Manchester’s Community Safety Partnership

OUR STRATEGY 2018 – 21

Working together to keep Manchester safer
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Foreword
by Councillor Nigel Murphy

The Community Safety Partnership is pleased to introduce Manchester’s Community Safety Strategy 2018–2021. It was 20 years ago in 1998 when Manchester’s Community Safety Partnership (CSP) was established, with our first strategy being published in 1999. Reducing crime and disorder and protecting vulnerable people are extremely important factors in improving the lives of Manchester residents. Through working together, the Partnership has achieved many successes in protecting those who are vulnerable, reducing crime and antisocial behaviour, and changing the behaviour of offenders.

We are proud of these achievements but know that more needs to be done.

The past year in particular has been difficult, with the horrific attack at the Manchester Arena. The response to this attack highlighted the strength and spirit of the people of Manchester. We came together to show the world the resilience, unity, heroism and generosity of Manchester. Relationships with our communities built over time, and work to promote community cohesion played an important role in our immediate response to the attack.

Welfare reforms, reductions in public resources, and changes in recording practices over the past three years have led to challenges. However, the CSP remains committed to finding new ways of working effectively and efficiently with partners, local residents and businesses to make Manchester safer.
Introduction

The Crime and Disorder Act 1998 placed a duty on the police and local authorities to work together with key partners and organisations to develop and implement local crime reduction strategies. Before developing such strategies, they must identify key local crime-and-disorder priorities through consultation, and by analysing crime-and-disorder levels and patterns in the area.

In Manchester, the Council and Greater Manchester Police (GMP) came together with offender management services, Greater Manchester Fire and Rescue Service (GMFRS), Health, the universities, voluntary and community sector organisations, and housing providers, to form the Community Safety Partnership (CSP) in 1998. The CSP has one overriding objective – to make Manchester a safe place to live, work and visit. The work of the Community Safety Partnership is underpinned by the Our Manchester Strategy, which places emphasis on working with residents, partners and communities to improve safety across the city.

In developing this strategy, the CSP has consulted widely with Manchester residents and people who work in and visit the city. Details of this consultation can be found later in this document, and at makingmanchestersafer.com

This strategy sets out the priorities for the next three years.
Below are some examples of how the CSP has reduced crime and antisocial behaviour, protected vulnerable people, and changed the behaviour of offenders during the previous three-year strategy:

### Tackling drug-related issues

In 2015 the Public Health Team commissioned Manchester Metropolitan University to undertake research into New Psychoactive Substances (NPS). The subsequent report ‘NPS: Prevalence, Nature and Challenges’ was published in 2016, and since then there has been good progress in implementing the suggested recommendations. This has included the establishment of the Greater Manchester Local Drug Information System (LDIS) in March 2017. The LDIS provides regular updates around drug use, composition, legislation, and research.

The development of the Manchester Drug Research and Knowledge Exchange has helped to facilitate the chemical analysis of substances. Information sheets have been developed and widely circulated to frontline workers, and a workshop was held to develop the content of bespoke training for frontline staff. The training began in the summer and sessions are now being delivered as part of a rolling programme. Manchester has shared our response with several other areas in England and Wales, and has been invited to contribute to the review of the Psychoactive Substances Act 2016 by the Home Office. Manchester was also cited as an example of good practice in the report by the Probation Inspectorate and the Care Quality Commission of New Psychoactive Substances.

As part of Operation Mandera, a dedicated team tackles Spice and other drug issues in the city centre. This work includes liaising with partners around research and testing, briefing staff about awareness and enforcement, joint working with outreach projects, gathering evidence for prosecutions, and securing Civil Injunction Orders and Criminal Behaviour Orders (CBOs). CBOs can prohibit individuals from entering specified areas, thus reducing drug-related offences, robbery and theft from the person.

### Hate crime

We have worked closely with our voluntary and community-sector partners to encourage and support the establishment of third-party reporting centres. These centres allow victims to report hate crime – anonymously if required – and receive specialist support. There are now 44 centres across Manchester, and each centre has received training and signed up to a set of standards. Since 2013 the CSP has funded more than 250 events, activities and programmes to raise awareness of hate crime, encourage reporting and promote cohesion. These events have included:

- a poetry and pottery session in Gorton to raise awareness and encourage young people to report hate crimes
- an awareness-raising event encouraging the reporting of hate crimes against people with disabilities
- workshops exploring lesbian, gay, bisexual and trans history and the effects of hate crime
- a conversation club exploring discrimination faced by refugees and asylum seekers
- a film produced in conjunction with and featuring young women, giving a valuable and frank insight into the issues and negative experiences faced by young Muslim women in Manchester
- a film featuring service users with learning disabilities recounting experiences of hate incidents and bullying.

