



Standing Together

Greater Manchester's plan for
safer, stronger communities

Summary | February 2018



Foreword

This is a summary of our Police and Crime Plan. Through consultation and engagement, it's a plan that has been shaped by local people, community and voluntary organisations, local authority community safety partnerships, victims' groups, and support services.

It sets out our agreed priorities for police, community safety organisations, victim support and criminal justice services to help build a safer, stronger Greater Manchester.

Since 2010, central Government has cut the amount of money it provides to Greater Manchester Police by more than £200 million. This has resulted in the loss of 2,000 police officers – a 25% reduction – and almost 1,000 police staff and PCSOs. At the same time the police have to deal with ever increasing serious and complex crimes, such as cybercrime, terrorism, child sexual exploitation and human trafficking.

Faced with these cuts and increasing demand, Greater Manchester Police has transformed its services and remained incredibly resilient, but we have been forced by Government to raise council tax to keep people safe. The extra money will be used to recruit additional police officers for the first time in eight years, enable better access to police services, and protect and strengthen vital neighbourhood services.

But the police can't act alone. Complex crimes such as modern slavery and domestic abuse are often hidden from view and require a response not just from police, but from all public agencies, the voluntary sector, and local people.

The police, local authorities and other organisations will continue to work hard to make Greater Manchester one of the best places to grow up, get on and grow old, and feeling safe is key to this. This plan will make Greater Manchester a safer place for everyone. By organisations working closely together with communities we will make a difference for the citizens of Greater Manchester.

Only by standing together can we build safer communities and protect and support the most vulnerable in our society.

Baroness Beverley Hughes

Deputy Mayor for Policing
and Crime

Andy Burnham

Mayor of Greater Manchester

The full Police and Crime Plan is available to download from
<https://goo.gl/9fsQmc>



Keeping people safe is the primary aim of Greater Manchester Police and it is not something we can do on our own.

Everyone in Greater Manchester, from partner agencies through to local people, can play their part.

Policing is now more complex than ever before, with officers dealing with everything from terrorism and serious organised crime through to burglary and anti-social behaviour.

We are facing new threats to safety with emerging problems including online crime, terrorism and modern slavery. But at the same time we still receive calls for help with burglaries, robberies and incidents of vehicle crime.

Every day there are around 3,000 calls for help and at the same time we have seen financial constraints that have led to the loss of 2,000 police officers.

All these elements place the police service under considerable strain but with the support of partner agencies, local people and the clear direction in this plan we can continue to focus on keeping people safe in the years to come.

Ian Hopkins
Chief Constable
Greater Manchester Police

The title of this plan, Standing Together, gives a clear message of collaboration, partnership working and inclusion, to make Greater Manchester safe for everyone.

I am pleased that the plan recognises the important contribution of all partners, now and for the future, such as local authorities, health, probation and the community and voluntary sector, each having a distinct strength so that our approaches reflect the complex problems that we are trying to solve.

Sharing the learning of successes and challenges means that all Greater Manchester citizens can reap the benefits of feeling safer where they live, work and visit.

In the public consultation, there was widespread support for the priorities identified in the plan, which means that we can be confident that we are tackling the issues that matter most to Greater Manchester residents and by standing together we can reduce crime and anti-social behaviour and make Greater Manchester a safer place for everyone.

Pat Jones-Greenhalgh
Interim Chief Executive, Bury Council
Lead Chief Executive for Police and Crime

Working together

Through joint working, the police, local authorities, community safety organisations and voluntary organisations will work with communities and the private sector to provide services that will improve and maintain public safety.

