



The Common Statement of Performance

Introduction

The Home Secretary, Theresa May MP, has been clear that her overarching priority for the police is to cut crime. In practice, this involves: the prevention and detection of crime; understanding offender behaviour; dealing with the activities that can lead to criminality; building relationships with the public; understanding the experience of victims; maintaining public order; policing public spaces; keeping communities safe; and so much more. In addition, as an emergency service the police have a number of other responsibilities and commitments, including preparing for and responding to major incidents and even natural disasters.

This statement is an attempt to represent all the demands, responsibilities and commitments the police have, and put the statistics made available to the public in context.

The role of the police is to respond to calls for assistance from the public and other agencies, and to initiate other activity to ensure the safety of the community. Ultimately, everything the police do is in order to cut crime.

In common with the rest of the public sector, police forces are finding new and less expensive ways of working that meet the needs of the public and sustain quality of service. Of particular note is the new initiative of restorative justice (or community resolution) through which the police can reduce re-offending, reduce cost and better meet the needs of victims in dealing with crimes where the offender is known. Forces now use new ways of dealing with some crimes, meaning that some 'official' statistics (such as detection rates) under-represent the success in solving crimes. Forces are also placing emphasis on understanding criminals, particularly those who represent a serious threat and operate in organised groups. Offenders don't recognise force boundaries and so police forces work together to prevent serious crimes including terrorism. These crimes are relatively rare but take a great deal of effort and resource.

Greater Manchester

Greater Manchester is an area of 500 square miles which is mainly an urban conurbation but it also includes semi-rural areas and moorland. The cities of Manchester and Salford are surrounded by the eight metropolitan boroughs of Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Trafford and Wigan. Greater Manchester Police (GMP) serves a residential population of more than 2.5 million people, of which seven percent belong to a minority ethnic group. This includes one of the largest Jewish communities in the UK in Bury, and large Asian populations in Manchester, Oldham and Rochdale. Manchester also has a large transient community visiting the area for work, recreation and study. The area has one of the biggest student populations in Europe. In the last ten years, there has been an extensive re-development of city centre apartments, with many people (particularly young professionals) moving into the centre of Manchester. Greater Manchester is densely populated and includes extremes of affluence and deprivation that are often juxtaposed with each other.

Manchester was the world's first industrial city and is the most visited city in England after London. It continues to be the region's administrative, commercial and financial centre and, in addition, is a centre of entertainment, leisure and retail. MediaCityUK has been developed in Salford, which will be the new home for parts of the BBC, University of Salford and other businesses. Major sporting events and conferences regularly take place in the area and Greater Manchester hosts large scale public events such as Manchester Pride and the Manchester International Festival. Manchester is a major part of the road, rail and air transport infrastructure and continuing regeneration will lead to increased investment, more business and housing developments and greater visitor numbers.

The size and diversity of Greater Manchester make it a complicated and challenging area to police. Organised crime impacts on all communities across Greater Manchester; it drives other crime, instils fear in the community and impacts not only on the police but on a range of public services. The impacts of organised crime can be seen in drug addiction (and the associated acquisitive crime committed to fund it), sexual exploitation, gun crime, corruption and disruption to local economies. GMP recognises more than



The Common Statement of Performance

100 organised crime groups across the conurbation, with approximately 600 individuals associated with these groups. The inner city regions of Greater Manchester have a recognised street gang problem which brings with it anti social behaviour, drug dealing, violence and, at the extreme, murder.

Greater Manchester Police

GMP was formed in 1974 and is one of the largest provincial police forces in England and Wales, reflecting the large population and demand for policing services. For 2011-12, the annual force budget is £585.2 million. Of this, almost twenty percent comes from local council tax and the remaining balance from central Home Office or government grants. The Government's Comprehensive Spending Review means that the budget has been cut by £134 million over the four years to 2015. At the end of March 2011, GMP had 7,791 police officers, 3,866 police staff, 837 police community support officers, 549 special constables and 123 police support volunteers. Staff levels for 2011-12 remain lower than in preceding years and will reduce further over the next three years to achieve the required budget cuts.

