

**REPORT TO: PUBLIC PROTECTION COMMISSION (SHADOW)
LEADERSHIP GROUP**

**REPORT FROM: PUBLIC PROTECTION CHIEF OFFICERS GROUP
(SHADOW)**

24 JUNE 2009

**DEVELOPMENT OF THE COMMISSION'S PRIORITIES AND WORK
PROGRAMME**

1. SUMMARY

1.1 Proposed Terms of Reference and a Shadow core structure for the Commission were determined in late 2008.

1.2 Chief Officers have subsequently been working together with a wider 'Team Manchester Public Protection Officers Group' since February to shape strategic aims, priorities and a provisional work programme. This report describes progress and recommends to the Leadership Group a set of three overarching Strategic Aims –

Strategic Aim 1: To protect our communities from terrorism, disasters and organised crime

Strategic Aim 2: To ensure excellence in crime and disorder reduction and community safety

Strategic Aim 3: To transform our service delivery to ensure services that best meet our communities' needs and maximise our partnership delivery.

2. RECOMMENDATIONS

2.1 That the Leadership Group

- (i) Approves the proposed Terms of Reference set out at paragraph 3.1.
- (ii) Approves the adoption of the three proposed Strategic Aims.
- (iii) Considers the progress being made to establish priorities and a work programme for the Commission.

3. INTRODUCTION

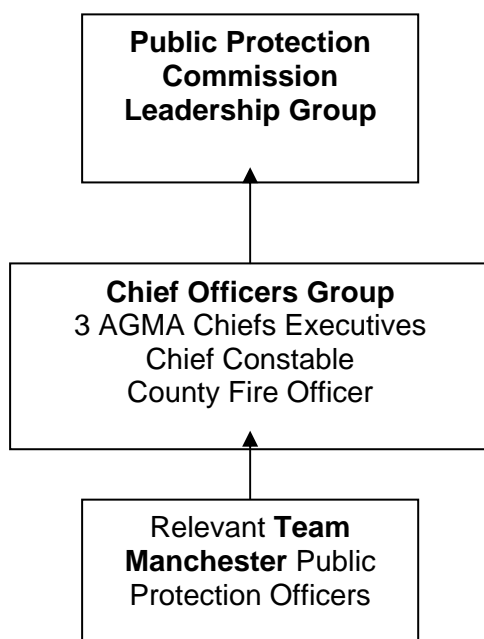
- 3.1 The AGMA Executive Board approved in late 2008 that work should be put in hand towards establishment of a Public Protection Commission. The report presented to the Board by Public Protection Chief Officers proposed terms of reference for the Commission and a shadow structure to support early development, as set out below.

Shadow Public Protection Commission Leadership Group Terms of Reference

- (1) To provide a clear, collective “Safer Communities” vision for the region.
- (2) To articulate and support the contributions of each partner to ensure a collective vision is developed.
- (3) To develop a programme of work for Commission.
- (4) To provide leadership and challenge for the development and delivery of partnership working relating to crime and community safety.
- (5) To provide oversight and monitoring of key performance indicators relating to crime and community safety, in respect of strategic partnerships.
- (6) To provide oversight and direction of any CAA (comprehensive area assessment) inspection recommendations for the region relating to crime and community safety.
- (7) To provide a link across sectors to facilitate and sanction joint action, driving priorities through specific programmes of work and in particular to making stronger links with criminal justice agencies.
- (8) To provide strategic oversight of the “community safety partnership” interface to encourage the transfer of resources where appropriate, effective joint working and the resolution of tensions.
- (9) To be the strategic driver behind improvements to community safety working practices and through this support the growth and development of the economy of the City Region through the Greater Manchester Strategy.
- (10) To provide support to Local Strategic Partnerships through the identification and dissemination of best practice from across the City Region.
- (11) To ensure, through the dissemination of good practice that efficiencies and innovation are capitalised on and duplication is avoided.
- (12) To ensure that any work undertaken is evidence led aiming to provide a better intelligence base across the individual organisations who relate to this agenda.

- (13) To identify priority indicators and support the development of targets in Greater Manchester Local Area Agreements and the Multi-Area Agreement.
- (14) To ensure consideration is made to any forthcoming changes or developments which may arise from Central Government.

