ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

POLICE AND CRIME PANEL

DATE:       Friday 29 November 2013
TIME:       11.30am
VENUE:      Salford Suite, Civic Centre, Swinton

AGENDA

1. APOLOGIES

2. CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

3. DECLARATIONS OF INTEREST

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda. Please ensure that this is returned to the Democratic Services officer at the start of the meeting.

4. MINUTES

To approve as a correct record, the minutes of the meeting held on 26 July 2013, and to raise any matters arising not covered on this agenda (attached).

5. A. POLICE AND CRIME PLAN 2013-16


B. GREATER MANCHESTER POLICE FORCE DELIVERY PLAN 2013-16

Report of Peter Fahy, Chief Constable Greater Manchester Police (attached).

6. ANNUAL REPORT 2012/13

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Police and Crime Panel Meeting on 29 November 2013

Declaration of Councillors’ Interests in Items Appearing on the Agenda

NAME OF COUNCILLOR ______________________________

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MINUTES OF THE POLICE AND CRIME PANEL MEETING HELD ON
FRIDAY 26th JULY 2013 AT BOLTON TOWN HALL

Members Present-

BOLTON COUNCIL Councillor Cliff Morris
BURY COUNCIL Councillor Mike Connolly
MANCHESTER CC Councillor Richard Leese
OLDHAM COUNCIL Councillor Jim McMahon
ROCHDALE MBC Councillor Colin Lambert
SALFORD CC Councillor David Lancaster
STOCKPORT MBC Councillor Sue Derbyshire
TAMESIDE MBC Councillor Keiran Quinn
TRAFFORD COUNCIL Councillor Matthew Colledge
WIGAN COUNCIL Councillor Peter Smith - Chair

Also in attendance-

Tony Lloyd Police and Crime Commissioner
Sean Harriss Bolton Council
Mike Kelly Bury Council
Geoff Little Manchester CC
Richard Paver Manchester CC
Charlie Parker Oldham Council
Jim Taylor Rochdale Council
Martin Vickers Salford CC
Eamonn Boylan Stockport MBC
Steven Pleasant Tameside MBC
Theresa Grant Trafford Council
Donna Hall Wigan Council
Peter Fahy Chief Constable, GM Police
Julie Connor GMIST

01/13 APOLOGIES

Apologies were received from Mayor Ian Stewart, Howard Bernstein and Barbara Spicer.
02/13 DECLARATIONS OF INTEREST

None were received.

03/13 MINUTES OF POLICE AND CRIME PANEL MEETING 22 FEBRUARY 2013

RESOLVED/-

To approve the Minutes of the meeting held on 22 February 2013 as a correct record.

04/13 APPOINTMENT OF DEPUTY POLICE AND CRIME COMMISSIONER

The Panel was informed that the Police and Crime Commissioner had decided to appoint a Deputy Police and Crime Commissioner and as such the Panel has to hold a confirmation hearing at which the PCC’s proposed candidate is requested to appear to answer questions relating to his appointment.

The Police and Crime Commissioner outlined the recruitment process, as detailed in the report, following interview his proposed candidate was Jim Battle, who also attended the meeting to answer any questions from Panel members and comply with due process.

RESOLVED/-

1. To note the process outlined for the appointment of the Deputy Police and Crime Commissioner.
2. To receive the outcome of the recruitment process and the Police and Crime Commissioners proposed appointment and recommends that Jim Battle should be appointed to the post.

05/13 EXTENSION TO CHIEF CONSTABLE APPOINTMENT

The Panel was informed that the Chief Constable, Sir Peter Fahy, was currently on a five year fixed term appointment which was due to end on 31 August 2013. It was reported that having considered the various options and consultation with appropriate officers including Sir Peter Fahy, and in full accordance with Police Regulations 2003, as amended by Police (Amendment) Regulations 2006 and the Police (Amendment) Regulations 2011 the Police and Crime Commissioner had decided to extend this appointment by three years, the maximum allowed under the regulations.

The Police and Crime Commissioner said he was delighted that Sir Peter Fahy had accepted the extension and that he would bring back to members proposals for implementing his Police and Crime Plan in due course.

RESOLVED/-

To note the action taken by the Police and Crime Commissioner to extend the contract of Sir Peter Fahy, the Police Constable, by three years.
06/13 FORWARD PLAN

A report was submitted that set out a proposed forward plan for 2013/14 to inform the business of the Police and Crime Panel. The forward plan allowed the Panel to meet its statutory functions. The forward plan assumes that much of the detailed work to support the Police and Crime Panel and the Police and Crime Commissioner will be undertaken by the Police and Crime Steering Group.

RESOLVED/-

1. To approve the forward plan 2013/14.
2. To note that in approving the forward plan would result in three meetings of the Panel per year – normally, in January, June and October. Ad hoc meetings may be required to allow consideration of any proposed senior appointments by the Police and Crime Commissioner and possibly to enable detailed consideration of precept and budget reports.

Chair
PURPOSE OF REPORT:

Following a period of consultation with the public and partners, the Police and Crime Commissioner for Greater Manchester published his Police and Crime Plan 2013-16 in March this year. The Plan is built around nine police and crime objectives, all of which have partnership working at their heart. This report provides the Panel with an update on key work the Police and Crime Commissioner has been leading since taking up his post and is accompanied by a report from the Chief Constable to the Police and Crime Commissioner, presenting an update on performance to date, describing activity that Greater Manchester Police are taking forward with partners to deliver against the objectives and tackle emerging threats.

The Police and Crime Commissioner and the Chief Constable and have also produced a local report for each district for circulation to all local councillors.

RECOMMENDATIONS:

To note and comment on the Police and Crime Plan 2013-16.

CONTACT OFFICER:

Russell Bernstein, Chief Executive, Office of the Police and Crime Commissioner
Te: 0161 793 3733
Email: Russell.bernstein@gmpcc.org.uk

WLT LEAD OFFICER:

Jim Taylor, Chief Executive, Rochdale MBC
Police and Crime Commissioner for Greater Manchester

Report on the Police and Crime Plan

November 2013
Introduction
Following a period of consultation with the public and partners, I published my Police and Crime Plan 2013-16 in March this year. The Plan is built around nine police and crime objectives, all of which have partnership working at their heart. This report provides the Panel with an update on key work I have been leading since taking up post and is accompanied by a report from the Chief Constable to me, presenting an update on performance to date, describing activity that Greater Manchester Police are taking forward with partners to deliver against the objectives and tackle emerging threats.