The people we work with include:

- Volunteer services
- Greater Manchester Police
- Greater Manchester Combined Authority
- Local community safety partnerships from each local council
- Housing providers
- Transport for Greater Manchester
- Health services
- Education providers
- Victim support services
- Criminal justice agencies
- Local people and community groups

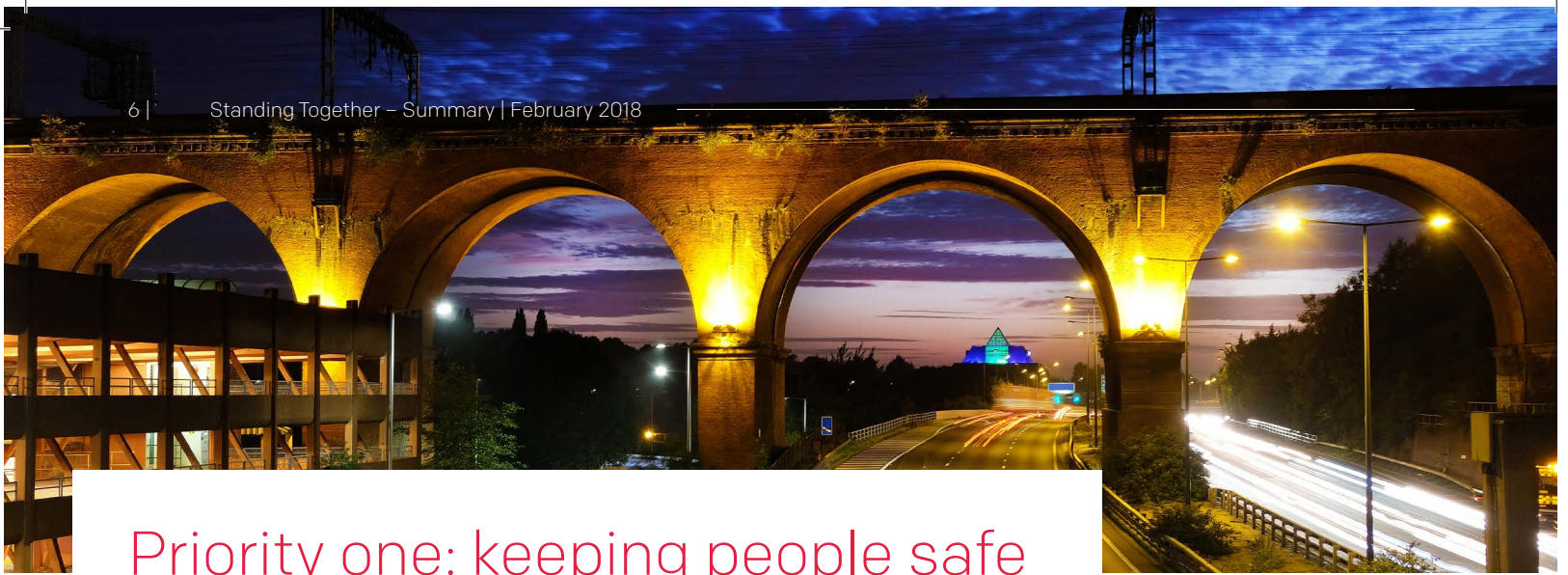
Our priorities

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

In these difficult financial times we need to make the best use of our existing resources. We will continually review the levels of demand being placed on services as well as assessing how well equipped we are to meet these.

Consultation with the public and those who contribute to community safety has identified three key priorities. By working together to achieve these 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
- Reducing harm and offending
- Strengthening communities and places



Priority one: keeping people safe

Greater Manchester is one of the most challenging areas to police in Europe. Demands on policing and other services have soared, and although serious and complex crimes are on the increase, Government grants have been cut and Greater Manchester Police (GMP) has been forced to lose 2,000 police officers.

GMP is transforming the way it works to continue providing high quality services, and partner agencies are working together to reduce demand on emergency services, support the most vulnerable and keep people safe.

Priority one: 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.

We will work together to:

- Tackle and prevent crime and anti-social behaviour.
- Better respond to public drug use and its impact on local communities.
- Educate young people on the risks associated with using drugs.
- Prevent extremism and promote social cohesion.
- Increase our understanding of online vulnerability and improve online safety.
- Review our practices around safeguarding children and young people.
- Keep children safe from child sexual exploitation.
- Focus on the needs of children and young people, recognising that they can be victims of crime at home and in the community.
- Consult with the Youth Combined Authority and engage with schools to hear their views, concerns and ideas on keeping children safe.
- Encourage the Government to take diplomatic action to address poverty and improve victim services in those countries from which people are trafficked and used as modern-day slaves.
- Provide training for frontline workers to help spot the warning signs of forced marriage.
- Commission victim support services that meet the different needs of victims, and care for those who have been abused or exploited.
- Improve local access to forensic and after-care services for victims, particularly those who have been abused, raped or exploited.



