

# MPP DRAFT PLAN 2020-24

## EXECUTIVE SUMMARY

This document lays out the Mayor's Policing Priority Draft Plan 2020-24. This draft plan is the result of intensive and extensive engagement with key stakeholders, both internal and external to Grandton Police Service, including collection and analysis of the views of over 6,000 Grandtoners. This document sets out the headlines of:

- The context for future strategic changes in policing priorities;
- A summary of the aspirations for policing over the coming four year period;
- A summary of the key priorities for policing in Grandton going forward.

## THE CITY WE POLICE

Grandton now accounts for nearly 21% of recorded crime in our country. In the latest published figures (12 months to the end of the last quarter) the Grandton Police Service (GPS) recorded 125,000 more offences than the next three biggest forces in the country combined. And as our city continues to grow and change, so too does the demand on the GPS.

The next section outlines the context in which the GPS operates, and the future challenges now emerging.

## A CHANGING PROFILE OF CRIME

Whilst 'acquisitive crimes', such as burglary and car theft, have fallen, patterns of crime are changing. In recent years, there has been an increase in some types of recorded violence within Grandton, including knife crime, domestic abuse, rape and sexual offences.

Their rise has significant implications for the GPS and our partners. These crimes require more resources and specialist skills to investigate, along with partnership work with other agencies such as the Health Service and local councils.

The threat of terrorism remains at 'severe', with recent atrocities in cities around the Western world underlining the continued determination of extremists to attack our societies in any way possible. This is reflected in the mayor's proposed policing priorities.

Analysis tells us that at a Grandton wide level, terrorism is currently the number

one thing Grandtoners want the GPS to be dealing with and concerns are increasing. Many more people are gaining the courage and confidence to come forward and report that they have been subject to sexual offences, whether recently or many years ago.

Human trafficking and modern slavery is an emerging problem, aided by cheaper and easier international travel. During the previous full quarter, there were 839 referrals to the National Referral Mechanism (NRM) for Human Trafficking, 240 of which were minors. These referrals were from 66 different countries of origin. A breakdown of minor referrals by exploitation type and gender indicated that labour exploitation was the most common exploitation type for young people referred, closely followed by sexual exploitation and then domestic servitude.

Changing technology is also creating the opportunity for new types of crimes, whilst facilitating an increase in old ones. For example, 65% of all fraud and 85% of all identity fraud now occurs online. Reports made to the police or Action Fraud (the reporting function of the National Fraud Intelligence Bureau (NFIB), who now hold national responsibility for taking fraud reports) almost doubled from approximately 120,000 to over a quarter of a million in the preceding three year period. Police data shows that nearly one in five fraud crimes referred from Action Fraud was attributed to the GPS.

## **A CHANGING PROFILE OF OFFENDING**

The overall number of offenders in Grandton has fallen, but the number of reoffenders within the city has increased. A study of 4,000 of Grandton's most prolific offenders found that such individuals were responsible for an average of 57 arrests each and 36 convictions over the course of their lives. Career criminals such as these cost Grandton taxpayers the equivalent of £2.2 billion a year in criminal justice costs alone.

Such offenders typically lead chaotic lives and have complex needs. Evidence shows that they are more likely to have been exposed to crime and violence themselves, often from a young age; have education and employment problems; and have learning difficulties or lack basic literacy and numeracy skills.

## **A CHANGING PROFILE OF THE IMPACT OF CRIME**

Vulnerability is becoming increasingly concentrated within certain places and amongst certain individuals. According to MPP's Vulnerable Localities Profile, the top 10 per cent of wards are disproportionately impacted compared to other parts of Grandton. To illustrate – on average, over 3 times more victims of burglary,

robbery, sexual offences live in these top 10 per cent compared to the least vulnerable. In these communities, deprivation, crime and vulnerability interact and limit the life chances of the individuals living there, creating an intergenerational cycle of criminality and harm. Moreover, as criminality becomes embedded, the bonds that tie communities together become increasingly frayed, which in turn undermines trust and drives up level of disorder.

Repeat victimisation is a key element of the crime landscape in Grandton. Approximately one in ten crimes is committed against people who have been victims of crime in the previous year. Other crimes, such as domestic abuse, have higher levels of repeat victimisation – with four in five offences committed against repeat victims of domestic abuse.

Within Grandton more than one million residents live with mental health needs – a higher prevalence than in other parts of the country. The demands on the GPS with regards to mental health are increasing: over the past two fully reported years, Grandton as a whole, has seen increases in the number of criminal incidents involving mental health aspects (64 per cent increase) and the number of vulnerability reports recorded (31 per cent increase).

## **A CHANGING PROFILE FOR GRANDTON'S POPULATION**

Grandton's population – currently measured at 9.1m – is growing rapidly, projected to increase by a fifth within 30 years and to hit the 10m population mark within the next seven years. The age distribution of the population is also changing: as a result of the recent and post-war baby booms, by early into the next decade a third (30%) of Grantoners will be between 11-24 or over 60.

These age groups historically present the largest challenge to policing from an offending and vulnerability perspective.

