

**GREATER
MANCHESTER**

DOING THINGS DIFFERENTLY FOR OUR COMMUNITIES

Police and Crime Annual Report



2020/2021





Introduction

Mayor Foreword



**Click to watch Andy Burnham's
video introduction**

Deputy Mayor Foreword



**Click to watch Bev Hughes'
video introduction**



Responding to Challenges

Crime and changing police demand

Greater Manchester makes up just five per cent of the population but at times accounts for 10% of the country's police demand.

This is against a backdrop of more complex types of crime including cyber-crime, fraud, and child sexual exploitation.

We have seen more than 40% increases in police demand relating to mental health and domestic abuse this year, likely exacerbated by the pandemic.

Around 40% of incidents attended by GMP required an integrated partnership response. Problem-solving with partners in communities is more important than ever. Understanding the changing nature of demand and how we match resources to meet is and will remain a key challenge.

2020/21 presented many challenges, not least the unprecedented restrictions placed on communities as a result of COVID-19 lockdowns.

Nationally, we know that this has affected levels of reported crime and incidents throughout this period. Nationally, the police service has made changes to the way they record crime and this has resulted in increases in the number of violent crime and levels of domestic abuse reported from December 2020 onwards.

Between 2019/20 and 2020/21, Greater Manchester had:

8%
reduction in total reported crime

28%
reduction in reported burglary

35%
reduction in reported robbery

32%
decrease in neighbourhood crime

12%
reduction in victim-based crime

8%
increase in reported rape

28%
increase in domestic abuse crimes

13%
increase in violent crime

What residents have told us

More than 26,000 residents have responded to a quarterly survey on policing and community safety commissioned by the Deputy Mayor in 2019.

The survey tells us how safe people feel, their experiences of crime and their satisfaction with services.

This helps shape how Community Safety Partnerships and GMP work together to tackle crime and anti-social behaviour.

Almost 88% felt safe in their local area, while 12% felt unsafe.

88%

12%



The main reasons for feeling safe were a lack of personal experiences of problems (23% of those who felt safe), quiet/pleasant neighbourhoods (22%), and a sense of community in the local area (21%).



The main reasons for not feeling safe were an awareness of anti-social behaviour (32% of those who felt unsafe) and crime (27%).



Finance and Resources

In 2020/21, the Deputy Mayor invested almost £7.8 million in funding for districts and an additional £2 million of external funding has been secured to support vulnerable people through COVID-19 lockdowns.

In January 2021, it was announced that the Mayoral precept would increase by £10 for a Band D property (19p a week) from April 2021. This was less than the £15 increase proposed following feedback from the public.

We have increased the number of frontline police officers by 667 (with an additional 325 officers for 2021/22 funded through the precept increase).

There has been an additional 150 officers to aid victims of rape, serious sexual assault, and domestic abuse.

We have realigned resources to respond to the HMICFRS inspection.

Responding to COVID-19

COVID-19 saw GMP suffer a loss in income and additional costs, but the force and our Community Safety Partnerships responded well to the challenges of COVID-19, despite changing national guidance.

Sickness levels remained low, home-working was maximised for appropriate roles, and resources have been successfully moved around to support the frontline.

But the impacts of COVID-19 will stay with us as we see a rise in safeguarding, domestic abuse, mental health and rising inequality.

Council budgets have been hit hard. We will need to work even more closely to align and pool our resources to meet the challenges ahead.

Inspection of the service provided to victims of crime by Greater Manchester Police

In December 2020, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published their findings of their recent inspection of the service provided to victims of crime by GMP.

The inspection raised a number of issues of concern, including:

- **not answering around one in five 101 non-emergency calls for service;**
- **often not identifying victims as vulnerable at the point of contact;**
- **failing to identify, record and investigate around one in four reports of violent crime and to safeguard victims of many of these crimes;**
- **not always documenting and supervising investigation plans in a consistent way;**
- **too often failing to progress investigations in a timely manner;**
- **failing to engage and consult with around four in five victims when proposing to use out-of-court disposals when dealing with offenders; and**
- **wrongly and prematurely closing substantial numbers of recorded crime investigations.**

In response, the Mayor and Deputy Mayor have taken the following actions:

The establishment of a dedicated helpline to offer a support service to those victims of crime who may not have had their crime adequately recorded and/or an appropriate referral in to support services to assist them to cope and recover.

The appointment of a new Chief Constable, Stephen Watson, and a new Senior Leadership Team at GMP.

To ensure that that every GMP Sergeant and Constable undertake a refresher course in compliance in crime recording and victim care by the end of January 2021.

To expedite the recruitment of staff to GMP's Central Recording and Resolution Unit which demonstrated improvements in crime recording compliance rates.

The establishment of a Gold command group overseen by the Chief Constable and chaired by the Deputy Chief Constable to monitor the activity around implementing the HMICFRS report recommendations.

The commissioning of an independent review of the governance and action planning in place to support delivery of the **HMIC Victims Service Assessment Strategy and Improvement Plan**. The final report by PricewaterhouseCoopers LLP (PwC) was published in September 2021 with the concerns raised reflected within the Chief Constable's Public Promises.

[The full response to the HMICFRS inspection can be found here.](#)

GMP Improvement

Some initial challenges of the iOPS system have been overcome. The Police Works elements of the system remains a challenge and in September 2021, the Chief Constable issued his action plan for the force.

GMP have made progress in increasing online reporting resulting through Single Online Home (SOH) and Live Chat platforms. In the past year, SOH has increased from 6,029 reports to 10,652 reports a month and Live Chat from 5,408 to 8,689.

Crime recording has improved significantly and GMP are now recording an extra 6,000 crimes per month due to improved practices. Making sure all crime is investigated and ensuring the quality of investigations properly remains a priority.

Building back neighbourhood policing is key. That's why all wards now have a named and contactable PC and PCSO. Every resident can go to gmp.police.uk and search for their local contact using their postcode.

On 10 September 2021 the Chief Constable unveiled his plan on a page for GMP alongside 22 public promises, which included:

- Better responding to incidents and emergencies such as answering 999 and 101 calls and providing victim feedback.
- Preventing and reducing harm and anti-social behaviour, including ringfencing neighbourhood policing resources.
- Investigating and solving crime including investigating all crime with a reasonable line of inquiry and making more arrests.
- Delivering outstanding public services including commitments to how policing will work with partners.
- Building public trust and confidence including commitments to local scrutiny on the use of police powers.
- We will be strengthening mechanisms for holding GMP to account against the delivery of these public promises.



Mental Health

Mental health demand has increased across all services throughout 2020 and 2021, including policing.

We have seen a 42% increase in police demand relating to mental health issues in the past 12 months.

GMP made approximately 30,000 mental health care plans between April 2020 and March 2021.



↑ 42%

We have seen a 42% increase in police demand relating to mental health issues in the past 12 months.



Case study

Mental Health Tactical Advice Service (MHTAS)

The Deputy Mayor has commissioned MHTAS, which is a 24/7 service based within the Control Room at GMP headquarters.