Shadow Commission Structure



- 3.2 Chief Officers have been working with a wider group of Team Manchester Public Protection Officers (collectively referred to as TMPPO in the rest of this report) since February 2009 to develop a sharper vision of strategic aims for the Commission, priorities for action and a work programme. TMPPO officers have also been working with AGMA officers and the Wider Leadership Team to shape how the work of the Commission can support and achieve synergy with the emerging Greater Manchester Strategy, which will form the basis of AGMA's City Region agreement with the government.
- 3.3 Greater Manchester already has a strong history of partnership work in public protection, and the strengths and capacity provided by existing arrangements have in many cases been applauded as examples of best practice nationally. It was accordingly recognised at an early stage that it is essential that the Commission concentrates effort where sub-regional action can add value to local endeavour and existing arrangements, rather than simply adding another level of reporting, and raise practice in tackling crime in all areas to the level of the best. The Commission should also seek to ensure that strategies pull together coherently towards common goals for the City Region and make best use of partnership resources.

- 3.4 A stronger and more coherent public protection framework across Greater Manchester, with a Commission that owns goals that can be shared across agency boundaries, ought also to strengthen the voice of the conurbation's public protection agencies, helping to ensure that decisions which can best be made at sub-regional level are made there, and strengthening Greater Manchester's influence on national agendas.

4. PROPOSED STRATEGIC AIMS

- 4.1 TMPPO has considered the broad landscape of public protection in Greater Manchester and the opportunities that the development of the Commission affords to take forward the delivery of public protection services. TMPPO agreed in April a framework of three overarching Strategic Aims, which are now proposed for consideration by the Leadership Group.

- 4.2 Strategic Aim 1: To protect our communities from terrorism, disasters and organised crime

Action under this Strategic Aim would focus on the highest-level risks to the essential infrastructure that underpins the Greater Manchester economy and the safety of its communities, and seek to combat the threat to the economy and the fabric of communities arising from organised crime. The threat of terrorism, civil disasters and organised crime carry risks that must be managed at Greater Manchester as well as local levels, and which in turn fit into regional and national planning and preparedness. They carry risks to the maintenance of social order and cohesion, the economic well-being of local communities and the economic infrastructure as a whole, and delivery of essential services, that can only properly be met with a coherent sub-regional response.

- 4.3 Strategic Aim 2: To ensure excellence in crime and disorder reduction and community safety

TMPPO has considered a range of issues which affect the safety of people, places and communities across Greater Manchester and where value might be added, and greater impact achieved, through a sub-regional approach, including violence and acquisitive crime, action to tackle domestic abuse and improve the protection of vulnerable people, and action to reduce re-offending. This is now being further refined to identify a set of early priorities where:

- there are Greater Manchester-wide issues, best managed at that level;
- cooperation and coordination at City Region level can add value to local operations, particularly in developing best practice and raising all areas to the level of best;
- greater effectiveness and efficiency can be gained from cooperation and coordination at City Region level
- a cross-cutting approach which more effectively coordinates strategies across agencies and areas will have a greater impact and has the potential to reduce duplication of effort.

- 4.4 Strategic Aim 3: To transform our service delivery to ensure services that best met our communities' needs and maximise our partnership delivery.

TMPPO considers that the stronger basis of partnership afforded by the Commission provides the opportunity to seek significant improvements in the way public protection services are delivered, and improve public confidence in services and feelings of security, through collaborative action. TMPPO will be seeking to scope and assess the feasibility of cross-cutting change. At this stage TMPPO has identified a number of areas of potential but which remain to be assessed in detail :

- Collaborative approaches to consulting with the public and addressing confidence in public protection services
- Developing excellence in neighbourhood service delivery
- Joint contact management and mobile data services
- Improved information coordination
- Enhanced approaches to managing offenders in the community
- Joint procurement of drug, alcohol and other services
- Further development of the use of regulatory services as a part of crime and disorder reduction.

- 4.5 In pursuing the development of better outcomes for the public, under Strategic Aims 2 and 3 in particular, TMPPO recognises the importance of the part that criminal justice processes, agencies and partnerships must play alongside CDRP and other community safety partners, and the importance that they work coherently together to achieve Public Protection Commission priorities. In particular, it is important that the public can have confidence that agencies in the criminal justice system and in community safety are clearly focussed together on understanding risk and vulnerability and on protecting people from harm.

- 4.6 TMPPO also considers that there are opportunities to develop joint programmes of work with other Commissions, for example in respect of better joining up civil contingencies planning against disasters with spatial and housing planning and in addressing alcohol-related issues with the Health Commission.

5. EARLY PRIORITIES AND THE DEVELOPMENT OF WORK PROGRAMMES

Strategic Aim 1

- 5.1 TMPPO has agreed that ACC Dave Thompson of GMP will lead the development of a work programme for this Strategic Aim. There are existing sub-regional structures in place to address civil contingencies readiness, through the Greater Manchester Resilience Forum, and planning against terrorism, including multi-agency involvement in relevant aspects of the national CONTEST strategy, such as the PREVENT strand of the strategy. Attention will now be given to addressing linkages between strategies and to addressing gaps. Early attention is likely to be given to implementing measures to further improve protection and readiness in the City Region to deal with the risk of attack on Crowded Places, for which a framework for

local action by partners, including businesses, has been developed nationally and is currently the subject of consultation.

