the degree to which men in the student population are at risk of sexual assault, and how reticent they are to report such violations and reach out for help (reference).
 - 5.7 This underscores the need for colleges and universities to provide effective internal pastoral support as well as signposting to local services independent of them. We will work closely with them in this regard.
 - 5.8 The engagement and consultation that we have undertaken emphasised to us the need to specifically reference and seek to tackle harms caused through the on-line environment and availability of pornography. The need for sustained education in respect of sexual consent was also highlighted, particularly by young people themselves, both girls and boys.

5.9 The educational delivery group that works under the auspices of our Violence Reduction Unit, will lead our work in respect of this priority and its membership and terms of reference will be revised/expanded upon as appropriate. In further developing delivery they will take account of the following, which has been specified by the Gender-Based Violence Board:

- Clarify and agree the specific target groups and issues that the education programme will focus upon.
- Target age-groups where young people are at risk of becoming potential perpetrators. In particular focus on ‘micro-aggressions.’
- Ensure language is tailored to target audiences.
- Work aimed at boys and young men should be underpinned by robust behavioural insights research to ensure that our activities have the greatest impact.

5.9 To deliver this priority we will:

Equip schools, colleges and teachers to provide preventative education that connects with the public awareness campaigns and which appraise young people how to access the support services Greater Manchester has to offer.
Produce a specific programme and material directed at boys and young men that addresses the intricacies of developing trust in intimate relationships, without being controlling.
Develop preventative education with young people, including the use of peer mentoring schemes, advocates and roles models, focusing on: <ul style="list-style-type: none"> • Promoting positive attitudes about women and girls. • Health relationships, citizenship and sexual consent. • Harm caused by the sharing of sexual images online. • How pornographic material portrays unrealistic views about sex and sexual consent, which can be damaging to intimate relationships.
Identify ‘pathfinder’ schools in each local authority area where the head teacher acts as the local educational champion in respect of supporting this strand of delivery.
Encourage universities and colleges to engage students in education about gender-based violence, hate crime and sexual citizenship in their induction and pastoral programmes, and redress the gendered and sexual norms that discriminate against women, sexual minorities and those who do not conform to gendered expectations.
Work closely with schools, colleges and other educational settings: <ul style="list-style-type: none"> • To implement an evidence-based programme of preventative education to change harmful attitudes and behaviours. • Upskill teachers, teaching assistants and youth workers that will build upon education statutory requirements.

Work closely with the Greater Manchester Parenting Group to explore ways to tackle stereotyping and precursors to gender-based violence.
Work closely with the Alliance for Learning Teaching School, to develop a range of targeted resources that address gender stereotyping and abusive behaviours, including online abuse.
Liaise with head teachers and safeguarding leads to ensure examples of good practice within schools are shared and celebrated.
Devise in partnership, the resources and material required to educate young people about abuse and exploitation, including its digital dimensions.
Continue to support the many VCSE organisations that go into schools to inform young people about: <ul style="list-style-type: none"> • Dating violence. • Peer abuse and bullying. • Mental ill-health and wellbeing. • Alcohol and substance abuse. • Sexual diversity • Sexual health services. • Services for victims and survivors of domestic and sexual abuse.
Deliver education tailored towards young women, especially those who are at risk of pressure from peers, disadvantaged or vulnerable that addresses the significance of self-esteem and choice in relationships, so they are not pressured to stay with boys and men who are coercive.
Work with organisations such as the National Autistic Society to develop and deliver neurodiverse sex and relationships educational material through Skills for Life, Personal, Social, Health and Economic (PHSE), and Sex and Relationship (SRE) programmes, to reflect different learning needs and levels of social understanding.
In partnership with the Greater Manchester Health & Social Care Partnership, Unlimited Potential and Salford Foundation, deliver education in selected communities and schools focusing on 'positive masculinity,' with investment funding secured from the National Health Service.
Invest £200,000 of police & crime commissioner funding to support this priority.

