

Salford Community Safety Strategy 2020 – 23

Salford Foreword

The Community Safety Partnership is pleased to present our Community Safety Strategy for 2020 – 2023. It sets out our ambitions for community safety across the city over the coming three years.

The overarching aim of the Community Safety Partnership is to build safer, stronger, more resilient communities in Salford and reduce the fear of crime.

To achieve this aim we will focus our collective efforts and resources on five priorities where we will seek to achieve progress during the lifetime of this strategy. They align with national and regional legislation, policy and strategy and reflect our most pressing community safety issues as identified through analysis of five year community safety related statistics and by listening to the views of those living and working in the city. Our priorities are:

- Driving down crime
- Tackling anti-social behaviour
- Building resilient communities
- Protecting vulnerable people
- Reducing offending

These five priority areas are broad in their spectrum and therefore the Community Safety Partnership has identified issues of importance within each of these priorities and these are as follows:

- Volume crime within neighbourhoods
- Serious and organised crime
- Serious violent crime
- Community cohesion and hate crime
- Radicalisation and extremism
- Community confidence
- Domestic abuse
- Alcohol misuse
- Youth crime prevention (including knife crime)
- Young and adult re-offenders

Community safety remains a priority for Salford. Overall recorded crime is currently static, with some positive results on individual crime types, but with some areas of crime showing large increases. In delivering this strategy we will work hard to reverse negative trends by focusing on those crimes that matter most to residents.

There has been, and will continue to be, unprecedented pressures on public sector funding. Not least local policing has faced significant financial challenges as a result of almost a decade of central government budget cuts which has resulted in the loss across Greater Manchester of over 2,000 police officers and 1,000 support staff including Police and Community Support Officers (PCSOs), who have provided such

a vital link to our communities. This is alongside cuts of 50% of core funding for the local authority since 2010, which has forced reductions in youth services, welfare and support services. It is imperative that services and communities work together to achieve our community safety ambitions and this strategy recognises that we will need to use our available resources in the most effective ways to achieve our aims.

Salford is a rapidly changing and growing place with a proud and fascinating history and an exciting and vibrant future. Our population is growing and the city is home to a broad cross-section of people. We are proud of this diversity and the tolerance and respect that people display towards each other. We will continue to support and encourage greater cohesion amongst all our communities and citizens.

The city is also increasingly attracting new business and development, in part because of better community safety. This reinforces the city's reputation as a place to invest and it supports economic regeneration. We will continue to support business to thrive in safe and secure places.

With pressures from increasing crime trends, public spending cuts and our ambitions to build a strong and inclusive city, it is imperative that the partnership looks at new ways of working together on a regional, city and neighbourhood basis to best achieve our community safety aims and objectives.

We will remain alert to the changing nature of crime and the increasingly complex patterns of criminality and we will adapt our responses to emerging threats.

It is the duty of all citizens to play their part in building safer, stronger more resilient communities. The Community Safety Partnership recognises the valuable role that community members contribute by reporting community safety issues, supporting criminal justice agencies, and by taking responsibility for their personal safety and the safety of others. Other community members will be encouraged and supported through this strategy to take on more active roles in building safer, stronger more resilient communities.

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Context - A changing city – the people and the place

The city of Salford has seen a large rise in its population since 2010 and is likely to see significant increases in the future. This population growth is due to both birth rate and inward migration.

The 2011 census results for Salford put our population at 234,000, whilst the 2017 population is currently estimated to sit at 251,000, a 7% increase in six years. By 2022 the population is estimated to reach approximately 262,000.

The age profile of the city's population has changed over time with substantial increases in the number of young children, young adults, and older working age people. In 2017 34.5% of Salford's population was aged under 16 or over 64 and by 2022 it is anticipated that this will reach 35.3%.

The latest government projections based on past trends indicate that the number of households will increase from 112,000 in 2018 to 122,000 in 2028, an increase of 9%, compared with 6% in Greater Manchester and 7% in England during the same period.

During the period 2008-18 there were around 10,000 net additions to the housing stock in Salford, with 65% of them in the ward of Ordsall. In 2017/18 there were 1,479 additional dwellings provided in the city. The most recent Housing and Economic Land Availability Assessment published by the city council (January 2019) identifies that the total stock of dwellings is likely to increase by over 3,000 units per annum over the next five years (2018-23), which is significantly in excess of the government's household projections.

Salford has an increasingly diverse mix of ethnic and religious communities. Latest census figures show that in 2011 14% of residents described themselves as belonging to a black or minority ethnic group, compared to just over 5% of the population in 2001. There have been significant increases in people coming from an Eastern European background. There have also been significant increases in people giving their ethnicity as Asian or Black/African. Furthermore, the Orthodox Jewish community in the Broughton area is the second largest outside London and makes up 3.3% of Salford's population. Other longstanding communities in the city include the Yemeni, Bangladeshi and Pakistani communities in Eccles.

There is a comparative lack of quantitative data on lesbian, gay, bisexual and trans (LGBT) people and communities in Salford as information on sexual orientation and gender identity was not collected at the last census, although it will be in 2021. Other sources of information indicate that Salford is likely to have more than 8,100 LGBT people over the age of 18. It is probable that the percentage of gay men, in particular, is well above the national average.

Information on civil partnerships was collected in the 2011 Census and this suggests that the highest concentration of LGBT people is in the east of the city, in particular the Ordsall and Langworthy neighbourhoods.

Salford University hosts a substantial and diverse student population of 19,700 students of which 27% are from non-white ethnic groups. The majority live in the area surrounding the university campus.

Social deprivation remains an issue in Salford, with the latest indices of deprivation placing Salford as the 18th most deprived local authority in England*, which partially reverses the improving direction of travel seen between 2004 and 2015.

Unemployment has halved in five years from an estimated 13,500 in 2013 to 6,800 in 2018. There were 16,100 workless households in Salford in 2017 (18.4% of households with at least one person aged 16 to 64). This is higher than the national and regional averages (GB 14.5%, NW 16.9%). Additionally Salford has always seen a significant and higher than average proportion of people out of work due to health reasons.

