

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18th November 2024

Subject: Neighbourhood Policing

Report of: Assistant Chief Constable Matthew Boyle

Purpose of Report

To provide an update to the Police, Fire & Crime Panel on neighbourhood policing in Greater Manchester (GM).

Recommendations:

The Panel is requested to:

1. Note the progress to date.
2. Receive regular progress updates as and when required.

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

A range of measures are in place to track, measure and monitor engagement activity with seldom heard communities. Targeted engagement activity is then prioritised in areas where there is limited engagement to ensure the voice of communities is captured.

Good practice is being adopted from other Force areas to continually strengthen community engagement activity and the ability to monitor effectively.

Risk Management

Key Risks and Issues	Mitigation
Staffing and abstraction levels	<ul style="list-style-type: none">- Robust internal governance structures in place to oversee and scrutinise (further review of the force abstraction policy ongoing).- Embedding digital data capture within neighbourhood policing to monitor abstraction levels and shift behaviour to improve usage and accuracy of recording.- Right Care, Right Person (RCRP) benefits realisation as a result of officer hours saved.
Community engagement	<ul style="list-style-type: none">- Develop a comprehensive communication strategy- Bee In the Loop platform to increase subscription levels and monitor engagement activity.

Legal Considerations

N/A

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report:

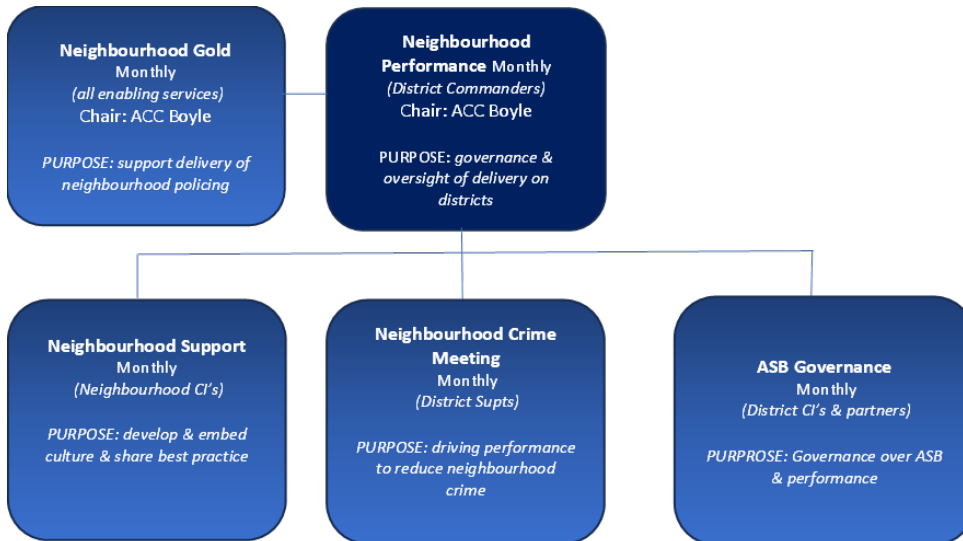
None

1. Introduction/Background

Neighbourhood policing is the bedrock of British policing and remains a key priority for Greater Manchester Police (GMP), with phase 2 work seeking to focus on *consistency, culture, and performance delivery*. Since the introduction of the Neighbourhood Policing Model, it has continued to strengthen.

Robust governance structures are in place to track, measure and monitor progress at both a Force and district level. The diagram below outlines the range of meetings that take place to drive performance and oversee the successful implementation of the Model.

Neighbourhood Policing Governance:



In addition to this, a relaunch of an improved and enhanced *Neighbourhood Policing Performance Management Framework* was delivered in May 2024. The framework is based around the three key areas of Neighbourhood Policing to provide consistency of approach and understanding:

1. Engaging Communities
2. Problem Solving and Prevention
3. Targeting Activity

2. Neighbourhood Crime Data – Key Headlines

- In the latest 12 months GMP recorded **40,219 neighbourhood crimes** (burglary, robbery & vehicle crime). This was **8,247 fewer** than the previous year, a **reduction of 17.0%**. This represents a **statistically significant** change.