The Chief Constable and I have also produced a local report for each district for circulation to all local councillors.

Police and Crime Steering Group
Over the past few months I have met individually with each Steering Group member to discuss how the Group might usefully develop and focus its work. The result has been the development of an agreed approach to joint working, with a clear emphasis on delivery, and the identification of a number of common themes around which constructive policy work might take place across Greater Manchester. The issues identified to date include domestic abuse, travellers, charging for police services and transforming justice. The list is necessarily flexible in order that any emerging themes can be incorporated into the Group’s work programme. Your views on any issues that the Group might examine in future would be welcome.

Meeting and involving members of the public
Since taking up post, I have spent much of my time speaking and liaising with members of the public in Greater Manchester. As well as attending meetings of established groups such as Homewatch schemes and events organised by faith communities and young people’s groups, there are a number of opportunities to examine key policing and crime themes in public. Each month I have held a public meeting in one of the ten local authority areas. These meetings have provided members of the public with an opportunity to quiz the Chief Constable, local divisional commander and myself on a wide range of issues.

In addition, I hold two public forum meetings every month. One of the meetings is used to consider issues of strategic importance and make key decisions in public. The other is used to take an in-depth look at an issue of significant public interest. This is done in a way that is similar to the select committee system in Parliament, calling on experts from police, partner agencies and other relevant organisations to give their insight and expertise to inform the development of recommendations which focus on improvements in services for the public. Topics examined so far include fraud, professional standards and, this month I chaired a session focusing on improving service provision for victims of domestic abuse. After I extended the Chief Constable’s appointment for three years, a forum was held where Sir Peter Fahy outlined his vision for GMP until 2016 and was then questioned by a panel comprising political, community and media representatives. The issues and themes emerging from my forums are communicated to the wider public through traditional, online and social media.

Domestic abuse
Over the past year I have undertaken considerable consultation with both victims of domestic abuse and those agencies who deal with individuals who experience domestic abuse. This work has helped inform my understanding of both the services that are currently provided and the services that people actually want and need. The outcomes from this consultation will help inform my plans for commissioning these services in the future. What I have learned is that services need to be better designed to account for the needs of the whole family, including the perpetrators of domestic abuse, rather than focussing solely on the victim. Although there is rightly a place for very specific victim services, and we have some fantastic services working very hard in relation to this, I have found some excellent examples of holistic family programmes that, not only help families to address domestic abuse but also provide support with other needs such as those relating to substance misuse, mental health, employment and housing. Clearly where services are pooling their resources this can provide opportunities for more joined up working and this is something I know you will join me in continuing to encourage.

Although some victims have told us that they don’t always want to go down the criminal justice route, this is certainly one option and we need to better use all the tools at our disposal to help support people experiencing this terrible crime. New powers such as Domestic Violence Protection Orders and the Clare’s Law legislation have been employed, and we have some excellent examples of where this has been effective. I have asked Greater Manchester Police and other partners to look at their use of DVPOs to ensure that this power is being maximised across Greater Manchester as we have clear evidence that it is an effective tool. Over the summer I supported a publicity campaign to encourage greater use of Clare’s Law and heard from potential victims who had used the power to escape what could have been abusive relationships.

Domestic Violence Homicide reviews are one way of encouraging lessons to be shared and I asked GMP to convene a regional workshop to help us do just this. Clearly there is a great deal of learning out there, which, without talking to partners outside Greater Manchester, we would fail to capture. Effective regional working is vital if we are to develop services and practices to truly make a difference to victims of domestic abuse.

I wanted November 2013 to mark a month of activity focusing specifically on domestic abuse and the improvement of services for victims. As well as publicising local statistics on its incidence and distributing publicity material signposting victims to sources of help, I have asked for a motion to be debated at council meetings during the month. The motion focuses on a commitment to make a stand and work together against domestic abuse, whilst doing all we can to encourage people to report domestic abuse to the police. I also convened a number of evidence-gathering sessions with victims and support agencies which were well-attended and generated much useful information about potential improvements to services. The culmination of these activities was a public forum session in Manchester on 25th November, at which representatives from GMP, the Crown Prosecution Service and Courts were subject to scrutiny and challenge on the services they provide to domestic abuse victims. The evidence gathered will help shape the content of a Domestic Abuse Charter. I ask you all to sign up today to work with me and other partners to end Domestic Abuse and produce a Charter in the new year.

**St Mary’s Sexual Assault Referral Centre**
This year, an element of my budget was used to fund the St Mary’s Sexual Assault Referral Centre. This service provides forensic and psychological support to both adults
and children in the aftermath of sexual abuse and rape. I also provided some extra funding this year to enable the service to provide support to people seeking help for historic abuse; in the aftermath of the Jimmy Savile and Chetham’s investigations. In particular, this element of the funding has been used to support those victims who wish to pursue a court case in relation to their abuse.

In the future there will be changes to the commissioning arrangements for St Mary’s and, from 2015 this will no longer be my responsibility. Obviously I want to ensure that this transition is as smooth as possible without compromising the service that people in Greater Manchester receive. As such, I have asked that my Office chairs a small group to oversee these transition arrangements. This means that, before a handover takes place, we will be able to ensure that the quality of service required is reflected in the agreement that is made, with both the Centre itself and the new NHS commissioners.

**Child Sexual Exploitation (CSE)**

Child sexual exploitation is an issue that has shocked the nation over the course of the past two years and when I came into office, I was determined to do what I could to ensure that we address this issue from every angle including early intervention, prevention, education and disruption. In January this year I convened a CSE Summit which brought together the local child safeguarding leads, along with their respective directors of children’s services to share best practice and ensure that the issue has a suitably high profile within local authority plans. I was impressed to hear about some of the work being undertaken and about the level of priority that the issue was being given locally. Since that Summit, I have maintained discussions with partners to ensure I have a good understanding of the problem and recently I wrote to the Minister of State for Crime Prevention asking him to consider strengthening the provisions within the Anti Social Behaviour, Crime and Policing Bill relating to the licensing of unregulated properties and businesses, some of which appear to be “housing” child sexual exploitation and other illicit activity with minors. I will be holding a second summit next year to gauge progress.

CSE is an issue which frequently appears in the media and I want us to continue to work together and with other partner agencies. One example of good practice that has been undertaken by GMP is their work around building better relationships with children’s care homes. I reported my concerns relating to young people going missing from care homes to the Chief Constable in May this year and at that meeting I was assured that there was work being undertaken to address this issue. Positive outcomes from this work include a reduction in the numbers of referrals to the Police by care homes, avoiding the criminalisation of some young people and saving police time, due to reductions in the call outs to low level, often non criminal, incidents.