Salford is a city of contrasts, ranging from the dense urbanised core of Central Salford, through established suburban housing areas, to areas of high value housing and open countryside to the west.

Growth is a key priority for the city, and regeneration is at the heart of the council's priorities and a major driver for delivering the council's economic growth agenda. Between 2016 and 2018 Salford's economy grew considerably with 2,700 additional jobs created in the city.

Over the next two decades the (£) value of Salford's economy is forecast to grow at the fastest rate in Greater Manchester, 2.1% on average per year compared to 1.7% GM average.

Investment from private sector development has played a major part in Salford's growth in recent years and a significant level of private developer investment is set to continue over the next three years, worth around £4billion based on development underway and planned.

*Ranking based on the average level of deprivation across neighbourhoods in local areas ranked nationally on the Index of Multiple Deprivation 2019, MHCLG 2019
<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

Introduction

Salford Community Safety Partnership comprises public, voluntary and private agencies each with their part to play in making Salford a safer, stronger, more resilient place. This strategy provides a framework for the many activities that the partnership will deliver to improve community safety and community confidence in the city. The level of growth in the city and the city region provides great opportunities for transformational change that can provide benefits for the people of Salford. Safer places and lower crime rates also encourage businesses to invest in the city and we will do all that we can to support local economic growth.

We recognise that deprived areas suffer a disproportionate amount of crime and disorder and are vulnerable to a breakdown of community cohesion. This plan has been driven by analysis and intelligence identifying areas of greatest need and we will deliver localised activity to improve the quality of life in these neighbourhoods and to support people facing severe and multiple disadvantage.

This strategy has been developed in consultation with citizens and communities and the priorities identified by people who responded are to tackle anti-social behaviour, reduce domestic burglary and to tackle gangs and gang related behaviour. These priorities are included in the strategy.

This strategy does not stand alone. It is aligned to other plans, in particular the Greater Manchester Deputy Mayor's Police and Crime Plan ["Standing Together"](#) and is aligned with other statutory Salford Board plans. By aligning with other Salford strategies we can co-ordinate resources more effectively to protect and support all our communities.

This strategy describes our three year aspirations, how we will manage our resources and how we will measure our effectiveness, working in partnership with others.

Strategic vision and priorities

The overarching aim of the Community Safety Partnership is to build safer, stronger, more resilient communities in Salford and reduce the fear of crime.

Community Safety Priorities 2020 to 2023

Driving down crime

Between 2017 and 2019, the total number of all crimes recorded in the City remained static at around 30,000 offences. Whilst most categories have seen positive reductions in the volume of crimes, increases over this period have been recorded in the total number of recorded violent crimes and the total number of recorded firearms discharges.

We remain committed to designing out crime initiatives to further reduce domestic burglaries and crimes against businesses including alley gating schemes, target hardening and the adoption of Secure by Design principles in new build developments.

Under our new Community Safety Strategy we are strengthening our focus and efforts on violent crimes and serious and organised crime, which is closely linked to them. In our response to violent crime we will have regard to the Government's Serious Violence Strategy and any forthcoming legislation that places new duties on Community Safety partnerships.

Whilst only a small minority of people in Salford are involved in serious and organised crime, organised crime has a corrosive effect on our communities and we are therefore resolute in our determination to tackle this issue and reduce the harm these individuals pose to the wider community.

Salford pioneered multi-agency organised crime interventions under Project Gulf, which now works in partnership with Operation Challenger which co-ordinates responses at a Greater Manchester level. Under Project Gulf and its multi-agency 4P (Prevent, Prepare, Pursue and Protect) delivery plan, we will use all our available powers to disrupt and close down serious and organised gangs (OCG), seizing and redistributing criminal assets. Under this plan we will continue to develop and strengthen collaborative approaches to target organised criminals and break down the markets they rely upon for income. In 2017 we launched the STEER intervention and mentoring programme, which now works intensively with young people at risk of organised crime to divert them away from crime and back into education, employment and training.

Modern slavery is an increasing threat with the National Crime Agency reporting that nationally in 2017 more than 5,000 people were referred to the Government Agency that supports modern slavery victims found in the UK. In response the city council has published its first Modern Slavery Statement, which sets out our collaborative approach to disrupt this criminal activity through a comprehensive and united response to slavery locally, regionally and nationally.

Nationally, regionally and locally we are aware of the growing problem of gangs recruiting young people and exploiting them to their own ends, trafficking them across 'county lines'. This is child criminal exploitation (CCE) and the Community Safety Partnership through Project Gulf and the GMP campaign Trapped will continue to tackle this crime and support young people away from exploitation.

We recognise that the misuse of controlled substances, including alcohol and drugs, continues to fuel serious crime and we will therefore work together to promptly identify and intervene, moving people out of crime and into treatment and support. The illegal drugs market is ever changing and we will continue to harness intelligence including our early drugs warning system, to ensure that we have the ability to react quickly to emerging developments and risks.

As a partnership we remain committed to building and maintaining safer environments and we will therefore continue to improve the street scene to ensure that people who live and work here feel safe when out and about in the city. We will maintain our commitment to operating a CCTV control room that is staffed 24 hours per day, 365 days per year, to identify and respond quickly to incidents of crime and disorder. Whilst our current camera stock remains at 120 fixed public space CCTV cameras, we have over the past year increased our complement of mobile re-deployable cameras. We will continue to review crime pattern analysis, moving our mobile cameras in accordance with need.

Public awareness remains key to our crime reduction efforts and we will therefore maintain close communication with our communities both directly and through neighbourhood managers, elected members and housing providers, forewarning them of seasonal crime trends and measures they can take to reduce their risk.

Over recent years our successes include:
The Fire and Rescue Service conducted over 300 priority safe and well visits to households needing target hardening safety interventions.
578 alley gating schemes consisting of 1,351 alley gates covering 14,000 properties have been maintained.
Around 250 victims of crime have had upgraded security at their homes.
The confiscation of criminals assets and the reallocation of Proceeds of Crime Monies through the ARIS community funding scheme has seen over £100,000 invested in community projects benefitting the communities of Salford.
Each year the council's CCTV systems capture over 1,600 incidents of crime and anti-social behaviour with over 400 arrests resulting.
Our STEER pilot has so far supported 23 young people away from serious and organised crime, with none of them having any crimes recorded against them since being on the project.
Salford Youth Service has been actively deployed in detached youth work with young people at risk of becoming involved with gangs.