The service is delivered in partnership with Pennine Care and Greater Manchester Mental Health NHS Foundation Trust and works with GMP to support police officers and call handlers to deal with mental health issues more effectively.



< **Working
together
and our
priorities**



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. >

Victim services

Greater Manchester Combined Authority (GMCA) commissions victim services such as Victim Support and specialist sexual assault and rape services such as St Mary's SARC, Survivors Manchester and Rape Crisis.

There were 57,200 victims of crime recorded by GMP in May to July 2021 – a 17% rise from the same period in 2020.

A Victim Services Resilience and Reassurance Forum for services in Greater Manchester was set up in response to the impact of COVID-19.

A stocktake of the GM Victims' Services has taken place and a Sexual Violence Harm Reduction Plan is being developed.

Scoping for a GMCA digital transformation programme for victims' services has begun. This will seek to improve the user journey of victims and staff in the Victims' Services referral process by using a digital platform to keep victims informed and updated, manage cases and referrals and coordinate support.



Case Study Crime Support Line

Following the HMICFRS VSA inspection report published in December 2020, a Crime Support Line was launched by GMCA as one of several measures to restore public confidence in GMP and ensure victims of crime got the support they needed to cope and recover.

The service was delivered by Victim Support. The line was in operation for two months and during that time there were 127 records of people who wanted to tell their story, required action, or needed support to recover.

127

Calls received in a two month period.

Domestic abuse

The complexity of domestic abuse demand increased across Greater Manchester during the pandemic, putting additional and sustained pressure on services.



76%

The conviction rate for those cases that are prosecuted.

Between August 2020 and August 2021 there were 58,940 domestic abuse crimes reported compared to 40,988 the year before – an increase of 44%. There was a peak in May 2021 and numbers appear to be beginning to fall.



Repeat victimisation is showing an increasing trend at 22% in August 2021 compared with 16% in August 2020 and repeat suspects is showing an increasing trend during the same period up to 27% from 21%.

The police outcome rate (where suspects are charged or summoned) is showing a decreasing trend from 10% in July 2020 to 4% in June 2021.

The conviction rate for those cases that are prosecuted is 76%.

£1,113,347 of additional Ministry of Justice COVID-19 funding was provided to organisations supporting domestic abuse victims in 2020/21.

The level of cases defined as high and medium risk is increasing.

Eleven additional Independent Domestic Violence Advisors (IDVAs) are being recruited following a successful funding bid to the Ministry of Justice.



People Missing from Home

People Missing from Home has increased year on year from 2012 to 2019, with 35,771 people reported missing in 2019.

There was a decrease in missing people in 2020 due to COVID-19 lockdowns but this trend is unlikely to continue.

Improved data sharing between the police, local authorities and other services is helping us to better investigate missing cases, including children who are in care from other local authority areas.

GMP have developed a Missing from Home Vulnerability Framework to help deal with adults and children who repeatedly go missing.

Student officer and vulnerability training is also being refreshed to include a focus on Missing from Home.

Fraud and cybercrime



Case Study

Cyber Resilience Centre (CRC)

Launched in November 2019, the CRC is a not-for-profit joint venture between GMP and Manchester Digital, which aims to protect local business from cybercrime through testing, training and awareness-raising.

As the first CRC in the country, it is now a pathfinder to the National Cybercrime Programme, resulting in the Home Office investing in 10 regional CRCs across England and Wales.

The CRC team has so far delivered cybercrime prevention advice to more than 1,500 people.

It has also partnered with three Greater Manchester universities, and has secured over £100,000 of private sector investment.

Violence Reduction Unit (VRU)



Click to watch 'The impact of Greater Manchester's Violence Reduction Unit'

The VRU has continued to embed its place-based, public health approach to tackling serious violence over the last 12 months. This includes the rollout of community-led pilots in Manchester, Bolton, Oldham and Salford.



Click to watch 'I am Greater – Ramario'

Young people from across Greater Manchester have also shared why they are greater than violence as part of a campaign launched in summer 2021 to help young people achieve their ambitions and prevent violence.

