**Standing Together**

**Plan for police, community safety, criminal justice services and citizens in Greater Manchester**

**1 December 2017**

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In order to achieve our ambition for better policing, community safety and criminal justice services in Greater Manchester we must work together. No single organisation or community acting alone can keep people safe, reduce harm and build cohesive, strong communities. The combination of austere public finances and increases in the demands for services make this even more necessary. There is a pressing need for better integration of services and the ability to switch calls for service to the most appropriate responder.

The work to do includes:

* Engaging with communities across Greater Manchester to gain a better understanding of their needs and their perceptions and experiences of police, community safety and criminal justice. In addition, engaging with businesses to establish their needs and perceptions and experiences of police, community safety and criminal justice.
* Supporting joint working across the Combined Authority and through Greater Manchester’s innovative approach to Public Service Reform (PSR); placing an emphasis on local services being provided locally - a cornerstone of which is neighbourhood policing.
* Improving the ease of access to services…
	+ working with the Chief Constable to improve the 101 service and realising the potential of technology to provide alternative channels of communication.
	+ working with Leaders of Councils and Chief Executives to improve the accessibility of services they provide
	+ improving how requests for service are switched to the most appropriate provider.
* Supporting multi-agency evidence-based problem-solving and promoting the adoption of proven practice; co-commissioning services with partners such as health to maximise gains in their effectiveness and efficiency.
* Lobbying HM’s Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS), other inspectorates, regulators and the government for more rounded inspections of service.
* Reviewing diversity and disproportionality in light of the recommendations made in the Lammy Review of Black, Asian and Minority Ethnic (BAME) representation in the Criminal Justice System and the Cabinet Office Race Disparity Audit. Working with the Chief Constable to achieve a police workforce that represents the communities that it serves. In particular it is addressing a historic under representation of police officers from Black, Asian, Minority ethnic communities. It has done this by taking action to recruit, retain and progress applicants from BAME backgrounds. This positive action includes raising awareness of the career opportunities as a police officer and removing barriers and disincentives within the recruitment and selection process. This is further supported by a programme of continuing support and mentoring for those applicants coming from under represented backgrounds. For the police this includes increasing opportunities for cadets, volunteers and apprentices and ensuring diversity in recruitment for these schemes. Working with Leaders across the GMCA to achieve a workforce that reflects the communities it serves.
* Promoting sharing of information between different organisations and encouraging the use of shared data. The GM Connect programme will greatly assist in achieving this by linking the information from health, police and other community safety partners.
* Developing the use of information technology, digital capabilities and approaches including digital investigation.
* Ensuring that support services for example forensic testing and maintenance are effective and efficient.
* Building confidence in the police and other service providers and in particular confidence that complaints about the police are dealt with in a timely and sensitive manner by Police.
* Working with the Chief Constable to support GMP officers and staff to stay well in work and where they do become unwell help them get back to work as soon as possible.
* Supporting the police contribution to national policing including cross-border working and interacting with the security services
* Supporting the duty to work collaboratively with other blue light services.
* Developing shared leading, training and development of the workforces of different organisations especially front line officers to support integrated place-based working and problem-solving for example recognising adverse childhood experiences (ACE), mediation, recognising so-called honour-based-abuse, recognising modern slavery.

**NB This is not the definitive list of the work to do.**

**5. Priorities**

In order to achieve our ambition for better policing, community safety and criminal justice services in Greater Manchester we must work together. No single organisation or community acting alone can keep people safe, reduce harm and build cohesive, strong communities.

Consultation with the public and those who contribute to community safety, has identified three priorities. By working to achieve these priorities we can help to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

**Keeping people safe**

Protecting and caring for people who live, work, socialise and travel in Greater Manchester. Protecting those who are vulnerable and those who are victims of crime or at risk of being victimised. Building resilience, feelings of safety and confidence in policing and community safety.

**Reducing harm and offending**

Preventing anti-social and criminal behaviour including the most serious offending and terrorism by solving problems, intervening early and rehabilitating offenders to build confidence in criminal justice.

**Strengthening communities and places**

Helping to build resilient and resourceful communities including online communities and protecting the places where people live, work, socialise or travel. Supporting the delivery of the IT systems, buildings, roads, street lighting and other public assets needed to solve problems in a 21st century society.

**Our Commitments**

To achieve our priorities we need to deliver real change. By committing to work together public services, business, the third sector and importantly the people of Greater Manchester can create cohesive, safe and strong communities. Some of our commitments will help us to deliver all of our priorities. Over the life time of this plan, to support all our priorities, we make the following commitments…

We commit to engaging with communities across Greater Manchester to help us understand their needs and their perceptions and experiences of police, community safety and criminal justice. To help with this we will commission a continuing survey of Greater Manchester’s citizens and use new media as well as more traditional face to face meetings. We will have an ongoing conversation about both individual rights **and** responsibilities in achieving safe communities.