Over the next three years we will:

- Run targeted policing and partners operations against robbery, burglary and violent crime.
- We will prioritise burglary where hotspots develop and provide a range of support including increased police patrols, help with home security and the setup of home watch schemes.
- Introduce the vulnerable household target hardening project 'Secure at Home' led by the Fire and Rescue Service.

- Develop the Fire and Rescue Service Safe and Well visits to include target hardening.
- Maintain our alley gating schemes to keep neighbourhoods safe.
- Drive regeneration schemes by designing safe and vibrant neighbourhoods.
- Implement local place based crime reduction measures in areas of need.
- Collaborate with businesses, residents and the voluntary sector to deliver local community safety initiatives.
- Use emerging technologies to better understand and address emerging crime trends.
- Continue to work with partner agencies across local authority borders to tackle counterfeiting criminality.
- Deliver against the new priorities contained within our Project Gulf delivery plan.
- Deliver against the new priorities in the Serious Violence Reduction delivery plan.
- Use all our powers including civil injunctions, licensing, benefit fraud and criminal investigations to disrupt and close down serious and organised gangs.
- Maximise the opportunities to reinvest capital assets recovered under the Proceeds of Crime Act to reinvest in projects that benefit our community.
- The private sector housing team will continue to work closely with neighbourhood policing, Operation Gulf and Project Challenger to maximise disruption to criminal and OCG activity within Salford and across Greater Manchester.
- Work with other safeguarding partnerships to deliver effective responses to complex safeguarding issues.
- Continue to run the STEER programme to steer young people away from serious and organised crime and seek future funding opportunities.
- Use the principles of community alcohol partnerships to engage and educate licensed premises to run responsible businesses.
- Use our licensing powers to encourage licensed premises to withdraw low price/high alcohol products from sale.
- Target the supply of controlled drugs and provide drug and alcohol awareness interventions for young people.
- Expand our professional information network to enable better information sharing about emerging drug related threats.

Tackling anti-social behaviour

We recognise the corrosive effect of anti-social behaviour on victims' health and wellbeing and the negative impact on the wider community. As a partnership we have strong multi-agency arrangements and interventions which are making a difference. Between 2017 and 2019 we have seen an 18% reduction in anti-social behaviour, an 8% reduction in public order offences and a 14% reduction in criminal damage. Moving forward, reducing anti-social behaviour remains a priority for the city.

We know that there are seasonal fluctuations in anti-social behaviour, in particular levels rise in the summer holidays and around Halloween and Bonfire Night and we plan specific operations and events at these times, such as organised firework displays. We also work closely with other GM authorities and partners including the police and the Fire and Rescue Service with Safe 4 Summer and Safe 4 Autumn initiatives.

Tackling environmental crime such as fly-tipping, graffiti, littering, dog fouling and criminal damage is a priority for the community. Environmental blight negatively impacts on the look and feel of neighbourhoods and people's feelings of safety. Deliberate fire setting is still an issue in some neighbourhoods and we will continue to deliver interventions to reduce arson incidents.

Anti-social behaviour is not at the same levels around the city. We share information between agencies so that we can respond to emerging issues in neighbourhoods and deliver local responses with place based delivery models. We use a problem-solving approach to tailor our responses to the issue at hand, whether this is caused by an individual or by groups of people causing nuisance.

Using this problem-solving approach we are able to respond appropriately with a number of interventions. Aside from legal powers, partner agencies work together to deliver culturally sensitive mediation interventions, including restorative justice approaches, which guide the offender to address their behaviour and the impact this has on their victims.

Over the last three years our successes include:
'Operation Pandora', cracking down on flytippers, has secured 27 prosecutions for 38 offences over the last three years, with revenue from fines, costs, compensation and victim surcharges totalling over £33,000.
We issued over 550 littering or dog fouling Fixed Penalty Notices last year.
Six Public Space Protections Orders have been used across the city to tackle specific nuisance issues.
Planning enforcement has successfully been used to restrict use of a problematic premises.
The council's anti-social behaviour team dealt with over 440 cases of anti-social behaviour in 2018/19. Enforcement action has included issuing warning letters, acceptable behaviour agreements and Community Protection Notices. In addition to this the team were contacted for target hardening by 138 victims of domestic abuse and 57 victims of other crimes.

Neighbourhood community safety referral team meetings currently manage a caseload of around 250 individuals on an ongoing basis with interventions ranging from prevention and early intervention to enforcement.
Organised bonfire nights in our public parks reduced the incidence of firework related incidents.
We ran educational H2O water safety events in the Salford Quays area.
Around 800 young people are supported each year by the council's youth service to divert them away from crime and anti-social behaviour.
We set up summer holiday events such as Snack Shack to provide positive activities for young people during the summer holidays and tackle holiday hunger.
The Love your Langworthy event harnessed community engagement in a participatory budgeting event to allocate proceeds of crime funding to local community projects.
We allocated "Standing Together" GM funds to local projects which keep people safe, reduce harm and offending, and strengthen communities and places.
Neighbourhood management teams have been supporting volunteer groups such as Friends of Ordsall Park and a host of other community groups who litter pick and tidy in their local area.
Neighbourhood management teams actively recruited and supported Street Champions across the city, all of which work with us to report issues, carry out community clean ups and deliver events that make positive use of open spaces.
We developed a media campaign to encourage reporting of the misuse of off road bikes causing nuisance, which led to increases of reports and seizures.
We conducted weeks of action to clear up environmental blight and to encourage community problem-solving.