GMP is organised into twelve territorial divisions, three covering Manchester and one for each of the other nine metropolitan authority areas. In addition to the territorial divisions, specialist and support departments such as intelligence, forensics and serious crime have responsibilities across Greater Manchester. GMP is the headquarters for the North West Counter Terrorism Unit and has a number of other specialist resources, some of which are shared with other forces in the region. These include a force helicopter and plane, underwater search and marine units, a dog unit, a mounted unit, an emergency planning unit to prepare for major disasters, and a Design for Security section, GMP's crime prevention design team.

Each of the twelve territorial divisions has a combination of [Neighbourhood Policing Units](#) which provide a localised service to the community, dedicated response teams that deal with emergency and other calls, and local investigators responsible for crime investigation alongside the existing Neighbourhood Policing Teams. Customer service desks keep victims updated on the progress of crimes and deal with concerns about service delivery.

GMP has published a [service promise](#), outlining what you can expect from the force when you make contact, and a set of [promises](#) as part of the annual policing plan. GMP aims to be the most effective police force in the UK, working with, and for, the people of Greater Manchester to make communities safer. Greater Manchester Police's approach to tackling gangs is well documented and the success of the [Xcalibre](#) multi-agency approach has seen a significant impact against the gang problem. The social networking site Twitter is now used extensively to share good news including arrests and convictions that will impact on local communities. All neighbourhood policing teams and a number of senior officers use the site, with more than 130,000 people 'following' GMP, giving officers immediate access to a huge number of people. The force has received national plaudits for its use of the social networking device. In the aftermath of the disorder and looting in Salford and Manchester in August 2011, [Twitter](#) was used to reassure members of the public and correct misinformation. This links to the [Shop a Looter](#) campaign, in which people were encouraged to identify criminals involved in the disturbances.

Summary of performance

Greater Manchester is a busy and diverse area that places high demands upon its police force. In the past twelve months over one million calls for services were received of which almost 190,000 were associated with a criminal offence and a further 150,000 with acts of anti social behaviour. The police protected millions of people at hundreds of events that included political party conferences, public demonstrations, rallies, international festivals, religious and heritage events, and major sporting events. The force protected property and restored order during the looting and disorder in the summer of 2011 and continues to bring offenders to justice. Against this backdrop, there has been an eight per cent reduction in the number of crimes and an increase in the proportion of crimes that are successfully solved by the police. Gun crime levels are at a record low. Complex investigations have led to the successful prosecution of serious offenders and organised criminals with over £6.1m worth of cash and assets being taken from criminals.



The Common Statement of Performance

The theft of metal has emerged as a major problem, with untold consequences for heritage properties, transport networks, and electricity and power stations. Notwithstanding the reductions, the level of crime remains high but is now comparable to other large police forces.

In the last 12 months, Greater Manchester hosted a number of high profile events including the Conservative Party Conference, Manchester Day parade, Manchester Pride, Manchester International Festival and concerts and sporting events. The force continues to plan and prepare for major events and critical incidents, including the 2012 Olympics.

Victim and other service user satisfaction levels have increased as has public confidence that the police are doing a good job. This has been achieved with a reduced police budget.

CRIME

Violence against the person

Violence against the person is a very broad label that ranges from murder, through assaults causing injury, to stalking and harassment (that doesn't cause physical injury); this definition also includes sexual offences. This crime type accounts for approximately 20% of total crime in GMP and in England and Wales overall. There has been a reduction in violence against the person in GMP in the 12 months to September 2011 compared to previous years, but despite the reductions, the incidence of violent crime (crimes per 1000 population) remains high compared to non-metropolitan force areas.

The crime figures are based on the number of offences reported but, for a variety of reasons, some victims are reluctant to report some offences. Sexual offences are particularly prone to being under-reported and in recognition of this, GMP takes steps to encourage reporting of such offences while at the same time reducing the number committed and prosecuting offenders.

Domestic abuse is similarly under-reported and it involves threatening behaviour, violence or abuse where the victim and offender are or have been intimate partners or family members. There were more than 14,000 domestic abuse crimes recorded in the 12 months to September 2011 which is five percent more than in previous years. Of these, more than three quarters were violence against the person and a further twelve percent were criminal damage. GMP uses a nationally recognised and accredited risk assessment for victims of Domestic Abuse, Stalking and Harassment. This provides a consistent and robust approach to all reported incidents of domestic abuse and, in turn, a greater degree of protection for vulnerable victims. On behalf of The Home Office, GMP is one of three forces currently piloting the use of [Domestic Violence Protection Orders](#). These are civil orders, which can be issued by the police to provide emergency protection for victims and can exclude a person who commits domestic abuse from the family home for up to 28 days.