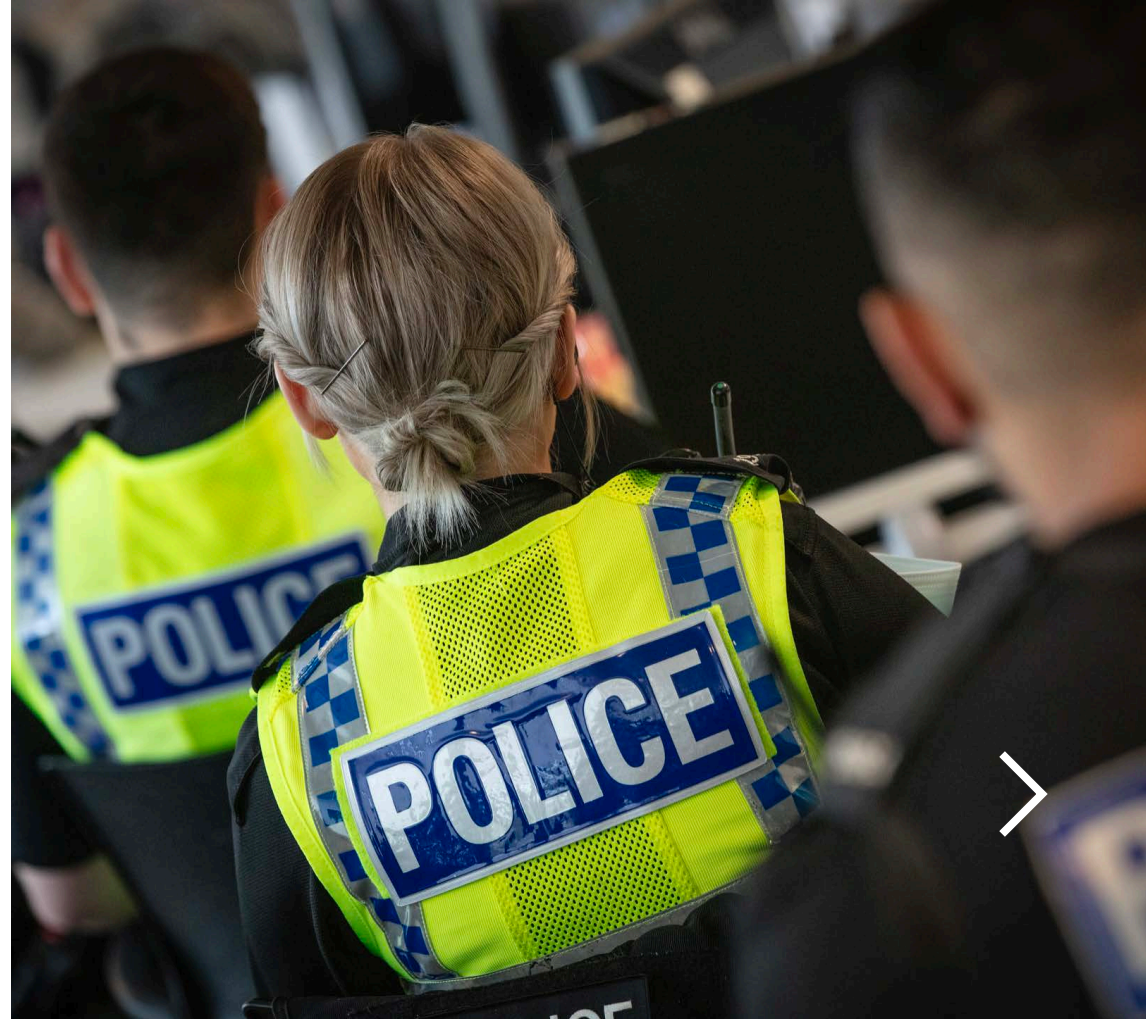
Channel peer reviews

Channel forms a key part of the Government's PREVENT strategy to identify and provide support to individuals at risk of being drawn into extremism.

GMCA leads a peer review process with each local authority, including a focus on their Channel panel and two or three cases per area. This review process is unique to Greater Manchester. Six local authorities have been reviewed with four more scheduled before the end of year.

The reviews aim to:

- Evaluate and improve decision-making around Channel referrals and their management;
- Identify good practice – interventions and what works;
- Challenge and strengthen local multi-agency safeguarding decision-making around risk, vulnerability and support packages;
- Identify any additional support that is required going forward;
- Identify areas for further development, support or influence through legislation and policy development.



25

The process will see approximately 25 cases reviewed and more than 100 professionals involved.

Modern slavery

There were 390 modern slavery crimes recorded in 2019/20, rising to 494 in 2020/21.

This included 354 victims referred to the National Referral Mechanism to access emergency accommodation and support services.

This year, GMP has launched a dedicated modern slavery team to investigate cases and support and protect victims, thanks to funding from the Deputy Mayor.

A Victim Navigator, provided by the charity Justice and Care, continues to support victims of modern slavery across Greater Manchester.



Case study Victim Navigator

In one case, the Victim Navigator supported a man who had been criminally exploited and forced to hold class A drugs against his will. He was in fear of those exploiting him but after three attempts to call the police he finally found the courage to report what had happened to him.

An investigation began and partnership information identified other parties who were being exploited by the same offender.

Police arrested the perpetrator and he pleaded guilty to drugs offences and was sentenced to nine years in prison. The victim was supported by the Victim Navigator to find new housing, seek medical assistance and restore his confidence and his life to normality.

Greater Manchester has Complex Safeguarding Teams across all 10 districts, which support and safeguard vulnerable adolescents experiencing harm and vulnerability, while continuing to bring criminals to justice.

GMP's Force Intelligence Bureau has created a new intelligence desk dedicated to protecting vulnerable people, including those subject to County Lines exploitation. The aim is to improve our understanding of the County Lines within the city-region.

Greater Manchester now has a dedicated County Lines police officer who has delivered training to Complex Safeguarding Teams, Programme Challenger teams, and frontline roles such as PCSOs and Neighbourhood Beat Officers, to raise awareness of the signs of County Lines and criminal exploitation, and provide guidance on managing these investigations.

Intervening early to prevent our young and most vulnerable from criminal and sexual exploitation continues to be a priority through Programme Challenger.

On average in 2020/21, 549 young people were supported by the Greater Manchester Complex Safeguarding Teams at any one time.

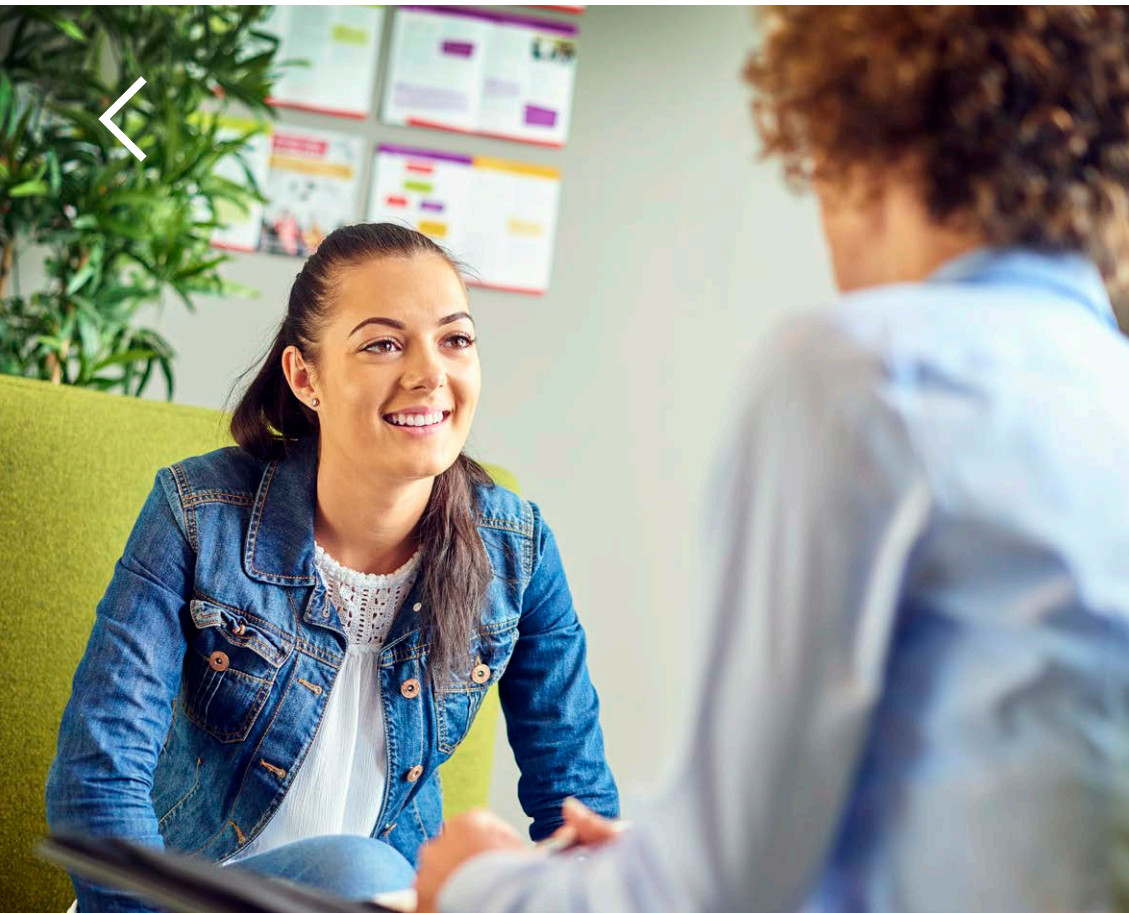


At least two thirds of the young people supported were due to concerns that they may be at risk of exploitation, the key focus being on preventing harm, while a third were supported due to experiencing actual harm.



