

Standing Together

Our Plan for policing and safer and stronger
communities in Greater Manchester

2024-2029

December 2024

Contents

Contents.....	1
Foreword by the Mayor, Andy Burnham.....	2
Foreword by the Deputy Mayor, Kate Green	3
Foreword by the Chief Constable	5
Foreword by the Chief Executive, Bury Council.....	5
Opportunities and challenges for a safer Greater Manchester	6
Our ways of working and principles of delivery	10
Our equalities commitments	10
Where our priorities come from.....	11
1. Improving public trust and confidence in policing	14
2. Increasing accessibility, consistency and responsiveness by the police	16
3. Increasing police outcome and charge rates	17
4. Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types	18
5. Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour.....	27
6. Improving road and transport safety, so people can travel around our city-region safely.....	28
7. Reduce high harm and repeat offending taking a preventative and diversionary approach	30
8. Tackling drug, alcohol and wider addictions	34
9. Reducing and preventing gender-based violence and all forms of serious violence.....	36
10. Reducing and tackling serious and organised crime	40
Finances	41
Accountability, scrutiny and performance.....	44

Foreword by the Mayor, Andy Burnham

It is a privilege to serve as Mayor of Greater Manchester and to launch the Standing Together Plan for my third term.

This partnership Plan is about building upon the difficult but necessary work of the last 7 years to transform the city-region's approach to keeping people safe. I am proud to say that we are in a much stronger position as I set out my third Standing Together Plan, compared to this point in 2017 and 2021.

The Chief Constable has worked tirelessly to return Greater Manchester Police (GMP) to the level of service that our residents rightly expect, and now leads one of the most improved police forces in the country. I am grateful to the Chief Constable and the receptiveness of the force to his leadership, as well as to all partners involved in policing, community safety, and criminal justice for the dedication that they have shown to delivering for residents.

We owe a debt to those who work on the frontline to keep us safe from harm, and whilst it's right to be proud of the work we've done, it's also right to acknowledge that there is much more to do. That is why this Plan is so important. It serves as a blueprint for tackling the challenges we face.

Safety is at the heart of my ambition for Greater Manchester. Put simply, we can't deliver a greener, fairer or more prosperous city-region if people aren't safe or don't feel safe.

It is so important that we use every tool at our disposal to drive economic growth and bring Greater Manchester the prosperity it deserves. We're already growing our economy quicker than the rest of the UK, but we can aim higher. This Plan will play a crucial role in creating the safe environment to give businesses the confidence to operate and invest in Greater Manchester.

I'm proud to be introducing the Greater Manchester Baccalaureate (MBacc) to transform the opportunities available to all our young people and to ensure none of them are left behind. Too many young people encounter the criminal justice system, and we need an approach that recognises their youth and meaningfully diverts them

away from that system wherever possible. Education and aspirations for the future are crucial for that.

An effective public transport system is essential for Greater Manchester's prosperity. I'm expanding the Bee Network to unlock economic growth and social opportunities, but we won't realise the full potential unless we feel safe using it and getting around at any time of the day or night.

We have ambitions to build 75,000 new homes during the life of this Plan. That must be complemented by a refreshed approach to preventing and tackling anti-social behaviour if we want to create safe and flourishing communities.

Crucially, these are no longer just our ambitions, and as Mayor, I am excited to work in partnership with Government to do things differently, and to be national and international innovators in tackling crime and keeping people safe from harm.

Crime is reducing and more people are being brought to justice across Greater Manchester. We are leading the way in tackling gender-based violence and reducing knife crime and serious violence, and we're receiving international recognition for partnership problem-solving. We now need to deepen public trust, secure more investment, and make the case for deeper devolution to build bespoke solutions to the complex challenges faced in our city-region.

Foreword by the Deputy Mayor, Kate Green

I am deeply proud of this Standing Together Plan, which will serve as a guide to all of us working to make Greater Manchester a safer place over the next four years. Our previous Plan reframed our approach to public safety in terms of partnership working, community engagement, and delivering for residents. Now is the time to build momentum and cement Greater Manchester as a beacon of public safety, nationally and beyond.

The energy, creativity and resilience of the people of Greater Manchester is a tremendous strength. The city-region has always embraced its differences, they have made us stronger and more resilient, and I am excited by the way this Plan helps to make us a safer city-region where we are all welcome.

We know that public services don't always reach and support everyone in the same way, and we know that this is more pronounced in some communities than others. That must change. This Plan not only invests in communities, but also seeks to bring them together, recognising the vital role they play to identify and protect those who may have been left behind by the system. I am committed to working with all our diverse communities to challenge inequalities to ensure everyone feels safe in Greater Manchester irrespective of where you come from, what you believe, or who you love.

We also know that communities already have a wealth of knowledge and skills, and we want to support and enhance the way they complement public services and statutory agencies. Greater Manchester's LiveWell approach looks to embed this across the entire system to create community led provision of the support people need, at the time they need it, in the place they are in. My Safer and Stronger Communities team already understands the importance of these principles and adopts them in delivering our Greater than Violence Strategy, and our approach to reducing reoffending.

Being a victim of crime can be a distressing and traumatic experience. Half of respondents to our Victims Survey tell us they're satisfied with the support from victim services in Greater Manchester. I know this must improve so we are breaking new ground in the way we support victims and survivors. We are embedding the lived experience of victims and survivors into everything we do, not just within victim services but more widely as well, such as in our work to challenge and prevent domestic abuse, which will be supported by a lived experience panel for the life of this Plan. We will work closely with Government to implement the Victims and Prisoners Act 2024 and effectively hold GMP and relevant criminal justice agencies to account for how well they comply with the Victims' Code.

The impressive progress of GMP and other partners creates the platform for us to seize the opportunities to innovate in our approach to making Greater Manchester safer. This Plan affirms the partnership principles that have enabled that progress, and I am committed to continuing to support the Chief Constable as he builds GMP from a reliable force to one of high quality, made up of officers with the values and dedication required to inspire trust and confidence from our communities.

Foreword by the Chief Constable

Foreword by the Chief Executive, Bury Council

The title of this Plan, *Standing Together*, gives a clear message that this is a Plan about collaboration and inclusion. As Chief Executive of Bury Council, and as the voice for all Greater Manchester Local Authority Chief Executives regarding Safer and Stronger Communities, I can say that this Plan recognises more than ever before the important contribution of all partners, such as the police, local authorities, health and care, probation, the voluntary, community, faith and social enterprise sector, businesses, housing, wider public partners and the people of Greater Manchester. And that at its heart it is about working in partnership to deliver.

This Plan genuinely reflects what people and partners of Greater Manchester have told us. We've extensively surveyed residents about their feelings of safety, and their experiences of being a victim of crime. We have used these rich and important perspectives to create a Plan for all of us to deliver a safer and stronger city-region.

It is refreshing to see equalities embedded within this Plan, reflecting both what people have told us during the consultation and the evidence that keeping people safe does not impact all of us equally or in the same way. This Plan champions the needs of marginalised communities and the needs of the vulnerable. The 15 identified equality actions are representative of a focus on delivering, which is prominent throughout this Plan.

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

Opportunities and challenges for a safer Greater Manchester

Greater Manchester is a diverse, dynamic and fast-growing city-region with a reputation for innovation, but it can also be a challenging place to police and keep people safe.

We are a large, populous, busy and diverse city-region that is growing fast.

- 2.9 million people living within 500 square miles.
- 6.9% population growth between 2011 and 2021, faster than other major UK cities. The number of working age people is shrinking as a proportion of the total population.
- Our economy is growing faster than the rest of the UK and is already larger than Wales and Northern Ireland.
- Home to 120,760 university students.
- Host to 1250 major events per year.
- One of the busiest road networks in Europe. 85 miles of motorway, four intercity rail stations, an international airport and a large rail and tram network.
- Three quarters of the local population identify as White British (74.4%), Asian (9.3%), White Other (7.3%), Black (4%), Mixed (2.9%) and Other (2.1%).
- A quarter of people are living in neighbourhoods among the most deprived in the country.
- GMP received 603,570 telephone calls to 999 last year, making them one of the busiest police forces in the country.

- GMP recorded 342,526 crimes last year. This includes 43,348 neighbourhood crimes¹, 132,462 crimes of violence against the person, 11,416 sexual offences and 85,089 antisocial behaviour incidents.