Over the next three years we will:

- Further develop the powers to grant Fixed Penalty Notices across the partnership agencies and within areas where ASB is prevalent/seasonal.
- Introduce and renew Public Space Protection Orders across the city as necessary.
- Target perpetrators of anti-social behaviour through our neighbourhood community safety referral teams and also through developing closer links with schools and social housing providers.
- Enforce against environmental crime offenders including on the spot penalty notices and overt and covert operations.
- Make full use of our licensing laws, including health and safety legislation, to improve the management of licensed premises.
- Raise awareness of how to report environmental crime through the council's Report It portal or via our housing providers' access points.
- Run weeks of action and walkabouts in neighbourhoods and in hotspot locations.
- The council and social housing providers will engage residents in developing responses to anti-social behaviour including litter pick-ups and recruitment of Street Champions.
- Develop multi agency action plans to tackle alcohol related crime issues in the cities hotspot areas.
- Pilot a Street Charter initiative in Langworthy and apply to other areas of the city.

- Run seasonal anti-social behaviour campaigns such as Safe 4 Summer and Operation Treacle.
- Provide educational and diversionary interventions to reduce incidents of anti-social behaviour and arson.
- Continue to fund via locally devolved budgets positive activities for young people, particularly in the evenings, at weekends and during the school holidays.
- Work with friends of parks to set up outreach sessions in parks over the summer and encourage them to play an increasingly important role within the youth task group.
- Ensure youth related activities are widely publicised across local partnerships to encourage engagement of young people.
- Encourage schools to engage with neighbourhood working with young people as part of the Safer School Award programme.
- Continue to deploy offenders on community payback schemes to assist with community clean-ups.
- Contract mediation services to deliver community reparation solutions.

Building resilient communities

Community cohesion builds strong and safe communities. In its simplest form, community cohesion is about people from different backgrounds getting on with each other, people contributing to how their community runs and people in the community having a sense of belonging. We recognise that our communities are changing and we will support wider partnership working to integrate communities and promote community cohesion and sustainability. In the consultation for this strategy we asked whether people felt that they lived in an area where people get on well together and how we could build community cohesion. We will develop opportunities for people to get together socially and get to know each other.

It is important that the public have the confidence to come forward and report hate crime in the knowledge that this will be taken seriously and dealt with. Hate crime is an offence against an individual motivated by race, religion or faith, sexual orientation, disability, gender or gender identity and has a profound negative effect on people's confidence and feelings of safety. As a partnership we have worked hard to increase reporting of these crimes and to improve our responses to victims and we will work closely with third party reporting centres and wider community organisations to support people to report and deal with the impacts of hate crime.

We also work with the Home Office to ensure we are implementing the government's counter terrorism strategy, to protect against terrorism and domestic extremism. An essential part of this is to work with all our communities to promote cohesion and reduce tension in our communities. We will work with our communities to gather information to protect the public from the minority who may intend to do us harm.

In order to support communities, it is important that there is a two-way exchange of information about issues and concerns between agencies and the public. People need information about what we are doing to tackle local issues of community safety and we need to understand issues and tensions in the community. We will have this dialogue with our residents through our established neighbourhood community committee structure and by working with the VOCAL Community Safety Forum.

Some of our neighbourhoods are undergoing transformational change, and we will adopt a communications plan that uses the most appropriate media channels to engage new and emerging communities. Together we can continue to work towards making Salford a safer place for everyone to live, work, study and visit.

Over the last three years our successes include:
We launched the Spirit of Salford Awards to celebrate the achievements and contribution that Salford residents make to their community and the positive impact their actions have in the city of Salford.
Salford City Council has introduced a staff volunteering scheme – an opportunity for all staff to have 24 hours of paid time off work to volunteer in our communities.
The Respect programme was delivered in 27 primary schools per academic year across Salford with the majority requesting follow up visits.
We set up the Meet Your Muslim Neighbour initiative, run by Connecting Communities, where neighbours can get together in a relaxed and friendly environment.

We ran hate crime awareness weeks including allocating funding to third sector organisations for a broad range of activities from radio, drama and sport to family events aimed at improving community relationships.

Following the Manchester Arena attack the Community Safety Partnership has implemented a number of time limited projects aimed at improving community cohesion across the city.

Salford Youth Service has developed LGBTQ+ drop ins in all neighbourhoods giving LGBTQ+ young people access to a safe and friendly environment where they can meet new people and talk about their needs and concerns.

We have worked intensively with young travellers from the Duchy site, with youth workers engaging them off site to help them to explore their issues and address their concerns.

Salford Youth Council attended the Houses of Parliament to meet politicians and debate issues that affect young people to influence national legislation and policy.

The Channel Panel multi-agency case management meeting has put in place action plans to support individuals who are vulnerable to radicalisation.

Multi-agency training was delivered to front line staff regarding radicalisation and counter narrative strategies.

We developed and implemented a tension monitoring policy.

Salford City Council teamed up with the AJ Bell Stadium (home of Salford Red Devils and Sale Sharks rugby league teams) to launch a new campaign in rugby – “Kick hate into touch”.

Over the next three years we will:

- Continue to celebrate Salford communities through The Spirit of Salford Awards.
- Implement the Community Cohesion Plan and develop opportunities for people to get together and help to build safer and stronger communities.
- Continue to develop the Community Cohesion Working Group to support all aspects of community development across Salford.
- Work with our Greater Manchester colleagues to produce a consistent approach to building strong resilient communities.
- Implement our cohesion communications plan.
- Implement the Hate Crime Plan and work with community and voluntary organisations to develop more effective approaches to understanding, tackling and preventing hate crimes and incidents in our communities.
- Deliver targeted interventions to raise awareness of hate crime and encourage people to report this crime in safe and supportive local reporting centres.
- Challenge the attitudes of offenders in relation to hate crime.
- Implement the Prevent Plan to reduce the harm and risk of individuals becoming involved in terrorist and extremist behaviours.
- Raise awareness of staff and community responsibilities under the Dovetail/Channel and Protect agenda.
- Strengthen relationships with high risk communities and increase opportunities to gather community intelligence to prevent harm.
- Develop and implement a communications strategy for the partnership and continue to promote success stories to promote the work we are doing.
- Continue to encourage local communities to report crime.

