

Standing Together 2022-25: Priority Two Progress report – Reducing Harm and Offending				
	You asked us	Key outcomes by the end of the plan	Progress update for Panel report 4 th August 2022	How is this being delivered
1.	Investigate, arrest, and prosecute more criminals	<ul style="list-style-type: none"> Investigate all crimes with reasonable lines of inquiry. Improve the quality of investigations and forensics. Improve relationships with the Crown Prosecution Service. Provide better support to witnesses. 	<p>Following HMICFRS review, 2021/22 saw a step-change in GMP's compliance with the National Crime Recording Standards. The most recent external independent assessment of crime recording accuracy undertaken by the HMICFRS estimated that the GMP compliance rate across all crime types (excluding fraud) stood at 90.6%. This is a significant improvement from the 77.7 % rate reported in the 2020 VSA assessment. Audits in May 2022 identified that for residential Burglary and Robbery, crime recording compliance was 93% and 97% respectively. Consequently, GMP is now delivering much improved crime recording processes and practices and are now recording 30,000 crimes per month on average, with the month of July 2022 seeing a total of 32,638 crimes recorded. This totals over 55,000 additional crimes in the last 12 months. Reflecting the confidence and trust victims now have in GMP to come forward and report crime.</p> <p>In terms of investigation of all crimes, the crime management policy was revised in Sep 2021 and now states: All recorded crimes will be subject to an investigative assessment at the time of reporting, which will seek to identify safeguarding considerations for victims, lines of enquiry, immediate actions and public interest test considerations. Crimes taken by the Crime Recording and Resolution Unit (CRRU) with potential lines of enquiry are forwarded to the relevant Crime Progression Teams (CPT) for evaluation and allocation. CPT also review crimes recorded by a Police Officer and as for those crimes that are referred by the CRRU, an investigative assessment identifies if the crime should be finalised or allocated for further investigation.</p>	<p>Justice and Rehabilitation Executive</p> <p>Local Criminal Justice Board</p> <p>POAP structures</p> <p>GM End to End RASSO Review</p> <p>Op Soteria (Joint NPCC/CPS initiative starting in Autumn in GMP to improve RASSO investigation & prosecution)</p>

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			<p>All crimes with a named suspect must now be allocated for further investigation.</p> <p>The above has resulted in GMP positively solving, within the last 12 months, 4,346 crimes more than in the previous period, up 22% by volume to 30,877 solved crimes.</p> <p>To improve the quality of investigations GMP now has identified leads for crime – with a dedicated Head of Crime, and a Detective Superintendent on each District as thematic owner. The recently appointed Assistant Chief Constable for Crime, ACC Jackson has implemented a new Crime and Vulnerability Board governance meeting to improve accountability, performance and deliver improved outcomes for victims and communities of Greater Manchester. Improvements in processes and management data now allow for team and individual scrutiny such as the introduction of granular level Team Accountability Packs. Crime performance features as part of the District and Branches Quarterly Performance Review meetings - looking at thematic topics including Neighbourhood Crime, Vulnerability and Professionalising Investigation Programme performance measures to drive investigative improvement at all levels - including serious and complex crime.</p> <p>A Detective Superintendent and Detective Chief Inspector have been appointed to manage Crime and Investigation Standards and Investigative Resilience. Under the Crime and Investigation Standards review, investigation improvement plan has been reviewed. The Crime management and allocation policy is being</p>	

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			<p>updated and a tri-weekly Crime management meeting has been implemented to provide improved Crime governance.</p> <p>Under the Investigative Resilience strand funding has been secured to provide improved training with online access to resources to support the continued development of staff and improve their legal knowledge. Resources such as a new Crime E-book is now available to staff via personal issue mobile devices to provide at the scene advice and guidance. Whilst to support resilience, agency staff, many of whom are ex Detectives are being recruited into Detective Teams to bridge the vacancy gap and support the development of trainee detectives.</p> <p>The development of Neighbourhood Crime Teams is ongoing, focusing on the investigation of serious acquisitive crime and forensics. GMP has recently invested in the introduction of Desk Based Investigators and the ongoing Crime Futures project, in conjunction with Response and Neighbourhood policing reviews, will streamline and improve our investigative response going forward. The Crime Futures project is focusing on the development of a new policing model, which will deliver improvements to crime management and allocation ensuring that all crimes are investigated and that all reasonable lines of enquiry are pursued, and crimes are allocated to the most appropriate resource.</p> <p>Forensic data now features as a standing item at Force level meetings including VCPF, Crime & Vulnerability Board and Quarterly Performance Reviews (QPRs) to provide firm governance, Districts now have regular Digital FIG meetings and</p>	