Most people feel safe but there are challenges too.

- 88% of people in our communities feel safe in their local area, as shown in our quarterly Policing and Community Safety Survey.
- Some of our communities feel less safe than others. Young people report the lowest feelings of safety in their local area (87%)², with lower numbers of young women and girls feeling safe. Disabled residents also report lower feelings of safety than residents without a disability, particularly those with mental ill health.³
- 58% of people report having trust in GMP. Those living in the most deprived areas show lower levels of trust⁴.
- More than half of respondents to our Victims Survey say they are satisfied with the service they received from GMP after reporting a crime. Victims with a disability and those from LGBTQ+ communities are more likely to be dissatisfied with the overall service they receive from GMP.

Crime is changing and challenging how we do things.

- Between January 2023 – June 2024, at least 4% of GMP recorded crime was flagged as online or cyber-enabled. Around 69% of cyber-enabled crime was stalking and harassment and around 23% of offences were flagged as domestic abuse.
- In the year ending March 2024, there were nearly 10,000 individual victims of sexual offences reported to GMP, over 45,000 victims of stalking and

¹ Neighbourhood crime includes the crimes of residential burglary, robbery of personal property, theft from the person, and vehicle offences.

² Policing and Community Safety Survey

³ Policing and Community Safety Survey

⁴ DJS Research 'Satisfaction and Confidence with GMP'

harassment and almost 55,000 victims of domestic abuse. Many of these victims will be victims of several crimes within that period.⁵

- GMP receive over 10,000 reports of hate crime a year.
- Drug related offences have continued to increase in the last two years, with an increase in GMP recording of offences related to both the trafficking of drugs and possession of drugs.⁶ This causes real harm to communities and individuals – through drug related crime, deaths, anti-social behaviour, and the impacts of addiction.
- Nationally, the pressure on the criminal justice system is increasing, in part due to the growing use of short custodial sentences and falling use of community orders. There are significant backlogs in the courts and victims and survivors of serious offences are spending longer waiting for justice.

We are leading the way.

- GMP are one of the fastest improving police forces in the country, as recognised by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS).
- GMP are world leaders in problem-solving, having won the international Goldstein Award in 2024 for their Operation Vulcan in Cheetham Hill.
- We have our own integrated transport system called the Bee Network with opportunities to develop world-beating approaches to safety on public transport.
- We were the first place in the country to launch a 10-year Gender-Based Violence Strategy with the #IsthisOk campaign attracting 4.1 million views and reaching over half of men surveyed.
- We were the first region to benefit from Justice Devolution, developing an increasingly close relationship with HM Prisons and Probation Service,

⁵ It should be noted that these numbers should not be totalled together because many of the stalking and harassment and sexual offences crimes will be flagged as domestic abuse

⁶ Increases in recording are in large part down to increased police productivity.

delivering for residents through an established joint commissioning model, and working as a partnership to divert people away from the Criminal Justice System.

- We lead the way in Violence Reduction. In Greater Manchester we have already seen reductions in violence. In the year April 2023-March 2024 rates of hospital admissions due to assault fell by 7.9% compared to the previous year, bringing them to a 10-year low.

We invest in keeping Greater Manchester safe, but this can be challenging.

- For the first time in over 10 years Greater Manchester has more than 8,000 police officers.
- Around £40 million has been invested in community safety partnerships since 2021/22.
- £1.3 million per year investment into the Greater Manchester Victims' Service to help support victims and survivors cope and recover.
- The Violence Reduction Unit has invested over £2.6 million in voluntary and community-led violence reduction programmes in all 10 boroughs of Greater Manchester.
- Police funding comes from a central government grant (74%) and what we can raise locally from the police precept part of the council tax (26%). The police precept we set, which helps fund GMP, is one of the lowest in the country, but we remain sensitive to the burden this presents to council taxpayers.
- The level of Government funding for policing over the last decade or so has meant we barely keep up with increased costs caused by inflation. Last year we had a £22 million shortfall on what was expected in grant funding from Government. This in turn impacts on the police precept that local people pay.

Our ways of working and principles of delivery

Standing Together is a partnership Plan that is not only about crime, but about understanding and recognising the bigger picture and causes of crime. The Deputy Mayor for Safer and Stronger Communities has a leadership and convening role - bringing partners together to identify challenges, drive change and influence and lobby national Government on areas which are of importance to Greater Manchester.

Central to the delivery of our Plan is that we work together to achieve our ambitions, and that way of working will run through all we do.

We will work: -

- In partnership, sharing expertise, learning and intelligence.
- Through a problem-solving approach.
- To prioritise early intervention, prevention, and rehabilitation.
- Through local delivery and neighbourhoods.
- Taking a victim-centred approach.
- With the voice of lived experience.
- In a trauma-informed and responsive way.
- Making effective use of technology.
- To progress our equality commitments.
- To communicate what we are doing, regularly updating on our progress.

Our equalities commitments

Like all global city-regions, inequalities exist and persist across Greater Manchester.

So, each of our 10 priorities within this Plan identifies one or more 'equality actions' designed to tackle evidenced inequalities.

15 equality actions that we will prioritise for delivery are highlighted throughout the Plan.

The identified areas for action are not exhaustive of our commitment to tackle inequality in all its forms. Each of the individual plans that build on this Plan explores these themes in greater detail and considers more specifically the way in which the issue they focus on influences, and is influenced by, inequalities

Where our priorities come from

- Mayoral Manifesto Commitments.
- Greater Manchester Strategy.
- The Strategic Policing Requirement.
- Findings of our consultation and engagement.
- Insights and data including Policing and Community Safety Survey, Victims' Survey and crime trend data.
- National and Government priorities.
- Legislation, specifically the Serious Violence Duty and the Victims and Prisoners Act 2024.
- HMICFRS Inspection Reports.
- Baird Inquiry Report and Multi-Agency Child Sexual Exploitation Review

Spotlight on: The Strategic Policing Requirement

The Strategic Policing Requirement 2023, set by the Home Secretary, and which the Deputy Mayor and Chief Constable must have regard to, reaffirms the commitment to six national threats: terrorism, serious and organised crime (SOC), a national cyber incident, child sexual abuse, public order, and civil emergencies, and introduced a new threat type – Violence Against Women and Girls.

Spotlight on: You Said: Our Police and Crime Plan Consultation

We used our public consultation and engagement process to inform and develop our commitments from the bottom-up – listening to what people told us mattered to them.

We did this by holding engagement events, talking directly to over 250 partner agencies, voluntary, community, faith and social enterprise organisations, community groups and community members, as well as undertaking a public and partner consultation questionnaire which had almost 800 responses. These are summarised in the 'You said' sections of the Plan and we have also produced a complementary report outlining 'What we Heard'.

Our mission is to:

**Keep People Safe and Support Victims,
Reduce Harm and Offending,
Strengthen Communities and Tackle Inequality**



We will do this by:

1. Improving public trust and confidence in policing.
2. Increasing accessibility, consistency and responsiveness by the police.
3. Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour.
4. Increasing police outcome and charge rates.
5. Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types
6. Improving road and transport safety, enabling people to travel around our city-region safely.
7. Reducing high harm and repeat offending taking a preventative and diversionary approach.
8. Tackling drug, alcohol and wider addictions.
9. Reducing and preventing gender-based violence and all forms of serious violence.
10. Reducing and tackling serious and organised Crime.

We will work:

- In partnership, sharing expertise, learning and intelligence.
- Through a problem-solving approach.
- To prioritise early intervention, prevention, and rehabilitation.
- Through local delivery and neighbourhoods.
- Taking a victim-centred approach.
- With the voice of lived experience.
- In a trauma-informed and responsive way.
- Making effective use of technology.
- To progress our equality commitments.
- To communicate what we are doing, regularly updating on our progress.



1. Improving public trust and confidence in policing

You said:

- 'We need our officers to understand our communities and create strong partnerships with the understanding trust needs to be built.'
- 'Diversity within the force is important to be relatable to the community.'
- 'It's not enough for the Police to be visible, they need to be efficient, effective and empathetic in their approach to dealing with the public.'
- 39% respondents said that trust and transparency in policing was one of the top 3 areas they were concerned about when thinking about future crime trends.

We also know:

- Greater Manchester residents have greater confidence that GMP will help in an emergency (64%) than a non-emergency situation (45%).⁷
- 58% of Greater Manchester residents report having trust in GMP.
- Although confidence in getting help from the police may be thought of as a proxy for trust in the police, this is not necessarily the case.