**Working with criminal justice partners to improve the experience of victims**

I believe that Police and Crime Commissioners are uniquely placed to take a strategic view across both the criminal justice system and the community safety agenda. We can bring partner agencies together and cast a collective critical eye over the service provided to victims. To that end I have held round table sessions with senior representatives from criminal justice agencies on a number of occasions, discussing ways to improve the experiences of victims and explore how agencies might usefully pool resources to deliver better, more efficient services.
Information from these sessions along with outputs from extensive consultation with victims and their advocates, plus good practice gathered from elsewhere, are being analysed with a view to developing and consulting on a local code of practice, to sit alongside the national victims’ code. I want the code to give victims in Greater Manchester a clear understanding of what they can expect throughout their entire journey through the criminal justice system. The local code will also help to inform the commissioning of services to support victims, responsibility for which transfers to Police and Crime Commissioners from October 2014.

**Public Service Reform**
The delivery of the Greater Manchester approach to the government’s Community Budgets initiative is one of my key priorities. I chair the newly established Justice and Rehabilitation Executive Board which brings together key decision makers in the local criminal justice system. The Board has agreed a co-commissioning approach to allow joint decision making on how improvements can be achieved by focussing on the principles of early intervention and prevention.

The Board is responsible for allocation of the Ministry of Justice Financial Incentive Model monies and has recently agreed to roll out a Greater Manchester approach to Intensive Community Orders, using these funds. This approach will see young men aged 18 to 25, who receive custodial sentences of less than 12 months duration, potentially receiving a community-based intervention that aims to help support their rehabilitation and reduce the harm that ‘revolving door’ offenders can cause to local communities.

With the Executive Board, I have taken responsibility for co-ordinating a Greater Manchester response to the government’s plans on Transforming Rehabilitation whereby local probation services will be split into a National Probation Service and a ‘privatised’ Community Rehabilitation Company by 2015. By ensuring the continuation of partnership ambitions and approaches which strive for the delivery of a just, fair and rehabilitative local criminal justice system, any disruption to local services will be minimised.

**Community Safety Funding**
The community safety funding allocations I have awarded for 2013-14 amount to £6.8 million. As you will be aware, the vast majority of this funding has been allocated to local authorities to finance community safety activity.

I have also made a number of grants to specific projects, including £70,000 to St Mary’s Sexual Assault Referral Centre to fund support workers for victims of historic sexual abuse. £211,433 has been provided to Big Life/Positive Alternatives to finance mentoring services focused on tackling the mental health and wellbeing problems of people at risk or currently or involved in crime, along with diversionary work to help keep vulnerable young people and adults out of prison and away from criminal activity.

As part of the End the Fear domestic abuse campaign, I have awarded £30,000 to the Independent Choices telephone helpline for people looking for help, referrals and advice on domestic abuse services. A grant of £181,719 to Victim Support has funded five domestic abuse support workers to work across Greater Manchester, focusing on early intervention and prevention, linking in with health services such as accident and emergency and maternity provision. A further £9,000 has helped to extend the provision
of qualified volunteer counselling services for victims of crime across Greater Manchester.

The Village Angels Project established by the Lesbian and Gay Foundation has benefitted from a grant of £65,000 to finance a volunteer support scheme on Fridays and Saturdays in Manchester’s Gay Village and provision of a place of safety for vulnerable people.

Following cuts in government funding, I have granted £91,000 to the Integrated Gang Management Unit to tackle gangs by targeting criminals and working with offenders and £1,625,000 to finance mandatory drug testing of people in custody. I have made a £3,000 to the national ‘Ugly Mugs’ database which focuses on protecting sex workers by sharing information on violent clients and known criminals, making it easier for victims to report attacks and help the police identify offenders.

Mental health
Through the continued provision of our volunteer appropriate adult service which supports many vulnerable adults whilst in police custody, I am only too aware of the impact that mental ill health can have on people’s lives. I recently held a ‘call to evidence’ session asking partners for examples of ‘what works’ and to discuss new ideas. This was a very positive session and has kick-started discussions on alternatives to the use of custody suites as places of safety for people presenting with mental health issues. As well as the funding for diversionary activities and counselling support outlined earlier, I have also provided Greater Manchester Police with additional finance for a pilot project in Oldham. This project will focus on agencies sharing information in relation to vulnerable people with mental health problems, helping police officers and staff to make better informed decisions and ensure that the individual concerned receives appropriate intervention.

Drugs and alcohol
Over the course of the past couple of years, there have been a number of changes to the different funding streams that are allocated to support drugs and alcohol services for offenders. I am now responsible for some of this funding and am keen to ensure that the money is spent both wisely and fairly. As such, one of the pieces of work I have undertaken is a review of how the money that I received to support drugs and alcohol services (formerly called the Drugs Intervention Programme, or DIP money) has been spent this year. My representatives have met with officers from each of the Local Authority drug and alcohol action teams to discuss what services this money currently supports, identify where and what gaps exist currently and where there are opportunities to make improvements. These discussions have been extremely useful and it is evident that there are some excellent projects across Greater Manchester that currently support offenders who may have substance misuse problems which are impacting on their offending behaviour. Clearly, what is really important is that we capture positive outcomes and successes and identify any gaps in service provision and consider these when we are deciding what services to commission in the future. These conversations will enable me to do exactly that and I hope to be able to report back to you next year, outlining what services I did commission and what difference these have made in Greater Manchester.

Of course, key to this work is positive partnership relationships - the money I receive to support the drugs and alcohol work is only a small proportion of the overall funding that
is received and if we are to make the best use of the money that is available to us, I need to ensure that I am involving both health and voluntary sector partners in the discussions. With this in mind, I hope to convene a call to evidence to discuss drugs and alcohol services, and through this I hope we can identify our mutual priorities for the commissioning of services.

**Independent assurance**
Soon after taking up post I established an independent Audit and Accounts Committee with a strong and focused scrutiny remit. Committee members meet regularly and consider the work undertaken by the Internal Audit function, bringing any areas of concern to my attention. The Committee also reviews the annual Statement of Accounts, both at the draft and final audited stage.