Analysis shows that there is a strong correlation between population density and deprivation. Currently around 15 per cent of Grandtons small areas are both some of the most deprived and most densely populated, with around half of these also showing some of the largest projected population changes over the next 15 years. This is significant because we know that the combination of density and deprivation are key factors in increasing people's vulnerability to victimisation and offending.

## **A CHANGING PROFILE OF GRANDTON'S ECONOMY**

The gap between the richest and poorest in Grandton is growing. The proportion of households classified as either poor or wealthy has grown across the country in

recent decades, leaving a shrinking middle. But it is in Grandton that the trend is by far the most pronounced.

Grandton is the richest part of the country (if it were a nation it would rank ninth of all European economies), but also has the highest levels of poverty: 27 per cent of its residents live in poverty, compared to an average rate of 20 per cent in the rest of the country.

## **SIGNIFICANT SHIFTS IN EXPECTATIONS OF POLICING AND JUSTICE**

The success of policing in Grandton is dependent on the support of the public. Individuals who have trust and confidence in the police are more likely to cooperate with the police and comply with the law.

Overall, 83% Grandtoners agree that the GPS is an organisation they can trust, but there are significant demographic and socio-economic differences in the way some Grandtoners perceive the GPS.

For example, those living in more deprived areas and black/ mixed respondents to MPP's Public Attitudes Survey report more negative views than the rest of the population. Young BAME Grandtoners hold less favourable opinions towards the police compared to the rest of the population. 61 per cent of 16-24 year olds from a BAME background have confidence that the police do a 'good job' compared to 70 per cent for white 16-24 year olds. A similar pattern is observed in relation to victim satisfaction, with a sizeable and enduring gap in levels of satisfaction with police service between white and BAME victims.

A factor in this is likely to be the overrepresentation of BAME and young males within stop and search. If you are BAME in Grandton you are 2.5 times more likely to be stopped than white individuals, rising to ten times more likely for vehicle stops. Evidence suggests that the quality of the interaction matters as much if not more than the volume of stops: if people perceive they are less likely to receive a full explanation and less likely to report being treated with respect, then they are less likely to be satisfied.

## **SHIFT IN DEMANDS ON THE JUSTICE SERVICE**

The criminal justice service has had to deal with significant cuts to funding at a time when caseloads are becoming more challenging and citizen expectations have risen (as a result of improving digital technology). Grandton's victims are not served well by a justice service where:

- An average case takes over 182 days, from the date of offence to the conclusion of court proceedings;
- Just under half of trials are classed as effective;
- 1 in 4 cracked or ineffective trials are due to the prosecution ending the case;
- 2 in 5 of those cases are attributed to the victim or witness not attending or withdrawing;
- There was a backlog of over 7,500 cases waiting to be heard in Grandton Crown Courts at the end of the last completed quarter;
- Conviction rates in Grandton are 6 per cent lower for hate crime, 10 per cent lower for domestic abuse, 4 per cent lower for rape, and 5 percent lower for sexual offences than the average conviction rates for the rest of the country.

Cracked Trial - on the trial date, the defendant offers a guilty plea or the prosecution offers no evidence. A cracked trial requires no further trial time, but as a consequence the time allocated has been wasted, and witnesses have been unnecessarily inconvenienced, impacting confidence in the service.

Ineffective Trial - on the trial date, the trial does not go ahead due to action or inaction by one or more of the prosecution, the defence or the court and a further listing for trial is required.

## **SIGNIFICANT PRESSURE ON THE GPS BUDGET**

The MPP 2020-24 Plan will be delivered at a time of severe and ongoing pressure on the GPS budget and on the wider public sector in Grandton.

Police funding in Grandton is made up of four component parts:

- 1.** The Police Grant: Money that central government provides for the bulk of policing activity. This is currently worth around £1.9bn.
- 2.** The Precept – a percentage of the Council Tax paid by Grandtoners that goes to policing.
- 3.** The National and International Capital Cities Grant: This is money provided annually by government designed to fund the special activity that the GPS undertakes because of Grandton's unique role as a major global city.
- 4.** Counter-terrorism funding: This funding is provided for national and Grandon-based counter-terrorism funding.

In the preceding five years the Police Grant was cut by 20% by the Government. This meant that the GPS needed to make £550 million of savings over the period, which was achieved by cutting 4,300 PCSOs and back-office staff, selling over 110 buildings and making cuts to other areas of policing.

Despite the current Government claiming that future police funding has been protected, in reality the GPS still faces real-terms reductions in its budget and will need to make hundreds of millions of pounds in further savings over the next four years as a result. The current prediction is that this saving will amount to approximately £450m.

These cuts are compounded by the fact that government has never fully funded the National and International Capital Cities Grant. Currently the GPS gets £155 million for these functions, despite an independent review by the Home Office agreeing with the GPS that their real cost is £295m. This means that Grandtoners have to fill that gap. A fair funding deal for Grandton would recognise the unique challenges of policing the city, and provide adequate funding to meet them. It would also take into account the pressures facing the GPS in the future.

