

## **Application Part 2 Jim Battle**

### **1 What makes you the best candidate for Greater Manchester?**

The Deputy Police and Crime Commissioner needs to lead, challenge, develop, coordinate, and monitor to a high standard. Throughout my career and most recently as Deputy Leader of Manchester City Council I gained significant, direct experience of leading, challenging, directing, coordinating and monitoring activities. This experience spans local government, working with the police, partner organisations; the business, voluntary, community, faith, trade union and independent sectors. I have responsibility for leading, challenging, innovating and directing change within organisations and communities, developing and initiating strategic ideas and policies, researching and analysing complex information, supporting and motivating teams. I developed effective monitoring and reporting systems to me from chief officers and established processes to challenge and scrutinise all aspects of policy and performance in local government.

As the Deputy Leader of Manchester City Council I identified and developed crime and anti social behaviour reduction strategies through the Manchester Crime Reduction Partnership. By considering the changing, social and political context in which the police, council and community operate in Manchester I set the aims and objectives for the Crime Reduction Partnership and the focus upon key policy outcomes, crime reduction targets and community engagement. Examples of this approach are contained in the three Crime Reduction Strategies 2011 – 2014 ( background attachment A), 2008- 2011 ( background attachment B), and 2005 -2008 ( background attachment C part 1 and 2). The three Crime Reduction Strategy Statements and their implementation have been recognised by the Government and the City Council as milestones in the development of neighbourhood policing, improving public confidence and reducing crime and anti social behaviour in Manchester.

In my current position I substitute for the Leader and other Executive Members of the City Council. This entails taking briefings on complex issues, often at short notice, to understand both the positions to take and the outcomes required, as well as reporting back accurately. I demonstrated on many occasions my confidence and ability to represent the City Council at all levels, on formal and informal occasions.

As the Head North Regions for the National Housing Federation I controlled budgets managed staff and motivated teams in Manchester, Leeds and Newcastle. As the representative of this, the trade body for social landlords, I established and led a Northern network of housing providers, local authorities and Government regional offices to drive housing investment initiatives. Housing Market Renewal Funding and Neighbourhood Regeneration projects were two of the key outcomes with lasting benefits to the region.

Throughout my career I have been responsible for setting budgets and financial monitoring of capital and revenue accounts. I chaired Manchester City Council's Finance and General Purpose

Committee from 2000-2004; being responsible for the detailed audit and examination of City Council Accounts and the scrutiny of the City Treasurer and his staff. AGMA selected me to scrutinise the 2011/12 GM Police budgets.

As an employee and an elected councillor I demonstrated my commitment to and passion for the ethos of public service: One that creates the highest standards of fairness, justice and transparency. I pioneered and delivered new approaches to equal opportunities in housing management, local government and education. I campaigned for Civil Partnership legislation and was honoured to move the motion at the City Council that resolved to establish Civil Partnership Ceremonies in Manchester, the first regional city in the UK to do so.

I believe I have the experience, knowledge, skills and share the same ethos, aims and values as the Commissioner to be able to fully carry out the duties and responsibilities of the Deputy Police and Crime Commissioner.

**2 Please describe your vision for the role of Deputy Police and Crime Commissioner and how you would work to communicate that vision to the community.**

I have a clear vision of the role of Deputy Commissioner in supporting and substituting for the Commissioner and leading on agreed aspects of developing, planning, delivering and monitoring budgets and the Police and Crime Plan.

The responsibilities and duties for the Police and Crime Commissioner and the Deputy Police and Crime Commissioner are varied and complex. It involves holding the Chief Constable, officers and civilian staff to account, without inhibiting their operational independence. The Commissioner with the support of the Deputy must ensure effective and efficient delivery of all aspects of policing, building on partnership working and community engagement.