In the 12 months to September 2011, 30 firearm discharges were recorded, twelve of which resulted in an injury and two resulted in a fatality. Together with West Midlands Police and Metropolitan Police Service, GMP is part of the [Communities Against Gangs, Guns and Knives Programme](#), which is a two-year Home Office-led initiative aimed at reducing knife, gun and gang-related violence involving 10-19 year olds. The number of crimes involving knives and sharp instruments has also reduced.

GMP takes a proactive approach to licensing and the night time economy and employs a zero tolerance policy to violence, violent offenders and problem licensed premises. The [Pubwatch](#) scheme involves the proactive distribution of plastic drinking glasses; publicity for safe drinking campaigns through radio and other local media; and test purchases to tackle sale of alcohol to underage and drunk people.



The Common Statement of Performance

GMP works closely with St Mary's Sexual Assault Referral Centre and other partner organisations to encourage the reporting of these crimes to the police and support victims in bringing offenders to justice.

The proportion of serious violent and serious sexual offences that were brought to justice through the courts (crimes that resulted in convictions or cautions) has increased and, where appropriate, restorative justice has been used. Violent crime victim satisfaction levels have improved slightly since the same period last year, although this change is not statistically significant and remain low compared to other forces, and so there is a commitment to better understand and consequently improve victims' experiences.

Acquisitive crime

Acquisitive crime is based on a motivation to steal money or property and includes burglary, robbery, vehicle crime, and theft and handling stolen goods. It accounts for approximately fifty percent of all crime in GMP and in England and Wales overall.

Until recently, incidence of acquisitive crime (crimes per 1000 population) in Greater Manchester was one of the highest in England and Wales. However, GMP has recorded one of the greatest decreases in the country over the last twelve months, and incidence of acquisitive crime is now comparable to other police force areas (particularly those of big city forces).

The high incidence is in part because one sixth of Greater Manchester's acquisitive crime occurs in North Manchester – an area that includes Manchester city centre. Whilst the area is relatively small, there is a concentration of shops, restaurants, clubs and pubs but a very small residential population.

Despite an overall reduction in acquisitive crime, there has been an increase in the theft of metal which is in large part because of the dramatic increase in the price paid for scrap metal; this problem is not unique to Greater Manchester. There has also been an increase in the number of burglaries and robberies in which car keys were stolen in order to subsequently steal a vehicle. This is due to newer cars being increasingly difficult to steal without the keys. High fuel prices have led to an increase in the theft of petrol and diesel particularly from service stations.

Not all acquisitive crime is opportunistic. The theft and subsequent disposal of stolen goods is often attributable to organised crime groups. These present a particular challenge to GMP and are the focus of continuous police activity. GMP works hard to seize cash and other assets from organised criminals through the Proceeds of Crime Act. Money raised in this way is used to fund further investigations into serious and organised crime, and allows the proceeds of these crimes to be returned to the communities directly affected by them.

A relatively small number of "thieves" are responsible for a large proportion of the acquisitive offences. GMP works with partner agencies to reduce the harm caused by these prolific offenders by addressing the underlying causes of their offending and rehabilitating them into their communities.

GMP continues to run dedicated operations and days of action to combat burglary and other acquisitive offences. The force has developed a partnership with Trading Standards to target stolen property markets, including scrap metal dealers, eBay and other second hand vehicle markets. This has helped in targeting acquisitive offenders and bringing them to justice. The use of [Automatic Number Plate Recognition](#) (ANPR) through both dedicated vehicles and fixed cameras has led to increased identification of stolen vehicles, arrests and subsequent detections. The emphasis on prevention and investigation combined with the appropriate use of restorative justice has improved the proportion of acquisitive offences that are solved and where offenders are brought to justice. Most recently, GMP's [Shop a Looter](#) campaign to identify offenders involved in the disorder in Manchester and Salford in August 2011 has received widespread national approval and more than 200 offenders have been charged. Whilst GMP's overall detection rates are comparable to other big city forces, they are lower than some other police forces.



The Common Statement of Performance

There has been a significant improvement in the satisfaction of vehicle crime victims in the 12 months to September 2011 compared to the previous year and relatively high levels of satisfaction of burglary victims have been sustained. However, despite the increases, the satisfaction levels for GMP are lower than in some other forces.

