1. **Background**

1.1 In line with the Greater Manchester Police and Crime Panels forward plan the following report is presented as an update report outlining a summary of work conducted by both the Greater Manchester Police and Crime Leads and Steering group meetings for the period January 2015 – September 2015, together with an indication of its continuing work programme for the remainder of 2015/2016 period.

2.0 **Work Plan Priorities 2015/2016**

2.1 The Greater Manchester Police and Crime Panel endorsed at its June 2015 meeting the Greater Manchester Police and Crime Leads and Steering Groups work plan priorities. These initial work plan priorities were developed by Councillor Mike Connolly and Donna Hall, in their roles of Lead Leader and Lead Chief Executive for Greater Manchester Police and Crime respectively. We would like to acknowledge and thank Donna Hall for the developments she drove forward in the year she held this role.

2.2 The endorsed work plan streams are as follows:

- Greater Manchester Police and Crime Structure - Review and develop a governance structure that aligns all relevant work streams and meetings and ensures it is fit for purpose for the future devolution agenda within Greater Manchester
- Exploration of a new delivery model for Community Safety at a Greater Manchester level
- Implementation of a Greater Manchester strategy for Alcohol
- Community Engagement - Understanding and mapping of community engagement, with a view to rolling out good practice and to increase the number of volunteers and build resilient communities.
• Public Service Reform - Justice and Rehabilitation - To drive forward and successfully implement the Justice and Rehabilitation Public Service Reform programme
• Greater Manchester Drug and Alcohol Commissioning opportunities - To explore, develop and implement a strategy for commissioning drug and alcohol services across GM (e.g. in custody suites)
• Police and Crime Commissioner Victims Commissioning - Commissioning of victim referral and enhanced services in compliance with an Ministry of Justice’s Commissioning Framework
• Domestic Abuse - To have a minimum standard of service for both victims and perpetrators of Domestic Abuse across GM
• To implement across Greater Manchester common lessons learnt themes from Domestic Homicide Reviews (DVHR)
• Organised crime – Operation Challenger (to include modern slavery)- To have a consistent multi-agency response across Greater Manchester to organised crime
• Prevent Violent Extremism - To provide leadership and support across Greater Manchester on the implementation of the statutory Prevent Duty which came into force on 1 July 2015
• Budget issues including governance and European Funding - To develop an understanding of potential future funding opportunities and ensure that any bids are effectively co-ordinated
• Anti-Social Behaviour legislation - To have a single set of policies and procedures for the new ASB legislation across GM
• Child Sexual Exploitation – Operation Phoenix. This is being led by a Greater Manchester project group and the Police and Crime meetings will receive the updates for consultation and information purposes
• Police and Crime Commissioner – Update reports brought to appropriate meetings
• Greater Manchester Police - Update reports brought to appropriate meetings
• Greater Manchester Fire Service - Update reports brought to appropriate meetings
• Commission for new Economy – update reports brought to appropriate meetings
• AGMA Civil Contingencies Resilience Unit – Update reports brought to appropriate meetings

2.3 In developing this work plan the focus has been to identify work streams of commonality across the ten Local Authorities in Greater Manchester together with strategic partners as it relates to the area of Police and Crime. It has also taken into account those areas of the 2014 work plan that are still to be completed and those areas that the Greater Manchester Police and Crime Leads and Steering Groups should still receive updates on. It also recognises that the Greater Manchester Police and Crime Commissioner has recently refreshed his Police and Crime Plan and the priorities set out in his plan are reflected
within the work plan streams and now reflect a joint action plan for both the Greater Manchester Police and Crime Steering Group and the Greater Manchester Police and Crime Commissioners Office. Finally, the work plan also takes direction from the recent developments within Greater Manchester with regard to the devolution agenda and therefore the suggested work streams are in part reflective of this agenda.

2.4 In July 2015 the GM Police and Crime Steering Group endorsed detailed terms of reference for all the work plan streams as outlined in 2.2. These detailed terms of reference include:
- Lead community safety officer
- Lead portfolio member
- Area of focus
- Key milestones
- Key deliverables
- Timescales for milestones, deliverables and completion

2.5 The work plan streams have also been developed into a forward plan for both the Greater Manchester Police and Crime Leads and Steering Group meetings

3.0 Progress against Work Plan Priorities

3.1 The following paragraphs highlight progress on some of the more significant pieces of work that have been developed and implemented with regard to the Greater Manchester Police and Crime Leads and Steering Group work plan priorities to date.