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			<p>Forensic Services are in the process of moving to new bespoke premises more suited to their service provision. There has been a focus on improving attendance at incidents such as burglary, in order to drive performance and achieve successful outcomes for victims. The latest year saw demand exceed over 30,000 crimes and incidents.</p> <p>GMP is fundamentally committed to supporting and continuing to improve service standards to both victims and witnesses of crime across Greater Manchester. Extensive training has been delivered to all front-line officers on “Think Victim” and is driving compliance with the Victims Code in all we do – The Code of Practice for Victims of Crime. Delivering improved VCOP compliance and supporting victims and witnesses and improving the standards of service they receive end to end through the criminal justice system. By prioritising victim and witness focus on all interactions our Officers and staff and regular monitoring victim/witness and public feedback, GMP seeks to be a learning organisation and respond to feedback and deliver continuous service improvement. Governance structures at both Force and District level exist to address this and to ensure our demand in the CJU and wider work is effectively managed and prioritised to support our victims to ensure a timelier outcome.</p> <p>Each CJU cluster provides ad hoc training for police officers and police staff with case file preparation. GMP is working with PEQF training team on all aspects of file build for new student officers and training investigators on all aspect of file quality including the recent changes to disclosure at numerous courses including</p>	

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			<p>newly promoted sergeant and inspectors, probationary officers and CID.</p> <p>Focusing on improving file quality and speed of submission to CPS/the Courts is a key focus - the new Investigation Management Document (IMD) seeks to address this. This document is one which an Officer in the Case (OIC) completes to identify weakness/strength of a case and show how they have either pursued or dismissed each with a rationale. This was introduced with the new Attorney Generals guidelines on disclosure and has been in use since then.</p> <p>Local Criminal Justice Board (LCJB) Following the issuing of the CPS, NPCC and College of Policing joint national case progression commitment, - JOIMs will now be the primary local operational improvement meetings for forces and the CPS. GM has implemented a new structure through the LCJB to enable this. Quarterly and Monthly JOIMs have been created and the sub-groups under the LCJB have been reviewed and expanded.</p> <p>There is a new Domestic Abuse Delivery Board, and there has been a re-launch of the Rape Service Delivery Board, where performance improvements are now being seen. The JOIMs have now been implemented and District level Detective Superintendents, DCI's and CPS lawyers are fully engaged. Better frontline communication is being seen following introductory face to face meetings and a joint 'Knowledge' event.</p>	

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			<p>The Deputy Mayor held a Rape and Serious Sexual Assault Round Table in August 22 and a number of improvement actions have been agreed between GMP and CPS. This includes ensuring there is an effective escalation process for GMP to raise issues with the CPS and the piloting of a new partnership approach on a division to develop joint problem-solving approaches and model optimum delivery.</p> <p>The second nationally produced, 'GM Data Delivery Dashboard', was published containing data for Oct – Dec 21. Data includes police, CPS and court metrics and covers the 4 priority areas of: improving timeliness; increasing victim engagement; quality of justice; volume metrics.</p> <p>These metrics are being fed into the LCJB and its sub-groups as well as GMP using many of the metrics in their performance reporting.</p> <p>The restructuring process in GMP is resulting in an increased focus on performance and we are expecting improvements for GMP performance against other force areas.</p> <ul style="list-style-type: none"> • Improvements are evident for adult rape offences with cases charged rising from 2.5% to 4.5% against the national average of 3.6%. • Performance is strong for guilty plea rates at Crown Court with GM at 75% against the national average of 68% (8th in the rankings). • % of cases rearranged on the day of trial at Crown Court is 18% against the national average of 27%. 	