50% of the concerns related to child sexual exploitation, 39% to child criminal exploitation and 11% to multiple or other types of exploitation.

Health and Justice: Supporting people with a learning disability, difficulties and autism



Evidence suggests that people with learning disabilities, difficulties and autism are over-represented in the criminal justice system.

Once in the criminal justice system they may often have only a limited understanding of what is going on at the time of arrest, detention, charging and beyond.

Public health and voluntary sector organisations are working together to improve the support provided to this vulnerable group. Partners have been working with people who have lived experience to develop an understanding of the challenges these people face.

The Pathways project aims to improve services for children, young people and those moving to adulthood who are part of or at risk of becoming involved in the criminal justice system and violence in Greater Manchester. This includes a focus on how to reduce exploitation and develop long-term relationships between marginalised groups and organisations in the criminal justice system.

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. >

Police Custody Healthcare and Liaison and Diversion Service

This service identifies people with mental health, learning disability, substance misuse or other vulnerabilities (as suspects, defendants or offenders) and works towards improving health and reducing re-offending through support, referrals and diversion.

During the pandemic, the integrated service continued to provide custody healthcare 24/7 to detainees in all GMP custody suites.

The service responded to 37,475 service requests relating to 24,222 service users during 2020 to 2021 (year four of the service).

99.8%

of all children and young people in police custody were offered a vulnerability screening by the service.



Case Study

David (whose name has been changed to protect his identity), a former veteran, had been in custody on over 20 occasions and was referred to the Integrated Service Healthcare Professional for clinical reasons by GMP. He described the service as an “absolute godsend” and said it helped to save his life.

David said: “When I met the Community Support Navigator, I was in a really dark place at that time in my life, destined for either death or prison. The support that has been given and offered to me by the navigator is second to none and I really couldn’t sing her praises enough. I’ve been supported with housing, mental health, substance misuse and my criminal past; the list goes on all of which is far behind me now.

“I have changed my life around completely in the near two years I have had the pleasure of working with the service, I’m now in stable, prosperous work with the local authority under the Armed Forces team, working with veterans with severe complexities and needs, which has opened up a number of avenues.”

Referrals to onward services offered to individuals



10,609

total individuals offered referral



4077

individuals referred to onward service



1899

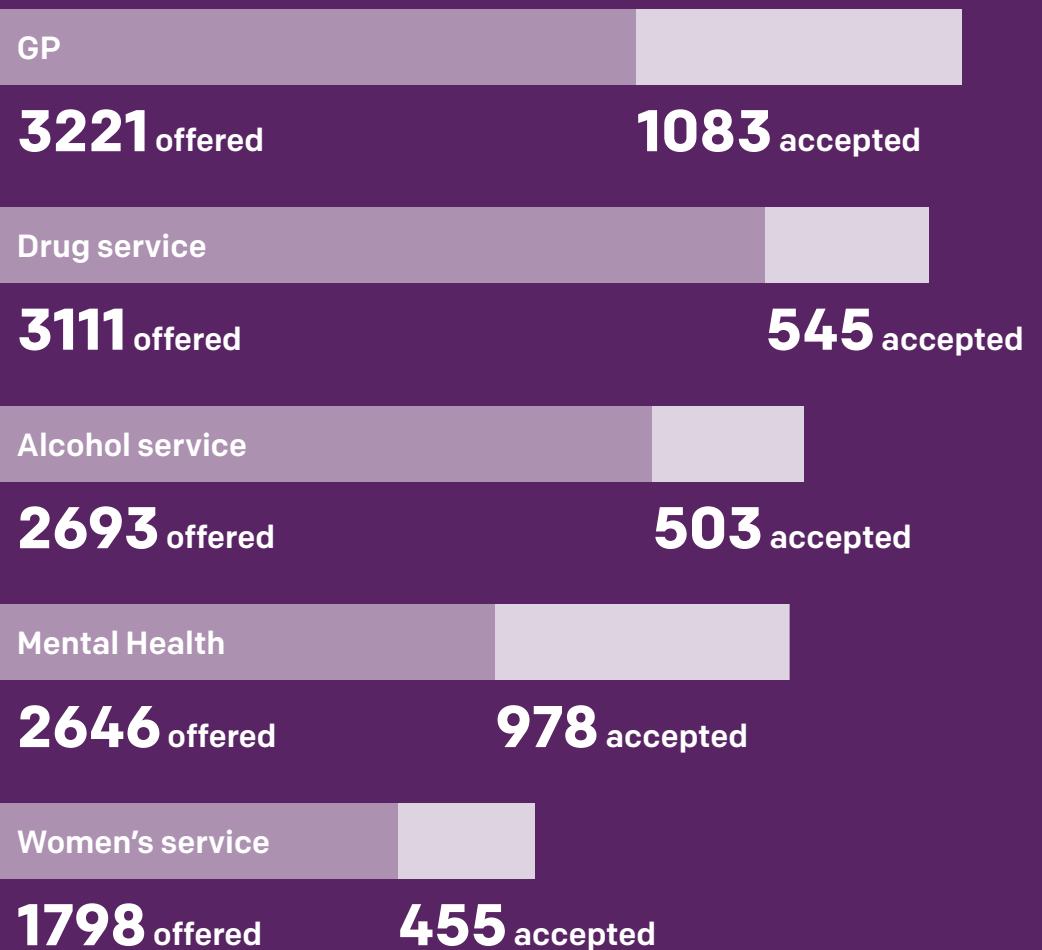
individuals liaised with existing service



4633

individuals offered referral but declined

Top 5 referral origins



Programme Challenger

In 2020, there were the following increases, through improved targeting of disruptions of Organised Crime Groups (OCGs).

13%



Arrests

8%



Charges Brought

110%



Cash Seizures

Programme Challenger is Greater Manchester's partnership approach to tackling serious organised crime in all its forms including sexual exploitation, trafficking, modern slavery and criminal exploitation.

It brings together police, councils and other public, private and voluntary sector organisations.

The programme continues to prioritise activity that supports the prevention and early intervention of both criminality and vulnerability or exploitation. Training and awareness raising is key to this and, despite the pandemic, just under 1,000 frontline staff across Greater Manchester benefitted from training.

Challenger has developed close working relationships with the Violence Reduction Unit since its inception, and during 2020, this has resulted in a number of joint operations and programmes of work to tackle vulnerability or experience of exploitation. This work included Operation Sycamore, which focussed on tackling youth violence through police surge activity, targeting county lines hot spots to identify exploited young people and provide appropriate support. This is in recognition of the crossovers between the possible victims and offenders targeted through violence reduction programmes.



Case Study

Operation Flood

Operation Flood was formed in January 2021 as part of a proactive, multi-agency approach to disrupt and dismantle OCGs running County Lines within and beyond Greater Manchester. Operation Flood is driven by intelligence, which means that resources are deployed in line with evidence, with the aim of arresting offenders, removing controlled drugs from the streets, tackling illicit finances and investigating upstream supply.