We will:

- Ensure that GMP have quality training and supervision to improve standards and to support police officers, particularly those that are young in service.
- Ensure that our police officers and staff feel valued and supported and are recognised for the work they do.

⁷ DJS Research - 'Deep-Dive' on resident levels of satisfaction and confidence in Greater Manchester Police, using data from the GMCA Policing & Community Safety Survey

- Improve the quality of police complaints handling by working closely with GMP's Professional Standards Directorate.
- Ensure fair, high quality disciplinary investigations and outcomes.
- Work with the Greater Manchester Independent Police Ethics Committee to advise GMP on ethical issues and support GMP to roll out the new College of Policing Code of Ethics.
- Deliver on the Baird Inquiry recommendations on the treatment of people arrested and taken into police custody with a focus on women and girls and recommendations that may be made in the current Child Sexual Exploitation review that closely relate to trust and confidence.
- Work with GMP, the Crown Prosecution Service and the Government to review how Joint Enterprise is used in criminal investigations.

Equality action: Increase representation and the diversity of the police workforce with a long-term plan for positive action on recruitment, retention and progression and with a focus on recruitment and retention of those communities least represented, particularly Black and Black heritage people.

Equality action: Ensure robust training is in place in GMP to support equality objectives including domestic abuse matters training, trauma informed and responsive practice, community engagement and cultural awareness.

Equality action: Increase representation and diversity in policing and GMCA-led advisory and scrutiny mechanisms, seeking to reduce disproportionality and hold policing to account where they are unable to explain and evidence why this exists.

Equality action: Ensure that the use of technology in policing, for example artificial intelligence and facial recognition, is fair, appropriate, ethical and accountable and does not disproportionately impact any group.

2. Increasing accessibility, consistency and responsiveness by the police

You said:

- *‘Visible presence makes a huge difference to our communities. Actively seeing low level crime being tackled promotes confidence.’*
- *‘Communication and engagement with the community by Police Officers, knowing who your local neighbourhood policing team is and how to contact them easily.’*
- 47% of respondents rated a visible police presence as the number one factor which made them feel safe in their local community.
- 35% of survey respondents said neighbourhood policing was their number one current concern in relation to policing and crime.
- Over 50% of respondents felt that currently the police did not engage well with their local community.

We will:

Improve access to police services

- Remain one of the best police forces in the country for 999 and 101 call-answering performance.
- Increase public take-up of GMP’s Bee in the Loop Community messaging service.

Equality action: Further develop the Live Chat function with a focus on ensuring women and girls and vulnerable victims can contact the police discreetly for help.

Improve police responsiveness, consistency and visibility

- Continue to get to emergencies quickly and further improve non-emergency response times.

- Embed our strengthened neighbourhood policing model by maintaining visible and proactive dedicated neighbourhood policing teams, neighbourhood crime teams and prevention hubs.
- Develop a set of standards to ensure consistency in our neighbourhood policing model to increase collaboration and trust with partners and communities.

Equality action: Develop a community engagement model with our communities, especially those with lower levels of trust and confidence in the police, learning from the community safety survey to provide reassurance to all communities and increase confidence levels.

3. Increasing police outcome and charge rates

You said:

- *‘When major culprits are in jail communities see changes whilst they might be small statistically, they are massive to community wellbeing and safety and people feel safer in the streets.’*
- 50% said that the police investigating and solving more crime ranked in their top 3 priorities in relation to reducing harm and offending.
- 41% said more victims of crime receiving justice was one of the top 3 areas to address in relation to reducing harm and offending.

We will:

- Solve more crimes so that people are safer.
- Continue to increase outcome and charge rates in neighbourhood crime (personal robbery, domestic burglary, theft of vehicles and of the person).
- Improve the investigation of crimes and the quality of the information when cases go into the criminal justice system.
- Support partners to reduce court backlogs and delays to ensure swifter justice for victims of crime.

Equality action: Increase outcomes and charge rates for domestic abuse, stalking and harassment, sexual offences and rape.

Spotlight on: Police outcomes

This is when there is an outcome because of the police action undertaken. This could be someone being charged with a crime or summonsed for a crime (irrespective of any subsequent acquittal at Court) but it can also include a caution or an out of court resolution.

4. Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types

You said:

- *‘People need to feel confident that if they contact the police, they will get the right response suitable for their needs. Not revictimised or treated like the perpetrator.’*
- *‘Speed up investigations and prosecutions going through Court - it’s taking years for rape victims to get any justice (if they do) and is a completely re-traumatising process.’*
- *‘There is a lack of empathy for victims [reporting crimes].’*
- 66% said keeping people safe and supporting victims was important to them.
- 44% said that protecting victims of crime and providing good victim services was one of the top 3 factors to help keep people safe.
- Support for victims of crime should be person-centred, tailored to individual needs and extra support should be provided to those who are most vulnerable.

- Too often victims are let down by poor communication, delays in getting information and decisions that they need, delays to trials, delays to sentencing and by not being able to access the right support.

Our latest Victims Survey results also told us:

- More than half of victims are satisfied with the service they receive from GMP.
- Around half of victims were offered the opportunity to access victim support services and just over half were satisfied with the opportunity for support from victim services in Greater Manchester.
- Efficient communication from GMP is a key driver of victims feeling satisfied with the response they receive.

We will:

Review our commissioning of victims' services and continue to develop the offer of our Greater Manchester Victims' Service.

- Use the voice of lived experience and the results of our Victims' Survey to inform the commissioning of victim support services, recognising the needs of different communities.
- Reduce waiting lists and improve the pathways for victims and survivors to get support.
- Enhance the offer of our Greater Manchester Victims' Service for victims and survivors of domestic abuse, sexual assault and serious violence.
- Ensure the effective implementation of the 'Duty to Collaborate' for commissioners of victim services, as outlined in the Victim and Prisoners Act 2024 including through the development of a joint evidence base (needs assessment).

Equality action: Embed the voice of lived experience in victim services with a focus on disabled people.

Ensure victims and survivors receive the support they deserve as outlined in the new Victims' Code.

- Hold GMP and relevant criminal justice agencies to account for use of the Victims' Code and scrutinise compliance and quality of delivery.
- Develop a digital portal for victim referrals and information, to help keep people informed.
- Raise awareness of the support services available for victims and survivors, actively promoting how people can access support services and explaining what they can expect.
- Develop public campaigns to help raise awareness of the Greater Manchester Victims' Service and other support services available for victims and survivors.

Spotlight on: Victims and Prisoners Act 2024 and the Victims' Code

The Victims and Prisoners Act⁸ became law in May 2024. The Act places a requirement on organisations to deliver victims' rights, as well as more responsibilities for organisations to work together. The Victims' Code entitles victims to obtain information to help them understand the criminal justice process, to access services which support them, to have their views heard and to have the ability to challenge decisions which directly impact them.

Improve police response to victims of domestic abuse, rape and serious sexual assault

- Provide effective support for victims of rape and serious sexual assault and those subject to ongoing delays in the Crown Courts.
- Hold GMP to account for delivery of the Greater Manchester approach to Operation Soteria – the national initiative to improve the investigation and prosecution of rape and serious sexual assault.
- Improve the policing response to domestic abuse victims and focus on improving criminal justice outcomes and meeting the needs of victims and survivors.

⁸ [Victims and Prisoners Act 2024](#)

Equality action: Improve policing response to and awareness of older victims of domestic abuse, victims who have experienced controlling and coercive behaviour, male victims and those who are most vulnerable, such as victims with No Recourse to Public Funds.

Equality action: Improve services to victims of stalking and harassment by working closely to ensure that the new Stalking Triage Centre is embedded in GMP.

Maintain our focus on protecting vulnerable people, including children and young people, from exploitation, including all forms of sexual exploitation, county lines and other forms of criminal exploitation.

You said:

- *‘More should be done to protect victims of exploitation. People forced to commit crime by others, whether this be linked to CCE, etc - often receive a criminal conviction and punishment instead of support to escape their abusers.’*
- *‘Prosecuting those who cuckoo vulnerable people; many victims will partake in low level crime. If they can be removed from the situation and referred into rehabilitation services, then opportunistic crimes such as trying car door handles should reduce.’*
- 40% respondents said protecting vulnerable people, including children and young people, from exploitation was one of their top 3 areas to address to help keep people safe.