The programme of work undertaken by my Internal Audit staff is necessarily flexible, adapting to pick up any emerging areas of concern and focusing on the adequacy and effectiveness of the system of internal controls within the area reviewed. A review of the assurance levels assessed over the past financial year demonstrated that all were classed as ‘good’ or ‘high’.

**Ethics and integrity – doing the right thing**
Working to promote and ensure the highest standards of integrity in the delivery of policing services to the public of Greater Manchester is of crucial importance to me. Earlier this year at my themed public forum meeting examining professional standards, complaints and conduct issues, I announced plans to form an independent Ethics Committee. This Committee, which will be in place by April 2014, will examine and make recommendations on areas of police work which can impact on the reputation of the service and around which additional guidance and advice would be beneficial.

I am also currently exploring options around the creation of an independent ombudsman function. I anticipate that this function will have a key role in providing an objective view and recommendations around complaints which could be considered as being at the less serious end of the scale.
PURPOSE OF REPORT:

To present to the Panel the GMP Force Delivery Plan for 2013-16 for consideration and comment.

RECOMMENDATIONS:

To note and comment on the Chief Constable's Force Delivery Plan.

CONTACT OFFICER:

Sir Peter Fahy, Chief Constable, Greater Manchester Police
Te: 0161 856 2010
Email: peter.fahy@gmp.police.uk

WLT LEAD OFFICER:

Jim Taylor, Chief Constable, Rochdale MBC
Greater Manchester Police

Report to the Police and Crime Commissioner on the Force Delivery Plan

November 2013
GMP’s commitments

The Police and Crime Commissioner has set nine specific police and crime objectives for Greater Manchester. These form the basis of the Police and Crime Plan 2013-2016.

Greater Manchester Police’s response to this is the Force Delivery Plan, which sets out some key actions, but not everything, that the Force will do to meet the Commissioner’s objectives.

The nine objectives have been grouped into three commitments that the Chief Constable has stated are at the foundation of the action required to deliver the plan:

**Continue to drive down crime and ASB**
- Drive down crime
- Tackle Anti-social behaviour
- Put victims at the centre

**Keep People Safe**
- Protect vulnerable people
- Deal effectively with terrorism, serious crime and organised criminality
- Maintain Public Safety, Deal with civil emergencies and emerging threats

**Give a good service**
- Build confidence in policing services
- Build and strengthen partnerships
- Protect the police service

The Rounded View of Performance attempts to reflect the breadth and complexity of contemporary policing and set it into an appropriate context. The examples cited in the Rounded View are intended to be illustrative rather than an exhaustive or definitive list of our activities.

Website for Greater Manchester Police:  
[http://www.gmp.police.uk/](http://www.gmp.police.uk/)

Website for Office of the Police and Crime Commissioner:  
Greater Manchester Police
Report to the Police and Crime Commissioner on the Force Delivery Plan

We are GMP

Greater Manchester

Policing

Average of 2,766 incidents per day

Restorative Justice disposals 8,122

23% of victim based crime solved

16% of the local population are from minority ethnic communities

How we work

INCIDENCE OF VICTIM BASED CRIME

60 victim based crimes per 1,000 residents

1% of victim based crimes are hate related

8% of victim based crimes are domestic abuse related

8% of victim based crimes involve alcohol influence

INCIDENCE OF ASB

54 ASB incidents per 1,000 residents

3% of residents perceive a high level of ASB in their local area

What we do

Public engagement

82 tweet level score

137,392 Twitter followers

91% of residents have confidence in policing

Public satisfaction

84% of victims completely / very / fairly satisfied

57,308 Facebook ‘likes’
High level indicators

The numbers contained in this document refer to the twelve months to the end of October 2013, and comparisons are to the same period the previous year, unless otherwise stated.

**Incidence of victim-based crime**
60 victim based crimes per 1000 residents
Reduction of 4% but this was not significant
23% of victim based crimes are solved
Significant increase of 19% in theft from the person crimes
Significant increase of 18% in sexual offences (many are historic reports)

**Incidence of anti-social behaviour**
54 ASB incidents per 1000 residents
Significant increase of 10%
3% of residents perceive a high level of ASB in their local area (year to September 2013)

**Level of public confidence in the Police**
91% of residents believe the police do a good or excellent job (year to September 2013)
Significant improvement

**Level of victim satisfaction**
84% of victims are completely/very/fairly satisfied with overall service

**Level of Police-public engagement**
Twitter account is classified as an ‘amplifier’ on tweetlevel.com
High engagement continues on Facebook
A rounded view of performance

Continue to drive down crime and ASB

The incidence of victim based offences has reduced by 4% this year, to 60 crimes per thousand residents; although this is higher than the national average of 55 crimes per thousand residents (in the twelve months to the end of March 2013), it is comparable to similar large city police force areas. The incidences of three of the five key offence groups (violence against the person, robbery, and criminal damage and arson) have decreased; the exceptions are theft offences, which have remained stable, and sexual offences, which has increased by 18% (this is discussed further in Keep People Safe).

While the wider theft offences category has reduced during this period, theft from the person has been identified as a potential threat; this type of crime has increased by 19%, to 2 crimes per thousand residents, with notable rises in South Manchester, Trafford and Salford. The most common type of property stolen is mobile phones, particularly high-value models and smartphones. GMP has launched Operation Network, a crime prevention initiative related specifically to thefts of mobile phones, which is employing tactics including: deployment of a TV bike in hotspot areas, use of plasma screens in problem venues, and a press campaign to disseminate relevant information; a six month trial of equipment which can be used for mass registration of mobile phones; and consideration of policies which may reduce false reporting. In addition, GMP is undertaking work, both internally and in conjunction with partner agencies, to disrupt stolen property markets and gain an improved understanding of the methods used by offenders to dispose of mobile phones. A new operating system for iPhones, released in autumn 2013, includes a new activation lock, which blocks the phone unless the owner’s account and password are entered, regardless of whether or not it has been wiped or where it is located; this feature will help to prevent phones being exported for resale.

Operations will also be running across Greater Manchester to address acquisitive crime associated with the winter period, including Christmas and New Year; in Bolton, Operation Sherry and Operation Tinsel will target theft from the person and shoplifting in the town centre and, in Tameside, a series of ‘60 Second Security’ videos have been launched in response to a request from local Homewatch schemes and residents to assist with operating security devices. The videos will be distributed via social media networks and displayed at locations across the division, including health centres and shopping centres, and will form the basis of a library which can be used across GMP.