Hate Crime Awareness Week 2018 will be promoted throughout Greater Manchester, and for the first time it is also being supported regionally, with police forces across the north west promoting awareness. Locally, the hate-crime awareness programme has been supported by Macc, Manchester’s local voluntary, community and social enterprise sector support organisation.
City Centre Integrated Neighbourhood Management

Integrated Neighbourhood Management (INM) is a key element of delivering the Our Manchester Strategy. It relies on effective partnership and multi-agency working across public services and the voluntary and community sector to build resilient communities in places where people want to live, work and invest. The city centre is one of the four early adopter areas; it was chosen as an area with significant demands but where co-location and integrated working were already in place. One of the high-level outcomes was to achieve shared priorities by increasing the ability of public services to solve problems together as a team.

On a day-to-day basis, GMP, Licensing, Out-of-Hours Compliance officers, the Antisocial Behaviour Action Team, Rough Sleepers Outreach Teams, BIFFA and neighbourhood teams work alongside one another to address place-based issues. The day-to-day working is supplemented by a weekly briefing that brings together the wider team. This includes GMFRS, NCP, CityCo, the Taxi Compliance Team, and the Premises Licensing Team, and they discuss any issues that need a joint response or input from different members of the INM team to resolve.

Early help

Early help involves intervening early and as soon as possible to tackle problems emerging for children, young people and their families, to prevent issues escalating and to reduce demand on services. Early Help Hubs were launched in three areas of Manchester in September 2015, strengthening the timeliness and co-ordination of the early help offer in Manchester. The hubs bring together agencies to share information and provide support. Daily triage meetings take place in each of the hubs and are attended by a range of partners (including social care, education, police, health, and housing). Information is gathered in order to assess the level of need and most appropriate response for the family. Each hub has a Senior Social Worker permanently located within the triage team to maintain oversight of safeguarding decisions. Families needing a more targeted and specialist response are discussed at weekly allocation meetings.

Volunteers from voluntary and community sector providers have supported vulnerable families who require more intense support. These volunteers provide befriending and low-level support to enable adults and children to sustain change, increase resilience and strengths within the family, and link into access services within their own communities. This initiative also enables local volunteers to acquire knowledge, develop skills, gain confidence and find employment. The intention is that over time the families become an asset within the community, and potential involvement from statutory services such as social care, GMP or acute services is prevented.
Our priorities for the next three years

When developing our priorities, we carried out a number of different forms of consultation. Following this consultation we have a clear set of priorities that reflect the views and concerns of people who live in, work in and visit the city and which are based on analysis of crime data. Each priority will be overseen by a strategic lead who will be responsible for developing the CSP’s response for their priority area. This will include developing a delivery plan, commissioning analysis and activity, allocating funding, monitoring activity and performance, and working with other priority leads on cross-cutting areas of work.

We have based our priorities on information from the following sources:

What you told us

The CSP undertook consultation for three months between August and October 2017. A survey was designed that sought to identify the priorities of those living and working in Manchester, as well as ways in which the CSP could work together with residents and other stakeholders to improve community safety. The survey was hosted on the CSP’s Making Manchester Safer website, and this was promoted through social media, emails, and Macc. Paper copies of the survey were also available through libraries and community centres. A number of face-to-face engagement sessions were held with specific groups: residents, young people, the voluntary and community sector, offenders, businesses, and partners (including those from the Greater Manchester Combined Authority). A separate document detailing the responses from these consultation approaches can be found at www.makingmanchestersafer.com

Strategic Threat Assessment (STA)

In 2017 the CSP undertook a threat assessment, which informed us about the types of crimes, antisocial behaviour and emerging issues we need to focus on to make Manchester safer. Annual Strategic Threat Assessments will inform the development of delivery plans to support delivery of the strategy and the commissioning of activity.
The Police and Crime Plan

A workshop was held in conjunction with the Greater Manchester Combined Authority; this included representatives from the CSP, housing providers, Neighbourhood Watch, and voluntary, community, and social enterprise (VCSE) organisations. Data was shared at both a Manchester and Greater Manchester level with regard to current crime levels, perceptions of crime, and threats. The Police and Crime Plan, which is the responsibility of the Mayor of Greater Manchester, is due to be launched in March 2018. It’s three main aims are summarised below:

- Keeping people safe: protecting those who are vulnerable, are victims, or at risk of being victimised
- Reducing harm and offending: preventing antisocial and criminal behaviour, including terrorism
- Strengthening communities and places: helping to build resilient communities and protecting the places where people live, work and travel.