We commit to continuously engaging with businesses through a Business Engagement Panel to establish the needs of business and their perceptions and experiences of police, community safety and criminal justice. This will include establishing a number of agreements that set out how we will work together and rights **and** responsibilities and the contribution that business should make to in achieving safe communities.

We commit to continue to lobby the government about the inadequacy of its funding of services provided in Greater Manchester.

We commit to promoting problem-solving – an approach that tackles the underlying causes, not just the symptoms - and support projects with a clear evidence base of how they will make a difference to our communities.This will include using the Community Safety Fund to pay forlocal initiatives that deliver improvements and will include those provided by third sector organisations, such as Stop the Traffik who manage our modern slavery voluntary network as well as those commissioned from other public bodies such as our scheme which puts mental health nurses in police control rooms.

We commit to developing a multi-agency strategy to reduce violence, focussing on violence against women and girls. This will include domestic abuse, female genital mutilation, forced marriage, stalking and harassment, and so-called honour-based abuse. I will work with partners across the criminal justice system to develop effective deterrents which address the causes of offending. Our focus will be on protecting victims and rehabilitating offenders.

We commit to strengthening joint-working with the NHS and continuing to develop a better understanding of the demands for services. Our priorities for the next year are domestic abuse, sexual violence and dealing with young offenders. We will also work to develop common standards for drug and alcohol treatment programmes so that everyone across Greater Manchester can access the help they need. We will work to develop a shared understanding of individual and collective demands for services.

We commit to taking a family based approach to justice and to focus on the needs of children and young people. We will work to educate, support, protect and advocate for families while still intervening where necessary. Individual needs within their family and community will be identified to help to create safe and strong families.

We commit to maximising our opportunities to achieve our priorities by using our social value policy in the procurement of services and goods, as well as in making appointments.

We commit to building capability through a multi-agency workforce development programme, examples include, identification of those at risk of being victims to or perpetrating sex offences, universal credit – improving awareness of the process, place based team – indicators of vulnerability and the need for intervention to prevent escalation to offending.

**Overarching outcomes**

**We will know we are making a difference if**

* Peoplefeel safer at home, at work, socialising, and when travelling in Greater Manchester.
* People express increased confidence in police and other organisations that contribute to community safety.
* People believe the police and community safety services are effective, efficient and fair.
* People believe the justice services (court / out-of-court) are effective, efficient and fair (accessible and proportionate).
* People believe places are safe and believe communities to be strong.

**Keeping people safe**

Protecting and caring for people who live, work, socialise and travel in Greater Manchester. Protecting those who are vulnerable and those who are victims of crime or at risk of being victimised. Building resilience, feelings of safety and confidence in policing and community safety.

The attack on the Manchester Arena in May 2017 was a harrowing and sobering reminder of how quickly innocent people’s lives can be devastated. It was also a reminder of how important the police and other public services are in keeping us safe, caring for those who have been harmed and in helping to rebuild lives.

The attack illustrated how international events can impact upon lives in Greater Manchester. In the aftermath of the attack the diverse communities of Greater Manchester came together in a phenomenal show of solidarity and defiance of this hateful extremism – however, at the same time there was an increase in hate and crimes of intolerance.

***The Social Cohesion Commission***

*The Greater Manchester Preventing Hateful Extremism and Promoting Social Cohesion Commission was announced by the Mayor following the Manchester Arena attack in May. The commission will consider the broader determinants of social exclusion and how we can work collectively to address these; engage in dialogue with our communities and the business sector to consider the development of a Greater Manchester Charter: a set of shared values and commitments which could be used as the foundations upon which the Greater Manchester Strategy work is built (not just principles that are called into action when something goes wrong); develop a distinctive community led GM approach to challenging hateful radicalisation.*

Prevent is a strand of the national approach to counter terrorism and extremism. It involves the police and other organisations identifying those at risk of being radicalised and taking steps to prevent harm as part of safeguarding arrangements.

We commit to working together to take account of any recommendations from the Greater Manchester Preventing Hateful Extremism and Promoting Social Cohesion Commission

However, many threats are much closer to home – some, such as domestic abuse are within homes or via our internet connections such as online fraud or cyber-crime.

The government’s continuing austere public finances have cut police budgets and those of other public services. Greater Manchester Police has lost over 2000 police officers since 2010 and in addition to this there are now hundreds fewer Police and Community Safety Officers (PCSOs) and police staff. This has led to changes in the services that can be provided and different ways of working. At the same time the number of police officers has been reduced there has been a marked increase in the demands for police services.

The increase in the demands for services from the police is not limited to crime, it also includes anti-social behaviour. This is a broad label covering a wide variety of community nuisance which, if repeated, can cause considerable distress and have a corrosive effect on communities or escalate into more serious behaviours. The effects of anti-social behaviour also lead to considerable demands on services provided by local authorities ranging from repairing damage, street cleaning, noise abatement, dog warden and adult and child social care.