Since the launch of Operation Flood in January 2021, GMP has identified more than 50 lines where the phone is controlled within Greater Manchester. There has also been an operation in targeted areas including North Manchester, Stockport and Wigan, which led to 81 new intelligence logs, 58 vehicles seized, 39 arrests, over 6kg of class A drugs seized and five weapons seized, including a live firearm with ammunition.



Case Study

Operation Cranium

Operation Cranium, launched in March 2020, aims to tackle the supply and distribution of illicit and counterfeit prescription medication. Since July 2020 there have been 10 deaths in Greater Manchester attributed to prescription drugs and deaths have been rising steadily since 2019, which mirrors the national trend.

Since April 2021 there has been a 693% increase in seizures of illicit prescription medication destined for the Greater Manchester area month-on-month compared to the previous nine months. Training has also been delivered to approx. 325 frontline and 50 specialist officers to raise awareness of the drugs and their impact on communities, along with guidance how the police can more efficiently deal with the associated crime.



Justice and rehabilitation

Dealing with the impact of COVID-19 has understandably consumed all Criminal Justice System partners over the past year.

Despite this, we have managed to deliver a range of activity. The Youth Justice Transformation Steering Group has agreed a Memorandum of Understanding between the Deputy Mayor and our Directors of Children's Services to deliver an Early Intervention Grant of £500,000 per year and also provided funding for a three-year Resettlement Consortium of £60,000 per year.

The Local Criminal Justice Board convened extraordinary meetings and a 'task and finish' approach to target activity and understand the impact of the pandemic. Adapting to COVID-19 improved some aspects of delivery, such as through the development of remote working with prisons.

The Deputy Mayor supported the implementation of the Greater Manchester Nightingale courts to help clear the backlog of cases caused by COVID-19.

The outstanding caseload of crown court cases is reducing – there were 820 outstanding trials pre-COVID-19 and 2,384 in March 2021.

Delivery

Reform of Offender Management

A unified probation service on a Greater Manchester footprint.- commissioning through Greater Manchester Integrated Rehabilitative Services circa £14m over four years.

Greater Manchester has recently been agreed as a HMPPS 'Vanguard' area and further devolution of HMPPS Community Accommodation Programme.

A pilot on Community Sentence Treatment Requirements is now rolling out across Greater Manchester.

Undertaken a Strategic Offender Needs Analysis and a Call to Evidence.

Development of perpetrator programmes for domestic abuse.

Commissioning lived experience support to enable effective service re-design.

Adult Reoffending

Proven reoffending rates are little unchanged over the last year's data with female offenders consistently below males.

26%

Proven reoffending Rate Males

16%

Proven reoffending Rate Females (below national and most similar forces average)

As with youths the impact of COVID-19 has yet to be realised.

Supporting HMPPS to deliver Probation Reform

Keep the public safe through partnership working – focusing on offender management.

Support victims of crime.

Tackle the often-complex causes of offending by aligning multiple systems and services.

Build public confidence by getting the balance of enforcement, diversion and intervention right for specific cohorts.

Deliver effective community sentences that provide a credible alternative to custody – Greater Manchester track record in Female Problem-Solving Courts; Community Sentence Treatment Requirements; Intensive Community Orders etc.

Offer rehabilitative support to empower people to make positive and lasting change to their lives through consistency of approach and embedding trusted relationships and lived experience.

Implement and utilise the Greater Manchester Integrated Rehabilitative Services for the delivery of rehabilitative services that can be tailored to respond to the diverse backgrounds and needs of individuals to effect positive outcomes. Greater Manchester is also well placed to maximise opportunities for collaboration with local partners, including VCSE organisations, local authorities, health etc.

Women

Co-commissioning with probation based on legacy of Whole System Approach for Vulnerable and Marginalised Women.

Established and nationally recognised Problem Solving Court approach to compliment delivery.

Close working relationship with Women's Centres.

GMCA funding stream to supplement HMPPS funds to ensure a fully operational service.

Linked to Gender-Based Violence Strategy.

Ambition to include a wider range of commissioners, including health and local authorities.

Reoffending rates in Greater Manchester significantly below other metropolitan areas at 16%.

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.



Night Time economy

Manchester city centre has 1,000 of the 6,000 pubs and clubs across the city-region and therefore many of the region's residents out enjoying themselves during the night time.

The popular Village area continues to attract many people. To help keep people safe, the Deputy Mayor continues to fund the LGBTQ+ Village Safe Haven and Village Angels Community Safety Scheme.

The scheme supports people who may be drunk, lost contact with friends or can't get home – for some this is more serious. The service runs from 11pm to 5am every Friday and Saturday and bank holidays.

Demand has returned since restrictions lifted in the summer. The Village Angels have contact with over 100 people per shift. A proportion of these (between two and five per night) are major interventions such as someone at risk of suicide, sexual assault or have been robbed.

As well as helping people the scheme can prevent escalation to services such as A&E or police custody.

Our plan to tackle hate crime

Following a public consultation, the Deputy Mayor launched Greater Manchester's first plan dedicated to tackling hate crime in Autumn 2020.

The plan aims to raise awareness, improve support to victims, increase reporting and prevent hate crime.

The Deputy Mayor said: "In developing our plan to tackle hate crime we have listened to you – the people of Greater Manchester – about how we can work further towards ending hate crime in our city-region. Consultation carried out towards the end of 2019 saw more than 800 people give their feedback, and over the coming years we will focus on priorities that will help to make a real difference and contribute towards making Greater Manchester a better place."



[Click here to download the full Hate Crime Report](#)

Safer Streets

GMCA and two local authorities were successful in applying for funding from the first round of the Home Office Safer Streets Fund for two schemes in Greater Manchester. The schemes were completed in March 2021.

In Leigh, Wigan

- A community hub and engagement of a local school to drive behaviour change in children and their parents.
- Extended CCTV coverage within the local area through the deployment of eight mobile CCTV units.
- Improved street lighting, particularly in rear of property alleyways.
- Improved local community resilience and self-service capability, through the engagement of all residents via the community hub and targeted support to 80 properties.

Funded
£581k

In Fallowfield, Manchester

- Extended CCTV coverage through the installation of four fixed CCTV cameras.
- Increased security and aesthetic appearance of the local area to improve lines of sight and reduce fear for personal safety.
- Target hardening in 200 residential properties, the majority of which are let to students.
- Engagement with the local community, including the landlord of student residential properties to drive further improvement.

Funded
£360k

Road Safety

The national lockdowns saw a decrease in the number of people using public transport and roads. Sadly, this decrease did not result in fewer deaths on our roads and speeding vehicles became a concern for communities.

In 2020/21, the Deputy Mayor provided additional funding to GMP to support a new Safer Travel Plan for policing, outlining GMP's priorities and commitment to ensuring people can travel safely across Greater Manchester.