- Publicise constructive unpaid work and reparation projects in the community completed by children/young people.
- Use existing neighbourhood meeting structures and the VOCAL Community Safety Forum to listen to residents' views about their issues of concern.
- Ensure that customer satisfaction and victim focus is at the heart of all service providers' work in order to improve public confidence in agencies and the criminal justice system overall.
- Develop effective strategies to respond to the results of the forthcoming GM Community Safety Perception, Confidence and Satisfaction survey.

Protecting vulnerable people

The measure of a place that's good to live in is how well we can support and protect our most vulnerable citizens.

We take our responsibility to protect our more vulnerable members of the community from violence very seriously. In relation to tackling domestic abuse we have a multi-agency group (MARAC) that shares information about high risk domestic abuse victims and puts in place a risk focused, co-ordinated safety plan to support them. The SIDASS independent advocacy service continues to provide a service to all victims who want support – last year supporting 1,500 vulnerable victims.

It is important to address the devastating impact of domestic abuse on children and young people and safeguarding issues are addressed through early referral via The Bridge Partnership safeguarding hub to support services. Operation Encompass is fully embedded, with schools being notified overnight if children are present when the police have responded to a domestic abuse call out. This enables the school to have the right information to fully support the child the next day.

In neighbourhoods we have developed local problem solving approaches to support victims through the multi-agency community safety referral teams.

Complex Safeguarding is a Greater Manchester initiative supported by Operation Challenger, to develop our multi agency response focusing on three main safeguarding streams of work:

- Child sexual exploitation and child criminal exploitation
- Organised crime incidents and threats to life
- Modern slavery

We recognise that the misuse of drugs, both illegal and prescribed, and alcohol have a detrimental effect on people's mental and physical health as well as their financial stability. We will ensure that all people who need support have access to drug and alcohol preventative and recovery services so that they are protected from harm and can lead a safe and stable life. We will continue to target those young people most at risk of developing substance misuse problems in the future to keep them safe from harm.

We also recognise that older people and people with mental health issues can be vulnerable and we will target specific community safety initiatives to protect them.

Many vulnerable residents of Salford are housed in the private rented sector and the poorest standards of housing are also found in this sector. The council has a well-established private sector housing team which targets rogue landlords and operates in partnership with other agencies to improve standards.

People can also be vulnerable because of economic inequality, as the effects of austerity measures and cuts in public services impact negatively on the poorest families. These families can then find themselves in a cycle of debt and victim of loan sharks and aggressive debt collection methods and exposed to the risk of

becoming involved in criminal activity. We will work in partnership to break this cycle as part of delivery of the Tackling Poverty Strategy.

Over the last three years our successes include:
A dedicated Salford Victims Services Co-ordinator has been employed to work closely with the police and criminal justice services to improve support for victims across the system.
Victims' Services have been re-commissioned to provide better support for victims. The new victims' service has been settled into The Bridge to ensure that all agencies can refer victims effectively.
The Victims' Services Co-ordinator has introduced a new GMP directory so police officers can effectively signpost vulnerable victims to appropriate support services.
Under the STRIVE domestic abuse scheme, 25 volunteers have been recruited to work alongside the SIDASS advocacy service to provide early intervention support to victims.
We have introduced the IRIS project which enables GPs to recognise signs of domestic abuse and make safe referrals for their patients to specialist domestic abuse support services.
We have developed specialist support and referral pathways for women and young girls at risk of FGM (female genital mutilation).
The Fire and Rescue Service responded to over 2,500 requests from partner agencies and made 'Safe and Well' visits to vulnerable households.
We have led on the commissioning of a new treatment and recovery system across Bolton, Salford and Trafford, the first integrated model in GM which supported the development of agreed GM common standards for treatment and recovery services.
We secured capital funding from Public Health England which allowed us to open another residential recovery house in Little Hulton.
We supported the development of a drugs Early Warning System which has now been implemented across all GM boroughs.
The council's Private Sector Housing Team has made full use of new powers to tackle rogue landlords by developing a civil penalty policy for housing offences which has been adopted by all the ten local authorities within Greater Manchester.
The council's Trading Standards team have been working closely with Salford CVS and Royal Mail visiting identified potential postal scam victims in their homes and offering advice and support.
Trading standards arranged for 800 'no cold calling' signs to be distributed by Royal Mail to addresses identified as being occupied by potential victims of rogue traders.
We worked with the Poverty Truth Commission to develop and implement Salford's Tackling Poverty Strategy 'No One Left Behind'.

Over the next three years we will:

- Raise awareness of victims' services with partners and agencies across the city, to ensure that more victims of crime are given the option of support – whether they choose to report the incident to the police or not.
- Embed the new GM-wide Restorative Justice service into the city, to ensure that victims are given the choice to access restorative resolutions.

- Develop evidence based initiatives that will deliver real reduction in domestic abuse and protect victims and their children.
- Deliver targeted multi-agency work and early interventions to tackle domestic abuse in all its forms to support victims and effect behaviour change in perpetrators.
- Develop early help and therapeutic support for children and young people affected by domestic abuse.
- Work with GP practices to provide outreach advocacy support to people who disclose domestic abuse to them.
- Provide priority target hardening for victims of domestic abuse within 24 hours.
- Focus on delivering safeguarding interventions for children and young people affected by domestic abuse.
- Roll out safe and healthy relationship educational initiatives in our schools.
- Develop the use of local authority and partner agency regulatory powers and civil orders to target businesses implicated in modern slavery and child sexual exploitation.
- Deliver 'Safe and Well' visits by the Fire and Rescue Service to address residents health, wellbeing and vulnerability issues.
- Protect older people through target hardening, fire risk assessments, doorstep crime and 'Winter Warm' initiatives.
- Protect vulnerable social housing tenants by providing life coach and tenancy sustainment support.
- Work with the voluntary sector to assist people who are suffering from social isolation.
- Work with our more vulnerable groups such as the elderly and people with learning difficulties, to understand their particular needs and to address their issues.
- The public health team will be leading work on the implementation of the GM Drug and Alcohol Strategy working with a range of partners in the city and across GM. There will be a specific focus on enhancing provision for people with both drug and alcohol and mental health problems.
- Continue to work with schools to educate young people about the harmful effects of alcohol and drugs.
- Develop the use of local authority and partner agency regulatory powers and civil orders to target businesses implicated in illegal trading of substances.
- Continue to promote the anti-loan shark message and the October weeks of action making affordable credit a central theme of the work to tackle poverty in the city.