***Anti-social behaviour***

*Anti-social behaviour is a common reason for an individual to come to the notice of one or more public services, especially the police. As part of the place-based integrated working, individuals may be referred to the ‘problem-solving team’. Children and young people exhibiting anti-social behaviour is often a consequence of parents struggling to cope.*

*The approach is characterised by a lead worker continuing to challenge and support an individual and their family to build relationships and a deeper understanding of problems and their causes. Having gained a more holistic understanding of needs, the worker is able to arrange for a coordinated package of actions to be taken and remove or reduce the need for a series of referrals to and between different providers. Often the workers are advocates for people in difficulty with, for example, social landlords or in helping them to access assistance schemes or treatment to improve mental or physical health. The investment of the time and effort to understand the causes and provide a coordinated response has reduced subsequent demand for services from individual agencies.*

We commit to working with Community Safety partnerships to develop a consistent, place-based response to dealing with and preventing anti-social behaviour and crime.

We commit to working in partnership with local authorities, housing providers, transport for Greater Manchester and public health to develop effective responses to flagrant use of drugs in public, the litter related to this and to educate young people about the risks associated with using drugs

As well as increasing, the demands for services are changing and now include digital crimeswhichincreasingly target some of the most vulnerable people in our communities as well as businesses. However, cyber-crime is not limited to fraud and whilst often hidden its impacts can be shattering – digital harm is real harm.

***Fraud prevention and investigation*** *The government agency that responds to fraud, often cannot meet the needs of all victims, including some of the most vulnerable. In recognition of the harm caused to vulnerable victims of fraud a pilot Economic Crime Awareness service that will be provided by GMP to reduce fraud and meet the needs of victims. The Economic Crime Awareness service will work with banks and businesses to identify suspicious activity; raise public awareness of the measures people can take to protect themselves from preventable online fraud, romance frauds, bogus traders and other scams and allow the police to act proactively using warnings to disrupt and deter fraudulent behaviour where chances of prosecution are low. The service will include the recruitment of Cyber specials and volunteers and work closely with the Victim Services hubs to meet the needs of vulnerable victims and to prevent re-victimisation*

We commit to developing a fuller understanding of the nature and scale of online vulnerability and working with service providers to make people safer when they are online. This will require establishing the resources needed to increase online safety.

Domestic abuse ruins lives. It may remain hidden for a very long time. It takes a variety of different forms and need not involve physical violence for example coercive control or damage to property. It happens within trusting relationships irrespective of race, gender, income, sexuality, age, educational attainment or religion and has consequences for whole families. Dealing with domestic abuse is complicated, requiring sympathy and empathy for victims whom may be reluctant to report their abuse. It involves the police and many other organisations throughout the criminal justice and care systems.

***Domestic Abuse and Strive***

*Over the past two years a network of volunteers has been developed to provide support in the early stages of domestic abuse. This support includes advice on claiming benefits, accessing housing and help to access health services such as a GP. Results have been extremely positive and there are plans to invest further so that the volunteer network can be developed to cover the whole of Greater Manchester.*

Greater Manchester is one of the most challenging areas to police in England and Wales, threats from terrorism, serious and organised crime, child sexual exploitation, serious sexual offences, substance misuse and other crimes are all increasing. In common with other police services, there has been a marked increase in demands for services associated with protecting people for example, those who are mentally ill.

***Mental ill-health*** *As part of a pilot, over the past 12 months mental health nurses have been based in the police call centre. The nurses provide advice to the police about how to respond when calls are received from people who appear to be in distress due to their mental ill-health. This helps the police to make better choices and to get people who are in crisis the right support more quickly. It also avoids unnecessary visits to Accident and Emergency.*

Children and young people have been recognised as vulnerable at various transition points to the age 25 such as starting school, moving from primary to secondary education, puberty and leaving social care. How these transition points are negotiated has a huge impact on an individual’s life chances. The extent of this vulnerability and its consequences are greater for some groups of children than others and this will shape how services are provided.

***Children & Young People’s Safeguarding***

*In order to ensure that children and young people are protected, an independent evaluation has been commissioned which will provide assurance that Greater Manchester has the best possible systems in place to safeguard children.*

*Specific ‘edge of care responses’ are being piloted which aim to support more families to stay together where it is safe to do so and to support those leaving care for example by providing access to housing.*

We commit to working together to review our approach to complex safeguarding of children in Greater Manchester and take account of any recommendations made by the Assuring the Effectiveness of Multi Agency Responses to Child Sexual Exploitation in Greater Manchester work.

We commit to maintaining a focus on the needs of children and young people, striving to keep them safe and recognise that they can be victims of crime at home and in the community. We will consult with the CA Youth Assembly and will consider creating a Schools Engagement Panel about how best to keep young people safe.