The plan will ensure GMP has the capability and capacity to improve safety on public transport and on our roads, and ensure these support the Mayor's priorities on active travel, cycling and walking, and road danger reduction.



Case Study Community Speedwatch

Community Speedwatch schemes enable volunteers to assist in deterring would-be speeding motorists, supported by the police. The Deputy Mayor is supporting a new pilot scheme, which began in summer 2021, co-ordinated by GMP that will give regular and effective training to volunteers and ensure that decisions on new sites are based on evidence, with effective follow up action taken by the police.



Case Study Safe Drive Stay Alive

An emotionally engaging performance funded by the Safer Roads GM partnership and the Deputy Mayor. Told by Greater Manchester's first responders to live audiences of college students, it highlights the responsibilities of drivers and passengers.

To ensure this continued to reach as many students as possible a pre-recorded film was developed and shared with students during the pandemic. The performances normally reach between 9,000 to 12,000 students a year, with face-to-face performances resuming from September 2021.





Investing in Communities

Delivery

In the year 2020/21, almost **£7.8 million** was delegated to our **10 Community Safety Partnerships (CSPs)** to support the delivery of the **Standing Together Plan**, collectively making our communities safer and more resilient.

Part of this funding was ringfenced for community groups, giving them the tools to help reduce crime and anti-social behaviour in their local area.

Despite lockdown restrictions, more than 100 community groups across Greater Manchester have received funding through their local CSPs and their work has been invaluable in tackling local priorities. Many groups have developed different ways of working to ensure that this important work has been able to continue despite the pandemic.

Since the appointment of the Deputy Mayor in 2018, she has invested **£32 million** directly in CSPs, including:



£4.4m

VCSE grants



£6.2m

Serious violence



£1.5m

Women's Centre funding



£1.98m

Early intervention and prevention grants



£1m

COVID-19 grants to VCSE organisations

Bolton

FC Quebec Park Rangers club

FC Quebec Park Rangers club used their funding to work with young people, using football sessions as a diversionary tool to prevent those at risk of getting involved in anti-social behaviour, petty crime and drug dealing.

Four young volunteers trained to act as role models who members can relate to.

30 young people took part in activities diverting them from offending or being at risk of offending.

Four young people gained leadership skills enabling them to act as positive role models in their community.



TalkGen

TalkGEN used sports and other events to engage Bolton University students in gambling addiction and related harm awareness workshops.

Two University Ambassadors with improved understanding of gambling harm and how to signpost young people to support.

Bolton University students to inform future work.

200

young people with improved understanding of gambling harm and know how to seek help.

Bury

Bury Crucial Crew

Our funding supported the Bury Crucial Crew project, a multi-agency child safety event aimed at Year 6 (10-11 year olds) children in Bury. The project aims to teach children about crime prevention, personal safety, anti-social behaviour, road, rail and water safety, drug and alcohol awareness and protecting personal property.

The event reached more than 1,300 children and 140 teachers.



“By taking part in the Crucial Crew workshops, pupils are able to explore difficult topics in a fun and interactive environment, with real safety professionals. This makes the lessons much more real and therefore, more likely to make a difference.”

Jacqui Hogg, Child Safety Media’s event coordinator



Bury People First are a self-advocacy group of learning disabled people in Bury. Our funding supported the delivery of:

- Four hate crime themed workshops for learning-disabled people – more than 40 people took part in the sessions.
- Training of a group of five self-advocates to become Hate Crime Ambassadors.



40

Four hate crime themed workshops for learning-disabled people – more than 40 people took part in the sessions.

Oldham

The Women's Network

£50,000 supported five domestic abuse support services to support an additional 210 women and their families.

The Women's Network has 12 groups who are active members, 80% of which support women from ethnic minority communities. Activities to support their needs include:

- Culturally appropriate counselling, 1-2-1 and therapeutic support for women.
- Providing mobile devices and development of an app.
- Increased specialisms for women with No Recourse to Public Funds fleeing domestic abuse.
- Provision of crisis clothing and family packs for women and their children.

Voluntary groups and organisations

Small grants were provided to support voluntary groups and organisations to help build resilience in communities.

Approximately 1,600 residents benefitted from the support and activities delivered through the grant funding which included:

- Online health and wellbeing sessions for a groups of Bangladeshi and Pakistani women.
- Activities for groups of adults with learning disabilities.
- A South Asian men's therapeutic support group including family and relationship support.
- Care packages for South Asian, African and Somali families.

Diwali window decoration kits helping the Hindu Community to Celebrate Diwali.

A beneficiary of the funding said: "It was the best day of our lives when Team Hill entered our lives, we could not cope without you. What's more we could not have moved without the help you gave us."



Case study

RK

After taking part in a women's health and wellbeing class, RK asked for help after it came to light that she lives with a controlling partner who is emotionally, financially and physically abusive.

Emotional and practical support was provided to RK through information and advice, food parcels, and support to access online domestic abuse resources.

Other support included registering with a GP and access to legal support.



Salford

Friends of the Loop Line

Friends of the Loop Line community group worked with the housing team, GMP, environmental services and local youth providers to tackle fly-tipping, off road bikes and anti-social behaviour in the area.

97 young people engaged in 18 afternoon park activity sessions, three clean up days and live online Q&A sessions where people could submit questions and offer solutions to the police, council and local agencies.

Young people involved in a graffiti art project to produce a mural along the loop line and within Peel Park.

A project brought together long-term and European residents in Lower Kersal to work together to tackle community tensions through a three-step approach of engagement, exploring and empowering.

Partners included Salford City Council's Prevent Team, GMP, Youth Justice Service, the Greater Manchester Violence Reduction Unit and Oasis Academy working with the local community to understand concerns and local feelings.



Rochdale

Early Break

Working in the community alongside other Rochdale youth services, Early Break has engaged more than 800 young people across 35 street based sessions.

Meeting in familiar locations, often associated with anti-social behaviour and substance misuse, workers have developed positive relationships to offer early intervention and harm reduction messages.

Bangladeshi Arts and Sports Association (BASA) Runners and Ramblers Club

Our funding supported the development of BASA, which involved people through running and walking.

The club now has over 50 new members of all ages working together to keep fit.



Tameside

Safe Squad

The project worked with 1,033 Year 6 primary school children from 31 schools. Sessions included information on:
Personal safety – different situations and what they would do.
Community safety – first aid training and fire hazards.
Digital safety – social media channels, child sexual exploitation and online grooming.



Theatre Tracks

Over 21 weeks, Theatre Tracks worked with Looked After Children aged eight to 15. Using drama, dance and creative arts, community and personal safety themes were explored with 15 young people in two separate groups (8 to 11 year olds) and 12 to 16 year olds).

Every young person received an Arts, which is nationally recognised and can be used towards higher and further education as well as developing a broader interest in these areas.

Wigan

Domestic abuse service

DIAS is a registered charity and specialist provider of support, advice and counselling to those affected by domestic violence and abuse. Since October 2020, DIAS became part of Wigan Borough Domestic Abuse Service (WBDAS), a joint partnership project between DIAS Domestic Violence Centre and the Well Women Centre, Leigh.