The Mayor, and the GPS Management Team will work together to make the case for fair funding for the capital's police service so that it can keep Grantoners safe. Borough Councils, key partners in community safety and protecting vulnerable people, are also under heavy pressure. With budget cuts still ongoing, Grandton's Councils estimate that council funding will have fallen by 66% by 2022, with the size of the funding gap in Grandton local government by 2022 estimated to be in the region of £2.2 billion. This has potentially serious implications for services that are extremely important to our ability to prevent crime and keep Grandtoners safe, such as social care and youth work.

It is anticipated that these cuts will put even greater pressure on non-reactive policing services and have implications for our combined capacity, with other public sector agencies such as health and social services, for tackling the social and systemic factors that impact on crime incidence.

## **TOWARD A BETTER POLICE SERVICE FOR GRANDTON**

We are proposing to scrap the current MPP 'Priority 9' crime targets (burglary, criminal damage, drugs & alcohol, robbery, theft from a motor vehicle, theft from a person, theft of a motor vehicle, violence with injury, offensive weapons possession), a 'one size fits all' approach which dictated to local police teams what they had to focus on, even if the priorities of the communities they policed were different.

Instead, we set out new proposals to give local areas greater control of local police priorities, ensuring that police and councils are focused on the issues of greatest concern in their areas and that serious, high-harm, high vulnerability crimes that are a priority for the whole city are not overlooked.

We also set out our proposals for change in the Grandton Police Service. Our aim is to create the conditions in which:

- Officers can focus on doing what they joined the police service to do – to prevent crime, protect people and bring criminals to justice;
- Communities and police can build stronger relationships, making it easier for residents to see, get to know and trust their local ward officers;
- The GPS and partner agencies can identify and respond more effectively to the most harmful crimes – such as domestic abuse and child sexual exploitation - in their communities.

We will support our officers and staff in the work that they do, and provide better technology and ways of working to ensure that they are safer and more confident in their work, more effective at preventing crime and antisocial behaviour, and more efficient at catching criminals.

## **THE MAYORAL AND GPS PROPOSED COMMITMENTS**

We propose to:

- Bring the police closer to communities, providing a minimum of two dedicated Police Constables (PCs) and one Police Community Support Officer (PCSO) for every ward in Grandton.
- End the inflexible 'Priority 9' targets set in the previous Mayor's Policing Plan and agree annual crime and policing priorities at a local level, on volume crime, vulnerability and harm.
- Drive change in the GPS to improve its ability to protect vulnerable children and adults, in collaboration with statutory and voluntary sector partners.
- Invest in new technology and ways of working to keep police officers out on the front line and help them do their jobs more effectively.
- Encourage more female and BAME Grandtoners to join the GPS and build lasting,



flexible and successful careers for all GPS officers and staff.

- Support the work of the Night Czar to deliver a safe and enjoyable night time economy.
- Work together with the GPS, GTEC (Grandton Transport Executive Committee), British Transport Police (BTP), City of Grandton Police and other enforcement partners to keep our transport network and roads safe.
- Work with businesses to help protect them from crime, making our city a safer place to work and do business.

## **THE MAYORAL AND GPS PROPOSED OBJECTIVES**

These commitments are reflected in small number of critical draft objectives which, collectively will deliver a model of successful policing in which means protecting people and communities, identifying local problems quickly and resolving them effectively, and improving public trust and confidence in the police and the service they deliver.

The draft objective are to:

- Reduce the numbers of neighbourhood crimes of greatest concern in each Borough;
- Reduce the total number of victims of crime, especially high harm crimes;
- Restore real neighbourhood policing by guaranteeing at least two dedicated officers in every ward and improving Grandtoners' awareness of their neighbourhood team;
- Improve public confidence and victim satisfaction in the police;
- Make the GPS workforce more representative of the population it serves;
- Improve the job satisfaction of GPS officers and staff.

## **THE MAYORAL AND GPS PROPOSED PRIORITIES**

It is proposed that these commitments and objectives through GPS focusing on a number of strategic priorities. Unlike the blunt 'Priority 9' targets, these new priorities are a reflection of pan-Grandton concerns and a distillation of those issues that are understood to be of most importance to the cities population. These Grandton-wide priorities will serve as a flexible guide to inform local policing priorities and decisions, rather than a blunt instrument of universal accountability and performance focus.



The priorities are:

- Empower communities to influence local policing priorities;
- Deliver genuine neighbourhood policing in response to local need;
- Restore trust and faith in the bonds between community and police;
- Put victims at the heart of policing;
- Work to address the causes and consequences of antisocial behaviour to reduce its incidence;
- Protect Grandton from terrorism;
- Tackle serious and organised crime;
- Prepare for civil emergencies;
- Manage threats to public order and public safety;
- Tackle child sexual abuse;
- Tackle violence against women and girls;
- Tackle race and hate crime;
- Keep children and young people safe;
- Tackle cyber-security threats;
- Achieve safer roads and transport systems;
- Tackle environmental crime;
- Improve effectiveness in the criminal justice system;