Protecting people, particularly those who are most vulnerable is complicated and produces an ongoing demand for police services. People may be vulnerable for a variety of different reasons and the number affected can vary considerably from one place to another. Every year, thousands of children and adults are reported missing from home, most are returned home safely, but this requires a considerable effort on the part of the police and other organisations.

***Missing children*** *Some children and young people go missing from home frequently, this puts them at risk of harm and in some cases exploitation and creates a high demand for the police and other services. By the time a young person has gone missing six times a pattern of behaviour that is difficult to break, has often formed. The Footsteps project works with children who have been missing from home more than once. The reason for running away and the risks associated with running away are explored with the children and their families. The project has helped to build self-esteem and confidence and the early findings suggest that this early intervention is having a positive impact.*

In addition to the more obvious causes of vulnerability, the police and other organisations work to uncover so-called hidden demands, as the label might suggest, the true extent of these remains unclear. However, the vulnerability, abuse and exploitation caused by modern slavery, female genital mutilation and so-called honour-based abuse is undeniable.

***Female Genital Mutilation***

*The Guardian Project works with young women and girls who are either at risk of, or have already been subject to FGM and their families. It educates families and raises awareness of the harm caused and the illegality of FGM. This has included providing information about their rights to girls through schools in the areas of highest risk of harm. In the past 12 months over 70 referrals have been received. Building on this partnership approach we will work with the NHS to improve access to counselling services across Greater Manchester and with police and criminal justice partners to progress FGM protection orders and prosecutions.*

***Modern Slavery***

*Modern Slavery Coordination Unit is at the forefront of dealing with crimes of slavery, human trafficking and exploitation were growing in Greater Manchester. This multi-agency unit provides care to victims such as safe accommodation, material assistance and access to counselling and therapeutic support. It also raises awareness about the forms and signs of slavery, trafficking and exploitation and it encourages people to report their concerns. The unit has a network of specialist advisors who help to develop strategies and co-ordinate interventions that protect victims. ‘Stop the Traffik’ co-ordinate the Greater Manchester network of voluntary organisations which identifies likely human trafficking and modern slavery and has contributed to Greater Manchester achieving the highest number of prosecutions for any police force area in the UK. Over the next 12 months a complimentary network of businesses will be developed.*

We commit to lobbying government about the importance of addressing poverty in the countries in which victims of modern slavery originated. We also commit to lobbying the Home Office to improve the services offered to repatriated victims in country of origin*.*

***So-called honour–based abuse***

*Project Choice started as a pilot last year and has since been expanded to cover the whole of Greater Manchester. The project has been specifically designed to support people who are victims of forced marriage and so-called honour-based abuse. In addition to offering support and advice and working in schools to raise awareness of the issue, the project has helped a number of vulnerable individuals to obtain forced marriage protection orders. Some of the children helped by the project have been as young as 14.*

We commit to further expanding the training offered to front line workers to help them spot the warning signs of a possible forced marriage to prevent victimisation

GMP will continue to reform to meet the challenge of providing services but this will require some hard choices to be made; it is no longer possible for the police to attend every call for service. The police continue to prioritise their responses according to the greatest risk of harm or distress. This means that more incidents are dealt with without being attended by a police officer. It also means placing a greater emphasis on stopping problems before they happen so the police can prioritise issues that cause the greatest harm. It also means developing new ways for the public to contact and receive advice from the police; GMP is experimenting with the use of more on line services such as live-chat which in many case, will provide information faster.

Some of the services that the police have provided in the past may look very different in four years’ time; some may be provided by a different organisation and others may not be provided at all.

***Drugs Early Warning System***

*The Greater Manchester Drugs Early Warning System, provides the results of testing the purity and strength of illicit drugs to the police and others, including medical professionals. This has become a trusted source of information to advise would be drug users about the specific risks associated with using particular batches of drugs. For example in 2017, the drugs early warning system informed the response to and media coverage of the use of Spice.*

Anybody can be vulnerable at any given moment, but some people clearly have a higher level of vulnerability than others. Helping to keep the most vulnerable safe is the top priority for the police working with others.

For those who have been subject to abuse or have been exploited, the police and others play a vital role in caring for them and in helping to rebuild their lives.