3. Neighbourhood Policing Model

The new Neighbourhood Policing Model is one built on strong leadership, accountability and values, with dedicated teams to respond to the priorities that communities have asked the Force to address. The construct provides a wide-ranging neighbourhood offer which nationally bucks the trend due to its diverse make up.

Teams consist of:

- **Neighbourhood Teams** – dedicated sergeants, police constables and police community support officers (PCSO), led by an inspector. Operating in clearly defined geographical areas to build knowledge, relationships, trust and confidence within communities.

Capability has been bolstered further in every district by the introduction of:

- **Neighbourhood Prevention Hubs** – problem-solving with partners to resolve long term problems.
- **Neighbourhood Crime Teams** – working on community intelligence to target and arrest criminals (such as burglary, personal robbery, theft, and car crime).
- **Neighbourhood Tasking Teams** – lead on high profile targeted activity against those causing highest harm (including tackling drug dealing, high visibility policing and priority warrants).

The new neighbourhood offer now includes a total of 1,148 dedicated neighbourhood officers and staff who provide visible police presence in the heart of communities. This is integral to keeping people safe and preventing and tackling crime. Despite the decline in PCSO numbers, the number of dedicated warranted officers in neighbourhood policing has increased. This increase is addressing the imbalance of PCSOs versus police officers.

- Vacancy levels across neighbourhood policing teams continue to be held under scrutiny.
- The current strength of PSCO is currently 292.66, it is intended that over the next 18 – 24 months this will reduce to 215. This will result in one PCSO per ward, an ambition set out in the original business case.
- Vacancy levels of neighbourhood constables, as of September 2024 is 11.5%.
- Neighbourhood inspectors and sergeants continue to remain at single figures for vacancies, when impacted through workforce attrition and movement of people (retirements, promotions, new roles) the post is advertised and a replacement identified within a short period of time.

Abstraction Levels

Neighbourhood policing is utilising several digital processes aligned to the Neighbourhood Performance Framework to enable analysis of the work of Neighbourhood Teams to measure positive impact on improving public trust and confidence. One of the functions includes the ability to monitor abstraction levels to ensure the Force has effective oversight across each of the districts.

It is anticipated that due to the introduction of RCRP abstraction levels will reduce further, this is being monitored closely.

4. Neighbourhood Policing Activities

A summary of activities against each of the neighbourhood policing areas are provided below.

Engaging Communities – Key Headlines:

The Neighbourhood Policing Model ensures neighbourhood officers are visible and can be contacted by local communities. The teams listen to community concerns and work with the public, community groups, partners, local businesses and local authorities to reduce crime, protect vulnerable people and improve community safety.

The Force is committed to working with communities that traditionally interact less often with the police or may have lower levels of trust and confidence. Robust plans are in place across each of the neighbourhood policing teams to deliver targeted engagement activities.

Key community engagement highlights include:

Partners and Communities Together (PACT) Meetings - The introduction or strengthening of area-based meetings with partners to ensure community visibility of senior police leadership (and partners) that enables two-way dialogue with communities. Chief inspectors have been tasked to work with partners to develop / strengthen the PACT meetings on their districts, ensuring consistency of approach and frequency. Meetings are underway across districts and are now established as business as usual. Key demographics are being captured to understand who GMP is currently engaging with via the PACT meetings and where the gaps are.

Bee In the Loop (BITL) -

BITL is GMP's digital messaging tool, launched in March 2023 which enables the Force to engage in a two-way dialogue with diverse communities positively and proactively.