Other crimes

Other crime categories recorded by the police include criminal damage, fraud and forgery, drug offences and public order. It accounts for just less than thirty percent of all crime in GMP and in England and Wales overall.

Criminal damage accounted for approximately seventeen percent of total crime in Greater Manchester and there were twelve percent fewer offences in the 12 months to September 2011 compared to the previous year. However, Greater Manchester continues to have high levels in comparison to other force areas, particularly in Bolton and Wigan. These two areas also have the highest levels of anti social behaviour.

Working with partner agencies, GMP's Neighbourhood Policing Teams run local initiatives, days of action and operations to combat criminal damage and associated anti social behaviour. A number of Neighbourhood Policing Teams use Twitter to keep residents updated on issues that are important to them. The 'you said, we did' campaign, which allows members of the public to let the police know about problems in their area, has yielded many local improvements regarding criminal damage. These comments have guided GMP to areas where increased patrols and other preventative initiatives are necessary.

The size of the Greater Manchester conurbation, both in terms of pockets of deprivation and the night time economy brings with it an illicit drugs market. GMP takes a strategic perspective to drug enforcement in addition to local initiatives, where Neighbourhood Policing Teams work alongside local partners to target street dealers as well as problem-drug users. GMP's Serious Crime Division works closely with the North West Regional Crime Unit and the Serious Organised Crime Agency to tackle organised crime groups involved in large scale drugs supply.

Offences under the Public Order Act 1986 include riot, violent disorder, affray, fear or provocation of violence and harassment, alarm or distress. These crimes account for just over three percent of all crime recorded by GMP, and of this, more than eighty percent is the lowest level of public order. These crimes can have a significant impact on the public; in particular, the violent disorder occurring in Manchester and Salford in August 2011 brought widely reported fear and distress to communities in Greater Manchester. A number of national and local reviews have been undertaken to comprehend the reasons for the disorder including a [HMIC review](#) and GMP will continue to work with other independent organisations to better understand the issues involved.

Potential for public disorder, damage and anti social behaviour is heightened when large numbers of people congregate, for example at organised events or around entertainment venues. The potential is further heightened by alcohol consumption. GMP places particular emphasis on the policing of public spaces in order to prevent offending and protect the public. Police officers are trained to national standards to deal with more serious public order and the force's tactical aid unit can be deployed anywhere in the country.

There is an extensive briefing and debriefing process for all major events which is used to refine and improve the service provided to the public. This includes working with other forces; for example GMP has worked with neighbouring forces to gather and assess intelligence relating to English Defence League demonstrations that have taken place in Greater Manchester.



The Common Statement of Performance

Hate crime refers to any crime perceived by the victim or any other person as motivated by prejudice or hate. The number of recorded hate crimes recorded in the 12 months to September 2011 is sixteen percent lower than in the previous year. Although tempting to conclude that a reduction in hate crime a good thing, GMP continues to raise awareness of hate crime and encourage its reporting. The GMP internet site now includes details of all [Hate Crime Reporting Centres](#) across the force. GMP is also signed up to [True Vision](#), a national self-reporting hate crime initiative, and was involved in the development of the website in conjunction with the Ministry of Justice. Representatives from GMP hold regular meetings with representative groups such as the Community Security Trust, to encourage reporting, to develop ways of supporting victims and to prevent offending. The use of restorative justice helps to mediate between victims and offenders and contributed to increased confidence and trust in GMP.

The national focus on disability hate crime is reflected in GMP's commitment to this type of crime. GMP assisted with the [Equality and Human Rights Commission Disability-related Harassment Inquiry](#).

QUALITY OF LIFE AND SERVICE

Anti social behaviour

Anti social behaviour (ASB) includes rowdy and inconsiderate behaviour, street drinking and malicious/nuisance communications. Although not criminal behaviour it can have devastating effects on quality of life and the safety of individuals and communities, particularly if it is recurrent. ASB has a complex relationship with crime, often a precursor to crime it can be difficult to distinguish it from crimes, such as criminal damage and 'low level' public order. It is often associated with young people and GMP works with partners to prevent the development of criminal behaviour. Preventing and tackling ASB is a priority for GMP and in the 12 months to September 2011 there were twenty percent fewer recorded incidents of anti social behaviour compared to the previous year. This reduction has been accompanied by a reduction in the proportion of residents who perceive there to be a high level of ASB in the 12 months to September 2011 to five percent (based on a sample of more than 25,000 residents through the Neighbourhood Survey).