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			<ul style="list-style-type: none"> • An area of concern relates to time taken for an adult rape case to get through Crown Court. • For victim engagement there remain improvements for all offences but are better than the national average for adult rape offences. • Quality of justice is one of the main areas of focus for improvement. <p>There has been a 40% increase in arrests in the last 12 months which may impact of future court demand. This is already impacting on remand courts.</p> <p>The continuing Bar action has affected court listings and is resulting in the re-arrangement of cases impacting on victims and witnesses. This is being monitored by the courts.</p> <p>In summary, GMP is making good progress against HMICFRS recommendations, having been formally 'engaged' by them in December 2020. Since that time 135 recommendations requiring action have been closed, with 32 now open, and with 15 additional under review for potential closure by HMICFRS.</p> <p>HMICFRS will be re-inspecting GMP over three weeks focussing on:</p> <p>Custody (30th August to 16th September 2022), involving an internal custody records review and then attendance and inspection at all District custody suites over a two week period.</p>	

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			<p>Investigation Standards/VSA (5th to Friday 16th September 2022). Inspectors will focus on investigation standards review across key crime types with a focus on the Force Contact Centre and Investigations on specific crime types of; Rape and Serious Sexual Offences, Residential Burglary, Personal Robbery, Domestic related Crime with specific focus on Stalking and Harassment offences, Serious assaults S.47 and above to and including S.18 offences.</p> <p>It is expected that HMICFRS will report the outcome of the VSA inspection in October 2022.</p>	
2.	Tackle organised crime	<ul style="list-style-type: none"> Seize more drugs, money, and assets from organised crime gangs. Have a plan to tackle each organised crime group and dismantle their operations. Protect communities and victims that are most impacted by organised crime. 	<p>Data indicates that disruptions are higher (119) when compared with the same period last year (69) (April – July). Notwithstanding this, efforts remain ongoing to better improve the governance around disruptions and performance as it is recognised that not all seizures (of drugs, money and assets) are reflected in those disruptions.</p> <p>SOC Threats have expanded, following national changes, to include Priority Individuals and Vulnerabilities as well as Organised Crime Groups (OCGs), to better reflect the breadth of criminality. All three threat areas are expected to have individual 4P plans and this will continue to be monitored through Level 1 tasking.</p> <p>4P plans developed for key thematic areas of county lines; organised immigration crime; Western Balkan criminality; and modern slavery/human trafficking.</p>	<ul style="list-style-type: none"> There is an ongoing piece of work around the enhancement of the governance process which has seen the introduction of a revised SOC-tactical meeting Chaired by the Deputy /Senior Responsible Officer (D/Supt Griffith) and a bi-monthly Challenger district report circulated to D/Supt who are responsible for SOC on their respective districts to drive these areas of performance.

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			<p>Victims of Modern Slavery and Human Trafficking continue to be supported by the GM Place of Safety, providing immediate refuge for potential victims, with 11 victims being temporarily accommodated here between January and July 2022. Justice and Care Victim Navigator in place in GM, currently supporting 26 victims with tailored care plan since January 2020 and triaging over 4,000 cases. Psychologist able to be accessed by half the complex safeguarding teams in Greater Manchester, directly benefitting staff currently working with over 200 children and young people.</p>	<ul style="list-style-type: none"> • The SOC Threat Mapping Team have delivered a programme of training across Challenger teams to improve disruption and seizure recording, and are also supporting by inputting disruptions. • Home Office funded County Lines team is being recruited to, to focus on rolling up county lines across Greater Manchester, which will impact on seizures. • Continued partnership working to provide the place of safety and Victim Navigator role. • Trusted Relationships psychologists continue to deliver support to professionals working in and with complex safeguarding, to develop and inform how staff engage with and support children