3.2 The Greater Manchester Police and Crime Panel has received at previous meetings two separate national reports that highlight the Greater Manchester Police and Crime Structures as good practice. One report was written by the Local Government Association and the other by the Committee for Standards in Public Life. The Structures work stream has ensured all the supporting evidence for these national reports were available.

3.3 Moving forward the priority for the Greater Manchester Police and Crime Structures work stream will be to identify from the two national reports good practice from other conurbations that can be implemented successfully in Greater Manchester to continually improve our structures.

3.4 The Greater Manchester Alcohol Strategy work stream has made significant progress since January 2015 in relation to identifying key devolution opportunities. As part of the Devolution Agreement the 10 Greater Manchester Local Authorities, Public Health England (PHE) and NHS England have signed a Memorandum of Understanding (MoU) to reform public health across Greater Manchester and create a single unified system. The Greater Manchester system and partners have agreed a set of early implementation priorities, and work through
the Police and Crime Steering Group has ensured that alcohol is specifically recognised; there is a shared commitment for Greater Manchester to secure a devolved ability to set its own licensing objectives, and specifically a fifth local objective associated with harm to health. This would enable a stronger local voice for health in licensing decision-making, would enable local decision-makers to consider the impact of alcohol consumption on the health and wellbeing of communities, and would provide an opportunity to proactively encourage licensed premises to promote responsible drinking and to play a key role in identifying and supporting those for whom alcohol is a problem.

3.5 The ten authorities, Greater Manchester Police and the Office of the Police and Crime Commissioner have also worked together to ensure an effective local response when tackling alcohol-related antisocial behaviour. A guidance document has been produced on all available tools and powers and their appropriate use to tackle alcohol-related harm, including new measures within the Anti-Social Behaviour, Crime and Policing Act 2014.

3.6 As a recognised priority within the Greater Manchester Health and Social Care devolution programme, work will continue over the next six months to identify a legal basis through which GM is able to apply a single, common alcohol licensing policy; to set its own mandatory licence conditions; to agree additional responsible authorities locally; and to develop a GM enforcement concordat. An additional strand to this work will be the consideration of opportunities and challenges from the late night levy. All of these provisions can support the ambition of the GMCA Alcohol Strategy to address, through the application of public service reform principles, the alcohol related harm in Greater Manchester that remains such a strong feature of our complex dependency challenge, and continues to drive demand on public services to the tune of £1.2bn per annum.

3.7 There will also be a major focus on working together with representatives of the alcohol industry to support the aims of the GM Alcohol Strategy. This is being taken forward through a dedicated discussion with the Portman Group, trade associations affiliated to its Social Responsibility Alliance (SRA), and other bodies (such as Drinkaware). Two particular opportunities that are currently being scoped relate to (i) options to develop a new GM Students Campaign; (ii) options to support local asset based approaches to reducing alcohol related harm

3.8 The communications and engagement workstream a developed small sub group of the steering group to look at developing an approach to communications and engagement across the Greater Manchester Police and Crime agenda and to identify how the partnership can work together. Key deliverables for this group include
Completing a scoping exercise of the existing engagement mechanisms within GM that are/could be used for community safety messaging.

Actively ensuring that hidden and minority groups are being engaged, this will include Black and Minority Ethnic communities, Disabled, Lesbian, Gay, Bisexual and Transgender groups and other communities that can help engagement with victims of Female Genital Mutilation, Human Trafficking and Domestic Abuse.

Examining the possibility of a Greater Manchester wide community messaging service to link active citizens together with community safety partners.

Working with the business community on business crime.

Examining the potential for more Greater Manchester wide campaigns as opposed to each LA doing campaigns independently. Hate Crime Week would be an example where this would bring financial benefits and ensure messaging goes Greater Manchester wide.

Develop a calendar of campaigns for Greater Manchester.

3.9 In addition the community engagement work stream has developed proposals in relation to the different methodologies that could be used to encourage building resilience within communities and a draft community messaging business case has been shared and arrangements are being made for a market provider to provide an overview.

3.10 The Justice and rehabilitation work stream has been focusing its attention on women offenders, intensive community orders, youth justice, integrated offender management and workforce development.