The Scrap Metal Act 2013 has imposed new conditions on the buying and selling of scrap metal. Dealers, motor salvage operators and itinerant collectors are required to obtain and display licences from the local authorities within which they operate, and will be subject to background checks to ensure they are fit to run a business; records of transactions, the provision of personal identification at the point of sale, and payments made via cheque or bank transfer are also requirements under the Act. These conditions, and new powers allowing police to enter and inspect sites, will reinforce work being carried out under Operation Alloy, which was launched following a considerable increase in the number of scrap metal thefts in 2011-12. In Rochdale, a wide range of tactics have been employed, including roadside checks on vehicles carrying scrap metal and the execution of warrants at dealers’ premises. Officers have worked closely with the local council to enforce waste carriage and disposal licences, and held a conference for scrap metal dealers to encourage the adoption of a voluntary code of conduct, which includes displaying signs indicating that they are working in association with the police. Successful working relationships have also been established with British Transport Police and the National Grid, and worked in conjunction with the latter to prevent cable thefts from live pylons.

Greater Manchester has one of the largest student populations in Europe (numbering over 100,000, of which approximately 20% are international students). Operation Student Safe commences at the beginning of the academic year to ensure students (particularly those in their first year at university, who can be especially vulnerable) and the communities within which they live and study are not victimised. Crime prevention and personal safety advice is disseminated during presentations at halls of residence in the first week of the semester, and a high-visibility police presence is deployed in hotspot locations. A scheme promoting places of safety for students has also been launched. Student Safe Zones have been created in conjunction with universities and student unions in Manchester and Bolton; local businesses display stickers in their windows.
A rounded view of performance

Continue to drive down crime and ASB

...continued

which indicate that, if an individual feels unsafe or unwell, they can wait in these locations, and request assistance with booking a taxi to take them home or contacting the police or emergency services. It is recognised that a small proportion of students contribute to crime and anti-social behaviour, and the Operation Student Safe team is working in conjunction with local officers, Manchester City Council, universities and a dedicated Off Campus Manager to ensure that relevant issues are resolved.

GMP has solved 23% of victim based offences, and there is an ongoing commitment to identify and realise the most favourable solutions to ensure that victims are at the centre. This includes the use of restorative justice and the newly-developed neighbourhood justice panels; the former now accounts for a fifth of solved offences. Work is ongoing with the Safer Stockport Partnership to encourage more take-up of neighbourhood justice panels across the borough, under the name SoRT IT (Solve Resolve Talk It Through); within this project, a Volunteer Coordinator has been employed using extra funding, internal processes are being reviewed to ensure they are compatible with this approach, and a comprehensive communications strategy targeting frontline staff is being rolled out. GMP ran Operation Resolute at the end of July, which employed a variety of tactics to address crime and anti-social behaviour; officers carried out raids, executed warrants and made 296 arrests (ten of which were a direct result of mobile electronic screens displaying pictures of wanted offenders in areas across the Force).

The incidence of anti-social behaviour has increased by 10% this year, to 54 incidents per thousand residents; in the twelve months to March 2013, GMP had one of the highest incidences of anti-social behaviour in England and Wales. A number of potential influencing factors have been suggested, including: the reduction or discontinuation of services provided by other organisations, which have impacted specific types of anti-social behaviour such as animal problems and begging and vagrancy; increases in the number of malicious or nuisance communications incidents which refer to abuse perpetrated via social media, such as Facebook and Twitter; and high-volume repeat callers across the Force.

The number of non-genuine calls is increasing, and there remains a strong link between the individuals making these calls and mental health issues and drug and alcohol abuse; there are specific ongoing issues with known callers in North and South Manchester, Tameside and Trafford, which may adversely affect the number of anti-social behaviour incidents recorded by these divisions. ‘Malicious’, a DVD to educate Year Six pupils about the impact of hoax calls to emergency service, was premiered at Stockport College in October; the filming, acting and production was undertaken by students on a course offered by the College’s media department, and GMP worked in association with partners including Greater Manchester Fire and Rescue Service, the Prison Service, GEOAmey (the prisoner escort service) and the GMP Museum to produce the DVD. It features an offender being arrested, interviewed, charged, appearing at court and remanded in custody after making hoax calls to the police and fire service, and will be piloted at a primary school in Brinnington.

The proportion of Greater Manchester residents who perceive a high level of anti-social behaviour has reduced to 3%; the most common reason cited for this is officer visibility. An action plan in relation to anti-social behaviour committed by young people in Manchester city centre has been implemented. This involves high-visibility patrolling and use of CCTV to identify and target perpetrators, collaboration with the Local Authority to address environmental concerns, such as lighting, and the use of an outreach worker on Saturdays. Juvenile contact cards are also used, which can be distributed to individuals witnessed acting in an anti-social manner and used to record their names and addresses pending further contact with the police. GMP has also worked in association with partners to address issues in other areas of Manchester, including the removal of problematic telephone boxes by BT to reduce street drug use, and support events to prevent begging through the provision of food, clothing and advice relating to health and accommodation.
A rounded view of performance

Keep People Safe

Keeping people safe is a fundamental element of policing, which encompasses contrasting issues; it includes putting victims at the centre, and identifying and protecting individuals and groups at the highest risk of victimisation, in addition to maintaining public safety and managing civil emergencies and major events.

There are currently more than 160 known organised crime groups (OCGs) in Greater Manchester, but it is estimated that there may be up to 500 networks in operation. Programme Challenger seeks to identify existing OCGs and disrupt and dismantle these groups in conjunction with partner agencies, including: Her Majesty’s Revenue and Customs; the Department for Work and Pensions; the Driver and Vehicle Licensing Agency; the England Illegal Money Lending team; Immigration Enforcement; housing providers; local authorities; and Integrated Neighbourhood Policing Teams. The Home Office and National Crime Agency are also providing expertise to support Programme Challenger. The Home Office published the Serious and Organised Crime Strategy in October, which details the Government’s plans for dealing with this type of crime, and GMP has been instrumental in developing this strategy in association with the Home Office and is cited throughout the document as providing best practice and innovative ways of working. Programme Challenger was officially launched on 21st October 2013, with the first week of action. This resulted in 76 arrests made for crimes including money laundering, firearms offences, robbery, supply and possession of drugs, immigration offences and abstracting electricity. GMP also successfully seized £32,700 under the Proceeds of Crime Act, 50 tonnes of counterfeit goods worth £2million, class A and B drugs worth £455,000, 30 mobile phones, twelve stolen vehicles and six weapons. There were also 15 referrals to partner agencies, including the Border Agency Immigration Service, Greater Manchester Fire and Rescue Service and the Royal Society for the Protection of Animals. In addition, an operation was launched in relation to loan sharking; questionnaires were used to assess the problem and offer support, and leaflets were distributed to communities across Greater Manchester.