***Victim service***

*A new Victim Service is being rolled out across Greater Manchester to provide and co-ordinate support to victims of anti-social behaviour and crime. The service will help victims cope and recover from the impact and consequences of their experience; identify and tailor support to vulnerable and repeat victims; place particular emphasis on victims of Fraud and Cyber-crime, Domestic and Sexual Abuse, Hate Crime, Anti-Social Behaviour and Children and Young People. This tailored approach may trigger an enhanced offer to address more complex needs and may involve a multi-agency approach to ensure wider needs of victims are met. Support will be provided through a single point of contact who will ensure that victims progress through the CJ system smoothly. Those who do not progress through the criminal justice system will continue to be supported.*

We commit to commissioning victim support services that meet the different needs of victims and care for those who have been abused or exploited

We commit to looking to expand and develop the access to forensic and aftercare services provided to victims, particularly those who have been abused or exploited. By taking a place based approach to providing the aftercare to victims of rape and sexual assault, female genital mutilation and child sexual exploitation, victims will receive the care they need closer to home

**We will know we are keeping people safe if, in addition to the overarching outcomes:**

* There are fewer repeat victims; particularly victims of violence, abuse, exploitation, domestic abuse and hate
* Those who have been abused or exploited are cared for and helped to recover.
this includes children and young people; disadvantaged people; women and girls; elderly; those suffering mental ill-health and those abusing substances
* Service users are satisfied with the services they received from the police and other organisations that contribute to community safety
* There are fewer inequalities in satisfaction and confidence
* The incidence of crimes against the person is in line with that for similar areas *[caveat this is predicated on equivalent crime recording practices]*
* The incidence of household crimes is in line with that for similar areas *[caveat this is predicated on equivalent crime recording practices]*

**Reducing harm and offending**

Preventing anti-social and criminal behaviour including the most serious offending and terrorism by solving problems, intervening early and rehabilitating offenders to build confidence in criminal justice.

Crime and anti-social behaviours can damage and destroy lives. The consequences of even a single offence can be devastating and widespread; going beyond the immediate victim and offender to effect the lives of wider family, friends and communities.

Keeping people safe, our first priority, also depends on reducing harm, and focusing on those who offend or are at risk of becoming offenders. There is a broad spectrum of harm, from terrorism and organised crime, through violence, acquisitive crime and anti-social behaviour. The police and partners will focus on prevention, disruption and investigation and will identify offenders and establish the necessary evidence.

People become offenders for a variety of different reasons and if a young person commits crime or anti-social behaviour, it can have serious consequences not only for themselves, but also for their families and their communities therefore it is important there is a whole family approach to changing their behaviour.

***Support on release and in custody - Family Support***

*Parental imprisonment has a significant impact on any child and their wider family. Positive family relationships reduce reoffending. Working with the Governors of three prisons with prisoners from Greater Manchester, partners are jointly commissioning family support services for offenders, their families, friends and significant others. This approach is the first of its kind nationally and will ensure that family support for offenders serving custodial sentences and their families, are better co-ordinated.*

***The Counter Terrorism Prevent Team****…is primarily focussed on the safeguarding of individuals vulnerable to radicalisation, regardless of the ideology.*

*The team is piloting a collaboration with mental health partners which includes police officers and NHS psychiatric nurses working alongside each other to assess vulnerable individuals and identify those with diagnosable mental health conditions. As a result of the pilot, individuals with undiagnosed mental health issues have been identified and they have been given support or treatment.*

***Problem-solving Justice*** *Criminal justice agencies have adopted a problem-solving approach in dealing with female offenders. This approach is a collaboration between magistrates, local women’s centres, domestic abuse services, health and housing. This family centred approach has kept more families together, addresses offending behaviours. It has reduced reoffending and benefited the wider families. We will now take a similar problem-solving approach in dealing with young people which should prevent reoffending, reduce victimisation and support the young people identified to be valued members of their communities.*

**Care in Custody**

*People in police custody, at court and being released from custody can have many complex problems which, if not addressed, could result in further offending. The Greater Manchester Liaison and Diversion scheme co-commissioned by the Deputy Mayor and the NHS will introduce assessments by trained health staff so that vulnerable individuals in custody affected by issues such as mental ill-health, homelessness, or learning disabilities, are helped to access appropriate support as soon as possible. This is a new project, the first of its kind in England and will help us to ensure that support follows people through the criminal justice system reducing duplication and stopping people falling through the gaps, and thereby reduce offending.*

We commit to developing a better understanding of the behaviours that precede offending such as non payment of rent, children absent from school or increased alcohol use. As part of our family centred approach, place-based multi-agency teams will use these indicators to identify people, particularly women, and take steps to prevent their behaviours escalating into offending. We will promote voluntary engagement with services and, where necessary, use all the powers available to police and criminal justice agencies to enforce compliance with programmes which will address the causes of offending, including the use of conditions such as drug and alcohol treatment requirements.

By adopting a problem-solving approach and intervening early, the Police and others can reduce and prevent anti-social behaviour and offending. It is common for offenders and their families to be users of or known to a variety of different public services including housing, health, emergency services, social care and education. This represents a considerable demand and cost to these services individually and collectively. Reducing this demand and breaking this cycle cannot be achieved by one agency on its own and requires work to address underlying problems. Only by working together with partners across public services, including criminal justice and the voluntary sector can we challenge and change the behaviours that cause the most harm.