6. Priority 4 - Ensure consistent services in all Greater Manchester communities.

6.1 Equality, Diversity & Inclusivity

- 6.1.1 As a result of the engagement and public consultation phases of the development of the Gender-Based Violence Strategy, it is clear that certain groups of people within our communities, who have gender-based violence perpetrated against them face marginalisation or have distinct needs that are far from being fully recognised or provided for. This was particularly the case in respect of those with disabilities, older people and those from minoritised communities.
- 6.1.2 As a result of this feedback, we made a commitment to develop specific plans based on the needs of victims and survivors from those communities and the Gender-Based Violence Board have indicated that these commitments should be prioritised and thus included within this initial delivery plan.
- 6.1.3 We know also that some services are less accessible to people from sexual minorities, trans and gender-queer people and those with learning difficulties.
- 6.1.4 In addition, we know that fear of criminalisation deters a range of women in particular, from seeking support, including those whose immigration status is insecure. We know that in many cases the fact that such marginalised women have no recourse to public funds, presents additional barriers that prevents them receiving the support necessary.

- 6.1.5 We do not consider any of these issues to be reason to deny people sanctuary and protection and this delivery plan will begin our work to deliver our commitment of offering them the very best service provision.
- 6.1.6 In the Gender-Based Violence Strategy we said that we would scope the potential to establish Greater Manchester as a ‘City of Sanctuary.’ City of Sanctuary UK is an organisation that supports areas create networks from community groups to schools and universities, local councils to libraries and theatres and more, with the aim of encouraging inclusivity, compassion and solidarity of and with migrants and those seeking asylum. Sheffield was the first city in the UK to receive ‘City of Sanctuary’ status back in 2005.
- 6.1.7 In the Gender-Based Violence Strategy we are clear that women and girls are exposed to higher risk of gender-based violence, but that men and boys can be victims too. This is why we committed to draw up a bespoke plan to effectively meet the needs of male victims and survivors and this will be achieved through this delivery plan.
- 6.1.8 In delivering the elements of this priority we will ensure that ‘hidden voices’ are heard and avoid approaches to ‘multi-culturalism’ that result in the same voices being heard repeatedly, at the exclusion of others. We will also seek to ensure that we provide culturally sensitive support including addressing potential language barriers, and consistently monitor the equality and diversity of the support we offer.
- 6.1.9 The scope of delivery within this strand is particularly wide and will have the particular focus of the Gender-Based Violence Executive (see section 6) who will exercise direction and oversight on behalf of and reporting to the Gender-Based Violence Board.
- 6.1.10 In delivering this strand consistent with the foregoing, we will:

Establish a working group with the support and inclusion of the Greater Manchester Disability Network, with the purpose of devising a bespoke plan to better address the distinct needs of people with disabilities.

Establish a working group with the support and inclusion of the Greater Manchester Older Persons Network, with the purpose of devising a bespoke plan to better address the distinct needs of olde people.

Establish a working group with the support of Directorates within GMCA and our voluntary and community organisation networks, with the purpose of devising a bespoke plan to address the distinct needs of those in minority and marginalised communities including:

- Particular regard to be given to the issue faced by people with no recourse to public funds and insecure immigration status including how the police respond.
- Scope the potential to work towards 'City of Sanctuary status.
- Ensuring those experiencing the threat of gender-based violence from multiple perpetrators within their own families and communities are provided with places of safety, and that the exceptional risks they face are properly recognised and responded to by all those intervening and supporting them.
- Ensuring that assessment procedures take full account of survivors' social, emotional and economic needs and anticipate the risks of further violence, including targeted forms of abuse, racial and religious harassment and hate crime in particular localities.

A working group is already in existence under the supervision of the Domestic Abuse Partnership Steering Group (formerly DA Partnership Board), consisting of representatives that include all of our councils and the voluntary & community sector, to improve the services for men who suffer domestic abuse. The scope of this group will now extend to developing a bespoke plan for men who have or are suffering gender-based violence more broadly. This work will now ultimately come within the governance of the Gender-Based Violence Board.

Investigate how we can increase and improve training and risk assessment tools for working with both victims and perpetrators who have learning difficulties and those who identify as autistic or neurodivergent.

Undertake a comprehensive scoping exercise to assess the extent to which our services are meeting the needs of, and how accessible they are to victims and survivors from ethnic minority, foreign national, LGBTQ+, disabled, learning disabled and neurodivergent populations.

Work with and support our local authorities to develop strategies within the scope of gender-based violence, based on the needs and priorities of their respective local areas. Data on the rates and prevalence of various forms of violence and abuse will be collected in each area, be attentive to local demand for services and be responsive to the needs of all communities and demographic groups.