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				and young people at risk of or experiencing exploitation by organised crime.
3.	Reduce high harm and repeat offending	<ul style="list-style-type: none"> • Get the right balance of fairness in terms of enforcement, protection of the public, and rehabilitation of offenders. • Increase the use of electronic monitoring orders. • Increase the use of stalking and harassment prevention orders. • Understand and address what motivates people to repeatedly offend. 	<p>GMP has invested in a new programme of ‘Out Of Court Disposals’ (OOCd) with 16 Dedicated OOCd Officers allocated across all divisions. The aim is to develop rehabilitative, reparative, or punitive conditions for Community Resolutions and Conditional Cautions. GMP will work with partners to develop pathways for offenders addressing reasons why they offend and build a toolkit, training package and simplify processes for frontline officers who will set individual conditions.</p> <p>GMCA and GM Probation have jointly funded 3 new Reducing Reoffending Posts for 2 years fixed term, focussing on Child Centred Policing, the reinvigoration of local Reducing Reoffending Boards in each area and the integration of rehabilitative services.</p> <p>Greater Manchester Probation Service (GMPS) and GMCA have devolved co-commissioning arrangements that supports the needs of people on probation and in prison, with a primary aim to ensure they remain law abiding citizens following release. Overall re-offending rates remain low in GM (accepting recent figures will still be affected by the pandemic). However, at 13% GM still has the lowest adult female re-offending rate of all large Metropolitan areas. Many of our approaches to the design of rehabilitative services are based on the lessons learnt from the ground-breaking GM Whole-</p>	<p>The Justice and Rehabilitation Executive serves as the GM reform board for strategic criminal justice issues through 4 pillars:</p> <ul style="list-style-type: none"> • Youth Justice Transformation • Local Criminal Justice Board • Offender Management Partnership Board. • Improving the Victim Journey <p>The GM Offender Management Partnership Board is co-chaired by the Regional Probation Director and GMP Chief Superintendent for CJS. This board brings together a body of work which considers the total landscape for Adult</p>

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			<p>System Approach to Women (person-centred, needs-led, building trusted relationships with the providers).</p> <p>A new Integrated Offender Management Strategy and operational guidance is being implemented, taking a whole-system approach by reviewing offender management in its entirety. This allows GMPS, GMP and other partners to understand the offender management offer and need, including serious acquisitive crime, high demand crime, domestic abuse, sexual harm, and serious violence. GMPS are launching the ‘short sentence function’ for people on probation. This will include up to three appointments per week, and dedicated resources targeting these individuals from the earliest point while in custody to give the best possible opportunity of successful resettlement.</p> <p>A new GM Perpetrator Intervention Framework has been agreed focussing on:</p> <ul style="list-style-type: none"> • Domestic Abuse • Sex Offending • Stalking & Harassment <p>This will be delivered on a Change, Protect, Enforce model of delivery.</p> <p>Partners are preparing for the implementation of new electronic monitoring approaches through integrated offender management.</p> <p>Alcohol Abstinence monitoring went live in 2021 on community orders and became a licence condition from 15th June 2022.</p>	<p>Offender Management including:</p> <ul style="list-style-type: none"> • Integrated Offender Management • Commissioning of Rehabilitative Services • Prisons and Probation Reducing Reoffending Plan • Out of Court Disposals <p>GM Offender Management Partnership Board</p> <p>HMPPS Reducing Reoffending Plan</p> <p>GM Perpetrator Framework Steering Group</p> <p>GM Offender Management Partnership Board</p> <p>IOM Steering Group</p> <p>GMIRS Steering Group</p> <p>GM Offender Management Partnership Board</p>