This vision is based on my experience and skills in bringing together key partners, gaining community support and creating delivery frameworks for agreed priorities. The Deputy Commissioner, in agreement with the Commissioner could undertake identified tasks and initiatives. I believe my experience would allow the Commissioner to delegate specific duties as required. My experience includes; building and strengthening partnerships between organisations (in particular local government and health); building community support and engagement; listening to victims and developing appropriate victim support services; engaging with the justice system in a better, more proactive way ; building community cohesion and improving neighbourhood management; supporting police and communities to address serious crime, organised crime, civil disorder and preventing violent extremism.

Police and partner funding is under pressure from Government. The level of cuts in police funding for Greater Manchester are not acceptable. This could have a serious impact on police capacity to prevent and investigate crime and deliver wider services. The public, members of parliament, local councillors, councils, communities, partner organisations and government need to know the Commissioner's views in opposing cuts and, actions where possible, to find ways to limit the impact on the public.

Addressing public anxieties and anger over funding and services cuts is a formidable task. The Commissioner will continue to make the case to Government that cutting too far and too fast will expose communities to the risk of rising crime and anti social behaviour - undermining public confidence in policing. For the Commissioner to achieve wide public engagement and reassurance on this issue and gain support he will need an excellent communications plan. Such a communications plan will need to address differing audiences using flexible and effective communication methods, from Twitter to Door Knocking, local news outlets, public meetings, partner engagement and briefing, lobbying and campaigning.

I have experience of delivering communications and campaign plans, customer services, public complaints procedures and procedures dealing with individual misdemeanours and institutional failure. I have a track record of delivering comprehensive strategies that make the case for fair funding, gaining community support; as Deputy I would use all of these to build confidence in the Commissioner's leadership.

**3. Briefly outline your substantive experience of leadership at a senior management level and how you would apply your leadership and management skills in the role of Deputy Police Commissioner.**

As Deputy Leader I support and substitute for other members of the Council's Executive and the Leader of the Council. Examples include AGMA meetings, The Greater Manchester Combined Authority and Core Cities. I have also substituted for the Council Leader at Parliamentary Select and Standing Committees hearings. I have attended and participated in local government including Prime Minister briefings for Tony Blair, Gordon Brown and David Cameron at Downing Street.

The role of Deputy requires the skill of being able to take briefings on complex issues, often at short notice, to understand the positions to take the outcomes required and accurately report back. I have demonstrated on many occasions my confidence and ability to represent the City Council at all levels and at formal and informal occasions.

Working within the small City Council's Executive members team and with officers and advisors I am able to take directions, evaluate advice and engage in challenging decision making processes.

The development and delivery of the Manchester Crime Reduction Strategies required leadership on my behalf and working together with a professional team. The key to partnership working is leadership and persuasion. Every member organisation of the Crime Reduction Partnership came with their own aims, policies and structures.

I have selected four areas that demonstrate my leadership and management skills that illustrate my ability to deliver in the role of Deputy Commissioner.

**Gun and Gang Violence** – Manchester faced increasing incidences of gun and gang violence. With serious injuries and fatalities to a growing number of young men in South Manchester. The police and city council started developing new approaches. The development of a multi agency approach paved the way for a new ways of working. I supported new ways in engaging and involving the

local community and schools. Central funding for Operation Xcaliber and then later Operation Cougar created new opportunities to engage with local communities and especially young people.

I played a key role in instigating after schools clubs and later, new legislation (Policing and Crime Act 2009) that allows for preventive injunctions being served to remove potential threats and targets from an area. This combination of targeting offenders, protecting victims and potential victims along with a range of activities for young people did have an impact. Engagement was an important element that led to, a growth in confidence between the police and the local community.

The jailing of the notorious Gooch Close Gang was in part thanks to information from the local community this was an important turning point. I worked with local councillors and community leaders building trust and confidence in the police. I encourage and supported changes in police attitude and practices. I am proud that I insisted that advertising hoardings went up on the main roads thanking local people for their help in convicting the Gooch Gang. I believe the council, police and most importantly the community working together made the big difference here.