Review and revamp our IDVA and ISVA provision to make sure it is meeting the needs in all areas of the city-region and working most effectively with the VCSE sector, ensuring our provision best reflects and caters for the diversity of victims and survivors. Work has already commenced in this regard as we prepare our submission to the Ministry of Justice for a 3-year funding stream for domestic and sexual abuse services.

Appoint a Health Service Project Manager to review existing pathways into health and wellbeing services for vulnerable women to identify opportunities to improve referrals.

<p>Ensure that young people can self-refer to support services and get help outside of the criminal justice system if needed, ensuring that this service provision is properly signposted in all educational contexts, including schools, pupil referral units, colleges and universities.</p>
<p>Implement minimum standards of domestic abuse training.</p>
<p>Work closely with health service providers to deliver their commitment to address the immediate, medium and long-term needs of victims of gender-based violence in line with their statutory duties to reduce health inequalities in service provision through:</p> <ul style="list-style-type: none"> • Recognising the signs of abuse, proactively supporting victims, and using professional curiosity to enquire as to whether their support needs are being met. • Implementing minimum standards for domestic abuse training for clinical and clerical staff working in primary care, and provision of advocacy support for victims (detail of financial investment made in GM by NHS England to be included here). • Referring victims on to specialist or support services and delivering on a whole health approach, which joins up local health services, primary, secondary and mental health providers with specialist services for victims of gender-based violence.
<p>Extend specialist training and advocacy programmes across GP practices in collaboration with third sector organisations specialising in violence against women and girls (VAWG).</p>
<p>Support the Pride in Practice initiative that provides training to general practices, dental practices and pharmacies to ensure that practices effectively and confidently meet the needs of LGBTQ+ patients.</p>
<p>Extend the provision of hospital based IDVAs across Greater Manchester to enable early identification of potential victims, and provide end-to-end support for those who present with injuries.</p>
<p>Develop a pilot with Manchester Foundation Trust to equip sexual health clinics to identify and support victims of domestic and sexual abuse.</p>
<p>Raise awareness across health service providers to make sure they have the facilities and cultural sensitivity, to ensure that victims and survivors of gender-based violence are seen in the health care settings most familiar to them.</p>
<p>Ensure that all health care professionals know how to fast track victims of stalking, strangulation and sexual assault to specialist medical and psychotherapeutic services.</p>
<p>Generate new opportunities for service user engagement for vulnerable and marginalised women, who are victims of gender-based violence through Primary Care Networks.</p>
<p>Ensure that appropriately trained and impartial translators are available to help those whose first language is not English, in order to access appropriate support.</p>
<p>Invest £150,000 of police & crime commissioner funding to support this priority.</p>

6.2 Assist agencies to develop a consistent approach to dealing with perpetrators, building on the very good work currently taking place.

6.2.1 Through our Gender-Based Violence Strategy we are taking a transformative approach with the ambition of eradicating it. This is no less the case in respect of those who perpetrate such violence. Other areas of the strategy and this delivery plan seek to prevent people from becoming perpetrators in the first place, but we must also have a focus on those who are found to be offending in this way to prevent them harming others in the future. This is why we are aligning our specialist work with perpetrators with the wider strategy of primary prevention and early intervention that mobilises public engagement.

6.2.2 We know that some perpetrators have no motivation or intention to change and we must hold them to account through an effective criminal justice system (see section 6.3). But we also know that some perpetrators, the majority of whom are men and boys, understand that their behaviour is wrong and damaging and that they seek to change. We must ensure that there is provision available to assist them to do so.

6.2.3 One feature of gender-based violence is that far too often victims and survivors, most often women, are forced to flee the family home, to obtain sanctuary and security. This clearly has a massive implication for children who predominantly have to leave the family home with their mothers. We thus want to increase the housing options for perpetrators to minimise the impact on victims and their children (see section 7).

6.2.4 A number of pilot perpetrator programmes are taking place across Greater Manchester, including the nationally recognised and RESPECT accredited DRIVE programme, which is being delivered by TLC Talk, Listen and Change in several districts. These programmes are being funded in various different ways, the DRIVE programme for example is funded by the Home Office following successful bids made from GM.

6.2.5 Greater Manchester needs to develop a whole system-approach, which responds consistently to both those engaged by the criminal justice system and statutory enforcement services and perpetrators who are identified through voluntary/community or civil law routes.