Reducing Offending

Reducing re-offending and reducing the harm caused by offenders to members of the public and preventing young people entering the criminal justice system are priorities for the city and partner agencies. We will continue to strengthen integrated offender management arrangements to manage offenders and their offending behaviour. A key objective for this strategy is to rehabilitate offenders focusing on the nine pathways to offending behaviour.

We will ensure there is robust management of offenders and close working and information sharing between agencies and partners to ensure that offender risk is effectively managed and that victims are protected.

This approach enables us as a partnership to focus on helping offenders to be rehabilitated and be constructive members of their communities but also manage and reduce the risk posed by them.

We also work proactively with our children and young people to divert them away from anti-social behaviour and offending to prevent them entering the criminal justice system. Where they do enter the criminal justice system our Youth Justice Service will work intensively with children and young people to rehabilitate them and divert them away from crime. We will also focus interventions to protect young people who are at risk of becoming involved with or exploited by gangs.

We recognise that there are children and young people who are at risk of perpetrating or being a victim of violent crime because of peers, associates or family members involved in organised crime, gangs or violent crime. They will also be at risk of have access to and/or regularly carrying weapons such as knives, and getting involved in anti-social behaviour or criminal activity. We will take a robust preventative approach to protect and divert these children and young people.

We have pioneered restorative justice approaches in the city which ensure that offenders take responsibility for the harm they cause to victims and the community and we will continue to develop this model.

Through our National Probation Service (NPS), Community Rehabilitation Company (CRC) and Youth Justice Service, we will provide both a risk management and behaviour change focus to rehabilitate offenders. Offenders under the management of these services will have robust community sentences and licences placed on them that effectively manage their risk with the aim of protecting and reducing further victims. However the long term ambition of these services is very focused on behaviour change and rehabilitation so that they do not re-offend and cause further harm and can contribute constructively to their local community. The NPS and the CRC rely heavily on partnership working with other agencies to ensure that effective rehabilitation can be achieved, for example by providing support for substance misuse issues.

Over the last three years our successes include:
The NPS has recently been inspected by HMIP. Its work with victims has been rated outstanding and its overall rating was good.

<p>Probation services and Salford Foundation have been recognised nationally for their rehabilitation and prevention work with female offenders through the Together Women Project.</p>
<p>The Youth Offending Service has worked with vulnerable young people and reduced the numbers of children and young people entering the criminal justice system.</p>
<p>We developed the STEER project to provide interventions for young people becoming involved in organised and violent crime. This is recognised as best practice and is now being rolled out across Greater Manchester.</p>
<p>Home Office knife crime funding enabled us to provide specific interventions to young people who have had involvement with knife crime.</p>
<p>We have used restorative justice interventions to stop offending behaviour and to help people to understand the consequences of their behaviour.</p>
<p>The Community Payback Programme has assisted with a number of environmental projects across the city, providing visible reparation for offenders in their communities.</p>
<p>We have published two reports into the extent and impact of DWP benefit conditionality and sanctions in Salford and links with offending which highlight the need to reduce benefit sanctions in the city.</p>
<p>Over the last three years, Intensive Community Orders have become embedded in Salford. The approach has been so successful that the reducing reoffending rate is 10% against a prediction of 34%.</p>
<p>The NPS and the CRC along with the local authority have produced a Care Leaver's Protocol which has led to enhanced working and improved outcomes for these young offenders.</p>

Over the next three years we will:

- Continue to support the regional Transforming Justice programme.
- We will relaunch the Adult Reducing Reoffending Group and produce a delivery plan to take forward our priorities.
- Continue to achieve a reduction in drug related offending by tracking substance misuse offenders through custody until release and providing assertive follow on treatment services.
- Work with voluntary and community organisations to develop more opportunities for offenders to develop volunteering, training or employment opportunities.
- Develop our partnership protocols to deal more effectively with mentally disordered offenders.
- Enhance the pathways available to rehabilitate offenders and thereby reduce reoffending and harm.
- Further develop our integrated offender management arrangements alongside developments within Greater Manchester.
- Introduce a Youth Crime Prevention Plan to reduce the number of children and young people becoming involved in the youth justice system.
- Use prevention and diversion triage to deal with out of court disposals to prevent children and young people receiving a custodial sentence and to reduce re-offending.
- Implement the Resettlement Mentoring Project for young offenders, based with Salford Youth Justice Service. The mentor will work with the young

person before and after release from custody, supporting the young person's resettlement plan and have a minimum of weekly contact with the young person and carer/family.

- Run programmes in schools to support children and young people to divert from risky behaviours.
- Develop 'Build Salford' – an employment and training programme for young people delivered by a partnership of construction employers and local social housing providers in partnership with Salford City College and the council.
- Run Firefly and Fire Start programmes aimed at young people with fire setting tendencies.
- Continue to use community payback opportunities for offenders to contribute to neighbourhood improvement projects.
- Use restorative justice interventions in appropriate circumstances working with offenders.
- Implement the DWP conditionality and sanctions action plan to ensure that adults deemed "vulnerable" according to DWP guidance do not receive benefit sanctions.

Measuring our performance and overseeing our resources

Monitoring and overseeing the partnership's performance is the responsibility of the Community Safety Partnership Board. We have developed a performance management framework that will inform the partnership and track performance against priorities, enabling corrective action to be taken and ensuring accountability.

The board will have oversight of the collective performance of the partnership and ensure that we have the correct operational and strategic groups in place to drive the delivery of the respective objectives in this strategy. The board has established a performance and improvement board to scrutinise and support the work of the operational and strategic groups.

Our operational structure will be made up of both city wide and neighbourhood based multi-agency tactical tasking and co-ordinating (doing) groups that support the board to achieve its aim and priorities by reactively managing performance and risk in order to bring about reductions in community safety issues in the short term. In addition our operational structure will also include community safety referrals teams in each of the neighbourhoods

Our strategic structure will be made up of multi-agency thematic delivery groups that support the board to achieve its aims and priorities by proactively managing performance and risk in order to bring about reductions in community safety issues in the medium to long term. Each thematic group will have a delivery plan.

