

GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 7th June 2022

Subject: Standing Together Police and Crime Plan for Greater Manchester – proposal for reporting progress.

Report of: Beverley Hughes - Deputy Mayor for Police, Crime, Criminal Justice and Fire

PURPOSE OF REPORT

The report sets out a proposed framework for reporting progress and performance against the Standing Together Police and Crime Plan 2022-25.

Work across each of the three priorities is delivered at both Greater Manchester and district levels. It is proposed that each priority will be reported separately to Police, Fire and Crime panel and include an overview of the different workstreams.

Each report would also provide an overview of key performance statistics for each of the three priorities.

The panel will also receive a programme of deep dive reports as set out in the work programme agreed by panel members in January 2022.

RECOMMENDATIONS

1. That the panel considers and agrees the proposed format for reporting progress against the delivery of the Standing Together Police and Crime Plan 2022-25
2. That the panel considers and agrees the draft performance scorecard style and content.

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BACKGROUND

- 1.1 The Standing Together Police and Crime Plan 2022-25 was agreed in January 2022 and is the second police and crime plan that has been developed by the Deputy Mayor.
- 1.2 Consultation and engagement on the development of the refreshed plan supported the three existing priorities as they align with local plans and priorities and are sufficiently broad to allow flexibility of approach. However, the consultation agreed that there should be a greater focus on victims.
- 1.3 The three priorities are:
 - 1.3.1 Keeping People Safe and Supporting Victims
 - 1.3.2 Reducing Harm and Offending
 - 1.3.3 Strengthening Communities and Places
- 1.4 The refreshed plan also includes two new themes for action which steer the approach to the delivery of the plan:
 - 1.4.1 Theme for action 1 - Tackling inequalities and injustice in all its forms including gender-based violence and
 - 1.4.2 Themes for action 2 - Delivering with victims, communities, and partnerships.

2. PANEL AND STEERING GROUP JOINT WORK PROGRAMME

- 2.1 The Police, Fire and Crime Panel previously agreed a joint work programme that sets out the schedule of deep diver reports to both panel and steering group over the course of the year.
- 2.2 A copy of the work programme is brought to each panel and steering group meeting for information of panel members.

3. PROPOSED CONTENT OF PRIORITY REPORTS

- 3.1 The plan makes several commitments under each of the three priorities for which the focus of delivery is, in varying degrees, at GM and district level. A summary of each commitment is set out at **APPENDIX 1** of this report

- 3.2 It is proposed that a report focussing on each priority is presented to consecutive panel meetings, providing a summary of progress. The reports would group together the different streams of work under each of the three priorities.
- 3.3 The summary reports will then be supplemented by the programme of deep dive thematic reports, as agreed in the current panel and steering group work programme. The suggested content of the priority reports is set out at paragraph 3.4.
- 3.4 Priority 1 - Keeping people safe and supporting victims:
 - 3.4.1 RASSO & GBV
 - 3.4.2 Vulnerable young people
 - 3.4.3 Modern slavery and CCE
 - 3.4.4 Hate crime
- 3.5 Priority 2 – Reducing harm and offending:
 - 3.5.1 Restorative Justice and Out of Court Disposals
 - 3.5.2 Probation Reform and delivery
 - 3.5.3 Substance misuse
 - 3.5.4 Women in Criminal Justice system
- 3.6 Priority 3 – Strengthening communities and places
 - 3.6.1 Night time Economy
 - 3.6.2 Road safety
 - 3.6.3 Water safety
 - 3.6.4 Race equality
 - 3.6.5 Transport safety

4. PERFORMANCE SCORECARD:

- 4.1 In addition to the priority and deep dive reports, it is suggested that every panel and steering group is presented with a performance scorecard which groups data and statistics under each priority of the plan.