6.2.6 We understand that in order to respond effectively to perpetrators, practitioners need to be able to listen carefully to what victims and survivors share about their experiences, as well as what offenders say about their motivations and problems. This is why all of our work with perpetrators will be routinely appraised by the Gender-Based Violence Board.

6.2.7 We know that most victims and survivors want perpetrators to be able to access effective interventions that will help them to change, but nationally only a small minority of repeat offenders receive specialist interventions.

6.2.8 We will:

Through a newly established working group, led by a member of the Gender-Based Violence Board - map and evaluate gender-based violence related perpetrator programmes across Greater Manchester, to assist with the development of a GM perpetrator framework that will seek to deliver programmes for all who need them on both a voluntary and compulsory basis.

Ensure that the newly configured Greater Manchester Probation Service is at the forefront of new developments in working safely and effectively with perpetrators.

6.3 Ensure that the experience of the criminal justice system is consistent with the ethos of the Gender-Based Violence Strategy

- 6.3.1 Within the key priorities section of our Gender-Based Violence Strategy we state our intention to maximise accountability to victims and survivors, especially with regard to police and criminal justice outcomes.
- 6.3.2 Whilst we explicitly recognise that policing and criminal justice can only ever be on part of the solution, we must ensure that the criminal justice system and the agencies that operate within it, are as effective as possible. We owe this to the victims and survivors who engage with and seek the support of criminal justice agencies, to ensure their needs and experience are maximised.
- 6.3.3 Confidence in Greater Manchester Police was challenged following the publication in December 2020 of a report by Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) in respect of the service they provide to victims of crime.
- 6.3.4 Since that publication, a new chief constable was appointed for GMP in May 2021. During his tenure to date, the chief constable has quickly changed and strengthened the senior leadership within the organisation to support him in his plans to improve the performance of the Force.
- 6.3.5 HMICFRS published their latest PEEL assessment of GMP, which is in respect of effectiveness, efficiency and legitimacy, in March of this year. This followed inspection activity within the Force between July and September 2021. The overall findings of the report suggested little improvement since their previous inspection.
- 6.3.6 It is important to note however that the inspection activity pre-dated the launch of the chief constable's strategic plan, "Planning our future: Building a new GMP," (known as the 'plan on a page.')
- which sets out the blueprint for how GMP will significantly improve. In his preface to the PEEL report,

Her Majesty's Inspector, Andy Cooke (now chief inspector of HMICFRS) noted that, "Whilst this report outlines the concerns I have.....I am pleased with the progress that has been made in a short period of time since the Force published its new long-term plan."

6.3.7 From our public consultation we know that many views were consistent with the findings of HMICFRS. People wanted to see a focus on better training as well a greater focus on tackling sexism, racism and homophobia within policing. Some responses also called for greater recognition of those within the police who themselves perpetrate gender-based violence and more robust tackling of it. Nationally there has been growing concern about these issues, with a current focus on the Metropolitan Police in particular. The National Police Chief's Council has recently published it's VAWG Strategy, which includes focus on these and other internal issues through the "Building Trust and Confidence" pillar.

6.3.8 GMP has also published its own VAWG Strategy, taking account of the NPCC's. They have sought to listen to and hear the voice of lived experience in developing their plan, for example through dialogue with the GM Women and Girls Equality Panel. They have also been working with organisations specialised in supporting migrant and minoritised women to develop their practice in respect of victim's whose immigration status is insecure.

6.3.9 Taking the above into account we intend to prioritise in this delivery plan those commitment in our strategy that apply to policing, though we will prioritise others as well.

6.3.10 There is a clear concern within our communities about the level of misogyny within our society and its connection with the perpetration of gender-based violence. Several police services within England & Wales have been recording offences as hate crime, where the victim perceived that misogyny was a motivation. Whilst the Law Commission has recently advised the government not to formally treat misogyny as a hate crime, debate continues to take place, most notably within parliament. We committed to consult with the public of Greater Manchester on this issue and still intend to.

6.3.11 There is deep concern concerning the response of the criminal justice system to offences of rape, which are pertinent to all agencies that operate within it. These concerns relate to the response by the police, very low

charge rates, the treatment of victims and survivors in court, the effect that court backlogs have on them, and pitifully low conviction rates.