We will:

- Work with our partners to identify where abuse and exploitation is happening, bring perpetrators to justice and ensure victims and survivors are swiftly and appropriately safeguarded.
- Through our Challenger Partnership, safeguard and support victims and survivors of modern slavery and human trafficking, via locally and nationally commissioned services.
- Deliver the fourth and final element, led by HMICFRS, of the Child Sexual Exploitation review, and act on any recommendations arising from this.

- Ensure that specialist policing teams investigating historic cases of child sexual exploitation have access to the resources they need.
- Take a multi-agency approach to tackling exploitation, working with the statutory safeguarding partners⁹, Greater Manchester multi-agency safeguarding hub, the ten local multi-agency complex safeguarding teams and the many specialist voluntary and community organisations, to effectively prevent and respond to children who are at risk of, or who are being, exploited.

Implement and deliver our new Hate Crime Plan to prevent and reduce hate crime.

You said:

- 15% of respondents said preventing hate crime was one of the top 3 areas to address to help keep people safe.
- *'Hate crime is more visible and personal safety has reduced significantly, especially with recent events.'*
- *'Hate crime makes you feel unsafe whether within the workplace and the streets.'*
- *'Victim of hate crime, after reporting it the police didn't even register it as a criminal offence.'*

We will:

- Focus on the delivery of the six priorities within the Hate Crime Plan – education, prevention and early intervention, bringing communities together to tackle hate crime, increase communication and awareness of hate crime, increase confidence to report hate crime and improve support for victims of hate crime.

⁹ The 3 statutory partners are GMP, NHS Greater Manchester and local authorities.

- Work with GMP to introduce a new service standard for responding to hate crime – ensuring that victims know what to expect and have confidence that all incidents will be dealt with thoroughly and consistently.

Equality action: Increase the reporting of and response to hate crime, with a focus on hate crime which is racially motivated.

Spotlight on: The Greater Manchester Hate Crime Plan

In October 2024, Greater Manchester launched a new Hate Crime Plan that focuses on education and raising awareness of hate crime, its consequences and how to report it, while also improving support for victims.

Tackling hate crime is more important than ever, and the new Plan sets out how partners will work together over the next four years to prevent and tackle hate in its many forms and make our communities safer and stronger for all.

[Hate Crime Plan 2024–2028](#)

Improve our understanding of cyber and technology-enabled crime, and the impact and harm this causes.

You said:

- 65% survey responses listed Cybercrime as a top 3 concern for the next 5 years and beyond for policing.
- *‘As technology improves/changes, offenders will find new ways to commit online crime and find ways to hide it. Of particular concern is child sexual exploitation. Also, it can cause more "creative" ways to stalk/harass ex-partners, etc. Increased use of Apple Air Tags already in stalking offences and this is only likely to get worse.’*
- *‘As IT continues to evolve and the use of AI increases there needs to be actions in place to deal with this to firstly prevent crime of this sort then secondly to support those victims of this type of crime.’*
- *‘[An emerging issue I am concerned about is] Cyber-crime against all members of the community. Scams and bullying online.’*

We also know:

- Between January 2023 and June 2024, at least 4% of all recorded GMP crime was flagged as online or cyber-enabled. Over half of cyber-enabled acquisitive crime was identified as sextortion, and often targeted young males.
- The average age of victims was 30 but there was a significant concentration of victims aged between 12-15.
- GMP's 'Feelings of Safety Amongst Women'¹⁰ research showed a high number of women had experienced some form of online harassment and that having "been a victim of a crime including online crime" is very influential on feelings of safety.

We will:

- Commission work to develop our understanding of victims' experiences of cyber-enabled crime and online harm.
- Identify how to prevent and better protect victims from the harm caused by cyber and technology-enabled crime.

Equality action: Focus on technology-enabled abuse – looking at online stalking and harassment, online misogyny, deep fakes and intimate image abuse (including cyber-flashing) and financial and economic abuse to better understand and develop support for victims.

Improve partnership responses to tackling fraud.

You said:

- 12% respondents said that preventing people becoming victims of fraud was among the top 3 areas to address to help keep people safe.
- *'Older people are vulnerable to cyber scams. Not enough focus on this.'*
- *'Fraud does feel like an area where there is totally insufficient attention by the Police. Police action seems non-existent.'*

¹⁰ GMP DJS Research – Feelings of Safety Amongst Women Research April 2022

We will:

- Work with GMP to consider how the Fraud Protect pilot can be extended.
- Develop a Greater Manchester Fraud Partnership to develop a common understanding among local partners of threats, vulnerabilities and risks around fraud.
- Raise awareness of fraud and prevent repeat victimisation.

Equality action: Raise awareness of fraud and economic crime, and the impact of this on older people, promoting preventative activity and how individuals and communities can get involved to support each other.

Spotlight on: Fraud Protect pilot

The Fraud Protect pilot, piloted in Stockport and Trafford in early 2024, created a local Fraud Prevention Hub, led by a Fraud Protection Officer and supported by five Fraud Volunteers. The Hub works with local partners to raise awareness and provide education to residents about the different types of fraud and cybercrime. Since the start of the pilots, financial losses on the most common types of fraud, such as phishing emails and investment scams, have fallen by 42% in Stockport when compared to figures from the year before, with a 27% decrease in victim numbers. In Trafford, financial losses on volume fraud have reduced by 74% with a decrease in victim numbers of 21%. We now want to build and expand this model across Greater Manchester.

Continue to keep children and young people safe

You said:

- 27% of respondents said that keeping children and young people safe was one of the top 3 areas to address to help keep people safe.
- *'Police don't listen to children as much as they do adults and it's really frustrating because you feel like less of a person even though I know how to speak for myself. We don't have as much of a voice as adults.'*

- *'Work with high schools where children who are vulnerable to less opportunities, poor education, being bullied may resolve to anti-social behaviour or crime as a way to combat the situation they are in.'*

We also know:

- That across Greater Manchester, between 12% and 22% of all pupils are suspended.¹¹ This increases to between 62% and 79% for children who are in the offending population, showing a clear link between children who are suspended and children who offend.
- That 81% of young people in Greater Manchester feel safe in their local area.¹²

We will:

- Provide positive opportunities for young people and prevent children and young people coming to harm by working with schools and colleges – focusing on those not attending education as we know this increases the risk of becoming involved in crime and anti-social behaviour.
- Improve the early identification of children and young people who need support and are vulnerable to harmful influence.
- Support the creation of effective pathways to education, work and skills opportunities and other healthy and meaningful activities, through pathways such as MBacc, reducing the likelihood of children and young people having contact with the criminal justice system.
- Support children and young people having access to safe spaces in their communities, such as youth centres, hubs and zones, ensuring that these spaces should be accessible, local and open at times when young people most need them.

¹¹ Figures range as they vary dependent on which local authority areas is being referred to in Greater Manchester.

¹² #BeeWell data 2023

5. Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour

You said:

- *‘Operation Avro is brilliant, the work undertaken in Oldham really made me feel like change might be happening. It is disappointing that my community is riddled with drug problems and the same people are making a living from drug dealing. It seems to be a no-go area for policing and whilst I am not born and bred here the community would massively be improved if people who make a living selling drugs were brought to justice’*
- *‘A feeling of my area being neglected by practically every authority makes the community connections imperative - there is little else.’*
- 10% said anti-social behaviour was their number one current concern in relation to policing and crime.
- 32% reported that threatening, harassing or unruly behaviour such as drunkenness and loitering in public places was their main concern in relation to anti-social behaviour.
- 12% said they were concerned about other neighbourhood crime e.g. burglary and vehicle crime and retail crime.
- 29% said low levels of crime and anti-social behaviour made them feel safe in their neighbourhood.

We will:

- Roll out the award-winning Op Vulcan model to all 10 areas of Greater Manchester and the Bee Network, by developing a flagship problem-solving approach to shift stubborn crime and anti-social behaviour.
- Reduce anti-social behaviour by developing a new Greater Manchester framework in collaboration with community safety partners that includes

hotspot policing, and which utilises the different tools and problem-solving approaches.

- Reduce retail crime with a focus on clear lines of reporting, building on our use of technological solutions and a problem-solving approach with businesses and partners.
- Support the #Shopkind campaign to reduce incidents of violence and abuse towards shop workers.
- Implement the new Protect Duty (Martyn's Law) to make public spaces and venues safer and prevent and deter attacks.