***Early Intervention & Prevention***

*Early Intervention and prevention involves a variety of different frontline workers from, for example, voluntary sector, health, education, police and housing recognising and sharing early indications of need. These indications can include poor school attendance, rent arrears and a lack of boundaries and these signs are used to trigger supportive interventions that stabilise individuals and their family situations. This support may be in relation to housing, health, education or employment and skills either individually or collectively and is provided locally. A number of case studies have demonstrated how, by responding to such early indications of need, individual and family circumstances and life chances can be dramatically improved and break a cycle of dependency on public services.*

We commit to maintaining a focus on the needs of all children and young people, including those in the criminal justice system to help them achieve their potential. For those young offenders who do need to be in custody, we will lobby the Ministry of Justice for a Secure School for Greater Manchester working with local businesses and other criminal justice partners. We will engage with businesses to develop mentoring schemes for the young people to help them get on in life.

We commit to working with the Ministry of Justice to take local control of the education and training of prisoners to give them skills that match the Greater Manchester jobs market and explore other opportunities to take back power from Westminster

***Offenders managed and supported in GM -Intensive Community Orders***

*Greater Manchester has historically had a high number of 18-25 year old young men whose offending behaviour would result in a short term prison sentence with a high risk of committing further offences on release from prison. Many of these men are immature, have learning needs, poor school attendance and limited employment and short term prison sentences do not address their needs. Intensive Community Orders are being used to challenge offending behavior and support community sentences meet the needs of individual offenders and their families. The orders take account of the individual’s age and encourage changes in behaviour which reduce reoffending. There is a strong evidence base that Intensive Community Orders ensure that young men successfully complete their community sentence, reduce their offending and improve their lifestyles.*

We will commit to explore opportunities with criminal justice partners to develop consistent, age appropriate interventions delivered by youth and adult offending services together. This will involve improving the links between children’s and adult’s services

Organised crime is often associated with drugs, violence and firearms but is also responsible many other types of crime and criminality; either directly or by undermining the fabric of communities and creating a climate of fear in which anti-social behaviour and crime can thrive. Organised crime is often associated with counterfeit goods including Illicit alcohol and tobacco both of which may viewed as Robin Hood crimes but can result in significant health harms.

***Programme Challenger***

*Responding to the problem of organised crime requires collaboration, as well as a positive, reciprocal relationships between these agencies and the law-abiding public. Programme Challenger is Greater Manchester’s partnership approach to tackling serious organised crime in all its forms. It brings together police, councils, and other public, private and voluntary sectors organisations. Funding has been provided to target offending behaviour and prosecute criminals involved in serious and organised crime, Programme Challenger is committed to ensuring that individuals and communities affected by these crimes receive appropriate protection and safeguarding.*

The Police and others play a vital role in protecting and supporting not only those who have been victimised but also rehabilitating those who have committed the offences. However, this does not mean that offenders go unpunished. For those who have caused the greatest harm, this will include custodial sentences and management and supervision in the community.

***Offenders Managed and Supported in GM - Integrated Offender Management***

*The Greater Manchester Spotlight IOM Teams manage those who have committed acquisitive crimes, violent crimes and domestic abuse. The teams are made up of officers from Police, National Probation and the Community Rehabilitation Company who work closely with other local services. They aim to reduce reoffending and increase their compliance with the sentence conditions by responding to changes in offender behaviour rapidly*

***Sex Offender Management***

*Sex offenders represent a significant risk of harm to communities, ruining lives and placing a considerable demand on the police and partner agencies. We have introduced a joint programme to assess and manage offenders and reduce the risk they pose. The programme is also seeking to prevent further harm and increase efficiency, by targeting interventions through new ways of working, for example by using polygraph testing with sex offenders being managed in the community. Specialist research, data modelling and forecasting is being used to examine the offender population to help develop effective systems to manage offenders. The programme hopes to deliver a better understanding of types of offending beyond simple risk levels and analysis of existing criminal justice processes to produce the evidence for change from April 2018.*

It is vital that the public have confidence in the wider criminal justice system and the organisations that contribute to it, but this confidence will only exist if the public believe the system is both fair and effective. Part of this effectiveness is measured by the rehabilitation of offenders during their time in custody or whilst serving a community sentence. It is also important that the impact on prisoner’s families is recognised and interventions are made to reduce negative consequences.

Many prisoners are vulnerable immediately after release from prison, particularly if they don’t have access to employment or suitable accommodation which may lead them to re-offend

***Support on release and in custody - Employment, Learning and Skills***

*Approximately 40% of adult prisoners report having been permanently excluded from school and 60% leave prison without gaining any skills or qualifications that will assist them in securing employment. The devolution agreement provides Greater Manchester with the opportunity to take more responsibility for the lives of the prison population. An integrated work and skills system is being developed which will identify the skills needed in the local jobs market and train prisoners accordingly.*

We commit to working with Ministry of Justice and Prison Governors to develop a resettlement prison for Greater Manchester to prepare prisoners for release and help them to secure employment, housing and prevent reoffending.