**Civil Disorder** As a member of the City Council's Gold team during the Rangers Riots in 2008, the visit of the EDL in 2009 and the August Riots 2011 I was the senior councillor on duty. I was the lead Councillor link between the City Council, police and other services before, during and after the events as part of the recovery process. I was there to support and thank the police and other services for their professionalism and courage shown in restoring order in the City. I gave evidence to separate local and governmental enquiries into the causes, the performance of police, the recovery plans and lessons learned following all three events. I have contributed at National Police training events on management and recovery from civil disorder.

The evening before the 2009 EDL visit I organised and spoke at the Interfaith Hope Not Hate Vigil at Manchester Cathedral. This action was part of a community engagement plan. It was an important public statement from civic and faith leaders calling upon communities not to be provoked by intolerance and hatred and to stay away from the EDL rally. Targeted communities did ignore EDL provocation and with a very effective police operation the EDL failed, but the relationship between police and Manchester communities grew stronger.

Following the August Riots 2011 there was a great display of Pride in Manchester by the volunteers who came to support the Council's clean up teams and the launch of the "I love Manchester" campaign. This was a clear public statement that demonstrated how far the partnership between police, council and community had come in Manchester.

**Violent Political Extremism** The threats of violent political extremism presented new challenges for the police, the council, the courts and our communities. I worked with the police team to "de-classify" as much information as possible and encouraged full community engagement. I chaired a number of key community meetings in Whalley Range and Cheetham. We engaged with Muslim communities who were keen to play their part in safeguarding our communities. Special Branch officers attended meetings and explained their role in investigating crimes. For the first time the public saw and heard special branch officers giving an open account of their operational tasks. This opened the doors to address community fears and concerns. This process provided reassurance to people that the focus of the investigation taking place in their neighbourhood was about criminal behaviour and not political or religious beliefs. I gave evidence on the experiences in Manchester to

Lord Carlile who was then the independent anti terrorist watch dog. His report praises the Manchester approach and led to an improved protocol for community engagement by the police during anti terror investigations.

The Manchester experience demonstrated that neighbourhood policing works for serious crime as well as in day to day neighbourhood policing. The meetings also led to improving the support for communities by creating pathways for reporting “grooming” and the suspicions of people about those who may be inciting violent behaviours from within the community.

There have since been a number of high profile police operations in Manchester which did not spark community tensions.

**Hate Crime.** As part of my engagement with the Manchester Interfaith Network the issue of Hate Crimes emerged as the main topic of concern. Manchester Cathedral agreed to host a round table meeting between faith groups, support and advice agencies, fire services and police. The organisations attending were represented at the highest level including the Chief Constable, Chief Fire Officer and I represented Manchester City Council. The Group developed a number of new approaches to reporting hate crime and supporting victims. Faith Groups are now able to give the correct advice and support to victims in reporting hate crime to the police.

#### **4. Briefly outline your experiences of managing a large budget and setting strategic priorities.**

I have been directly responsible for setting and the financial monitoring and management of multi million pound capital and revenue budgets. I have direct experience of identifying and delivering strategic issues and policies.

As Deputy Leader I am a member of the City Councils Executive Management Team with the overall responsibility for budget management and control. I have direct responsibility for the City Council’s capital programme with the Executive Member for Finance. I supported the Executive Member for Adult Services in a budget transformation process introducing service commissioning. This new approach to service delivery radically changed the business and financial structures within the City Council. I am responsible for setting and monitoring the Councils Housing Revenue Account.

I have been at the forefront of financial management and re-engineering services, business and budgets after Manchester City Council suffered drastic cuts in Government funding. In March this year, I was able to construct a unique and viable rescue package that retained four swimming pools threatened with closure. I did this by responding to and engaging with communities and interest groups, utilising health programmes renegotiating contracts and gaining additional funding from Sports England. I put together the package to save the swimming pools utilising my knowledge and understanding of public health funding and my experience of negotiating with contractors and partner organisations, in this case Sports England.