6.3.12 In our strategy we reference the governments End-to-End Rape Review and action plan that was published in June 2021. In December the same year, the government reported that most of their actions were progressing as planned, but there remained much to do to ensure they have the impact intended. We will thus focus on ensuring that significant improvement takes place in Greater Manchester and that the necessary impact begins to be felt.

6.3.13 There are several established mechanisms within Greater Manchester that focus on improvement and accountability of the police and wider criminal justice, and also where these agencies work in partnership to improve overall practice and service to victims and survivors. These include:

- Deputy Mayor's Executive (Police).
- Local Criminal Justice Board.
- Justice and Rehabilitation Executive.
- Domestic Abuse Partnership Steering Group.
- Victim Resilience Forum.

6.3.14 We will utilise the above mechanisms to govern the changes and improvements required and overall oversight will be undertaken by the Gender-Based Violence Board. As we have outlined elsewhere, we will ensure that we seek, hear and utilise the voices of those with lived experience.

6.3.15 We will:

Formally review how domestic abuse cases are managed by GMP, including but not restricted to:

- Ensuring that the 'Think Victim' campaign is fully embedded within GMP and further explore how to improve outcomes for victims in the criminal justice system, ensuring they are offered the very best service, kept informed, treated with dignity, listened to and understood.
- Investigating how case management can be improved by frontline, investigating and senior police officers, and what can be

<p>done to reduce the number of reports to GMP that result in no further action.</p> <ul style="list-style-type: none"> Examining how super-complaints submitted to HMICFRS and the findings in respect of them, can be best utilised to improve service delivery. We await the findings in respect of the super-complaint submitted by the Centre for Women’s Justice in respect of ‘police perpetrated domestic abuse,’ and seek to implement any recommendations in a timely manner.
<p>Conduct a GM End-to-End Rape Review that will involve those who have lived experience of such abuse. Preparatory work has already commenced.</p>
<p>Ensure that cases involving serious harm and risk, such as domestic abuse and stalking, are subject to bail conditions that protect victims. New risk assessments will be required as a matter of routine before a suspect’s bail status changes.</p>
<p>Ensure that the police as a matter of routine, notify the Crown Prosecution Service, whether a suspect is on bail or released under investigation for a specified time period. Those released on bail or released under investigation must be so for the shortest possible time, in the interests of both victims and suspects.</p>
<p>Consult with the public of Greater Manchester and other interested parties on how to introduce the recording of misogynistic incidents by Greater Manchester Police, in the same way as they record racist and homophobic incidents. We will also work with the police to ensure that if such incidents are to be recorded, they have the necessary systems in place and officers trained to ensure effective implementation of any changes.</p>
<p>Expedite compliance with the Victim’s Code of practice ahead of the introduction of the new Victims Law to ensure victims receive the support they deserve and to put things right when things go wrong.</p>
<p>Seek sustained improvement in the quality of police investigations and their outcomes in cases of gender-based violence.</p>
<p>Closely monitor and oversee how the Early Investigative Advice Process (advice to police from the Crown Prosecution Service) is working, including its digital dimensions.</p>
<p>Ask GMP to deliver on the investment in key technologies, such as body-worn video, digital forensic technology and core IT systems, and to demonstrate how they have improved justice outcomes for victims of gender-based violence.</p>
<p>Ask the Chief Constable to anticipate the need to implement a new ‘Gold Standard’ framework (Operation Soteria) focusing on investigating the suspect and improving victim engagement, consistent with that being trialled by the Home Office via Avon and Somerset Police.</p>
<p>Ensure that when police officers attend domestic abuse incidents they gather and secure all the relevant evidence. This will include the mandatory use of body worn cameras.</p>