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			<p>This can be complete abstinence or monitoring levels of alcohol use.</p> <p>GMP is committed to protecting victims of Stalking and Harassment across our Communities of Greater Manchester and is a key safeguarding pillar of our comprehensive VAWG strategy. In January 2021, GMP launched the first strand of tackling vulnerability, with the launch of Think Victim training. This was to ensure that every victim of crime receives the service they are entitled to and will improve public confidence in GMP as a result.</p> <p>Think Victim Training was delivered as a mandatory training session to all frontline responders, and by December 2021 had been delivered to nearly 4000 frontline staff and included specific sections on Stalking and Harassment and also guidance on Stalking Protection Orders. This was followed up by Think Victim 2, which was a 1-day course approved by the College of Policing on Risk and Vulnerability and again included advice on stalking and harassment.</p> <p>There is guidance on obtaining Stalking Protection Orders available online for officers, and Legal Services continue to support officers through the application process and application for these orders. GMP have continued to improve the awareness of stalking offences, and this is reflected in the increase of crimes and application for SPO. Where other orders such as Non-Molestation, Restraining Order, or bail conditions are appropriate, these continue to be used to offer protective measures to victims of stalking</p>	<p>HMPPS Reducing Reoffending Plan</p> <p>GMPS Homelessness Prevention Team</p> <p>GMIRS Steering Group</p> <p>GM Offender Management Partnership Board</p> <p>HMPPS Reducing Reoffending Plan</p>

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			<p>GMP, has made 28 applications in the latest 6 month, Feb-July 2022, up from 24 for the same period last year. This area of protection remains a key focus for protecting predominately women and girls but also all members of the Communities of Greater Manchester.</p> <p>As one of the measures to address the Government’s ambition to reduce neighbourhood crime, ministers have requested a substantial programme of tagging people convicted of acquisitive crime. Electronic monitoring will be a compulsory licence condition for qualifying adults serving standard determinate sentences of 12 months and over for specified offences of burglary, robbery and theft, and who upon release, will reside in specified police force areas. Qualifying adults will wear a location monitoring (GPS) tag which continuously collects data on their whereabouts. Curfew and/or exclusion zones will not be imposed unless specified as an additional licence condition. This will sit as a tactic of IOM and GMPS will act as the responsible authority. This has been trialed by a number of pathfinder forces and the introduction date for GM is likely to be the end of 2023.</p> <p>New electronic monitoring approaches for those on the integrated offender management cohorts are being implemented, and we are embarking on a programme that will see the increase of probation and partnership appointments for this cohort from one to three appointments per week. To support this target – GMP and GMPS have secured funding for ‘Op Vigilance’, a 6-month joint initiative starting in September</p>	

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			<p>2022 which will see Police and Probation offender managers conducting out of hours visits and drug testing. A further 6 months funding has been ringfenced once evaluation has taken place.</p> <p>Greater Manchester Integrated Rehabilitative Services is GM's unique devolved approach to the commissioning of Rehabilitative Services. This is a comprehensive multi-million-pound 5-year programme which focuses on:</p> <ul style="list-style-type: none"> • Education Training and Employment • Accommodation Support • Dependency and Recovery • Peer Support • Finance, Benefits and Debts • A Whole-System Approach to Women • Welfare Hubs in each Local Authority <p>For example - Ingeus, which provides the GM Integrated Rehabilitation Services Accommodation Support, has progressed over 500 referrals since November 2021. Similarly, the GM Community Accommodation Service 3 (CAS-3) is for people leaving custody who are 'actually homeless' but not under an interim duty of accommodation with their Local Authority ('priority need'). GM CAS-3 offers temporary accommodation for up to 12 weeks and support to maintain the accommodation and seek a longer-term housing solution. This accommodation and support are commissioned by Local Authorities, with regional service co-ordination managed by the GM Homelessness Prevention Team (GMPS). The benefits of this approach have been demonstrated in the pilot year and will continue to be built upon, with:</p>	

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			<ul style="list-style-type: none"> • 135 GM CAS-3 bed spaces (supported) mobilised. • 1013 people referred into GM CAS-3 with no safe accommodation upon release. • 100 % of people referred have been offered accommodation through the GM whole system approach to homelessness. • 616 people have been offered CA3 accommodation in Year 1 of the programme. • 72 have future release dates and will also be offered CAS3 accommodation. <p>GMPS co-commissioned over 50 organisations to deliver services that help reduce reoffending and harm, support victims, and strengthen communities and places – 18 are voluntary, community and social enterprise organisations (VCSE).</p> <p>The GMCA has commissioned 'Revolving Doors' to provide lived experience insight across all commissioned services and they will be undertaking a quality assurance approach to make sure service delivery meets needs of people on probation.</p>	
4.	Give back to communities and victims of crime	<ul style="list-style-type: none"> • Increase the use of 'community pay back' and ensure that the work supports our communities and voluntary sector. 	Greater Manchester Probation Service has over 2,500 individuals with community payback hours to complete, of which approximately 1,000 have standalone orders equating to over 8,000 hours in total. It is estimated that nearly 1,000 have dropped onto the backlog list due to reduced delivery capacity of around 60% of pre-covid hours. This is as a result of the impact of national lockdowns, a reduction in individual	Justice and Rehabilitation Executive GM Offender Management Partnership Board