The North West Counter Terrorism Unit continues to work with partners to identify and mitigate risk from terrorism to the North West, the UK and international interests abroad, so that people can go about their lives freely and in confidence. Work continues to detect and investigate terrorism threats at the earliest possible opportunity, disrupting terrorist activity before it can endanger the public and, whenever possible, prosecuting those responsible.

Research shows that a high proportion of offenders of domestic abuse are aged between 19 and 24 years. There are opportunities to target these offenders with early intervention methods, such as referrals to Greater Manchester Probation and other agencies for intensive programmes to deter them from further offending.

In early October, the People at Risk Unit was introduced to the Force as part of the Specialist Protective Services Branch. The unit will support individuals who may be at risk and may require some support or protection, but do not qualify for support elsewhere. Assistance from the police and partner agencies allows individuals to support a prosecution without fear of repercussions and their evidence may be critical to a criminal prosecution. This may involve short or long term support, in some cases in the form temporary or permanent relocation within Greater Manchester. It may also involve support around an individual’s medical, educational and benefit requirements for those at risk.

Sexual offences have increased by 18%; this is the only key offence group to have increased during this period. This includes a significant increase in reports of rape and other sexual offences from one or more years ago compared to the previous year, which is due in part to national media coverage of high-profile cases. Recording practices have also improved, with a central unit now responsible for recording sexual offences, ensuring consistency not only in recording practices but in investigations and decision-making across all eleven divisions. Other forces have also seen an increase in recorded sexual offences.

The emergence of child sexual exploitation as an issue in Greater Manchester has also prompted the launch of Project Phoenix, a Forcewide multi-agency approach to tackling this type of crime. Building on work done on local projects, such as Sunrise in Rochdale, it aims to identify and offer support to victims of crime, gather intelligence and information to investigate offences and prosecute offenders, and assist the public in recognising
A rounded view of performance

Keep People Safe…continued

the indicators of child sexual exploitation. Project Phoenix is implementing standard documentation, common referral pathways and the use of Cloud technology, which will allow intelligence to be shared with partner agencies, ensuring that the response to this type of crime is consistent across the Force. Systems are also being enhanced, to allow for easier identification of child sexual exploitation. The rise in reports of sexual offences has led to increased demand on resources, to ensure that victims are given adequate support.

Operation Seafarer was launched in Salford in 2009, following the execution of a warrant by Trading Standards in relation to benefit fraud and property lettings at an address in Eccles, and the subsequent discovery of a young girl who was deaf and without speech which raised serious concerns. Working with local authority Adult Services, the girl was taken into care, and an intermediary was employed to assist her in learning to communicate to a level where she could detail the abuse she had suffered. The work undertaken by GMP and partner agencies supported the victim through the extremely complicated investigative process and two trials over four years, at which she was required to give evidence over a long period of time. The suspects were convicted of trafficking for domestic servitude, rape and benefit fraud.

There are multiple concerns relating to children in care nationally, and this problem is exaggerated within Greater Manchester due to the disproportionately high number of young people who have been housed within the Force area. Operation Madison has now been in place in Stockport and Rochdale for the past twelve months. Through the appointment of dedicated staff who have received enhanced training in safeguarding from each Integrated Neighbourhood Policing Team (INPT), it is now possible to gain a much clearer view of the needs of individual children and to work in a more informed way with care homes, identifying and solving issues with specific placements as they arise and supporting and challenging where appropriate through a more developed understanding of current legislation and policy. At the heart of this approach has been a resistance to move children to new placements unless absolutely necessary to limit the impact on their development. The effect has been that demand from care homes has reduced. The children are now in a far safer place, as the police and partners have a greater understanding of their needs and vulnerability, and can respond accordingly.

Operation Protector provides security for the Conservative Party Conference, which was held in Manchester city centre for the seventh time this year; the operation includes road closures, physical security measures around the venue and policing protects. On Sunday 29th September, an estimated 50,000 protesters were involved in a Trade Union Congress (TUC) march on the first day of the conference, which covered large areas of the city centre and had a considerable impact on the road network across Manchester. This required a substantial police presence, and officers worked closely with the organisers, local businesses and partner agencies to minimise disruption; the event passed in a peaceful manner, with only two arrests for low level offences.

England and Wales are jointly hosting the Rugby League World Cup 2013, and five of the 28 fixtures are being held within Greater Manchester, including the final at Old Trafford; this is the largest number to fall within one police force area. Operation Scrum will be running during this period. Meetings have been held with the team responsible for the event, stadium managers and local authorities to identify the roles and responsibilities of each group. A variety of tactics will be employed during the operation, including high visibility patrols in hotspot areas around entrances and along transport routes, deployment of mobile police stations, and the distribution of leaflets and crime prevention advice. GMP also implemented an operation to police the Champions League fixture held at Old Trafford on 23rd October, which was one of four matches held at the ground in an eleven-day period. Real Sociedad, the visiting club, brought 6,000 fans, 4,000 of which spontaneously decided to march from Manchester city centre to Old Trafford; however, while this presented a challenge, the policing response ensured that it was facilitated without disorder and with minimal disruption to the community.

Officers in Oldham are leading on a pilot scheme with Pennine Mental Health Trust regarding sharing information when dealing with vulnerable people with mental health issues. This will enable officers to make better decisions based on joint information when they are faced with a person who is in crisis, to ensure the appropriate outcome for the individual concerned and will make better use of police and Mental Health Trust resources.
A rounded view of performance

Give a good service

GMP is aiming to achieve its commitments by making the most efficient use of resources, identifying and realising opportunities to work with local people and partners, and reducing demand through early intervention.

Survey results demonstrate that in the twelve months to the end of September 2013, 91% of residents in Greater Manchester think the police do a good or excellent job and, in the twelve months to the end of September 2013, 85% of victims were completely, very or fairly satisfied with the service provided.