- 4.2 It is recognised that the key work areas have already developed performance frameworks which are reported into their respective governance boards. However, the scorecard aims to bring key indicators together, to provide an overall picture of the general direction of travel.
- 4.3 A proposed initial list of statistics, under each priority is set out below for consideration.
- 4.4 A suggested draft scorecard is attached at **APPENDIX 2**, for panel members to consider the style and content.

4.4.1 Priority 1 - Keeping people safe and supporting victims

- Contact centre performance
- Response times
- Victim survey/ Victims code compliance
- Feelings of safety
- Mental health incidents
- Crime counts

4.5 Priority 2 - Reducing harm and offending

- Arrests
- Seizures
- Stop and search
- Reoffending rates
- Re-victimisation rates
- Crime recording
- Conviction rates
- CPS data

4.6 Priority 3 - Strengthening communities and places

- Road KSIs
- ASB
- Carbon reduction
- Diversity

5. RECOMMENDATIONS

5.1 Appear on the front page of the report.

APPENDIX ONE

○ Priority	○ You Asked Us	○ We will...
○ Keeping People Safe and Supporting Victims	○ Improve access to police services ○	1. Reduce 999 waiting times. ○
		2. Reduce 101 waiting times. ○
		3. Invest more in call handling. ○

○ Priority	○ You Asked Us	○ We will...
		4. Introduce a new community messaging app. ○
		5. Improve methods for reporting crime and sharing intelligence with neighbourhood policing teams and community safety partnerships.
	○ Improve police responsiveness ○ and visibility ○ ○	6. Investigate all crimes with reasonable lines of inquiry ○
		7. Invest in and protect neighbourhood policing teams for the purpose of preventing and reducing neighbourhood crime and building trust with communities.
	○ Improve Services to victims ○ ○	8. Ensure victims receive the support they deserve and put things right when things go wrong as outlined in the new Victim's Law.
		9. 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. ○
		10. Hold ourselves to account using the Victims' Code and through our Victim Survey. ○
		11. Give all victims the contact details of the police officer who is looking after their case. ○
		12. Improve how victims are kept informed of progress in their case. ○
		13. Consult on whether to appoint a Victims' Champion to provide independent challenge to our approach and promote the interests of victims ○
		14. Develop safe and supportive care when victims are in court.

○ Priority	○ You Asked Us	○ We will...
		<p data-bbox="916 264 932 286">○</p> <p data-bbox="868 349 1431 416">15. Advocate for victims who have been let down by the criminal justice system.</p> <p data-bbox="868 427 884 450">○</p> <p data-bbox="868 483 1431 584">16. Support victims who do not want to enter the criminal justice system to cope recover and</p> <p data-bbox="868 595 884 618">○</p> <p data-bbox="868 651 884 674">○</p>
	<p data-bbox="344 712 791 779">○ Improve services to victims of sexual violence and domestic abuse</p> <p data-bbox="344 813 360 835">○</p>	<p data-bbox="868 712 1431 779">17. Undertake an end-to-end review to inform the redesign of these services.</p>
	<p data-bbox="344 880 786 947">○ Protect vulnerable people from criminal exploitation</p> <p data-bbox="344 981 360 1003">○</p>	<p data-bbox="868 880 1431 1014">18. Help victims of modern slavery and human trafficking to recover by providing safe accommodation, assistance, counselling, and specialist advice.</p> <p data-bbox="868 1048 1431 1182">19. Offer support services to people who are more vulnerable to exploitation because of homelessness, poverty, drugs, alcohol, and gambling addictions.</p> <p data-bbox="916 1193 932 1216">○</p> <p data-bbox="868 1249 1431 1317">20. Prevent more people becoming victims of fraud.</p> <p data-bbox="916 1328 932 1350">○</p> <p data-bbox="868 1384 1431 1518">21. Raise awareness of hate crime, the harm it causes, promote how people can report it and improve the access to support for victims.</p> <p data-bbox="916 1529 932 1552">○</p> <p data-bbox="868 1585 1431 1653">22. Develop partnership approaches to get to the root causes of why people go missing.</p>
	<p data-bbox="344 1765 802 1798">○ Protect vulnerable young people</p> <p data-bbox="344 1832 360 1854">○</p> <p data-bbox="344 1888 360 1910">○</p>	<p data-bbox="868 1765 1431 1865">23. Safeguard young people and families with complex needs to prevent exploitation and abuse.</p> <p data-bbox="868 1888 1431 1955">24. Improve the service to victims of Child Sexual Exploitation and Abuse.</p> <p data-bbox="916 1966 932 1989">○</p>