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		<ul style="list-style-type: none"> • Ensure 'community pay back' is visible to communities. • Re-commission a Restorative Justice Hub. • Ensure the victim's wishes are at the heart of restorative justice. 	<p>placement opportunities, and other factors such as staff availability and COVID-19 regulations such as social distancing and additional welfare requirements.</p> <p>GMPS court, interventions and unpaid work functions exceeded COVID-19 recovery targets and have developed 4 national community payback projects, including Forestry England, Slow Ways, Groundworks and placements for people on probation</p> <p>The Police and Crime Team has also scoped opportunities to increase the number of payback hours being delivered by GMPS. The agreed areas of focus included:</p> <ul style="list-style-type: none"> • Identifying potential external supervised group placements (this option would yield the most hours) • Identifying volunteering opportunities • Individual placement identification • Project in a box nomination • Promoting the new HMPPS skills catalogue through engagement with Greater Manchester partners • ETE links with local community colleges and online services <p>The team met with a range of partners including local authorities. It is evident from these meetings that it would be beneficial for probation colleagues to attend local meetings, rather than (or in addition to) sitting at the Community Safety Partnership level meetings.</p>	<p>HMPPS GM Reducing Reoffending Plan</p> <p>Justice and Rehabilitation Executive</p> <p>GM Offender Management Partnership Board</p>

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			<p>A report has been produced which will be monitored at the GM Offender Management Partnership Board.</p> <p>The Greater Manchester Restorative Justice Service continues to deliver across GM. Delivering 1,400 interventions through the contract term. In the last 12 months 350 interventions have been completed. The service is currently under review to establish areas for development, in anticipation a re-commissioning from April 23.</p> <p>Victim satisfaction continues to be above 95%. The service will be linked to the new multi-crime service to ensure even greater access for victims.</p>	
5.	Tackle drugs, alcohol and gambling addiction and reduce deaths from their use	<ul style="list-style-type: none"> Identify people who offend because of drugs, alcohol and gambling addictions and link them into treatment with police, prison, and probation services. Increase the number of community sentence treatment 	<p>In line with national requirements, we will conduct a GM joint needs assessment, (reviewing local data and evidence) and agree a GM strategic delivery plan by Dec 2022.</p> <p>In addition to community sentence requirements for those with drug and alcohol difficulties, we are now seeing increases in the number of Mental Health Treatment Requirement (MHTR) sentences in Bolton and Wigan. MHTRs will next expand into Manchester and Salford as part of a phased GM rollout.</p> <p>The GMP Healthcare and Custody Contract is scheduled to commence in November 2022, and we will report further once the contract is awarded.</p>	<p>The GM Drug and Alcohol Transformation Board will oversee this work.</p> <p>Greater Manchester Mental Health Trust (GMMH) are delivering the expansion of MHTRs.</p> <p>GMP are responsible for the procurement and award of this contract.</p> <p>GMCA are coordinating this work in partnership with prison and community</p>

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		<p>requirements for people whose offending is linked to mental health difficulties or the use of drugs and alcohol.</p> <ul style="list-style-type: none"> • Provide medically safe detention and reduce deaths in custody. • Improve access to healthcare and support services for vulnerable people. • Support people moving from prison to community-based healthcare services. 	<p>We also continue to work with Forest Bank Prison and GM community treatment services to increase numbers continuing in treatment once released.</p>	<p>treatment staff. Delivery is monitored via the National Drug Treatment Monitoring System.</p>