- 26,680 subscribers have signed up to BITL platform and sign up continues to increase month on month.
- GMP has set an ambitious target of 100,000 residents signing up to BITL by March 2025. A comprehensive communication strategy is being developed to achieve this ambition.
- The 'Engagement Tracker' module within BITL has now been activated to better understand what type of activities are being carried out locally with communities and evaluate their effectiveness against the overall GMP strategy.

- The BITL platform also allows GMP to monitor important demographic information to understand who the Force is engaging with and to carry out targeted engagement activity particularly with seldom heard communities / underrepresented groups.

Key priorities for the coming quarter are:

- Increased membership sign ups in all districts for BITL.
- Refresh and relaunch of GMP's use of community engagement plans and profiles.
- Activation and utilisation of community surveys through BITL.

Operation Rotation

Following increased tensions, as a result, of the Manchester Airport and Southport incident, a dedicated Consequence Management Cell (CMC) has been established within GMP.

The CMC co-ordinates engagement activity undertaken by local neighbourhood policing teams. Effective community engagement has been pivotal in rebuilding trust and confidence in policing. Neighbourhood officers have provided high visibility reassurance patrols at places of worship and locations housing asylum seekers, as well as listening to community concerns.

GMP is fully invested in the approach with a focus now being on the GM Recovery Plan. Engagement events are taking place across each of the districts to listen to the views of partners and communities. Key themes and findings will then feed into a GM wide event. Robust action plans will be developed and implemented early 2025, to continually improve community cohesion and build trust and confidence amongst communities.

Targeting Activity – Key headlines:

The Force continues to build upon the strengths and success of Operation Vulcan, aligning with the Mayoral and Chief Constable's vision around the Clear, Hold, Build Approach.

Operation Uno - Every month all GMP districts hold local tactical tasking meetings to define their priorities in line with the Force Control Strategy. Each Organised Crime Group (OCG) is tiered as part of the mapping process, informing level of risk and resources. Stockport district have been the pilot area for Serious Organised Crime (SOC) threats at a neighbourhood level under the banner Operation Uno. A full partnership day of action took place in June achieving a number of positive outcomes.

Initial results:

- Civil orders applied for by the Housing Association were granted by the courts and when breached, arrests were made to protect vulnerable residents from having drug dealers visit their home and arrest those suspected to be involved in criminal activity.
- Vulnerable residents re-housed.
- Longer term investigations for drug supplying are being progressed following positive warrants.
- Agency Partner Management Information System (APMIS) disruptions is at 26.
- 14 seizures recorded.
- Frequent communication (daily almost with SHG (housing provider)).

Problem-solving and Prevention – Key Headlines:

GMP continue to adopt a problem-solving culture across the Force. This is evidenced through the number of high-quality submissions for national and international policing awards. In 2024, GMP were finalists for two Tilley Problem-solving Awards and won the Goldstein Award for Operation Vulcan.

Operation Libra

Operation Libra is GMP's response to reducing anti-social behaviour (ASB) and serious violence, using additional funding provided by the Home Office. Data has been utilised to identify hotspots across GM to apply a problem-solving approach to distribute funding to address issues. Stockport was the first district to request hotspot funding to address the increased issues around the Stockport Interchange. Funding provided to support high visibility patrols from Neighbourhood Teams and Transport Team to reduce incidents, reassure communities and to identify / engage with potential offenders.

Initial results include:

- 39 people have been arrested.
- 274 stop searches conducted.
- 89 related ASB powers used.

Operation Hurricane

Operation Hurricane, launched by GMP in response to a rise in ASB involving motorcycles, e-bikes and quad bikes, aimed to address disruption and crime during the summer months of 2024. Over the first 100 days, more than 100 bikes were seized, and in total 33 arrests were made and 126 bikes seized. This crackdown significantly reduced disruptive behaviour, with off-road bike incidents decreasing by 21% compared to the same period in 2023. Targeted enforcement and prevention efforts led to a 28% reduction in incidents in key areas, demonstrating the operation's success in improving public safety and reducing road risks.