Agencies that are part of the Community Safety Partnership will commit their collective resources to address the priorities identified in this plan. The Community Safety Partnership will maximise the potential for attracting external funds to the city by proactively applying for these funds and collectively agreeing their use in line with this plan.

We will conduct an annual assessment and improvement plan to ensure the partnership is meeting its statutory obligations and remains a fit for purpose partnership.

Working in partnership

Because community safety issues are symptomatic of other community issues, it is important that we not only work across services and agencies but also across partnerships. We will work with communities to encourage new partnerships. We will also work closely with governance bodies across the Salford City Partnership on issues of shared responsibility or interest, including:

- Substance misuse
- Domestic abuse
- Child sexual exploitation, modern slavery and other complex safeguarding issues
- Hate crime and the wider Prevent agenda
- Offending
- Youth crime prevention

We have introduced an Inter-Board Protocol which describes the relationship between the respective boards.

As a city, we work closely with the Greater Manchester Combined Authority to put in place collaborative responses to mutual threats and to ensure the most effective use of our combined resources. This includes collaborative working with the Greater Manchester Deputy Mayor's office to deliver our shared community safety objectives.

We also have a close working relationship with our neighbouring local authorities and collaborate with them and national agencies on cross-border issues of mutual interest, such as better business compliance in the Cheetham Hill area, and working with our Jewish community in the Broughton area.

We will also continue to work closely with partners across the city region to deliver public service reform and devolution objectives. In doing so, we will apply the underlying principles of:

- A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.
- An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.
- Behaviour change in our communities that builds independence and supports residents to be in control.
- A place based approach that redefines services and places individuals, families and communities at the heart.
- A stronger prioritisation of wellbeing, prevention and early intervention.
- An evidence led understanding of risk and impact to ensure the right intervention at the right time.
- An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations.

The responsibilities of the people of Salford

It is the duty of all citizens to play their part in building safer, stronger more resilient communities. Many community members do and will continue to contribute by reporting community safety issues to criminal justice agencies, and by taking responsibility for their personal safety and the safety of others. Other community members will be supported and encouraged to participate in building better communities.

We will support residents to build up a network of community champions and to strengthen voluntary participation in community safety and environmental improvement initiatives.

We will make use of developing technologies to improve communication and to encourage reporting of crimes and sharing of information.

It is vitally important that communities are enabled to find their voice and participate in providing solutions to problems and to shape stronger and more cohesive neighbourhoods.

We will build our relationship with citizens and communities, based on mutuality and co-operation and explore opportunities for co-design and co-production of sustainable solutions.

We will regularly consult with our communities and measure perceptions of crime and disorder and feelings of safety, alongside other measures, to test that the work we are doing is making a real difference and achieving our overarching aim to build safer, stronger, more resilient communities and reduce the fear of crime.

Partnership Performance Framework

The following table sets out the proposed range of indicators which will measure the Partnership's success in achieving its priorities. This range of indicators contains both quantitative and qualitative data that taken in totality will give the Community Safety Partnership a rounded view of its success. The table is subject to change from time to time, in response to changes in national policy or guidance or the performance reporting regimes of individual member agencies of the Partnership. Targets and desirable outcomes will be agreed annually or as required.

Driving Down Crime	
1.1	Total number of all crimes recorded in the city
1.2	Total number of victim based crimes recorded in the city
1.3	Total number of stealing based crimes recorded in the city
1.4	Total number of violent crimes recorded in the city
1.5	Total number of serious violent crime in the city
1.6	Total number of firearms discharges recorded in the city
1.7	Total number of offences for supply/trafficking, supply with intent or production of drugs in the city
Tackling Anti-Social Behaviour	
2.1	The number of anti-social behaviour incidents recorded by the police in the city
2.2	The number of criminal damage and arson incidents recorded by the police in the city
2.3	The number of deliberate secondary fires recorded by the fire service in the city
2.4	The number of deliberate primary fires recorded by the fire service in the city
Building Resilient Communities	
3.1	The percentage of people who agree that the community safety partnership is dealing with community safety issues in their local area
3.2	The percentage of people who say they feel safe in their local area
3.3	The percentage of people who say they feel safe when socialising out and about anywhere in Salford
3.4	The percentage of people who agree that their local area is a place where people with different backgrounds get on well together
3.5	The percentage of people who feel they have a say about what happens in their local area
3.6	Reports of hate crime (including those coded as a hate incident)