WBDAS seeks to empower and support anyone affected by domestic abuse to decide what is best for them and their family.

940

In just a three-month period, WBDAS delivered 697 counselling sessions and 940 children and young people participated in Healthy Relationship Sessions.



Case study

Z is a 63-year-old man who was a victim of physical and sexual abuse as a child, and this had a profound impact on his life and relationships.

DIAS conducted an assessment and safety plan which identified the increased risk of suicide. Through the service, Z was provided with support and a referral to Embrace to focus on independence.

Z credits DIAS as having a “significant and utterly beneficial impact” on his life and wished he had accessed the service sooner.

The Autumn Project

The Autumn Project works with individuals who display sexually harmful behaviour, through a 10-week intensive therapeutic behaviour change group-work programme made up of 10 modules, supported by 10 intensive one-to-one weekly therapy sessions to explore individuals’ own behaviour.

On completion of the programme, individuals are offered weekly one-to-one emotional support sessions by fully trained and experienced staff up to the time of sentencing and beyond if requested.

The Autumn Project has supported 43 clients through the Operation Messina route, 13 self referrals, and 13 families of alleged offenders.

Trafford

Trafford Community Volunteers' Cohesion Project

Trafford Community Volunteers' Cohesion Project brought together young people with different life experiences in their local park. The project engaged 19 young people from Brentwood School, a special educational needs school, and Sale High, a mainstream high school.

Young people took part in a range of different activities during spring and summer 2021.



Stockport

Great Minds Together

Great Minds Together was awarded funding to provide therapeutic support for children and young people with social, emotional and mental health difficulties as a result of the pandemic, and support for students at risk of criminal exploitation. The service supports young people at risk of permanent exclusion.



Case study

One young person built a positive relationship with their mentor and as a result, their learning, engagement and attainment increased while their anger reduced significantly.

The young person said:

“I worked with Great Minds Together, the Growth Mindset programme helped me change my mindset and build my self-confidence. Thank you so much.”

Rising Stars North West

Rising Stars North West is a Stockport based community interest company who work with young people at risk of exclusion from school to build their confidence and skills.

They do this through running a series of activities, including a local youth radio station – PIE Radio – which not only helps people get into the media sector but also helps share messages and connects young people across Stockport and the North West.

One young person said:

“Rising Stars gave me the support I needed. I really like learning about music production and listening to all the cool music, I feel happier at school now and have made more friends.”

< **Budgets,
grants and
expenditure**



Budget, grants and expenditure

Police Fund Resources 2020/21

| | |
|----------------|------------------------|
| £483.5m | Police grant |
| £156.6m | Precepts |
| £77.6m | Other Govt Grants |
| £31.9m | Income & sponsorship |
| £12.7m | Transfer from reserves |

Police Fund Expenditure 2020/21

| | |
|----------------|-----------------------|
| £584.4m | Employees |
| £33m | Premises |
| £77.4m | Supplies and services |
| £14.3m | Agency payments |
| £5.5m | Transport related |
| £2.4m | Supported services |
| £17.2m | Capital financing |
| £28.1m | Transfer to reserve |





Forward look

Local Policing and Integrated Working

Building back neighbourhood policing as the eyes and ears of our communities alongside wider fire, community safety and other public sectors will be key to the year ahead.

There will be a dedicated Chief Superintendent to oversee each District to support local leadership. This will enhance service delivery and increase collaborative working with the council and other partners.

Home Office Beating Crime Plan, Policing Bill and National measures

The Home Office launched six outcomes and ten national crime and policing measures. The six outcomes are:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber-crime
- Improve satisfaction among victim

The national measures will be used by the Home Office to monitor improvements in these six outcomes over the next three to four years. We will ensure these national outcomes and measures and Beating Crime Plan outcomes are taken into account as part of the Police and Crime Plan refresh alongside wider local priorities.



Police, Crime, Sentencing and Courts Bill 2021

Further to this, the Government introduced the Police, Crime, Sentencing and Courts Bill 2021 which aims to support the police by equipping officers with the powers and tools they need to keep themselves and all of us safe. This includes the introduction of tougher sentencing for the worst offenders, the end of automatic halfway release from prison for serious crimes and to improve the efficiency of the court and tribunal system by modernising existing court processes.

We will work with GMP and our criminal justice partners to ensure the new legislation and powers are implemented effectively in Greater Manchester.

Retail Crime

A Retail Crime Steering Group has been set up to drive action and share intelligence. This includes retailers large to small, GMP representatives from the crime prevention teams and victims' services. In 2021/22 we will launch an Action Plan that sets out how we will collectively tackle a sharp rise in abuse, both verbal and physical, of shopworkers over the last 12 months.



GMP – public promises

On 10 September 2021 the Chief Constable unveiled his plan on a page for GMP alongside 22 public promises.

These public promises include commitments to:

- Better responding to incidents and emergencies such as answering 999 and 101 calls and providing victim feedback
- Preventing and reducing harm and ASB including ringfencing neighbourhood policing resources
- Investigating and solving crime including investigating all crime with a reasonable line of inquiry and making more arrests
- Delivering outstanding public services including commitments to how policing will work with partners
- Public trust and confidence including commitments to local scrutiny on the use of police powers

We will be strengthening mechanisms for holding GMP to account against the deliver of these public promises.

[Click here to read Greater Manchester Police's Public Promises](#)

[Click here to download document – Planning Our Future: Building a New GMP](#)



Click to watch 'Greater Manchester Police Implementation Plan'

Gender-Based Violence Strategy

Following extensive engagement and consultation, our final strategy was published in September 2021.

Our initial priority is to establish the Gender-Based Violence Board which will define priorities for the first 12 months.

We will also launch a public behaviour change campaign aimed at men and boys.

Working with our Digital portfolio, the Deputy Mayor will facilitate discussions with stakeholders to agree a road map for the development of CCTV across Greater Manchester – protecting and reassuring communities. This will be informed by the collaborative opportunities highlighted through the CCTV discovery exercise.



Programme Challenger Strategy refresh

In 2022, the Deputy Mayor and Chief Constable will publish a refresh of our Challenger strategy to make it fit for purpose in dealing with the current and predicted threat from serious and organised crime.

Programme Challenger's new Investment Hub, funded jointly by GMP and GMCA, will form part of its prevent strategy and its overarching aim is to prevent children and young people's future involvement in serious organised criminal activity and violence, both as perpetrators and victims.

Trilateral Research and University of Manchester are helping Challenger to make better use of data to build a more complete picture of modern slavery and human trafficking in Greater Manchester.

A new modern slavery campaign will launch in early 2022. The three areas of focus will be domestic servitude, sexual exploitation and labour exploitation. Funding has been secured for the continuation of the Trusted Relationships programme, embedding psychologists into complex safeguarding teams to help their work with some of the most vulnerable adolescents.