○ Priority	○ You Asked Us	○ We will...
		<p data-bbox="866 262 1441 490">25. 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. ○</p> <p data-bbox="866 499 1441 616">26. Co-design knife crime and violence reduction campaigns with young people. ○</p> <p data-bbox="866 624 1441 741">27. Invest in community-led approaches and grass roots activity to reduce violence.</p>
○ Reducing Harm and Offending	<p data-bbox="335 1108 853 1176">○ Improve how police, criminal justice and community safety services work with mental health services</p> <p data-bbox="335 1187 359 1220">○</p> <p data-bbox="335 1232 359 1265">○</p> <p data-bbox="335 1332 853 1400">○ Investigate, arrest, and prosecute more criminals</p> <p data-bbox="335 1411 359 1444">○</p> <p data-bbox="335 1456 359 1489">○</p> <p data-bbox="335 1579 853 1646">○ Tackle organised crime</p> <p data-bbox="335 1657 359 1691">○</p> <p data-bbox="335 1702 359 1736">○</p>	<p data-bbox="866 1108 1441 1225">30. Investigate all crimes with reasonable lines of inquiry. ○</p> <p data-bbox="866 1234 1441 1350">31. Improve the quality of investigations and forensics. ○</p> <p data-bbox="866 1359 1441 1476">32. Improve relationships with the Crown Prosecution Service. ○</p> <p data-bbox="866 1485 1441 1552">33. Provide better support to witnesses.</p> <p data-bbox="866 1574 1441 1691">34. Seize more drugs, money, and assets from organised crime gangs. ○</p> <p data-bbox="866 1700 1441 1816">35. Have a plan to tackle each organised crime group and dismantle their operations. ○</p> <p data-bbox="866 1825 1441 1942">36. Protect communities and victims that are most impacted by organised crime.</p>

○ Priority	○ You Asked Us	○ We will...
	<ul style="list-style-type: none"> ○ Reduce high harm and repeat offending ○ ○ ○ 	<p>37. Get the right balance of fairness in terms of enforcement, protection of the public, and rehabilitation of offenders.</p> <ul style="list-style-type: none"> ○ <p>38. Increase the use of electronic monitoring orders.</p> <ul style="list-style-type: none"> ○ <p>39. Increase the use of stalking and harassment prevention orders.</p> <ul style="list-style-type: none"> ○ <p>40. Understand and address what motivates people to repeatedly offend.</p>
	<ul style="list-style-type: none"> ○ Give back to communities and victims of crime ○ ○ ○ ○ ○ 	<p>41. Increase the use of 'community pay back' and ensure that the work supports our communities and voluntary sector.</p> <ul style="list-style-type: none"> ○ <p>42. Ensure 'community pay back' is visible to communities.</p> <ul style="list-style-type: none"> ○ <p>43. Re-commission a Restorative Justice Hub.</p> <ul style="list-style-type: none"> ○ <p>44. Ensure the victim's wishes are at the heart of restorative justice.</p>
	<ul style="list-style-type: none"> ○ Tackle drugs, alcohol and gambling addiction and reduce deaths from their use ○ ○ 	<p>45. Identify people who offend because of drugs, alcohol and gambling addictions and link them into treatment with police, prison, and probation services.</p> <ul style="list-style-type: none"> ○ <p>46. 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.</p> <ul style="list-style-type: none"> ○ <p>47. Provide medically safe detention and reduce deaths in custody.</p> <p>48. Improve access to healthcare and support services for vulnerable people.</p>