Others who have offended or who are at risk of offending may have learning difficulties, disabilities or autism. Such people have distinctive needs that should be incorporated in the approaches taken to justice and rehabilitation. This requires the involvement of other partners such as Health and Social care and the community and voluntary sector to help some of the most vulnerable people to be diverted from the criminal justice system earlier, and to reduce the risk of reoffending.

***Restorative Justice***

*Restorative Justice brings offenders together with their victims, and facilitates a conversation between them which allows the victim to express the impact of the offending and requires the offender to see the consequences of their actions. The approach personalises the crime and delivers an outcome that satisfies victims and the wider community and aims to help offenders understand the impact of their crime and prevent further offending. Over the next 12 months, a service to better co-ordinate restorative justice across Greater Manchester will be established.*

We commit to developing a strategy for dealing with offences out-of-court. This will bring greater consistency in the use of restorative justice approaches across Greater Manchester ensuring that the needs of victims are met and steps are taken to prevent further offending. These steps may be concerned with rehabilitation, reparation or punishment and set conditions the offender has to meet.

**We will know we are reducing harm and offending if, in addition to the overarching outcomes:**

* There are fewer recidivists; particularly those who perpetrate violence, abuse, exploitation, domestic abuse and hate
* There is a reduction in the frequency and seriousness of offending particularly amongst those who cause the greatest harm including sex offenders
* [Criminal] Justice is perceived to be fair and equitable
* There is increased confidence in the treatment of those who have harmed by the Criminal Justice System
* There is increased confidence in restorative approaches, rehabilitation / recovery – of those who have harmed
* There is public confidence in how serious and organised crime is managed
* There is public confidence in counter terrorism

 **Strengthening communities and places**

Helping to build resilient and resourceful communities including online communities and protecting the places where people live, work, socialise or travel. Supporting the delivery of the IT systems, buildings, roads, street lighting and other public assets needed to solve problems in a 21st century society.

Greater Manchester’s industrial heritage is reflected in its architecture and in its long history of innovation and immigration giving us a population that is rich in cultural diversity and creativity. Over 150 languages can be heard on the streets of Greater Manchester and yet there is a shared sense of place that is encapsulated by Tony Walsh’s poem “*some are born here, some are drawn here but they all call it home*”.

The 2.8m residential population includes over 100,000 university students studying in the region’s four universities and the people, who visit, socialise in, commute into, or travel through the region each day. There is a vibrant night time economy and over a thousand major public events each year including political, commercial, sporting and cultural events. The extensive transport infrastructure includes over 100 miles of motorways and trunk roads, the Metrolink system, a well developed bus network, major rail stations and an international airport.

***Safer Travel***

*The TravelSafe Unit deters and reduces incidents of crime and anti-social behaviour and removes barriers that might otherwise discourage people from using public transport.*

*In July 2017, to fulfil a Mayoral commitment, an investment was made to fund 50 new PCSOs who have joined the unit who are dedicated to patrolling the transport network. As part of this initiative, the Metrolink operator has introduced 900 hours additional security support per week, equivalent to 24 additional TravelSafe Officers. Public feedback and initial results of this joint work between TfGM, GMP and Metrolink are encouraging and work in partnership will continue to provide safer public transport.*

We commit to making railway stations, bus stations and other transport hubs safer places. We will work to improve accessibility, maintenance, lighting and CCTV as part of our Safer Travel initiative. This will also include information campaigns about safer travel including getting home safely having left the public transport system.

We commit to encouraging the adoption of integrated town centre management practices, such as those that have been pioneered and operated successfully in Bury and has led vibrant night time economy with increased numbers of visitors to the town centre as confidence that this is safe place to visit has grown.

The strong regional identity does not prevent local areas within the predominantly urban conurbation from having some highly distinctive characters. Greater Manchester has some of the most economically deprived communities in Western Europe and some of the most affluent. There are marked differences in the educational attainment, quality of life and life expectancy in different parts of Greater Manchester.

In common with many parts of the country, Greater Manchester has a seen a marked increase in the number of homeless people, many of whom are forced to sleep on the streets. The imminent introduction of Universal Credit risks exacerbating this situation.

We commit to reducing and preventing homelessness and rough sleeping. We will equip our frontline workers with a greater knowledge of how universal credit works and the options that are available to those at risk of becoming homeless and those that are homeless.

We will pay particular attention to simplifying the process for securing accommodation by linking those in need of accommodation with what is available, in a more timely manner.

The differences in the characteristics of places and the personal circumstances of people in them are strongly linked to the demands for public services. Demand is higher at times and in places where people become concentrated together, whether through travelling, socialising, shopping or living in densely populated areas. Greater Manchester’s programme of public service reform is seeking to align provision better to places and the demand for services.