Equality action: Increase feelings of safety in the night-time economy, with a focus on women and girls, students and vulnerable groups, through our public campaigns including #IsthisOK and through the commissioning of night-time havens and support services.

6. Improving road and transport safety, so people can travel around our city-region safely

You said:

- *'[A current concern in relation to policing and crime is the] Legality of ebikes - unrestricted / not pedal assisted. Riding without lights, through red lights and on pavements.'*
- *'Improving safety & feelings of safety on public transport is definitely a high priority.'*
- 36% people had road safety in their top 3 areas of current concern.
- 20% people said off-road motorcycling was their number one area of concern relating to anti-social behaviour.
- When asked about strengthening communities and places, 40% said making roads safer and reducing danger on roads was one of their top 3 priorities.

- 19% said improving safety and feelings of safety on public transport was one of the top 3 areas to address to strengthen communities and places.

We also know:

- The Greater Manchester Ambition for Ageing lists transport safety as among one of its biggest barriers to ageing well.
- The 2022 'Destination: Bee Network' engagement survey reported that 57% of women said they feel unsafe on streets and public transport.

We will:

- Work closely with TfGM, GMP and others to develop a comprehensive strategy with the ambition of making our public transport system the safest in the world. The strategy will be developed utilising the tried and tested principles of Operation Vulcan. It will build upon and further develop the work of our effective TravelSafe Partnership (jointly led by TfGM and GMP).

Continue to work with the TravelSafe Partnership to:

- Increase the number of TravelSafe Support and Enforcement officers on buses and trams to reduce incidents and increase feelings of safety, including on the new night bus service.
- Continue with Operation Vulcan Network to reduce crime and anti-social behaviour at our major interchanges and across the transport network and increase passenger safety.
- Continue with the Travel Safe Operation Avro Network days of action to crack down on fare evasion and anti-social behaviour on the Bee Network.
- Deliver the dedicated TravelSafe Live Chat service so that people can easily, safely and discreetly report concerns to GMP when travelling.

Continue to work through the Greater Manchester Safer Roads Partnership to:

- Reduce road fatalities and work towards our vision for zero road deaths.
- Undertake targeted days of action to reduce speeds, reduce anti-social driving and off-road biking, e-bikes and e-scooters and further roll out community speed-watch schemes.

- Continue to explore how to give GMP permanent and real-time access to the Clean Air Zone camera infrastructure to improve their Automatic Number Plate Recognition (ANPR) camera capability, to help identify offenders, and increase safety.

Equality action: Improve feelings of safety on public transport, focusing on people who feel less safe including women and girls and older people.

Equality action: Deliver thought provoking education and awareness campaigns aimed at those that are at greater risk of road danger including the Safe Drive: Stay Alive campaign aimed at younger drivers.

Spotlight on: Safer Roads Partnership and Vision Zero

Development of the Vision Zero Strategy and Action Plan is being led by the Greater Manchester Safer Roads Partnership, made up of the GMCA, the 10 Greater Manchester local authorities, TfGM, GMP, GMFRS and National Highways.

Nationally almost 10,000 people have been killed or suffered life-changing injuries on roads in the last 10 years. The GMCA has endorsed a Vision Zero approach for the city-region. It aims to eliminate road death and life-changing injury by 2040, with a target to achieve a 50 per cent reduction by 2030. [Vision Zero - Greater Manchester Combined Authority](#)

7. Reduce high harm and repeat offending taking a preventative and diversionary approach

You said:

- *'More collaborative early intervention work is needed. It's not a one organisation issue, it's needs to be worked at together. And funding is needed to back it.'*
- *'Improving community payback and restorative justice options to help reintegrate offenders back into their communities.'*

- 51% of respondents ranked reducing high harm and offending as very important to them.
- The top 3 areas people said were important to tackle were investigating and solving more crime, more victims of crime receiving justice, and tackling organised crime.

We also know that:

- Half of offenders from Greater Manchester who are currently in prison are in custody outside of Greater Manchester.
- Recalls to prison are having a significant impact on demand and capacity within the criminal justice system.
- Victims of serious offences are waiting longer for their case to go to trial.
- We need to increase diversionary opportunities and stop children and young people being unnecessarily criminalised.

We will:

Drive a new multi-agency ambition in Greater Manchester to achieve diversion away from the criminal justice system.

To achieve this, we will:

- Target specific cohorts of offenders and design services with partners to drive and deliver improvements to investigation and prosecution decision-making, helping to achieve swifter justice and a reduction in delays.
- Develop and implement a perpetrator model that balances protecting victims, managing offenders and changing behaviour, to reduce harm and offending and to stop people entering through the revolving door of contact with the criminal justice system.
- Make it easier for people to get access to and be referred to diversionary and rehabilitative support services when they come into contact with the police and other criminal justice agencies, ensuring those services are accessible and meet needs.

- Develop our next phase of commissioning for the Greater Manchester Integrated Rehabilitative Services, building stronger pathways for people on probation to access wider support in the community built on the principles of increasing the resilience of individuals and communities to cope with the impact of trauma and inequality.
- Re-design and recommission our Greater Manchester Restorative Justice Service, as part of the work to improve and increase the use of out of court resolutions by GMP.

Equality action: Embed lived experience into decision making in the commissioning and re-design of service provision.

Prevent more children and young people becoming involved in crime and divert them away from the criminal justice system

You said:

- *‘Doing sports, someone to talk to, youth zones, things to do, having good friends, being busy at home, liking school, having safe places to go, nice things, a positive role model, having things to do or different opportunities.’*
- *‘Well-funded and -run youth organisations and youth sports facilities to reduce anti-social behaviour due to boredom - there are very few such organisations or facilities locally.’*

We will:

- Continue to work with GMP on delivery of their Child Centred Policing Strategy, improving outcomes for children and ensuring that they are safeguarded, protected from harm and not unnecessarily criminalised.
- Improve our understanding of the issues that cause children and young people to become involved in criminal activity - working with key partners.
- Respond at the earliest opportunity to adverse childhood experiences (ACEs), by equipping those who work with children with the knowledge and skills to recognise indicators of exposure to ACEs and feel confident to intervene.

- Invest in services that place a high value in developing trust and belief in young people.
- Increase the use of out of court resolutions and voluntary attendance, reduce the number of children taken into police custody, and have fewer children remanded or sentenced to secure custody.
- Support the resettlement of children and young people from secure custody into their families and communities.

Work in partnership to improve criminal justice responses to gender-based violence.

You said:

- *‘A lot of crimes such as domestic abuse and rape do not lead to a conviction which in turn can reduce the likelihood of victims reporting. Tackling this issue should be a top priority.’*
- *‘Stalking and harassment is also a significant concern to clients supported by my organisation and requires different advice/support and safety to other areas of domestic abuse and gender-based violence.’*

We also know:

- Stalking and harassment accounted for 14% of all offences recorded by GMP in 2023/24.
- 16% of sexual offences and 37% of stalking and harassment offences were flagged as domestic abuse by GMP in the year ending March 2024.
- Almost half of domestic abuse flagged offences in GMP were recorded as violence (44%) in the year ending March 2024.
- 1 in 20 adults in England and Wales will be a perpetrator of VAWG every year (2.3 million perpetrators).¹³

We will:

¹³ National Policing Statement 2024 For Violence Against Women and Girls (VAWG)

- Ensure the full force of the law is applied to prolific perpetrators of gender-based violence who cause high harm, to stop them offending.
- Develop and deliver a Greater Manchester Perpetrator Strategy that will guide our work for the next four years.
- Deliver a comprehensive package of perpetrator interventions with local authority partners across Greater Manchester.
- Roll out the Domestic Abuse Protection Order pilot on a phased basis across Greater Manchester, sharing learning to support the national roll out.
- Continue to develop our Multi-Agency Tasking and Co-ordination (MATAC) work to support effective management of perpetrators.
- Further develop our Multi-Agency Stalking Intervention Partnership (MASIP) and increase the use of Stalking Protection Orders (SPOs).