○ Priority	○ You Asked Us	○ We will...
		<p>○</p> <p>49. Support people moving from prison to community-based healthcare services.</p> <p>○</p>
○ Strengthening Communities and Places	○ Reduce crime and anti-social behaviour in neighbourhoods	50. Improve how public services work together to respond to issues at a neighbourhood level to deal with the causes of crime and the determinants.
		51. Ensure that no local authority area falls behind from experiencing rising levels of crime and falling feelings of safety.
		52. Supporting all areas to build pathways to recovering from Covid-19 and its consequences.
		53. Allocate more resources to neighbourhoods that are disproportionately impacted by crime, targeting need, and ensure a levelling up of how safe people feel.
	○ Reduce road danger and make our transport system safer	54. Reduce fatalities and serious injuries on our roads.
		55. Invest more in roads policing.
		56. Increase the security and police presence on public transport.
		57. Tackle anti-social behaviour on public transport.
		58. Increase safe reporting mechanisms.
		59. Roll out community speed watch schemes.

○ Priority	○ You Asked Us	○ We will...
		60. Run hard hitting campaigns such as Safe Drive: Stay Alive, targeted at young drivers.
		61. Support schemes and operations that encourage safe walking and cycling and reduce car usage.
	○ Make our streets and night-time economy safer ○ ○	62. Implement an integrated public space CCTV pilot schemes that will increase safety through closer collaboration and information sharing across public sector CCTV systems. ○
		63. Implement a zero-tolerance approach to street and online harassment of women and girls through public conversations and campaigns. ○
		64. Sustain and expand safe havens and volunteer schemes that help people stay safe at night. ○
		65. Implement a Safety at Night Charter with premises.
	○ Improve our response to retail and business crime ○ ○	66. Increase reporting levels and investigations into retail and business crime. ○
		67. Make it faster and easier for businesses to report crime. ○
		68. Undertake targeted work in repeat and high-volume locations. ○
		69. Campaign to prevent the violence and abuse of shop workers. ○
		70. Provide better support to victims of retail violence. ○

○ Priority	○ You Asked Us	○ We will...
		71. Work closely with retailers and businesses on crime prevention and the sharing of intelligence.
	<ul style="list-style-type: none"> ○ Invest in ways to bring communities together to improve community cohesion and deter crime ○ ○ 	72. 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. ○
		73. 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.
		74. Actively monitor and act on intelligence from communities regarding tensions or groups that are being targeted.
	<ul style="list-style-type: none"> ○ Make public spaces and venues safer ○ ○ 	75. Implement the new Protect Duty to make public spaces and venues safer and prevent and deter attacks. ○
		76. Ensure lessons are learnt and action is taken following the recommendations from the Manchester Arena Inquiry.
	<ul style="list-style-type: none"> ○ Tackle inequalities within services ○ ○ 	77. Evaluate recruitment practices. ○
		78. Ensure the workforce is representative of all communities of Greater Manchester from recruits into senior management.
		79. Implement a diverse leaders programme to encourage career progression. ○
		80. Develop effective and representative local scrutiny and advisory groups to challenge the use of police
		81. powers including stop and search and the use of tasers.

○ Priority	○ You Asked Us	○ We will...
		82. Work with the Greater Manchester Equality Panels as critical friends in our approach to tackling inequalities and to co-design solutions. ○
		83. Make all information relating to diversity, equality, and inclusion publicly available.
	○ Make our services sustainable and reduce our carbon footprint ○ ○	84. Make our vehicles less reliant on fossil fuels. ○
		85. Decarbonise the police estate. ○
		86. 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. ○
		87. Procure and spend as much as we can locally and with the community and voluntary sector to benefit our communities.
		○

APPENDIX TWO

POLICE AND CRIME PLAN SCORECARD PROPOSAL