3.11 The whole system approach for women offenders is now embedded across the 10 areas and to date 702 women have been referred. 77% of the women have been assessed and 57.1% have a support plan in place. Only 14% have not engaged and a further 9% only attended one appointment. The women are assessed against 12 pathways and of the 425 women assessed, the greatest need was around mental health and wellbeing (78.1%), followed by finance and debt (58.6%), substance misuse (52.2%) and attitudes thinking and behaviour (52.6%). Over 87% have multiple and complex needs. On average over 76% of women have their needs met by case closure. 325 of the women have children under 18, however only 29.5% have children who are dependent on them. 166 women reported that their children were either in care, living with relatives, adopted or in mixed care (some in home and some in care). We are now working to secure funding for 2016/17

3.12 The Justice and Rehabilitation Executive has recently approved the use of the underspend to extend Intensive Community Orders for up to a further 12 months.
3.13 We have agreed with Wider Leadership Team and Public Service Reform Leadership and through meetings with the 10 Directors of Children’s Services and Youth Offending Services that there is an appetite for a policy shift from Youth Offending to Integrated Youth support with a child first approach. This work will be delivered within the context of the wider Children’s Services Reviews and we are in discussions with the Youth Justice Board as part of their national review of youth justice.

3.14 The first stage of the Greater Manchester Integrated Offender Management review has established the need for greater strategic direction, governance and a performance framework that will support more consistent local delivery. The review has also identified the potentially conflicting priorities emerging across the key partners. We will now run a series of redesign workshops.

3.15 Workforce development work has been undertaken to develop skills and knowledge in three areas to date; learning disability and difficulty, alcohol brief interventions and the use of the outcome star. The Justice and Rehabilitation Executive has also approved funding for the delivery of a Connect 5, Train the Trainer Programme for Mental Health and Wellbeing.

3.16 The victim services work stream has been created in recognition of the new responsibilities the Police and Crime Commissioner now has for victim services commission. The Victim Services Programme Board has been established which is chaired by the Office of the Police and Crime Commissioner Chief Executive and involves a wide range of statutory and voluntary sector partners. Items dealt with by the Board have included:
  • A Greater Manchester victim services needs assessment
  • The victims journey through the criminal justice system
  • Supporting domestic abuse delivery – core and enhanced services
  • Hate Crime – identification of gaps
  • Victim services referral and assessment evaluation and scoping
  • increasing the capability and capacity to deliver improvements
  • Developing a Greater Manchester victim services website

3.17 The main focus of the next six months will be re-engineering the victim services referral and assessment processes; ensuring alignment of provision to local delivery; commissioning/de-commissioning core and enhanced services; creating a digital strategy and; identifying barriers to accessing services in diverse communities.

3.18 The new Greater Manchester governance arrangements for domestic abuse have been established and the first meeting of the Domestic Violence strategic partnership board was held recently and was chaired by the Deputy Police and Crime Commissioner. This was well attended by strategic representatives from many different organisations, although efforts need to be made to secure
representation from health colleagues. The Board agreed the importance of ensuring that domestic abuse features within the devolution proposals and following the meeting, work is being undertaken to consider where this should sit, in terms of the Greater Manchester plan. The meeting also considered a series of proposals for Greater Manchester wide priorities, which include the development of a Greater Manchester wide communications campaign, the development of perpetrator provision and work around support for Black and Minority Ethnic communities.

3.19 The first of an annual Domestic Violence Homicide Review lessons learned campaign was held in April and was successful in highlighting some gaps which feature across Greater Manchester. One of the gaps was in relation to the support available for friends and family and work is being developed in relation to this as part of the Greater Manchester wide communications strategy.

3.20 A discussion document setting out the development of Prevent across Greater Manchester in line with the requirements of the new Prevent Duty which came into force on 1 July 2015 was submitted and agreed at the meeting of the Greater Manchester Police and Crime Steering Group in July 2015. The Home Office has agreed for the Manchester Prevent Coordinator to provide a wider leadership role on Prevent across Greater Manchester and based on this the Greater Manchester work plan and terms of reference documents have been updated to include the agreed areas of activity.