<p>Ensure that all frontline police officers are able to speak clearly to children who are present to obtain their views and know how to request to talk to victims on their own so that they feel safe to disclose abuse.</p>
<p>Train all criminal justice personnel in the powers the new criminal and civil legislation confer, with an immediate focus on the Domestic Abuse Act and the Domestic Violence Disclosure Scheme, commonly known as Clare's Law, and enduring focus on best practice with regard to safeguarding children and vulnerable adults.</p>
<p>Institute a programme of learning and development will be implemented to ensure all frontline officers understand the differences between domestic abuse, 'honour' based violence, and elder abuse, and how these present specific risks to victims that need to be anticipated.</p>
<p>Ensure that victims are referred to the statutory Probation Service Victim Contact Scheme when those who have abused them receive custodial sentences of 12 months or more. This will ensure they are allocated a designated Victim Liaison Officer who will provide information and advice about the criminal justice process, including IDVA and ISVA service provision, and their rights, from the point of sentencing through to post-release.</p>
<p>Monitor, evaluate and roll out learning from Stockport Family Drug and Alcohol Court (FDAC) with regards to its problem-solving approach to families managing substance use while undergoing care proceedings.</p>
<p>Explore the potential to establish Stalking Assessment Centres, which will enable the police to more effectively determine the risks to victims earlier and whether to seek Stalking Prevention Orders that can help protect those suffering from on and offline</p>
<p>Ensure that GMP will also continue to review and develop its monitoring of Domestic Abuse Protection Orders (DAPOs).</p>
<p>Invest £140,000 of police & crime commissioner funding to support this priority.</p>

7. Priority 5 – Focus on the ‘whole housing approach’ to reduce the risk of homelessness.

7.1 The issue of housing features as one of the 10 key priorities within the Gender-Based Violence Strategy. We have committed to taking a Whole Housing Approach to reducing the risk of homelessness that forces many victims and their children to endure domestic abuse, and increase the options for rehousing perpetrators to minimise the harm caused to victims.

7.2 The Whole Housing Approach developed by the Domestic Abuse Housing Alliance (DAHA) is a framework for addressing the housing and safety needs of victim/survivors in a local area. It brings together under one umbrella all the main housing tenure types alongside the housing options and support initiatives needed to help people experiencing domestic abuse to either maintain or access safe and stable housing.

7.3 The WHA mission is to:

- Improve access to safe and stable housing across all housing tenure types (social, private rented and private ownership). It considers the need for move on from refuge services and other types of temporary or emergency accommodation into more settled housing and;
- Ensure access to a range of housing options and initiatives tailored for domestic abuse, giving choice for people experiencing domestic abuse to relocate or remain in their existing accommodation.

7.4 It's key aims are to:

- Create earlier identification and intervention for domestic abuse through mobilising social and private landlords and key institutions involved in private ownership.
- Reduce the number of people who are made homeless as a result of domestic abuse.
- Increase tenancy sustainment options so that people experiencing domestic abuse can remain safely in their home when it is their choice to do so or do not lose their tenancy status if they relocate. This includes social housing landlords taking action to remove perpetrators from properties through enforcement and positive engagement activities.

- To bring together the housing and domestic abuse sectors through a [Coordinated Community Response \(CCR\)](#) to keep victim/survivors safe and hold abusers to account.

7.5 The WHA has 14 key components:

- Supported/sheltered housing.
- Social housing.
- Refuge services.
- Private rented sector.
- Privately owned.
- Move on accommodation.
- Housing First.
- Managed reciprocals.
- Sanctuary schemes.
- Specialist DA services provision for housing.
- WHA coordination.
- Flexible funding.
- DAHA.
- Perpetrator management.

7.6 We have already completed work on a Cross-Border Housing Reciprocal in partnership with our local authorities and social housing associations. This will shortly be presented to the Gender-based Violence Board for approval and implementation.

7.7 The development of our work within this priority will be coordinated by officials within GMCA working with established partnership arrangements such as the Housing Needs Group, Housing Provider CEO Group, Domestic Abuse Partnership Steering Group etc. It is through this route that the development of the Housing Reciprocal has been completed.

7.8 As work develops, we will need to engage with wider stakeholders such as estate and letting agents. In addition, we will ensure that the voice of lived experience is catered for.