8. Tackling drug, alcohol and wider addictions

You said:

- 28% of respondents said that drug use was their top current concern in relation to anti-social behaviour.
- 19% said tackling drug and alcohol addiction was one of the top three areas to prioritise to reduce harm and offending.
- *'The police should be treating people who use alcohol and drugs in a way that supports them, because in the long term this will benefit society. We need to be treating drug and alcohol use as a health problem, not as a lifestyle choice.'*
- *'Drugs, alcohol and health needs should also be tackled. Health underpins everyone's actions - e.g. can't work due to poor health, turn to crime as cannot afford to live on benefits.'*

- *‘Low level drug dealing that is known about needs dealing with. The users are the victims, it’s the dealers that need sorting out. [...] Have effective solutions to deal with it like get clean programs instead of jail.’*

We also know:

- The illegal drug market causes significant problems for people – through drug related crime, drug related deaths, anti-social behaviour, and the impact on addiction and mental health.
- We want to make life better for people, focusing on solving these problems – so our drug policy is pragmatic, not ideological.
- Not all people who use drugs cause direct harm to others. Nationally, there are millions of people who use illegal drugs or alcohol who are struggling with their mental and physical health.

We will:

- Commit to working with GMP and our partners to disrupt organised criminal drugs offenders and their business models, preventing them harming victims, and bringing offenders who supply illegal drugs to justice.
- Continue our work with treatment and care services for those who are addicted to reduce deaths and help people recover.
- Focus our law enforcement, court orders, and treatment interventions on the small minority whose drug use is associated with criminal or anti-social behaviour.
- Be honest with the public in educating them about the risks of drug use.
- Work with GMP to develop a new approach to those arrested for drug possession that enables police and prosecutors to apply a proportionate response to users who do not directly harm others, dependent users, and those profiting from drug supply.
- Continue to commission central intelligence functions regarding drugs use and drugs markets, including Greater Manchester Trends research, the Early Warning System and local Drug and Alcohol Related Death Panels.

- Work with partners to reduce opiate deaths through the distribution and administration of Naloxone; encouraging GMP officers to carry this life saving medication.
- Support GMP in enacting and implementing the new GMP Drugs Strategy.
- Work in partnership with NHS Greater Manchester to address the challenges that people with co-occurring substance misuse and mental health conditions face in accessing appropriate support. Our Co-occurring Conditions Programme (recognising people suffer from multiple illnesses/conditions at the same time) will highlight, influence and support changes needed across Greater Manchester so that people with co-occurring conditions receive the right support in the right place at the right time.

Equality action: Prioritise preventative and diversionary activities for young people who are most at risk of addiction and exploitation.

Spotlight on: Greater Manchester Combating Drugs Partnership

Combating Drugs Partnerships (CDPs) exist across England to bring together the different individuals and organisations responsible for delivering and coordinating activity to reduce drug-related harm in a local area. In Greater Manchester this is done through the Drug and Alcohol Transformation Board. The Board is co-chaired by the Deputy Mayor for Safer and Stronger Communities and the Greater Manchester Directors of Public Health Lead for Drugs and Alcohol. The Board has strategic oversight of policy, performance, planning and finances and is kept in touch with local services and issues through regular meetings facilitated via the GMCA.

9. Reducing and preventing gender-based violence and all forms of serious violence

You said:

- *‘By reducing knife crime and organised crime then the rest such as drug addiction would result in a lower crime rate and a reduced amount of victims.’*
- 17% of respondents ranked knife crime in their top 3 current areas of concern.

We will:

Reduce and prevent serious violence and knife crime

- Implement and deliver our Violence Reduction Strategy, 'Greater than Violence', working together to reduce knife-enabled serious violence, non-domestic homicides and hospital admissions for assaults, especially among victims aged under 25.
- Continue to invest in programmes that help to reduce violence and work to support and strengthen families, make schools safer environments and communities healthy places to live.
- Continue to listen to communities and invest in services which will address the priorities they identify to reduce serious violence in their area through our community-led approach, embedding this approach across all our Greater Manchester localities and strengthening our Voluntary, Community, Faith and Social Enterprise sector to deliver services and support.
- Continue our convening role for the Serious Violence Duty, closely monitoring its implementation to ensure responsible and relevant agencies do all they can to discharge their duties in reducing violence, to develop meaningful partnerships, to share information more effectively and to reduce violence.
- Work with the education system across Greater Manchester to help reduce violence, developing meaningful offers and interventions for schools and colleges to use with their students.

Spotlight on: Our 10-Year Greater than Violence Strategy

The Greater than Violence Strategy commits to working together with individuals and communities to understand their strengths, challenges, and ideas to tackle violence.

Led by the Mayor and Deputy Mayor, the Strategy works to improve lives by preventing violence, supporting victims, families and communities affected, and providing positive opportunities to those at risk of becoming victims, witnesses, or perpetrators to help them avoid violence. The strategy is founded on two pillars: preventing violence from happening and responding swiftly and appropriately when it occurs. Underneath these two pillars are five principles guiding the commitments

made in the Strategy: community-led, early and timely intervention, partnerships for change, equality, equity and justice and becoming a trauma-informed city region.

Greater Than Violence Strategy

Reduce gender-based violence

You said:

- 21% of respondents said domestic abuse, sexual violence and other forms of gender-based violence were in their top 3 areas of current concern.
- When thinking about addressing the disproportionate impact of crime, 37% said continuing to focus on tackling gender-based violence was in the top 2 areas to address.
- *‘Be more proactive about gender-based violence. Consider the intersections that can occur across groups. Have representation.’*
- *‘Violence against women and girls is one of the biggest issues in this country and I don’t feel there is enough focus on educating people or giving resources to these areas.’*

We also know:

- At least 1 in every 12 women will be a victim of VAWG every year (2 million victims).¹⁴
- Nationally in the year ending March 2023, police recorded 103,135 rape and serious sexual offences, 400,123 domestic abuse related crimes, 436,196 stalking and harassment offences.
- From August 2022 - July 2023, 41,540 Child Sexual Abuse and Exploitation offences were committed against girls aged 10-17.¹⁵

¹⁴ National Policing Statement 2024 For Violence Against Women and Girls (VAWG)

¹⁵ National Policing Statement 2024 For Violence Against Women and Girls (VAWG)

- 17% of people in temporary accommodation found themselves there because of domestic abuse. Victims of domestic abuse typically make up 15-20% of presentations to their local authority for homelessness support.

We will:

Redouble our commitment to our 10-year gender-based violence strategy and hold ourselves to account for its delivery.

- Continue our cutting-edge work with our gender-based violence Lived Experience Panel. The Lived Experience Panel ensures an authentic influential voice in the development of policy, the effective design of services, and the relevance of our interventions across all areas of the Gender-Based Violence Delivery Plan.
- Ensure that Greater Manchester is recognised as a pioneering city-region which has zero tolerance for gender-based violence.
- Commission a gender-based violence strategic needs assessment to provide an empirical basis for our work and ensure it is evidence led.
- Ensure that the next iteration of the #IsThisOkay campaign continues to deliver a step change in campaigning and public engagement that aims to change men's and boys' behaviour towards women and girls.
- Work with employers to develop workplaces across Greater Manchester that are safe, free from any form of gender-based violence, and where those experiencing it will be helped.
- Work with housing colleagues across Greater Manchester to ensure victims and survivors of gender-based violence and their children are able to remain in the family home if they wish to do so.
- Identify and respond to the gender-based violence issues that affect women and girls in education, schools, colleges and universities, and work with those who work with our children to develop meaningful programmes and interventions that empower them to challenge misogyny and embrace equity.

- Continue to work with Government to protect the most vulnerable in our society from gender-based violence, particularly those with no recourse to public funds.

Equality action: Ensure we work with older people, disabled people, LGBTQ+ communities and those with no recourse to public funds to reduce violence and harm towards them.

Spotlight on: Our 10-year gender-based violence strategy

Published in September 2021, our radical 10-year strategy sets out a comprehensive programme of service delivery to improve responses to gender-based violence and to prevent it from happening in the first place by challenging the societal attitudes and inequalities that enable it. Our strategy recognises that anyone can become a victim of gender-based violence, but that it does mainly affect and impact women and girls.

The strategy was developed following extensive work with people who support those affected by abuse and violence, including those who have personal experiences of gender-based violence.