- 5.2 It is also envisaged that a sub-regional framework for action to tackle organised crime, that further develops partnership between the police, local authorities, other statutory agencies and communities, will be developed.

Strategic Aim 2

- 5.3 TMPPO has provisionally identified a set of threats to community safety which are common across Greater Manchester, but further analysis is needed to fully assess this in light of local CDRP Strategic Assessments, which are not yet all available, and to determine those issues where sub-regional activity can add real value. Existing partnership activity to tackle crime and anti-social behaviour continues at both CDRP and Greater Manchester levels, and action that can be taken through the Commission to bear down on crime will be refined through a Greater Manchester Strategic Assessment which will be complete later in the year. TMPPO considers that there is a need to identify and focus on types of crime which are causing particular harm to communities and individuals and where sub-regional action can help improve local practice and performance, complemented by addressing more cross-cutting issues such as alcohol-related crime.
- 5.4 The Strategic Assessment of crime and disorder threats and opportunities for sub-regional action will be commissioned in detail in July.
- 5.5 As an immediate action TMPPO has commissioned two task-and-finish groups to address the following issues.
- (i) Domestic Abuse, to drive improvements in practice and share resources and develop a more consistent approach across agencies and areas in the City Region, and address the impact and development of Specialist Domestic Violence Courts.
 - (ii) Serious Acquisitive Crime (Burglary Dwelling) to address measures to reduce burglary and related cross-cutting issues including criminal justice processes and reducing reoffending, and the crime impacts of economic recession.

Strategic Aim 3

- 5.6 TMPPO agreed on 11 June to establish a task-and-finish group to scope in more detail opportunities and a programme of work to address Public Confidence and Innovation in Service Delivery. This group will commence work shortly and information about their findings and recommendations will be reported to the Leadership Group at a later date.

6. ANALYTICAL RESOURCES AND THE EVIDENCE BASE

- 6.1 The work of the Commission will be supported by the already-established Greater Manchester Against Crime (GMAC) Central Team, who in turn will work in tandem with the City Region Research Board and analytical/research teams in other specialist areas, as appropriate. The Team is financed and staffed on a multi-agency basis, and is managed by a senior police officer.

- 6.2 The GMAC Team, which has been established for some years, will continue to provide analytical products, commissioned by TMPPO, to ensure that the work of the Commission is evidence-based and targeted. Amongst other products, the Team will deliver the Strategic Assessment referred to earlier.
- 6.3 It is also intended that the Public Protection Commission should be represented on the Greater Manchester Research Board, and that the GMAC Manager will be a member of a GM Research Senior Management Team. This will ensure there is synergy between the work of the GMAC team and other city region research services, and that combined research and analytical resources can be used to best effect. For example, if intelligence is required on the impact of the recession on rates of serious acquisitive crime, it might be taken forward through cross-cutting research that draws on the expertise of both the GMAC team and the GM economic analysis team. Such joint working will enable the delivery of more robust research outputs and will also provide greater opportunity for the professional development of Greater Manchester's researchers.

7. THE PUBLIC PROTECTION COMMISSION AND THE GREATER MANCHESTER STRATEGY (GMS)

- 7.1 TMPPO officers have been working with AGMA officers and the Wider Leadership Team to address how best the Public Protection Commission can contribute to achievement of the Vision for Greater Manchester and the emerging GMS. The GMS is not intended to be a comprehensive strategy and will not reflect all the activity undertaken by the Public Protection Commission or other Commissions, but discussions have emphasised how the economic growth sought from the GMS, and the 'offer' that the City Region can make to residents, businesses and investors, demands an environment in which people, places and businesses can be safe and secure. Indeed the Manchester Independent Economic Review (MIER) identified crime as associated with the widening gap between deprived and better-off areas
- 7.2 At this stage it is envisaged that the work of the Public Protection Commission will make particular contributions to the emerging GMS in respect of :
- Protecting the vital economic and social infrastructure of the City Region;
 - Protecting families and children from abuse;
 - Supporting local action in reducing crime and anti-social behaviour in deprived neighbourhoods;
 - Improving safety alongside improvements in transport connectivity and roads
 - Delivering better public protection services through innovation and more collaborative delivery within the framework of City Region governance.

June 2009.