7.9 We will:

Begin our journey of over the next few years completing compliance with the principles set out by the Domestic Abuse Housing Alliance (DAHA) that advocates for 'an enabling environment' where survivors know they will be 'listened to' and housing providers 'recognise that' tenants may be disadvantaged by multiple oppressions.
Develop, implement and evaluate a Whole Housing Approach to housing and law enforcement, as advocated by DAHA, that prioritises moving perpetrators elsewhere as a fairer and less disruptive solution to the threats of intimate partner violence and stalking wherever possible.
Implement the Greater Manchester Cross-Border Housing Reciprocal.
Work across voluntary and statutory sectors to build on innovative practice during the COVID-19 pandemic, to support the swift transition of victims and their children from refuge to stable accommodation.
Ensure the Greater Manchester Homeless Prevention strategy, in practice, addresses the various ways in which housing insecurity compounds the risks of gender-based violence women and children face.
Make it a requirement that those working with perpetrators engage with housing providers to identify solutions to the management of repeat offenders that prioritise the safety of victims and their children so that they can stay in their homes. To that end we will: <ul style="list-style-type: none">• Work with the Greater Manchester Probation Service's new Homeless Prevention Taskforce, while building upon the Mayor's 'A Bed Every Night' initiative.• Make a positive difference to the lives of private tenants at risk of homelessness by working in partnership with private landlords to provide quality housing provision through our Greater Manchester Good Landlord Scheme.• Foster reciprocal arrangements between housing providers in the city-region's ten boroughs to minimise the cost and disruption to victims and their families who need to move in order to flee domestic abuse.
Ensure that local authority housing provision is available for men who are victims of domestic abuse.
Ensure that emergency housing provision is also available for trans people who are victims of domestic abuse.
Invest £80,000 of police & crime commissioner funding to support this priority.

8. Priority 6 - Governance – Recognising the GBV Board’s role in focusing on strategic priorities.

8.1 Our Gender-Based Violence Board has overall responsibility for the delivery and progress of the commitments made within the Gender-Based Violence Strategy. The membership of the Board is as below:

Baroness Beverley Hughes (co-chair)	Deputy Mayor of Greater Manchester.
Jane Gregory (co-chair)	Manager, Salford Survivor Project.
Janice Allen	Head Teacher, Falinge High School, Rochdale.
Sandy Bering	GM Strategic Lead Clinical Commissioner, Mental Health & Disabilities.
Duncan Craig	CEO, Survivors Manchester.
Charlotte Curle	Community Member.
Damian Dallimore	Head of Serious Violence & Organised Crime, GMCA.
Chris Edwards	Regional Director, National Probation Service.
Neil Evans	Strategic Adviser to the Deputy Mayor, GMCA.
Yehudis Fletcher	Community Member.
Professor David Gadd	Professor of Criminology, University of Manchester.
Dr Sharmishta Ghangrekar	Safeguarding Lead, Salford Clinical Commissioning Group.
Gail Heath	CEO, Pankhurst Trust (incorporating Manchester Women’s Aid).
Katie Nicholson	Deputy Chief Crown Prosecutor, CPS North-West.
Alison McKenzie-Folan	Chief Executive, Wigan Council.
Clare Monaghan	Director, Policing, Crime & Criminal Justice, GMCA.
Shabnum Mustapha	Assistant Director, News & Media, GMCA.
Fiona Noden	Chief Executive, Bolton NHS Foundation Trust.
Memory Nyahunzwi	Chief Executive, The Olive Pathway

Nuala O'Rourke	Head of Service, Safeguarding & Learning, Stockport Council.
Jane Pilkington	Deputy Director of Population Health, GM Health & Social Care Partnership.
Sam Stabler	Community Safety Manager, Manchester City Council.
Jeanette Staley	Head of Community Safety, Salford City Council.
Liz Treacy	Solicitor & Monitoring Officer, GMCA.
Terry Woods	Deputy Chief Constable, Greater Manchester Police.

8.2 The clear objective of the Board is to retain the focus of partners on precise strategic priorities and to ensure that delivery of the commitments with the Gender-Based Violence Strategy makes a significant positive difference in the city-region. Board members will challenge each other to establish and maintain the tackling of gender-based violence as a strategic commitment in each of their organisations and the sectors which they represent.

8.3 The Board will seek to ensure that partners remain focused on priorities and commitments expressed in the strategy and current delivery plans, and that we do not become overly reactive to contexts and circumstances that prevail at a given time.

8.4 That said, the Board, at that strategic level, will remain sensitive to context and circumstances, and it will be they who decide whether amendment/additions are required in respect of our strategy and delivery plans.

8.5 To assist them in their strategic objectives and delivery of priorities, the Board will establish an Executive group, that will consist of senior officials from relevant agencies and organisations. This will include representation from all of our local authorities. A number of members have already been appointed to the Executive and it will meet for the first time shortly.

9. Forward Plan.

To be completed.

DRAFT