The CSP’s priorities

The CSP will focus on the following five priorities over the next three years:

1. Tackling crime and antisocial behaviour
2. Keeping children, young people and adults with vulnerabilities safe
3. Protecting people from serious harm
4. Reducing the crime impact caused by alcohol and drugs
5. Changing and preventing adult offender behaviour
1. **Tackling crime and antisocial behaviour**

This priority will focus on targeted activities to address antisocial behaviour and hate crime. It will include burglary, robbery, vehicle crime, and crimes associated with the evening and night-time economy, including violent crime.

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**The Community Safety Partnership will:**

- use all appropriate tools and powers to tackle antisocial behaviour and crime
- establish an Evening and Night-time Economy Partnership Group, bringing together statutory and voluntary organisations and businesses to develop an Evening and Night-time Economy Strategy
- continue to map crimes and antisocial behaviour to identify hotspot locations, taking an intelligence-led approach to target activity
- continue to promote community cohesion and celebrate diversity, developing models of integration
- tackle hate crimes and incidents, encourage reporting, and provide support for those affected by hate crime
- strengthen community responses to preventing acquisitive crimes such as burglary, robbery and vehicle crime
- through our dedicated city centre team, work with partners in the voluntary and community sector to tackle the issues associated with rough sleeping and begging, offering support for those in genuine need, and taking enforcement action against those who aren’t or who cause antisocial behaviour, crime and environmental issues
- while recognising the significant contribution the further education sector brings to Manchester, continue to take action against those students whose antisocial behaviour impacts on the wider community
- develop a greater understanding of residents’ concerns about speeding cars, and explore local avenues to address these concerns.
2. Keeping children, young people and adults with vulnerabilities safe

Through early intervention and prevention, the CSP will work with partners to prevent children, young people, and adults becoming victims of crime and being exploited by criminals.

- work with partners to build children’s and young people’s resilience to ensure they feel safe in their neighbourhood and the places they visit
- continue to work together to reduce the number of first-time entrants to the criminal justice system, including finding new ways of preventing and diverting young people from entering the system so their behaviour and needs can be addressed more effectively, and better outcomes can be achieved for young people and the wider community
- raise awareness amongst children, young people and adults with vulnerabilities of the risks and signs of exploitation, and domestic violence and abuse
- Improve information-sharing to ensure more effective safeguarding of children and young people

- expand our understanding of the increasing number of children, young people and adults with vulnerabilities being exploited to commit crimes, and develop appropriate multi-agency interventions
- address the increase in knife-related crime and youth violence offences through exploring local and national interventions, and developing an appropriate, evidence-based tool to roll out across education establishments
- continue to provide support for young people by working with specialist services, such as the Child and Adolescent Mental Health Service (CAMHS), which provides much-needed mental health advice and support, and alcohol and drug treatment services.

The Community Safety Partnership will:
3. Protecting people from serious harm

The CSP will work with partners to protect people from serious harm, particularly focusing on organised criminal activity that targets those with multiple vulnerabilities, where there is a risk of exploitation and/or safeguarding concerns. This will include modern slavery, female genital mutilation, domestic violence and abuse, honour-based violence, sex workers, repeat victims, radicalisation and extremism, sham marriages, child sexual exploitation, and county lines (the exploitation of vulnerable people, usually children and young people, to commit crimes in other geographical areas).

The Community Safety Partnership will:

- work with communities to break down the barriers that exist to prevent, identify and report crimes that can be hidden because of victim fear and intimidation
- protect those individuals and communities most vulnerable to exploitation, violence, human trafficking, radicalisation and harm
- develop a greater understanding of new and emerging threats, such as county lines and modern slavery
- continue to develop a collaborative response to complex safeguarding through the development of the Complex Safeguarding Hub
- focus on prevention and early intervention, evolving to respond to changing demands
- identify and target organised crime groups that cause harm to individuals and communities, disrupting and dismantling them, and bringing offenders to justice
- contribute to and influence local and national policies and strategies around domestic abuse, sexual violence, exploitation, female genital mutilation, and so-called honour-based violence
- work in collaboration with VCSE organisations that offer specialist support to those individuals who have experienced domestic violence and abuse, sexual violence, exploitation, female genital mutilation, and so-called honour-based violence
- continue to work in partnership to implement the Domestic Abuse Strategy, in order to prevent and protect people from domestic violence and abuse, including developing the work to address the behaviour of perpetrators
- protect those involved in or affected by sex work, including sex workers, families, residents and businesses.
4. Reducing the crime impact caused by alcohol and drugs

Alcohol and drug misuse are drivers for crime and antisocial behaviour, and often cause health and social problems. Alcohol is a factor in a range of offences, particularly violent crimes, domestic violence and abuse. There is also a strong correlation between drug use and acquisitive crime such as shoplifting.