It is supported by detailed delivery Plans that can be found here [Gender-Based Violence - Greater Manchester Combined Authority](#)

10. Reducing and tackling serious and organised crime

You said:

- Tackling serious and organised crime is one of the top 3 areas people felt was important to reduce harm and offending. 13% said that it was their main concern in relation to reducing harm and offending.
- 9% said that organised crime was their number one current concern.
- *There seems to be an undercurrent of organised crime locally that seems to go unpunished and undetected.'*

We will:

Continue to tackle serious and organised crime through our successful partnership approach, Programme Challenger, including:

- Continue to raise awareness of serious and organised crime threats across Greater Manchester and support the sharing of information between agencies to put effective action plans in place to tackle it.
- Develop our understanding and response to new and emerging serious and organised crime threats, such as organised immigration crime.
- Relentlessly pursue those individuals who pose a threat to our communities via their involvement in serious and organised crime.
- Improve the recognition and understanding of serious and organised crime as a driver of serious violence, substance use, and criminal and sexual exploitation.
- Improve the management of those convicted of serious and organised crime from conviction through sentence and back into the community.

Spotlight on: Programme Challenger

Programme Challenger is Greater Manchester's partnership response to serious and organised crime. It draws on the expertise and insight of public, private and voluntary and community sector organisations operating in Greater Manchester and beyond. Responding to the problem of serious and organised crime is not solely the responsibility of the police and the criminal justice system; it requires collaboration with organisations from all sectors as well as the communities with whom they work. Programme Challenger provides this system-wide collaboration across Greater Manchester, regionally and nationally to effectively tackle the threat of serious and organised crime.

Finances

Police budget and precept

Individuals, families, businesses and communities are facing financial pressures, and we know this can lead to increased crime and harm.

Public services that need to protect people and keep them safe are also experiencing financial challenges, and this includes the police.

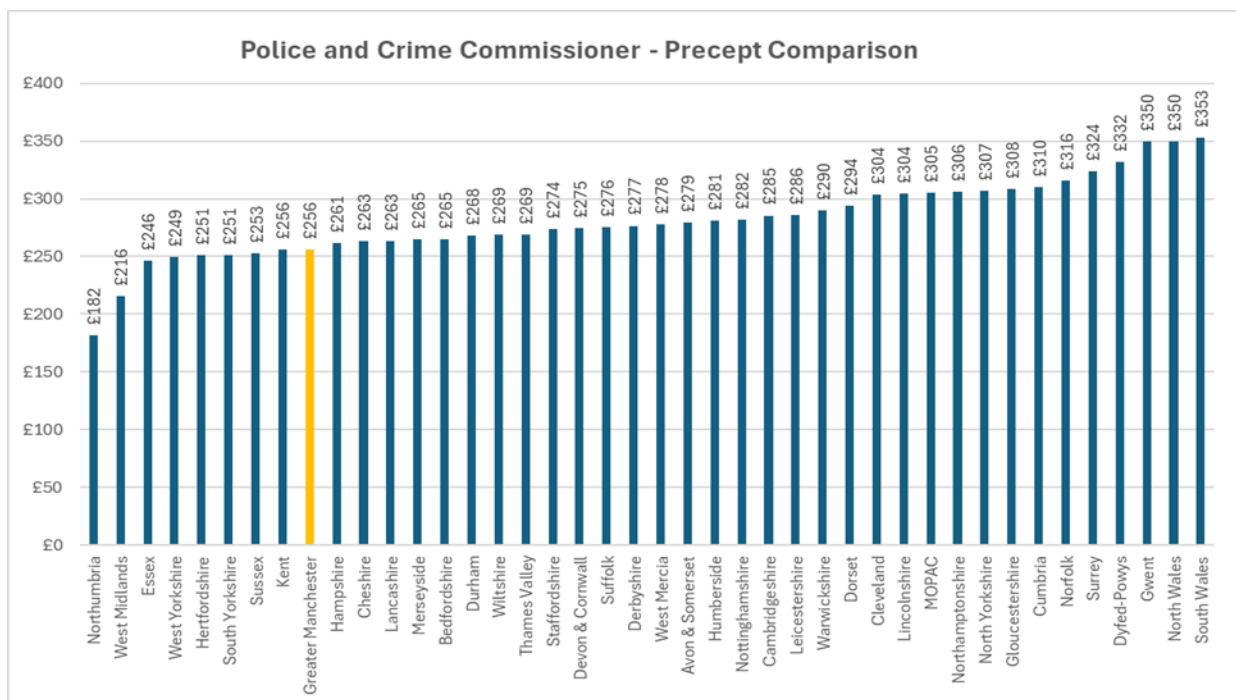
Police forces are funded by a combination of a grant from central Government and the policing precept, which forms part of people’s overall council tax bill.

The chart below shows the Government grant funding received by GMP between 2010/11 and 2024/25. In 2024/25, although additional funding was provided to meet unavoidable, existing pay and pensions costs, in real terms Greater Manchester’s share of the settlement provided a below inflation grant increase of 1.5% for the force to meet pay and price pressures.

The policing precept is the amount residents contribute to local policing through the council tax bill. Greater Manchester is more dependent than other areas on changes to Government grant funding due to the lower council tax base in the region.

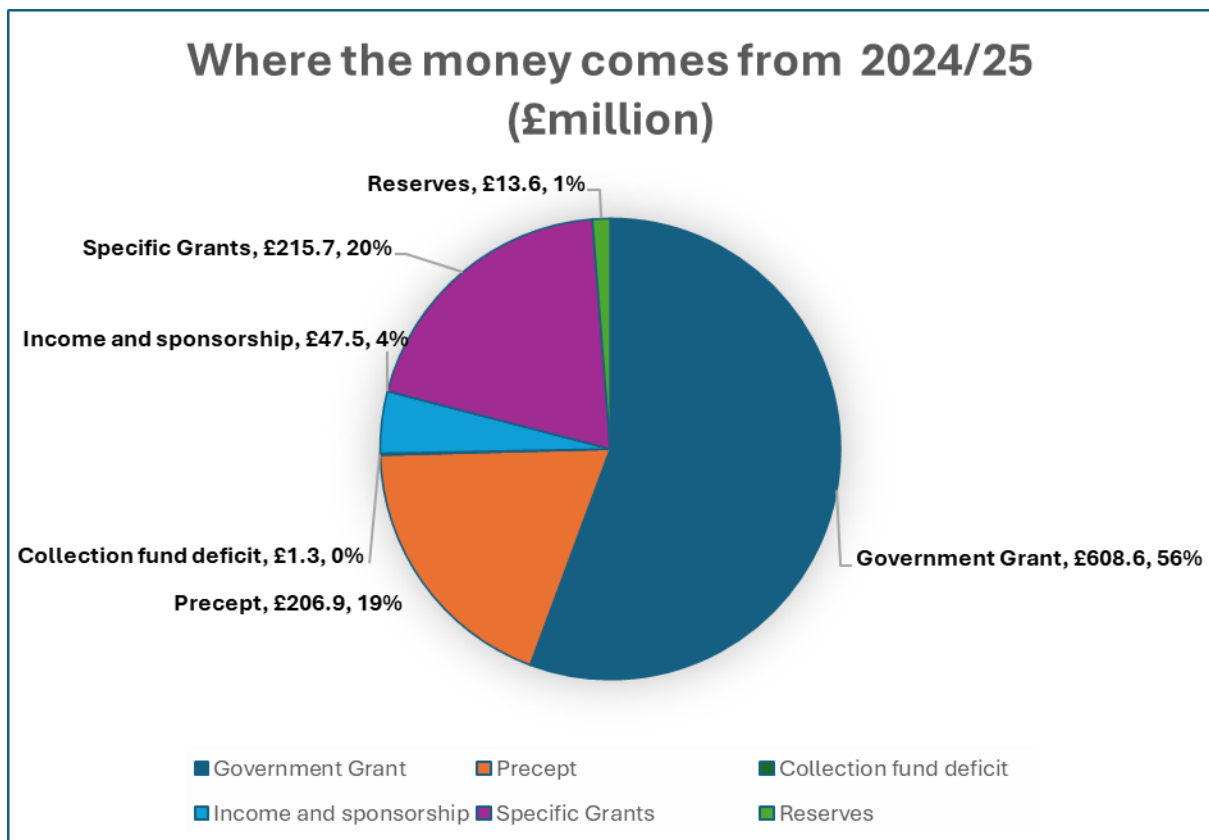
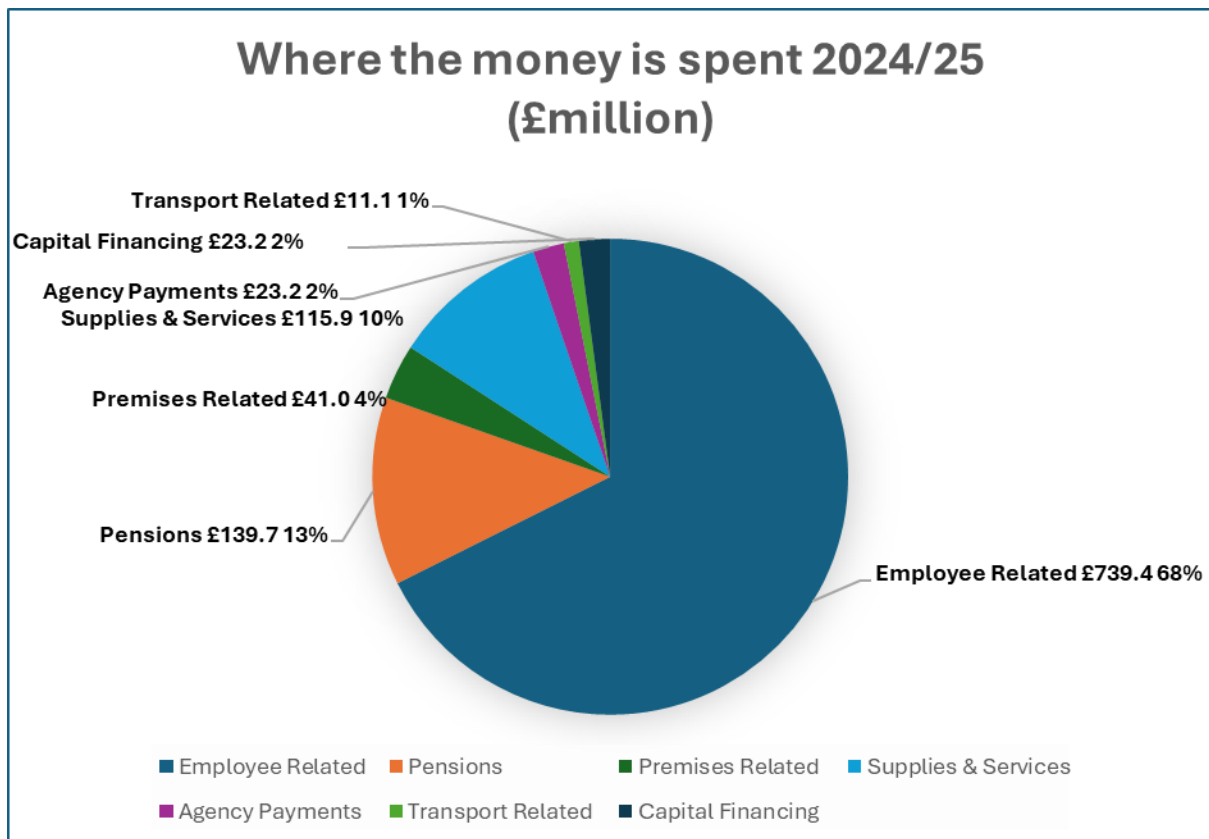
All this leaves us with a funding gap.