3.21 Local Authorities and other partners have continued to work closely with Greater Manchester Police to enhance multi-agency enforcement activity under the banner of Operation Challenger, including the completion of a number of “weeks of action”

3.22 Work is commencing to better understand counter terrorism related risks across Greater Manchester. Once all Greater Manchester local areas have received a copy of its Counter Terrorism Local Profile (CTLP), work will take place to explore how we better share information and understand risk along with strengthening our approaches towards working in partnership on Prevent activities across Greater Manchester. Joint activities / projects, where appropriate will also be included in the appropriate prevent actions plans. A Longer term outcome could be that we move towards a Greater Manchester CTLP and prevent action plan

3.23 Prevent workforce development is a key area of priority identified through the new Prevent Duty. Across Greater Manchester, we now have a number of officers from Greater Manchester Local Authority’s who have been WRAP (Workshop to Raise Awareness of Prevent) facilitator accredited and are therefore able to go into key institutions, services and teams to deliver WRAP. A number of Prevent products and resources have been identified for staff to access including WRAP,
NCALT Channel e learning package, Virtual College Prevent module and the Taploma Digital Safeguarding Tool. ACPO have also established a Prevent Cloud which is updated regularly with key policy documents, government guidance and lesson plans etc. This package of support around Prevent workforce development and learning will continue to be reviewed by the Greater Manchester Prevent Leads Group

3.24 The Prevent Duty places a statutory responsibility on Local Authority’s to safeguard people from being drawn into terrorism through a national process called Channel. Post duty coming into force, a Greater Manchester Safeguarding against Radicalisation (Channel) event took place in Manchester in October 2015. This was attended by Prevent leads, adults and children safeguarding professionals and Channel officers from each of the Greater Manchester Local Authority areas to build awareness of the statutory requirements of Channel, review existing children’s and adults safeguarding policies and practices and share models of delivery. An agreed outcome of this event was that the Greater Manchester Prevent Leads Group would lead on establishing a set of GM Channel principles that were drafted at the event with a view to establishing a set of minimum requirements that each Greater Manchester Local Authority area would sign up to having in place to meet the statutory Channel duty but also allow for local flexibility.

3.25 Over the next couple of months work will take place to support the development of appropriate risk assessment and responsible venue booking and event management protocols to act as a guide and tool for public and community venues. This will help to demonstrate compliance against the duty in terms of local authorities ensuring that publicly owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. Work will also take place to embed Prevent related community engagement into GM PCC engagement priorities.

3.26 The Greater Manchester Police and Crime Steering group has a budget work stream which seeks to understand the totality of funding which supports the Police and Crime Plan. Whilst a significant amount of funding is received through the Police and Crime Commissioner’s office, £545m in 2015/16, many partners also invest in activity which supports the aims of the Police and Crime Plan. These include Public Health, Local Authorities, Probation, Criminal Justice. Following the mapping the next stage will be to work with partners to agree how we can maximize these resources. Work is underway to map the totality of funding using both nationally available statistics and local data.

3.27 Another element of the work stream is to identify funding streams and where appropriate submit applications e.g. Home Office Innovation
Fund. Whilst this example is within the Police funding envelope current activity involves working with elite Sports Partners to co-design services reducing demand on Police services with the added value of unlocking matched funding from the sports world i.e. Premier League.

3.28 All Community Safety Partnerships have received support if required from the Commission for the New Economy in completing updated strategic threat assessments and problem profiles. In addition the Greater Manchester Police and Crime Steering Group has received an update report from the Commission for the New Economy covering their extensive work streams on Greater Manchester Police and Crime research.

3.29 The Greater Manchester Police and Crime Steering Group has also received update reports from both Greater Manchester Police regarding the new policing model and from the Greater Manchester Fire and Rescue Service regarding the pilot Salford Integrated Prevention Hub and the Community Response Intervention Team.

3.30 Finally we have made a formal response to the Ministry of Justice’s proposed closure of Courts in Greater Manchester, the response incorporated views from the Greater Manchester Police and Crime Steering Group members.

4.0 Future work in line with Work Plan Priorities

4.1 The Greater Manchester Police and Crime Leads and Steering Groups will continue to develop to a conclusion all of its work plan streams.

5.0 Recommendations

5.1.1 Greater Manchester Police and Crime Panel members are asked to acknowledge the work carried out during the January – September 2015 period.

5.1.2 That the priorities be reaffirmed.

Background Papers (available upon request)

- Greater Manchester Police and Crime Leads and Steering Group terms of Reference
- Greater Manchester Police and Crime Leads and Steering Group 2015/2016 work plan, terms of reference for work plan streams and forward plan.

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