The Community Safety Partnership will:

- maintain up-to-date knowledge of new and emerging drugs
- continue to work with partners around the analysis of substances to reduce harm, learn about composition and identify new substances
- develop flexible treatment options that can respond to the changing nature of drug use
- continue to develop the Local Drug Information System, ensuring that relevant stakeholders are signed up and receive up-to-date information and alerts
- ensure that work links in with other priorities where there are cross-cutting issues, particularly tackling issues associated with the evening and night-time economy
- develop a network of community alcohol champions, providing local people with skills, knowledge and key contacts to support them to influence friends, family and colleagues and reduce alcohol-related harm, including crime, antisocial behaviour and hospital admissions
- work with partners across Greater Manchester to increase the use of community sentences with treatment requirements such as Drug Rehabilitation Requirements and Alcohol Rehabilitation Requirements
- work with the Greater Manchester Healthcare in Custody and Wider Liaison and Diversion Service to ensure that vulnerable people are supported through the criminal justice system and helped to access appropriate services such as substance-misuse services.
5. Changing and preventing adult offending behaviour

One of our key priorities is to change and prevent offender behaviour and reduce the harm it causes victims, the offender’s family and the wider community. Offender management services are delivered locally by Cheshire & Greater Manchester Community Rehabilitation Company and the National Probation Service. We know that the earlier services engage with and support people at risk of offending, the greater the chance of diverting them away from offending.

The Community Safety Partnership will:

- work with partners and providers across the city to improve the accommodation offer for offenders
- work with repeat offenders who have received sentences under 12 months to ensure they are supported on release from custody
- develop the integrated offender management approach through multi-agency work, targeting offenders with a high risk of harm, and ensuring support is linked with other approaches such as early help
- ensure that work continues to allow all offenders leaving custody to have access to appropriate education, training and employment opportunities, debt support and advice
- continue to increase the number of peer mentors providing support for offenders
- support the Greater Manchester development and implementation of the whole-system approach, which aims to meet the specific needs of female offenders.
Underlying themes

These five priorities will have a number of underlying themes to ensure that we embed the Our Manchester approach to delivery of the strategy. These themes will include building community resilience, early intervention, and changing behaviour. Manchester’s RADEQUAL campaign and grant programme was launched in September 2016 and is an excellent example of this. It builds community resilience, empowering and enabling voluntary and community-sector organisations and communities to come together to challenge hate, prejudice and extremism. We will continue to support groups to develop community responses to local issues, eg. Neighbourhood Watch, Village Angels, Street Pastors, and Community Alcohol Champions. Through early intervention the CSP will prevent issues escalating, reducing harm to individuals and ensuring that they receive help and support as early as possible.

It is also important to recognise the theme of serious and organised criminality that runs through all these priorities, as well as the work that has been and will continue to be done to develop the partnership response to this.

How we will deliver

In order to measure success, the CSP will develop performance indicators for each priority and monitor on a regular basis. Priority leads will report on progress to the Community Safety Partnership Board and publicly through the Council’s Communities and Equalities Scrutiny Committee.

The strategy will be reviewed on an annual basis to ensure that it remains current and reflective of the concerns of local people and emerging threats.
The Community Safety Strategy 2018–21 links with and complements the following strategies and policies:

- **Domestic Abuse Strategy 2016–2020**
- **Hate Crime Strategy 2016–2019**
- **Manchester Prostitution Strategy 2016–2018**
  
  All available here: [www.makingmanchestersafer.com/homepage/11/publications](http://www.makingmanchestersafer.com/homepage/11/publications)

- **Prevent Strategy**
  

- **Greater Manchester Police and Crime Plan 2018–2020**
  
  To be published shortly at [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk)

- **Manchester Strategy 2015–2025**
  
  [www.manchester.gov.uk/info/500313/the_manchester_strategy/6992/manchester_2025](http://www.manchester.gov.uk/info/500313/the_manchester_strategy/6992/manchester_2025)

- **Manchester Safeguarding Boards (adults and children strategies)**
  
  [https://www.manchestersafeguardingboards.co.uk](https://www.manchestersafeguardingboards.co.uk)