GMP is using social media to improve engagement with different communities. GMP is the most followed police force in the country on Twitter, and the second most followed law enforcement agency in the world; according to tweetlevel.com, the Force has a high Twitter engagement score, and the account is an ‘Amplifier’ (meaning that it has a large audience which re-tweets content). GMP also has very active Facebook accounts and GMP’s flickr photo sharing website has had more than 6 million views; the introduction of Crowd Control HQ, a management tool which allows posts to be shared across multiple social media accounts, is being considered to improve the reach of information posted on Twitter and Facebook. GMP supported the national Get Safe Online week, which took place between 21st and 25th October, and launched a campaign to raise awareness of risks and the security measures individuals can use to protect themselves. Police cadets from Tameside produced video messages with advice in relation to online safety, and a new Staying Safe Online section was created on GMP’s website to highlight emerging problems and provide a resource for those experiencing problems such as fraud and bullying. The videos are available via YouTube and have already had several hundred views.

In Stockport, work is being undertaken in relation to Stepping Hill Hospital, which generates a large number of incidents each month, and the associated demands on police resources; a meeting was organised with healthcare professionals to review issues including the management of admissions under the Mental Health Act, violence, alcohol- and drug- influenced incidents and assistance calls. This exchange proved to be successful and there are plans to review other areas as the relationship continues to develop, including absconders, individuals who are missing from home, and anti-social behaviour.

GMP is taking advantage of opportunities to engage with the public at events across Greater Manchester. GMP has also secured a regular column in the Manchester City Football Club programme, to engage with fans and raise awareness of key safety issues on match days, and to assist in building a relationship with the club. Operation Picton ran throughout September and October to coincide with Jewish holy days. High visibility patrols provided reassurance to the community and officers attended local hate crime reporting centres to provide information and take crime reports where necessary. The police work closely with the Community Security Trust, and officers continue to receive training inputs on Jewish traditions and culture to make sure the needs of the community are met.

Stop search is a useful tactic, disrupting crime and keeping communities safe, but it also has the potential to adversely affect the public’s confidence in the police regarding the fair and effective use of these powers. GMP consults Independent Advisory Groups in relation to stop search practices, which are comprised of members of local communities. A community validation pilot is currently running in South Manchester, Trafford and Oldham in relation to pre-planned non-sporting events where a section 60 authority is being considered (which is used to prevent serious violence and the use of offensive weapons); the decision-making process is deferred to the Community Validation Group, which is made up of local Independent Advisory Group members, to ensure that the Force is transparent and accountable to the communities in Greater Manchester.
A rounded view of performance

Give a good service…continued

In order to meet the operational challenges of policing the diverse communities of Greater Manchester, GMP requires a workforce that reflects the wider community. Through Operation Peel, the Force is actively recruiting people with specific language skills and other specialist knowledge to most effectively work with specific communities. 570 staff and special constables from GMP attended the national SEARCH assessment process for police officer recruitment, and 85% passed; the top performing candidates are currently being interviewed, and 60 will be offered positions starting in December 2013 and January 2014. A new approach to PCSO recruitment is being trialled in five Integrated Neighbourhood Policing Teams, which have been engaging with their local communities and accumulating pools of potential candidates; 76 candidates are being interviewed via telephone as the first stage in the process, 40% of whom are from black or minority ethnic backgrounds.

Six Volunteer Police Cadet schemes have now been established across the Force, in North Manchester, Tameside, Trafford, Wigan and Bury. The scheme is aimed at young people aged 13 to 17 and is led by police officers, police staff and community members, who volunteer their own time to ensure its success. Young people involved with the Volunteer Police Cadet scheme have represented GMP at a number of events, including the Manchester Parade and Pride, and have supported crime reduction days and initiatives to target anti-social behaviour; in addition, 26 cadets were responsible for marshalling the memorial service for PCs Nicola Hughes and Fiona Bone in conjunction with operational staff. Other schemes will be developed across Greater Manchester over the coming months.

The Force is transforming internal services to ensure they constitute value for money and that the maximum amount of the budget is spent on frontline policing. The functions undertaken by the Specialist Protective Services branch, including forensics and intelligence, are being reviewed to ensure that GMP’s response to critical incidents, and related operations and investigations, is consistent and appropriate; the project will identify areas with the highest workloads, and ascertain whether the current resources match demand or if further investment is required to improve efficiency.

Tameside Council has implemented a new Neighbourhood Offer, to improve the provision of community services across the borough through close partnership working with Integrated Neighbourhood Policing Teams (INPTs), health and social housing providers and the community. Multi-skilled teams are co-locating to address key issues, increase engagement with the public, protect vulnerable people and ensure that neighbourhoods are clean and safe. Officers in Tameside are assisting with community events to launch the new structure.

Staff are GMP’s most important resource, and their wellbeing and perception of their working environment is a priority; the ongoing reductions in resources, the continuous development and implementation of improvement initiatives and increased demand are, where possible, being offset by improved efficiency, but additional pressure is invariably being put on staff. Responses to a Forcewide wellbeing survey have been analysed, and solutions are being implemented to address the issues which have been identified as a result.
Definitions

**Incidence of victim-based crime**
This is the number of all police-recorded victim based crime offences recorded by the Police per 1,000 residential population for a 12-month period. This category includes violent crimes, sexual offences, robbery, theft offences including burglary and criminal damage and arson. The victim could be an individual, an organisation or corporate body.

Monitoring will be developed to consider: whether the current incidence has improved or deteriorated; how the incidence compares with other like police force areas; the proportion of crimes that are solved; the incidence of serious offences and other offences of concern; the likelihood of becoming a victim; the level of repeat victimisation; the level of repeat offending; fear of crime and other estimates e.g. information from the Crime Survey of England and Wales.

**Incidence of anti-social behaviour**
This is the number of anti-social behaviour incidents per 1,000 population for a 12-month period. Anti-social behaviour is not a criminal act but includes (although is not limited to): rowdy/inconsiderate behaviour, problems with neighbours, malicious/nuisance communications, begging, street drinking and littering.

Monitoring will be developed to consider: whether the current incidence has improved or deteriorated; how the incidence compares with other like police force areas; the level of repeat victimisation; other estimates of anti-social behaviour e.g. information from surveys including the Crime Survey of England and Wales.

**Level of public confidence in the Police**
This is an estimate of the population who believe that the Police do a good job and is based on a survey. Monitoring will be developed to consider: whether the current level of confidence has improved or deteriorated; how the level compares with other like police force areas; the drivers of confidence; other estimates of confidence e.g. information from surveys including the Crime Survey of England and Wales.