With the help of what we raised through the precept last year, the Chief Constable has brought about significant improvements in policing. But there is more to do, and we want to ensure the police have the resources to continue to improve their service to the public.



Our annual budget sets out the resources that are available to fund GMP to resource policing services and Mayoral Police and Crime Commissioner functions. The charts

below outline where our funding came from, and where it was spent in 2024/25.



The 2024/25 financial year is the final year of the Government's 2021 three-year Comprehensive Spending Review which provided national funding allocations for policing for 2022/23 – 2024/25. Planning assumptions for future years therefore remain subject to significant uncertainty around national funding allocations for policing.

Accountability, scrutiny and performance

This Plan is evidence-based and sets out what you told us you want us to deliver, how we are going to deliver it, and how we - and importantly you - are going to know we have achieved it.

Our ambitions will only be achieved by partners working together at a Greater Manchester and local level, and by our being held accountable for our progress and performance. We have mechanisms and bodies in place to do this.

The Police, Fire and Crime Panel¹⁶ will:

- Hold the Mayor and Deputy Mayor to account for the delivery of the Police and Crime Plan. The Panel directs a programme of reporting to ensure our priorities are being delivered and our progress is on track, including through review of a performance scorecard.

The Deputy Mayor for Safer and Stronger Communities will:

- Continue to hold the Chief Constable to account, including through Deputy Mayor's Executive meetings - formal scrutiny meetings that take place every six weeks.

We will also:

- Publish an annual report of our progress against the Plan.
- Attend Mayor's Question Time to hear the views of the public.

¹⁶ The Police, Fire and Crime Panel is made up of 10 elected Members, one from each Greater Manchester local authority, 5 co-opted political members and 2 independent members.

- Hold an annual Police and Crime Plan progress session – inviting our partners and community members to contribute and participate.
- Provide local councillors and MPs with opportunities to meet senior police officers, the Mayor and Deputy Mayor so that they can raise residents' concerns directly.
- Introduce a new Independent Scrutiny Panel to oversee arrests and custody and ensure better feedback loops from Independent Advisory Groups and GMP-led Scrutiny Panels on stop and search.
- Use feedback from our Independent Custody Visitors to improve GMP's custody provision and aim to achieve Gold Accreditation for this scheme.
- Use our statutory role as the Relevant Review Body for Police Complaints Reviews (in line with statutory Police Regulations) to identify common themes which may be of interest or concern.
- Work with our Independent Police Ethics Committee to ensure that policing is operating in line with the ethical behaviours that the public expect.
- Listen to the voice of lived experience to influence our approach to effective scrutiny.
- Ask the Greater Manchester Equality Panels to help us deliver and progress our 16 equality commitments, identifying with them how they can best support us to achieve this.
- Continue to engage with His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and GMP on Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections and other thematic inspection findings and recommendations, to improve police performance as GMP works towards becoming an outstanding police force.

How will we know we are making a difference

Through this Plan we have committed to improving safety, and reducing harm and crime, and knowing how well we are doing in achieving that is central to this ambition.

To achieve this, we will:

- Use findings from our Policing and Community Safety Survey.
- Use findings from our Victims Survey.
- Publish our Police and Crime Plan performance scorecard to detail improvements under each of area of this Plan.
- Monitor the levels of police recorded crime and crime outcomes.

What success looks like and our headline measures

What success looks like	How we will measure this	Source
An increase in trust and confidence	% agree 'taking everything into account I trust GMP'	Policing and Community Safety Survey
	% agree 'taking everything into account they are doing a good job'	Policing and Community Safety Survey
	% trust the police	Crime Survey for England and Wales
	% confidence in the police	Crime Survey for England and Wales
A decrease in repeat offending	% proven reoffending rate	Ministry of Justice proven reoffending statistics
An increase in victim satisfaction	% satisfied	Greater Manchester Victims Survey
Maintaining 999 and 101 performances	999 speed to answer	Home Office call answering league tables
	Non-emergency speed to answer	GMP
An increase in outcome rates across all key crime types	% crimes closed with 'positive outcomes' (1-8) or 'solved rate'	GMP or ONS / iQuanta for national data

An increased use of out of court resolutions and diversionary activity	Number of Out of Court Resolutions including outcome 22 ¹⁷	GMP or ONS / iQuanta for national data
An increase in the representativeness and diversity of the police workforce	Current workforce by gender and ethnicity	GMP
	Recruitment by gender and ethnicity	GMP
	Retention and progression (ethnicity by rank)	GMP
A decrease in knife crime and serious violence and reductions in hospital admissions for assault	Homicide rate	GMP or ONS / iQuanta for national data
	Robbery rate	GMP or ONS / iQuanta for national data
	Violence with injury	GMP or ONS / iQuanta for national data
	Hospital admissions due to assault	Greater Manchester NHS
	Hospital admissions due to assault by sharp object	Greater Manchester NHS / HMICFRS
	Police recorded knife crime	GMP or ONS / iQuanta for national data

¹⁷ Outcome 22 is a police outcome code that can be used where no further action has been taken but a diversionary intervention has taken place to address offending behaviour and to prevent reoffending, for example attendance at a victim awareness course or drug awareness course. It can be used for adults and children.