I led in developing and supporting the delivery of a number of innovative policies over six years which have built new strategic approaches to delivering policing at a neighbourhood level in Manchester.

The development of what are now locally focused integrated policing teams started as “Respect Action Weeks”. This was a new approach then where key crime hot spots were identified and then intensely policed by the police, council and partner organisations for short periods. Lessons were learned from joint working and new partnerships. For the first time police officers were given tasks by council officers and vice versa. This new way of working in Manchester coincided with the changes in Labour Government policing policies, spearheaded by David Blunkett. There was a national move towards local policing which is highlighted by the introduction of PCSOs.

The Manchester Partnership was in a good position to move forward quickly to establish neighbourhood policing teams lead by a Police Inspector and a City Council Community Safety Coordinator. Developing joint ownership of neighbourhood management means there is now a joint responsibility for reducing crime that goes wider than the just the Police.

The next step was the development of a “One Team” approach to neighbourhood policing which actively engaged with citizens and encouraged residents participation. The formation of Neighbourhood Watch Groups, Community Guardians, Key Individual Networks (KINS) along with the formation of the Citizens Force were important significant new developments in securing safer neighbourhoods in Manchester.

The second and third Manchester Crime Reduction Strategies are built on this “One Team” approach and were greatly influenced by the results of extensive community involvement and consultation. This demonstrated that it is crucial to identify the crime and anti social behaviours that are of most concern to residents. An important development was the Manchester “Be Proud Actions” and the “Be Proud Awards” as a way of restoring and generating pride and community cohesion in Manchester Neighbourhoods.

The development of Neighbourhood Policing Partnerships was a result of a series of important innovations that changed the way organisations worked together and how the police and other agencies engaged with the public. To put it simply we went out to the public - right on their doorsteps.

It was through this process of direct community engagement that fireworks controls and “off road bikes” enforcement became a top priority. These were both signal offences that illustrated to the public ineffective policing in their area. The Manchester Crime Reduction Partnership responded by delivering a new approach to firework control - Operation Treacle - and I personally led a campaign to take out “off road bikes” by holding high profile crushing events. Both initiatives received high public recognition and praise.

These methods and approaches are now embedded in neighbourhood management but still are vital to neighbourhood policing. This was demonstrated recently following the sentencing of Dale Cregan. In Clayton the police team and other agencies, including myself went on a reassurance exercise in the area .The positive response from the public on the door step showed how important neighbourhood policing is especially in very difficult and tense times.

**5. Please give evidence of your commitment of the values of the current commissioner and how these values could be applied in the sphere of criminal justice.**

I believe in standing together and standing up for each other. Together we can change ideas, how we behave towards each other and consent to how our neighbourhoods are managed. I have personal experience of working together and seeing what positive impact shared aims and actions can have upon individuals, communities and organisations.

I believe in justice, fairness, respect, equality of opportunity and compassion.

I believe standing together is not an easy option. In fact it is a tough approach. It means valuing each other and treating each other with dignity and respect. Being courageous in challenging our own and the behaviour of others, voicing our support for the common good, working for change for the better and responding to calls for help when needed.

I believe that organisations are strengthened by openness, integrity and accountability. The performance and behaviours of officers and staff must be of the highest standard. Organisations must be transparent and address openly and independently failures and institutional malpractice when it occurs.

I believe as both citizens and consumers we have responsibilities and rights. And organisations have a duty to respond and be held to account.

As Citizens we have the responsibility to engage in defining how services are funded and delivered. Citizens have the right to challenge and call to account those who have been charged with their protection and welfare.

As consumers we are entitled to quality services that are delivered efficiently, effectively and respectfully. Consumers demand transparent procedures that engage with them, consult them, respond to their needs and address their complaints when things go wrong.