- Operation Hurricane was launched in response to a surge in ASB involving motorcycles, e-bikes, and quad bikes (both on and off-road) during the summer months.
- As part of the major crackdown, more than 100 bikes were seized in the first 100 days of the operation and 33 arrests were made, marking a significant step in reducing disruptive activity.
- The reckless use of motorcycles not only affects the quality of life within communities but also poses serious risks to road safety and the use of public spaces.
- Through close collaboration with partners, GMP acted on intelligence received from sources and patrolled the top demand locations to deter, detect and disrupt offences.
- Between June and September 2024, reports of off-road bike incidents decreased by 21% across the Force, compared to the same period in 2023.
- All five previously identified top demand districts recorded a 28% reduction in incident reports during the same period, highlighting the success of targeted enforcement efforts.

Rogue Meet and Greet Businesses (Manchester Airport) - Between January 2019 and October 2024, there has been around 160 recordable crimes regarding unofficial meet and greet companies operating at Manchester Airport. Additionally, around 60 alias/alternate business names, relating to unofficial meet and greet services at Manchester Airport, have been used over this period. The effect of such crimes having a devastating impact on those who fall victim to these rogue traders. Problem-solving has taken place with partners using a variety of tactics resulting in site visits, vehicles being seized, drivers being subject to traffic offences and arrests.

Initial results:

- 71% decrease in 2023, compared to 2022.
- To date, there has currently been a 73.01% decrease in rouge meet and greet crimes in 2024, compared to 2023. However, it is worth noting that the 2024 dataset is not yet complete, and an accurate percentage will not be available until January 2025.
- Only one unregulated meet and greet site currently in operation, however, they are compliant with no issues.
- The operation has been reviewed by other airports nationally and is widely considered as best practice.

Missing from Homes - Proactive partnership problem-solving approaches have been implemented to address repeat missing person reports. A problem profile highlighted that children's care homes are responsible for 5043 missing investigations of the total 33,970 investigations. Neighbourhood Teams are working closely with partners to focus on repeat locations, to enforce / education around the Force policies.

Initial results:

- Incidents reduced by 19.6% meaning a reduction of 1,543 missing from home reports.
- Cost saving of approximately £3,950,425.
- This initiative was shortlisted as a finalist for a national Tilley Award.
- The learning from this pilot has supported the development of Operation Addition, a Force-wide initiative implemented in September 2024.

Licensed premises – proactive partnership problem-solving approaches are being implemented to address the top licensed premises where there is a disproportionate amount of crime and harm. A traffic light system was introduced to highlight premises as red, amber and green to determine intervention required.

Initial results:

- A reduction of 819 crimes within licensed premises.
- Potential cost saving to GMP £953,634.
- Reduction of harm in licensed premises.
- This initiative was shortlisted as a finalist for a national Tilley Award.

Independent Advisory Groups (IAG) and Independent Community Scrutiny Panels (ICSP) -

Key activities in place to strengthen the IAGs and ICSP which include:

- A focus on recruitment to increase the membership and representation of the panels. Since June 2024 the Force has introduced 20 new applicants.
- The Force continues to research national good practice to further improve the approach for GM.
- Strengthen the governance and oversight of IAG's and ICSP's, creating a central repository.

RCRP - On 30th September 2024, GMP implemented a RCRP, a significant change programme for the Force. This is a national model, whereby forces across the country are being asked to implement an accountable and consistent decision-making model to re-align deployment decisions against the core policing responsibilities.

GMP has been working in collaboration with partners to identify more suitable pathways, to ensure callers receive the right support, by the right agency, at the earliest opportunity.

Due to the improved pathways identified with partners, this is resulting in a reduction of deployment to a number of concerns for welfare calls (where there isn't an immediate risk to life), which in turn is freeing up officer hours to deliver core policing duties more effectively.

The successful implementation of RCRP will impact positively on delivering the Neighbourhood Policing Model, with less abstractions from officers and more time to engage with communities and tackle local priorities.