Vulnerable people

In addition to large groups, GMP has demands, responsibilities and commitments to protect small groups and individuals, particularly vulnerable individuals. In the last 12 months, approximately 20,000 missing person reports were made to GMP, relating to more than 11,000 individuals. Whilst some of these proved to have been made in error, the majority concerned vulnerable people and included children in care. GMP works with many other organisations to develop intervention and prevention strategies placing appropriate emphasis on safeguarding individuals.

Safety of public spaces

As well as dealing with crimes and incidents and protecting individuals, the police also deal with the safety of larger groups, both as part of organised, pre-planned events and in emergency situations. The police work closely with other agencies (including the other emergency services) to facilitate the safety of the public, and provide the flexibility to respond to anything dangerous or criminal that might happen during these large scale events.

In the 12 months to September 2011, there were almost 12,000 road traffic collisions recorded by GMP on Greater Manchester's roads. 746 people were killed or seriously injured, of which 115 were children. This figure has been reducing over recent years and is lower than most similar forces. GMP is part of [The Greater Manchester Casualty Reduction Partnership](#) that also includes the ten local authorities, Greater Manchester Fire and Rescue and the Highways Agency. The aim of the partnership is to improve safety and reduce collisions and casualties on the roads of Greater Manchester. The board promotes safety initiatives and educational activity including: seat belt awareness; visible road patrols to enforce speed



The Common Statement of Performance

measurement and drug and alcohol roadside testing; and GMP-led multi agency operations tackling unsafe vehicles, insurance, driver behaviour and regulations.

In the 12 months to September 2011, GMP policed many large events including: the Labour Party political conference; English Defence League demonstrations; Premiership and UEFA Champions League football matches and other sports events; Great Manchester 10km Run; Manchester Day parade; Manchester Pride; Manchester International Festival; Eid celebrations; Caribbean carnival; the bonfire in Platt Fields; New Years Eve; the switching on of Christmas lights across the force area; Mega Mela; and concerts including large outdoor stadium events. Manchester city centre and many of the satellite towns also have an extensive nightlife and entertainment economy that requires police protection.

GMP's football operations are highly regarded across the UK and Europe and were a consideration in Manchester being chosen as a venue for football for the Olympics in 2012. The Olympic Torch Relay will also pass through Greater Manchester on two occasions in the months leading up to the Games.

As part of its lead force responsibilities for the North West region, GMP maintains a capability to respond to major incidents and disasters. This includes being able to provide a dedicated unit known as a casualty bureau for any force in the area if required. In recent years, GMP officers and staff have assisted with major incidents in Cumbria including: the train derailment in 2006; floods across Cumbria in 2009; a coach crash near Keswick in 2010; and the fatal shootings in West Cumbria in 2010. The casualty bureau also provided resources for the GMP appeals hotline following the disorder in Manchester and Salford in August 2011.

GMP hosts the North West Counter Terrorism Unit, which is responsible for managing and tackling the threat from terrorism across the North West of England. Although there is no specific terrorist threat to Greater Manchester, it is a very real issue for the UK overall, and because of the type of threat from international terrorism, major cities across the country are potentially a greater target for attacks. The North West Counter Terrorism Unit has had great success to date in keeping Greater Manchester and the North West region safe from harm and has delivered a number of successful prosecutions for terrorist related crimes. However, as the national threat from terrorism remains at *substantial* – meaning that an attack is a strong possibility – everyone has a responsibility to make sure the police continue to work hard to prevent people from carrying out acts of terrorism locally, regionally and nationally.

The most crucial and effective partner for the North West Counter Terrorism Unit is the general public. While terrorist attacks remain a rarity, those who do seek to commit acts of terrorism live within our communities and it is the public who are most likely to spot something out of the ordinary. Both GMP and the North West Counter Terrorism Unit are continuously working with communities to keep them safe from terrorism, to tell them what to look out for and how to report possible suspicious or terrorist related activity, including the confidential Anti-Terrorist Hotline 0800 789 321.

Further information about GMP's performance can be found via the following links:

[Greater Manchester Police website](#)

[Greater Manchester Police Authority website](#)

[Police.uk website](#)

[HMIC Crime and Policing Comparator website](#)