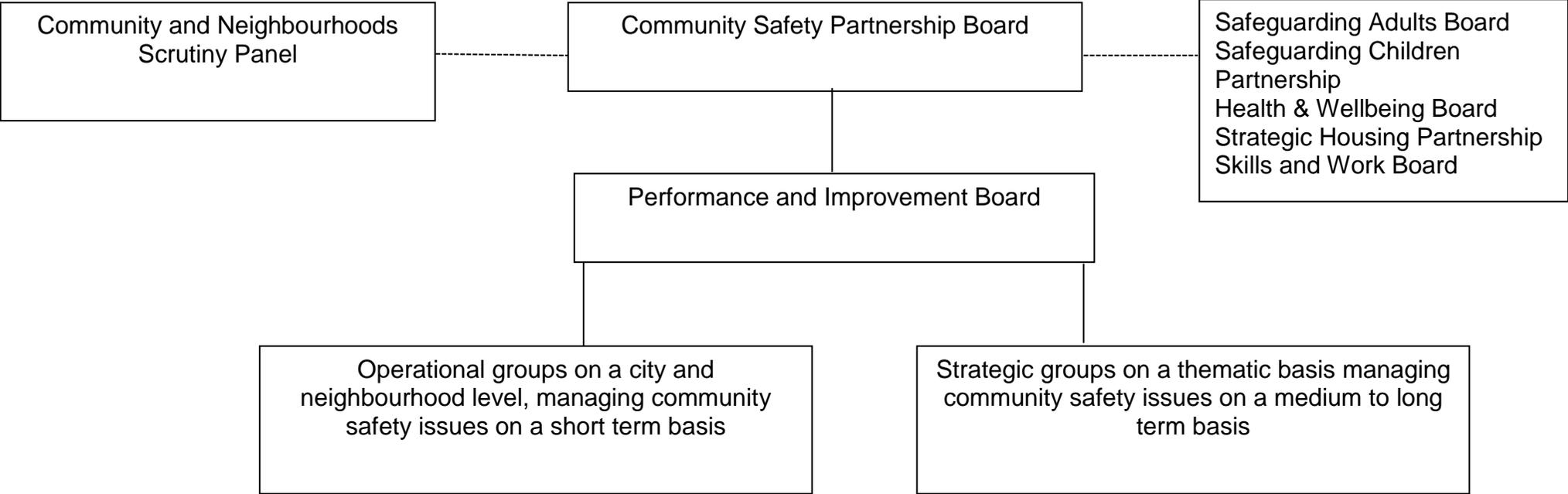
Protecting Vulnerable People	
4.1	Domestic abuse incidents recorded in the city
4.2	The number of domestic related crimes recorded in the city
4.3	The number of sexual offences recorded in the city
4.4	Number of Safe and Well visits carried out to vulnerable persons
4.5	Number of adult drug users (all drug types) recorded as receiving treatment
4.6	The number of substance misusing young people (under 18 years) to have received effective treatment
4.7	The number of clients to have received effective treatment for alcohol misuse
4.8	The rate of hospital admissions per 100,000 for alcohol related harm
4.9	The proportion of all drug users who successfully complete treatment and do not re-present within six months
Reducing Offending	
5.1	The level of re-offending by young people
5.2	The number of young people who are first time entrants to the youth justice system
5.3	The percentage of 16-18 year olds not in education, employment or training (NEET)
5.4	Numbers of custodial sentences as a proportion of the overall number of young people's convictions
5.5	The percentage of young offenders engaged in suitable education, employment or training
5.6	Number and percentage of Intensive Community Orders successfully completed
5.7	Sex offender treatment – The proportion of offenders convicted of sexual offences who complete a targeted intervention by sentence termination.
5.8	Accommodation – The proportion of offenders in settled accommodation at termination of sentence.
5.9	Employment - The proportion of offenders in at least 16 hours employment at termination of sentence
5.10	Re-offending rate of people subject to probation supervision
5.11	Number of Restorative Justice solutions
5.12	Completion of Community Orders and Suspended Sentence Orders – Percentage of completions of Community Orders and Suspended Sentence Orders in a month which were positive

List of partners

This list of partners is not exhaustive. We welcome new partners who can contribute to crime and disorder reduction activity.

Cheshire and Greater Manchester Community Rehabilitation Company
Crown Prosecution Service
Forest Bank Prison
ForHousing
Greater Manchester Ambulance Service
Greater Manchester Chamber of Commerce
Greater Manchester Fire and Rescue Service
Greater Manchester Mental Health Services
Greater Manchester Police – Salford Division
HM Prison Service
Manchester and Salford Magistrate’s Court
National Probation Service
Northern Care Alliance (Salford Royal Foundation Trust)
Pendleton Together
Public Health England
Registered Social Landlords
Salford City Council
Salford Clinical Commissioning Group
Salford Community and Voluntary Services
Salix Homes Limited
Transport for Greater Manchester
University of Salford
Victim Support and Witness Service
VOCAL Community Safety Forum
Youth Offending Service

Community Safety Partnership governance structure



Appendix Four**Useful contacts:**

Information about neighbourhood policing, local crime data and hate crime reporting centres can be sourced on the [Greater Manchester Police website](#) and on the government [crime mapping website](#).

Information about the work of the Community Safety Partnership can be sourced at <http://www.salford.gov.uk/crime-reduction-and-emergencies/>.

Information about all the partnership working in Salford can be sourced at www.partnersinsalford.org

Information about the Office of the Greater Manchester Police and Crime Commissioner can be found at www.gmpcc.org.uk.

For up to date news our social media channels are:

Salford City Council

Twitter

@SalfordCouncil

@MayorofSalford

Facebook

www.facebook.com/SalfordCouncil

www.facebook.com/SalfordCityMayor

Greater Manchester Police

Twitter

@gmpolice

@GMPSalfordCen

@GMPSalfordWest

@GMPSalfordSouth

@GMPSalfordEast

Facebook

www.facebook.com/GMPSalfordEast

www.facebook.com/GMPSalfordWest

www.facebook.com/GMPSalfordSouth

www.facebook.com/GMPCadisheadIrlam

How to report crime and anti-social behaviour

To the Police:

101 is the police non-emergency telephone number. Use this to report, for instance:

- A crime that has already happened
- Getting crime prevention advice
- Giving police information about crime in your area
- Contacting local officers or,
- Any other non-emergency

Using 101 for situations that don't require an immediate police response will help to make sure 999 calls can be dealt with speedily.

Remember - In an emergency, where there is a threat to life or a crime in progress, always call 999.

To the council:

You can report anti-social behaviour or environmental crime such as litter and fly tipping, graffiti, dog-fouling through <http://www.salford.gov.uk/report-it/>.

To your social housing provider:

Tenants can report anti-social behaviour by contacting their housing provider.

ForHousing

Email: hello@forhousing.co.uk

Website: <https://www.forhousing.co.uk/antisocial-behaviour>

Tel: 0300 123 5522

Letter: Community Safety Team, 52 Regent Street, Eccles, Manchester, M30 0BP.

In person at any area office.

Salix Homes

Email: enquiries@salixhomes.co.uk

Website: <https://www.salixhomes.org/>

Tel: Freephone 0800 218 2000

Letter: Diamond House, 2 Peel Cross Road, Salford, M5 4DT.

In person at Diamond House.

Pendleton Together

Website: <https://www.pendletontogether.co.uk/get-in-touch/>

Tel: 0300 555 5557

In person at Brotherton House, Loganberry Avenue, Salford, M6 5UX.