Our student
population is one of the
largest in Europe

Priority one themes and topics:

Anti-social behaviour

Budgets and reducing demand on services

Child sexual exploitation

Counter terrorism

Domestic abuse

Drugs

Female genital mutilation

Forced marriage

Fraud and cyber crime

Hate crime and community cohesion

Honour abuse

Innovation and transformation of police and support services

Mental health

Modern slavery

Prevention and prioritisation of crime

Policing budgets

Protecting children and young people

Protecting vulnerable people

Radicalisation and extremism

Supporting victims and rebuilding lives

Projects, schemes and initiatives:

- Social Cohesion Commission exploring how we can challenge radicalisation in Greater Manchester.
- Anti-social behaviour problem-solving teams working with individuals and their families to address the root causes of their behaviour and reduce demand on public services.
- GMP Economic Crime Awareness Service pilot to reduce fraud and support victims; recruitment of 'Cyber Specials' to tackle online fraud.
- Domestic abuse volunteer network providing support and advice during early stages of domestic abuse; helping people access benefits and health services.
- Mental health nurses based in police control rooms to help police better respond to calls from people in distress or affected by mental ill health; getting people the right support from the right people at the right time, and reducing demand on A&E services.
- Independent evaluation of safeguarding systems to provide reassurances that we are keeping our children and young people safe.
- 'Edge of care' pilot to help families stay together and to support those leaving care by helping them access housing and other services.
- Footsteps project working with children who run away or go missing, helping to build self-esteem, confidence and reduce their risk of coming to harm.
- The Guardian Project working with women and girls who are at risk from or who have been subjected to female genital mutilation; improving access to counselling; keeping people safe; and progressing prosecutions of perpetrators.
- Modern Slavery Unit providing care to victims, including access to accommodation, counselling; raising awareness and encouraging reporting.
- Project Choice pilot expanded to whole of Greater Manchester for supporting victims of so-called 'honour abuse' or forced marriage.
- Drugs Early Warning System to alert partner agencies, drug users and support services about particularly dangerous or potent batches of drugs.
- Greater Manchester Victims' Services coordinating the support available for victims of crime, regardless of when the crime took place or whether it was reported to police

Intervention in reducing crime at the root cause is better than tackling it when it has become too difficult to manage.



Priority two: reducing harm and offending

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.

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.

Priority two: 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.



Some of the children protected by our forced marriage project have been as **young as 14**

We will work together to:

- Better identify, understand and intervene early when presented with behaviours and life events that are known to precede offending behaviour, such as non-payment of rent, children absent from school, and increased alcohol use.
- Encourage people at risk of offending to engage voluntarily with support services.
- Use all powers available to police and criminal justice agencies to enforce compliance with programmes that will help address the causes of offending, such as drug and alcohol treatment programmes.
- Help children and young people in the criminal justice system rebuild their lives and achieve their potential.
- Better educate and train local prisoners to make sure they have the skills required by the Greater Manchester jobs market.
- Improve links between children's and adults' services to better deliver consistent, age-appropriate interventions.
- Develop a resettlement prison in Greater Manchester to prepare local prisoners for release and prevent reoffending by helping them access employment and housing.
- Develop a strategy for dealing with some offences out of court, making sure the needs of victims are met and that reoffending is reduced.