**Level of victim satisfaction**
This is the proportion of victims who are satisfied with the service received, based on surveys. Monitoring will be developed to consider: whether the current level of satisfaction has improved or deteriorated; how the level compares with other like police force areas; satisfaction with different aspects of service; satisfaction of different groups of service users; complaints about the Police and the service received; other estimates of satisfaction e.g. information from surveys including the Crime Survey of England and Wales.

**Level of Police-public engagement**
This is an estimate of public engagement derived from the use of social media and other sources. Monitoring will be developed to consider: public participation in consultation events and other estimates of public engagement e.g. information from surveys including the Crime Survey of England and Wales.

The tweetlevel score comes from [http://tweetlevel.edelman.com/](http://tweetlevel.edelman.com/)
PURPOSE OF REPORT:

Each year the Police and Crime Commissioner has to produce an Annual Report outlining progress towards the delivery of his Police and Crime Plan and the activities of his office. This year it is quite unusual, as there is only six months to report on and the Police and Crime Plan’s publication came at the end of the reporting period. Next year the Police and Crime Commissioner will provide a full annual report which will be in a format that is engaging and accessible for Greater Manchester people.

The period covered by this annual report is 22 November 2012 (when the Police and Crime Commissioner formally took up office) to 31 March 2013.

RECOMMENDATIONS:


CONTACT OFFICER:

Russell Bernstein, Chief Executive, Office of the Police and Crime Commissioner
Te: 0161 793 3733
Email: Russell.bernstein@gmpcc.org.uk

WLT LEAD OFFICER:

Jim Taylor, Chief Executive, Rochdale MBC
Introduction

Each year I have to produce an annual report outlining progress towards the delivery of my Police and Crime Plan and the activities of my office. This year it’s quite unusual, as there is only six months to report on and the Police and Crime Plan’s publication came at the end of the reporting period. Next year I will provide a full annual report which will be in a format that is engaging and accessible for Greater Manchester people.

The period covered by this annual report is November 22 2012 (when I formally took up office) to 31 March 2013.

Police and Crime Plan

The Police and Crime Plan was published on 28 March - at the end of this annual report’s reporting period. It outlines the nine objectives that I’ve set to drive forward the community safety agenda.

These are:

- Driving down crime
- Building and strengthening partnerships
- Tackling anti-social behaviour
- Protecting vulnerable people
- Putting victims at the centre
- Maintaining public safety, dealing with civil emergencies and emerging threats
- Dealing effectively with terrorism, serious crime and organised criminality
- Building confidence in policing services
- Protecting the police service

My ultimate aim is for all of us in Greater Manchester to work together to build the safest communities in Britain. Partnership is at the core of this plan, and my work as Police and Crime Commissioner is fundamentally about ensuring that partner agencies work together for the benefit of everyone in Greater Manchester, and ensuring the activities of Greater Manchester Police are effectively scrutinised.

Activity

This focus on partnership working has been central to how I’ve been going about my business since being elected. We’ve seen the successful establishment of the Police and Crime Panel and Steering Group with membership drawn from all 10 local authorities along with some independent members, and I’ve opened useful dialogue with
a range of partner agencies that work towards the community safety agenda including the judiciary, Crown Prosecution Service, Probation Trust, Prisons and organisations providing services for victims and the NHS.

Crucially, I’ve been able to bring these diverse agencies together to make a start on driving forward one of my key priorities – improving how victims are treated within the criminal justice system. To that end, I’ve met with many victims to hear their concerns and their ideas about how to make things better. Earlier this year I hosted an event where a range of victims came together to share their personal journeys through the criminal justice system. We then met with representatives of all members of the criminal justice system to share the findings, and we are identifying ways to focus more on the needs of victims and ensure they are at the heart of the system. We are also looking to see how we can have a local Victim’s Code of Practice to sit alongside the proposed national code. My ambition is for Greater Manchester to have the best victims’ services in the country. It’s in the interests of justice that any victim of crime in our region has the confidence to know they will be treated properly if they take the brave step of coming forward.

We’ve ensured that the public have the opportunity to hold both the Chief Constable and myself to account by holding a series of public meetings across Greater Manchester. Each month the Chief Constable and I hold these meetings in a different part of Greater Manchester, where the relevant divisional commander also gives an update on what’s happening in residents’ communities. These meetings have been well-attended and lively debate has ensued on a wide variety of topics.

Engaging with the public isn’t limited to these meetings, however. I regularly attend events, meetings and groups across Greater Manchester to ensure I get as full an understanding as possible of people’s concerns and priorities. We carried out a formal consultation exercise with the public on the Police and Crime Plan. We also actively engage with both mainstream and social media to get the message out about what I do and my priorities, and respond to members of the public who get in touch with us through social media or directly with the office.

We also recruit and support volunteers who provide services for three different schemes - Independent Custody Visiting, Appropriate Adults and Animal Welfare Visiting. The Independent Custody Visiting scheme involves our volunteers making unannounced visits to police custody suites to check on the welfare of people being detained. Our Appropriate Adults provide support to young people and vulnerable adults during the custody process, making sure that they understand what is happening and understand their rights and entitlements. Animal Welfare Visitors undertake regular checks on the police dogs and horses within Greater Manchester, examining the welfare of the animals and the conditions in which they are housed, trained and transported.

Budget
The government’s decision to slash police services in this country jeopardises community safety and community cohesion. Greater Manchester Police is mid-way through a process that will see £134m slashed from its budget with fewer police on the streets and fewer staff supporting officers as they solve crime and keep us safe.

I’ve done what I can to mitigate this, which is why I took the difficult decision to raise the police element of your council tax for 2013/14. It was a modest increase – just £5 per year for the average household in Greater Manchester – but I made the promise to plough every penny of the increase back into frontline policing. So while central Government cuts, this extra money from you has been used to fund 200 additional police officers and staff in 2013/14. I’m also doubling the number of apprentices – from 22 to 50 – GMP will take on in 2013/14. I have also created a £200,000 fund to help tackle one of the issues that significantly drains police resources – mental health.

Central government says that the cost of my office should be no more than 1% of the total police budget, but in actual fact my office’s costs are less than 0.5% of GMP’s budget. The budget has been set at £2.7m, which is a saving of £200,000 compared to the former police authority, but I anticipate generating significant additional savings before the end of the 2013/14 financial year.

I believe strongly in transparency and on my website you can access my expenses, and any spending made by my office in excess of £500. Greater Manchester Police also publishes spending that is in excess of £500.

Tony Lloyd
Greater Manchester Police and Crime Commissioner

For more information about my work and the work of my staff, visit www.gmpcc.org.uk

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