A pilot awareness-raising programme is being delivered through the VRU, seeking to encourage professional curiosity where a young person attends A&E with hand injuries that may be linked to exploitation. This is also linked into the work of the VRU A&E Navigators.

Operation Dragonfire will continue to successfully intervene in the smuggling of illicit drugs, mobile phones and other items into prisons in Greater Manchester.



Justice and Rehabilitation

We will develop a new relationship with the Ministry of Justice which focuses on core criminal justice issues such as rape investigation and prosecution and compliance with the Victim Code of Practice.

The Justice and Rehabilitation Executive will maintain strategic direction and deliver a collaborative and consensus-based approach to the delivery of justice and rehabilitation.

Extensive work has been undertaken on youth justice to shine a light on invisible young people and this will continue with an early intervention framework.

There has been immense pressure on court capacity through COVID-19 and it will be important to monitor the recovery process. A key focus will be on narrowing the justice gap for key crimes to ensure people have access to justice.

The Greater Manchester unified probation services is in place and we are working together on significant co-commissioning rehabilitative services.

Our local victims' services have served their clients well and we will be embarking on significant re-commissioning of victim services through system re-design, with voices of victims and survivors at its heart.

Our justice and rehabilitation plans are based on four pillars:

- Youth justice transformation
- Smarter Justice
- Reform of offender management
- Improving the victim journey

Tackling child sexual and criminal exploitation

Greater Manchester now has Complex Safeguarding Teams across all 10 districts, which supports and safeguards vulnerable young people experiencing harm, and tackling child sexual and criminal exploitation will continue to be a priority, protecting vulnerable young people from harm and bringing offenders to justice.



Greater Manchester Police now has a dedicated intelligence resource that focusses on protecting vulnerable people. This will help our police officers target resources to reduce the risk of exploitation. Intervening early to prevent our young and most vulnerable from criminal and sexual exploitation continues to be a priority through Programme Challenger.



Performance and Accountability

A priority for 2021/22 is to ensure more openness and public accountability for police and fire services.

- We will be introducing public accountability meetings for MPs and councillors to ask questions of the Mayor, Deputy Mayor and Chief Constable on policing matters.
- The Mayor's Question Time will resume with opportunities for the public to ask questions.
- We will look to publish more performance information and reports on our websites.

Equalities

In March 2021, the Greater Manchester Independent Inequalities Commission published its report 'The Next Level – Good Lives for all in Greater Manchester'.

The recommendations from the report will inform our post-COVID response and recovery and we will use the report findings to shape how the increased focus on neighbourhood policing can impact positively on our communities socio-economic opportunities.

We will also continue to hold GMP to account through the 'Achieving Race Equality Report' in terms of their use of force and interaction with Greater Manchester's communities.

Finance

The Government grant for police in 2021/22 included an additional £23.9 million and will be used for the second year of the national expansion programme of 20,000 police officers. This will mean 325 additional officers in 2021/22.

The 2021/22 grant was another one-year settlement from Government, which means the ability to plan is severely hampered from continued short-term funding allocations.

A revised medium-term financial plan will be developed for 2022/23 onwards to reflect the outcome of the Government's Spending Review and settlement in autumn 2021, recovery from the COVID-19 pandemic and implementation of 'Planning Our Future: Building a New GMP'.





Fire and Rescue

Fire and Rescue

In May 2021, we launched Greater Manchester's first Fire Plan. The Fire Plan is the overarching strategy for Greater Manchester Fire & Rescue Service (GMFRS) for the next four years.

The Plan was written by the Mayor and the Deputy Mayor in partnership with the Chief Fire Officer.

In response to the Fire Plan, GMFRS has produced a delivery plan, Our Plan, which will be updated annually to adapt to changing risks and progress.

The delivery plan provides more detail regarding the allocation of resources in response to identified risks and priorities.

Together these documents constitute the Service's Integrated Risk Management Plan which sets out how GMFRS identifies, reduces and responds to the threats facing our communities.




**GREATER
MANCHESTER
FIRE AND RESCUE SERVICE**



FIRE PLAN
2021-25

Since May 2021, GMFRS has started delivery against the priorities and commitments in the Fire Plan: GMFRS has undertaken a number of large-scale joint exercises with Lancashire, Cheshire and Tyne & Wear fire services to help prepare for a fire in a high-rise building. Such fires can be fast-acting, highly destructive and resource-intensive. These joint-training exercises allow services to share best practice and ensure they can work together seamlessly should such an incident occur.



To give our control room immediate access to information at an incident, we have started to utilise 999Eye technology which can provide our operators with footage of an incident from a caller's phone to help determine the most effective initial response. Other technological improvements include the addition of a second data terminal in our fire appliances to improve the quality of the risk-critical and tactical information available to firefighters at an incident and give more staff access to it.


In June the Service launched its latest water safety campaign. GMFRS worked with families whose loved ones had tragically drowned to create a hard-hitting social media campaign with personal stories. The campaign also used digital displays in popular locations in a bid to help young people stay safe around open water.

Our crews are being trained to deliver new home fire safety assessments to ensure our visits target those most vulnerable to fire and provide the best possible holistic support.

As part of our Estates Strategy, we are upgrading our Training & Safety centre in Bury. We are creating a Leadership Academy that will provide the Service with fully immersive, state-of-the-art facilities to deliver operational and incident command training and development to our fire crews and partners, maintaining the highest standard of competence and improving firefighter safety at emergency incidents. It will include the installation of sustainable heating and lighting systems to support Greater Manchester's ambition to become carbon neutral by 2038. The wider strategy is making improvements to all our stations and facilities to ensure they are as effective as possible for our staff and the public, more conducive to shared working with partners, and zero carbon.

The Service has continued to strive to make its firefighter workforce more representative of the communities it serves, with 34% of our September intake recruited from underrepresented groups.

GMFRS has continued to work hard to ensure our speed of response and remains the 5th fastest service in England to get to a life-risk incident.



Priority Improvement Projects

The following Priority Improvement Projects (PIP) make up the scope of the new GMFRS Improvement Programme:

- 1** Non-SDS Stations - Flexible Day Crewing
- 2** North West Fire Control Review
- 3** Home Fire Safety Assessment
- 4** Prevention Education Offer
- 5** Operational Information Systems Information
- 6** The Built Environment
- 7** Estates Strategy & Blueprint
- 8** Ramsbottom Housing Refurbishment
- 9** Bury Training & Safety Centre
- 10** Financial Strategy Refresh (inc. future efficiencies)
- 11** Environmental Sustainability
- 12** Investment in Leadership & Culture
- 13** Equality, Diversity & Inclusivity Strategy Roll-Out
- 14** Recruitment & Apprenticeships

Priority projects report into the GMFRS Improvement Board and are subject to scrutiny and challenge through regular project reporting and progress monitoring. All other change activity is monitored through Directorate Action plans and progress is reported quarterly to the Improvement Board through the Annual Delivery Plan Quarterly Outturn Report.





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