***Place-based Integration***

*New ways of working are being designed based on what is needed by citizens and communities within the place; focussing on prevention, early intervention and reducing demand, and building on community assets. The aim is to work in a more integrated way to solve problems of a place by helping people to help themselves rather than responding to crises. Place-based multi-agency frontline teams co-ordinate the different services in taking a ‘design by doing’ approach to solving problems in the community. Frontline workers are empowered to make more informed decisions about how and when they work with individuals and families and wherever possible services are delivered close to home.* *This removes barriers and speeds the access to the most effective services. For example, by being based locally the need to travel in order to receive a service is reduced; by working as one team, different services can be provided as a package rather than as a series of disjointed often delayed referrals.*

We commit to using community safety funds to support the development of people and groups in local places which bring a sense of community by doing this we will help people to help themselves; we call this asset based community development

We recognise that both communities and places are not always defined by geography. There are many communities of people that only exist online. Many people live large parts of their lives online in what is sometimes called cyber-space and we recognises the need to protect people when online.

In 2017 there were a number of events in both Manchester and London that demonstrated how neglect of duty and malicious acts can have catastrophic consequences for different places and communities. By working together, the police and other public services help to make places safer by protecting them from accidents, wilful acts and natural disasters. This includes re-designing public spaces and maintaining civil contingency plans to coordinate their responses in caring for people and making places safe in the event of a catastrophe.

***Counter terrorism***

*The National Barrier Asset (NBA) is a collection of temporary security barriers that give the police the ability to protect high profile locations or temporary events from vehicle borne suicide attacks. Particular emphasis is given to crowded places and during December 2017, barriers were used to protect the Manchester Christmas Markets in Albert Square.*

***Target Hardening and designing out crime***

*Crime prevention is most effective when considered at the outset. GMP’s Design by Security Team provides crime prevention advice to architects about designing out crime, for example, managing access to buildings and spaces and the importance of clearly defined boundaries.*

*Target hardening is about making existing buildings and places less vulnerable to crime, for example, repeatedly burgled properties. Sites that are prone to anti-social behaviour or crime such as places of worship, are assessed and recommendations made about how vulnerabilities can be reduced in order to prevent crime. Recommendations might include installation of CCTV, improved lighting, more secure mailboxes, more secure windows and better locks.*

We commit to developing a sustainable, local solution to protecting public spaces and places.

***CCTV – collaboration and links to the protection of public spaces***

*There are a number of CCTV schemes across Greater Manchester that monitor a variety of public spaces including shopping centres, railway stations and town centres and these play an important role in protecting public spaces. Over the next 12 months we will explore how we can develop a network of cameras across Greater Manchester. This will make their operation more efficient and effective.*

***Civil contingencies***

*The Greater Manchester Resilience Forum assesses the risks posed to Greater Manchester from accidents, wilful acts and natural disasters and the preparedness of organisations to respond. It produces and tests response plans and undertakes collaborative training to take account of lessons learnt.*

*The Forum is comprised of strategic leaders from multiple partner organisations such as; the emergency services, local and national government, specialist organisations such as the Environment Agency, Met Office, Highways England and utilities companies, and also a wide range of voluntary and academic organisations.*

*The Forum will be responsible for co-ordinating the implementation of any recommendations relating to multi-agency preparedness that are made by the Kerslake Review of the Manchester Arena bombing which is due to report in March 2018.*

The police and other community services play a vital role in defusing tensions within and between different communities to prevent crimes of intolerance and hate. Those communities that lack a sense of identity or that have become isolated are more likely to be associated with neglect, abuse, intolerance and hate crimes. Public and voluntary services are active in supporting some of the most challenged communities to develop and become more cohesive; by helping communities to make realise their existing capabilities, the dependency on public services to solve and prevent problems can be reduced.

We commit to working with communities to establish a number of agreements that set out a shared understanding of citizen’s rights and responsibilities in creating strong communities and places.

We know that certain individuals and communities feel isolated and excluded and by tackling this issue directly through engagement with those communities, we can build on the good practice that already exists, to encourage a more consistent approach across the city region

The government’s continuing austere public finances means that provision of services will be prioritised according the risk of harm and greatest need.  We will improve the coordination of the services provided by different organisations, intervening in difficult situations earlier and by building the capabilities of communities, so that where there is a low risk of harm and no distress, some services will no longer be provided by the police.

It remains important that services are accessible and that disproportionality in the perceptions and experiences of service users are understood and reduced. It is also important that communities have confidence that services are accessible and fair.

**We will know we are strengthening communities and places if,**

* In the places people live, work, socialise, and travel through they feel protected and their quality of life is improving
* People believe communities are stronger because they have good relationships with their neighbours; feel that they belong and have a sense of community
* There are fewer repeatedly victimised places
* There is an improvedcomparison between predicted harm and the actual harm.
* Communities and business are able to solve their own problems and there is a reduced reliance on public services (possibly indicated by a reduction in the demands for some services)