Priority two themes and topics:

Anti-social behaviour

Breaking cycle of offending

Challenging and changing harmful behaviours

Crime prevention, disruption and investigation

Counterfeit goods

Custody services

Diverting vulnerable people away from the criminal justice system

Domestic abuse

Early intervention

Meeting the needs of vulnerable offenders

Offending

Organised crime associated with drugs, violence and firearms

Prisons

Radicalisation and extremism

Reducing demand on services

Reducing re-offending

Restorative justice

Sex offenders

Supporting families of offenders

Supporting offenders on release

Terrorism

Violent crime

Women offenders

Working with families

Working with offenders and those at risk from offending

Projects, schemes and initiatives:

- Prevent mental health pilot involving police and psychiatric nurses working together to assess and treat vulnerable individuals with a diagnosable mental health condition and who are at risk from radicalisation and extreme ideologies.
- Working with women offenders using a problem-solving approach and working with partner agencies to address offending behaviour.
- Family support services to help offenders maintain strong, positive family relationships in order to reduce offending behaviour upon release from custody.
- Liaison and diversion schemes to make sure vulnerable people who end up in custody are given help to address the root causes of their behaviour and get the support they need from relevant services.
- Early intervention, prevention and support to improve people's life chances and break a cycle of dependency on public services.
- Intensive community orders to help 18 to 25-year-old men improve their lifestyles and reduce reoffending.
- Challenger is Greater Manchester's partnership approach to safeguarding communities and tackling serious, organised crime.
- Spotlight Integrated Offender Management teams work with offenders who have committed violent crimes, including domestic abuse. They aim to reduce reoffending and ensure offenders comply with any conditions imposed as part of their sentence, intervening early if their behaviour changes.
- Assessment and management of sex offenders to reduce the risk they pose and prevent harm; using data modelling to better understand and manage offender behaviour.
- Employment, learning and skills support for offenders, tailoring programmes to match the needs of the local jobs market.
- Restorative justice to confront offenders with the human impact of their crimes and to help victims recover from what has happened to them.

Protecting the vulnerable in society is important and building communities gives people a sense of safety and something worth protecting themselves.



Priority three: strengthening communities and places

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.

More than 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 'This is the Place', which includes the line: *some are born here, some are drawn here but they all call it home.*

Priority three: 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.

We will work together to:

- Adopt integrated town centre management practices which can help build vibrant night-time economies, with increasing numbers of visitors having confidence that our town centres are safe places to visit.
- Developing the Community Safety Accreditation Scheme to deal with less serious traffic violations and improve road safety.
- Make our transport network safe and accessible, improving lighting and CCTV as part of our Safer Travel initiative.
- Establish a 24-7 control centre to better coordinate transport and responses to incidents.
- Prevent and reduce homelessness and rough sleeping, equipping frontline workers with knowledge of the Universal Credit system and helping those who need it to access accommodation quickly.
- Fund the development of people and groups in local places which bring a sense of community.
- Develop a sustainable, local solution to protect our public spaces and places.
- Agree with local people what our responsibilities should be as Greater Manchester citizens for helping us to create strong communities.
- Let people know their rights, and agree what consistent levels of service local people should expect and receive from police and other agencies.

Priority three themes and topics:

Building communities

Canals and waterways

CCTV

Civil contingency plans

Community cohesion

Community isolation

Commuters

Coordination of services

Cultural diversity

Delivering fair and accessible services

Defusing tensions

Early interventions

Getting people home safely

Homelessness and rough sleeping

Place-based working

Protecting public spaces

Public service reform

Public transport

Reducing intolerance and hate

Responding to serious incidents, accidents and natural disasters

Road safety

Safer, vibrant nightlife

Students

Strengthening local identities

Supporting families

Terrorism

Transforming and prioritising services

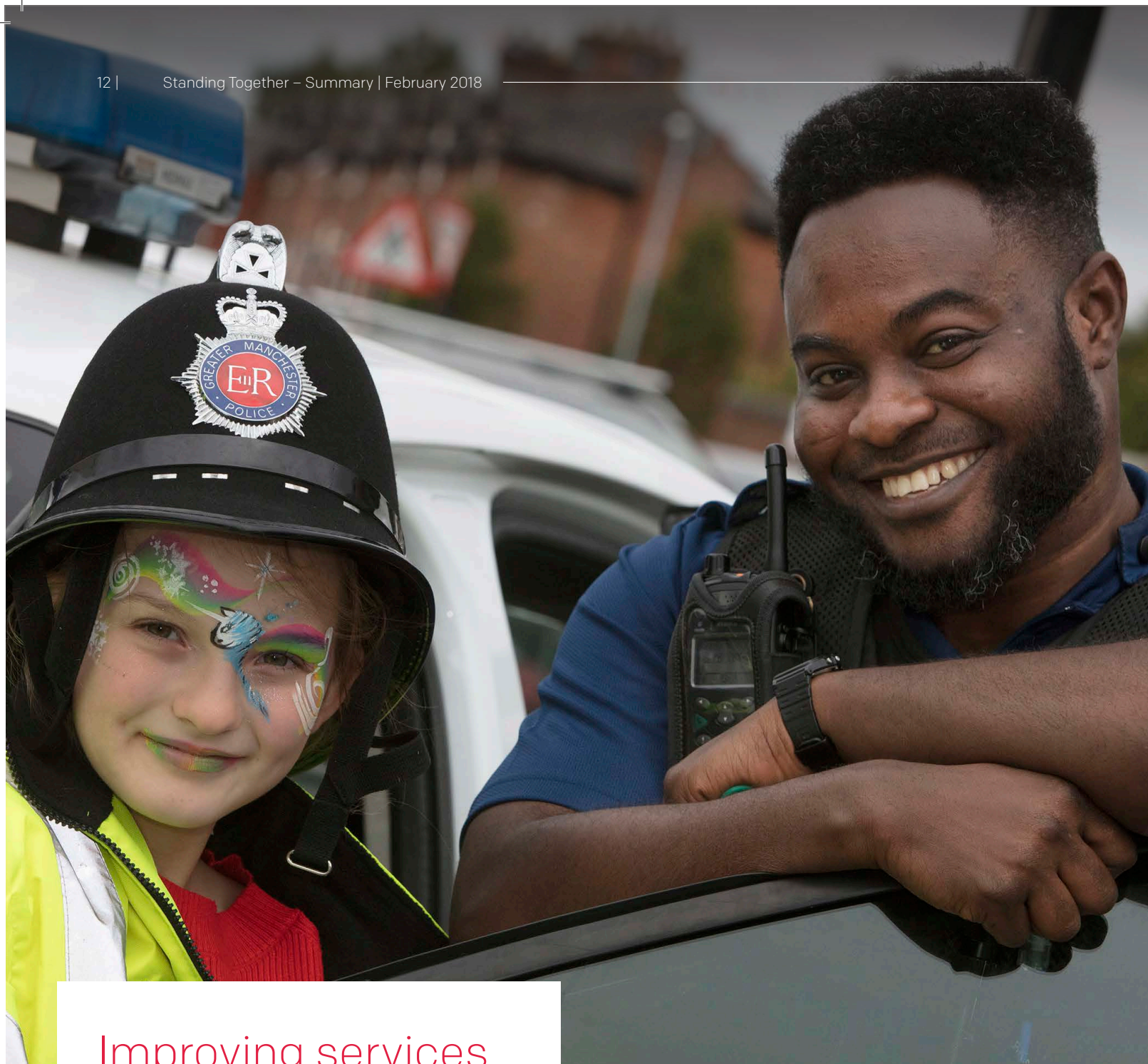
Projects, schemes and initiatives:

- TravelSafe Unit made up of police and Metrolink tram staff to deter crime, reduce anti-social behaviour, and make our public transport system safe for all to use.
- Place-based working allows integrated, multi-agency teams to work more closely together at a local level, providing services that are better linked together and which respond more specifically to local demands. By working as one team, different services can be provided as a package rather than as a series of disjointed, often delayed referrals.
- The National Barrier Asset is a collection of temporary security barriers that police use to protect high-profile locations from terrorist attacks involving vehicles. During December 2017, these barriers were used to protect the Manchester Christmas Markets.
- Target hardening and designing out crime to make buildings and places less vulnerable to crime, for example by installing CCTV, improving lighting, and improving locks and security.
- CCTV schemes across Greater Manchester that monitor a variety of public spaces, including shopping centres, railway stations, and town centres.
- Greater Manchester Resilience Forum to assess the risks posed to Greater Manchester from accidents, wilful acts, and natural disasters, and the preparedness of our agencies to respond.