I believe that funding for public services must be fair and equitable. I believe the current government approach to public funding and social security is not fair or equitable. I will continue to work for change to provide decent, affordable public services, health, education, housing, care and support for those in need.

I am proud to be a part of a big team that is working together and standing up for each other - our communities, public services, business, faith groups, trade unions, political and social organisations. Together we have created towns and neighbourhoods across Greater Manchester where people feel safe, want to live and bring up their families. Leadership is important along with team working and community engagement. Together we do make a difference.

To maintain confidence in policing the public must have confidence in the justice system in all its aspects. We have made tremendous progress in policing in recent years - there is still some way to go in building public confidence and respect in the justice system. As part of the Manchester Crime Reduction Partnership I played a key role engaging with the Courts, Probation and Prison Services. I established liaison between the magistrate's court and the City Council where there could be an

open exchange between Manchester Magistrates Court and the City Council Executive. Progress was made in opening up the Magistrates and the Courts to communities, recruiting magistrates from Manchester's communities and magistrates themselves addressing community meeting about the work of the courts and the justice system.

Manchester became a pilot area for the introduction of the Community Payback Scheme and we pioneered payback schemes for offenders so they were visible to their community when serving their sentences. Communities were invited to identify schemes in their own neighbourhoods so there was value returned to their area.

Reducing re offending became a high priority of the third Manchester Crime Reduction Strategy. The 'revolving door' offenders caused great concern. The way forward was to target repeat offenders by building better working relations with prisons pre release, and establishing integrated supervision on release; both are essential elements in a crime reduction strategy. While progress has been made in a few areas the delivery on prisoner release and integrated supervision is not universally good. Reoffending rates remain high and new approaches are needed to face up to this challenge.

I was invited by GM Probation Service to take part in restorative justice hearings. Following the August Riots in Manchester City Centre I was a member of the restorative justice panel with representatives from businesses and residents who heard the cases of convicted rioters and looters. While the seeds of a way forward in developing new approaches to sentencing, punishment and justice are in place there is still, in my view some way to go to convince the public that there is value, fairness and justice in the process.

**6. Apart from the skills and experience described above, please give any examples of other knowledge and/or experience which are relevant.**

I have a working knowledge and long term experience in high profile jobs of the news media and of communications strategies. This has included developing and providing management training in media relations. I am fully conversant with campaign and communication methods and processes including copy writing, presentation, graphic design and multimedia. I have good working relationships with local and national news outlets. I regularly appear in the news media. I frequently give speeches and make presentations at a range of meeting, events and conferences. One example is a recent speech I gave at the launch of the Bishop of Manchester's Poverty Commission Report earlier this year.

I have negotiated on behalf of a number of organisations representing and promoting their interests diplomatically and in a politically sensitive way. I have developed effective partnerships and liaison with organisations at executive and senior levels in a wide range of public and private organisations. I am also experienced in developing, representing and meeting with a wide range of diverse neighbourhood organisations.

I have developed a good contact network in Greater Manchester across communities, faith organisations, trade unions, local councillors, local government, health organisations, the voluntary



and business sectors and in news media circles. I also have direct links with senior councillors, Government departments and agencies, Members of Parliament and the House of Lords.

I have deployed this network effectively to raise the profile in a number of policy areas. In recent years I have had meetings with a number of Home Secretaries on Policing and Justice Matters. I have given evidence to Parliamentary committees and commissions - the latest being the evidence I gave to the McKay Commission on the Consequences of Scottish Devolution on North West England.

I have been involved with and responsible for organising local and national conferences, seminars and events, I instigated a recent Manchester Conference with the TUC, Unison, and the National Pensioner Convention on the impact of austerity on older people. A number of these events have been of great importance in developing new approaches to crime prevention, community engagement, community cohesion, housing and regeneration; most notable of these is Manchester's annual Community Pride Awards where Manchester Citizens receive public recognitions and awards for their contribution to well being of their neighbourhood and City.