In some parts of
Greater Manchester,
40% of people
have no qualifications

Community building is hugely important. If people respect their communities they are less likely to offend in them.



Improving services

The increase in demand for services, combined with funding reductions, means we need to work differently to share data, better coordinate services, exploit digital technologies, and make sure people get the right help, in the right place, from the right people, at the right time.

This approach is consistent with Greater Manchester's innovative programme of public service reform which places an emphasis on services being provided locally by co-located teams made up of workers from different organisations including the police.

We will work with and lobby Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS), other inspectorates, regulators and the Government for more rounded inspections of the services that are provided to keep people and places safe.



Greater Manchester
is one of the
**most
challenging**
places to police
in Europe



We host more than
1,250 events
each year,
including festivals,
cultural celebrations,
and sporting
occasions

We will work together to:

- Put pressure on the Government to increase funding for services in Greater Manchester.
- Tackle the root causes of crime and challenging behaviours, not just the symptoms.
- Use prevention and early intervention techniques.
- Fund and support projects that provide evidence of their ability to meet our goals.
- Design integrated services and work more closely together to reduce violence, especially against women and girls.
- Develop effective deterrents to address the causes of offending behaviour.
- Protect victims and rehabilitate offenders.
- Improve the 101 service for people wanting to contact the police in non-emergency situations.
- Develop new and additional channels of communication for local people contacting services, and between the services themselves.
- Develop consistent standards for drug and alcohol treatment programmes.
- Work more closely with the NHS to better understand service demands and tackle priorities such as domestic abuse, sexual violence and dealing with young offenders.
- Train people from different agencies to recognise those people most at risk from harm, recognise the signs of harm, and ensure early interventions can be put in place.
- Support families affected by the criminal justice system, focusing on the needs of children and young people.
- Put people and places first to ensure we deliver social value, not just financial value when it comes to buying or commissioning goods and services.
- Improve services by engaging with local people, businesses and communities to understand their perceptions and experience of policing, community safety and criminal justice.

**I think the number one priority is to keep people safe,
but you have to look at the reasons people commit crime
and try to address those if you want to make a big difference.**



Is our plan working?

Through engagement and consultation, we will regularly assess people's perceptions of police and community safety in Greater Manchester. This will help us build a picture of whether our plans and strategies are working.

Understanding what concerns people will help us to target our resources in areas of greatest need and importantly, help us to understand whether what we are doing is making a difference.

Overall: We'll know our plan is making a difference if people:

- Feel safer at home, work, when socialising and when travelling in Greater Manchester
- Express an increased confidence in police and other community safety organisations
- Believe police, community safety and criminal justice services are effective, efficient and fair
- Think Greater Manchester is a safe place, with strong communities

Priority one: we'll know we're making a difference if:

- There are fewer repeat victims, especially of violence, abuse, exploitation, domestic abuse and hate crime
- Victims are cared for and helped to recover
- People are satisfied with the service they have received from police and other agencies
- Our crime statistics are in line with those of similar areas

Priority two: we'll know we're making a difference if:

- There are fewer repeat offenders, particularly those who commit violence, abuse, exploitation, domestic abuse and hate crimes
- Serious offending is reduced, particularly sex offences
- People believe our justice system to be fair and effective in its treatment of offenders
- People have faith in restorative approaches and the means by which offenders are rehabilitated
- There is public confidence in Greater Manchester's response to terrorism, and serious and organised crime

Priority three: we'll know we're making a difference if:

- People feel protected and that their quality of life is improving
- Communities are stronger because people have good relationships with their neighbours and feel a sense of belonging and community
- There are fewer places that are repeatedly victimised
- Demand on public services is reduced and local communities are able to work together to solve problems



Greater Manchester is home to
2.8 million people,
and **7 million people**
live within an hour's travel



Our diversity is to be celebrated, but
hatred and intolerance
increases demands
on police and other services



2.1 billion
journeys are made a year by people travelling
in and out of Greater Manchester



Greater Manchester
has achieved the
highest number
of modern slavery prosecutions
in the UK

