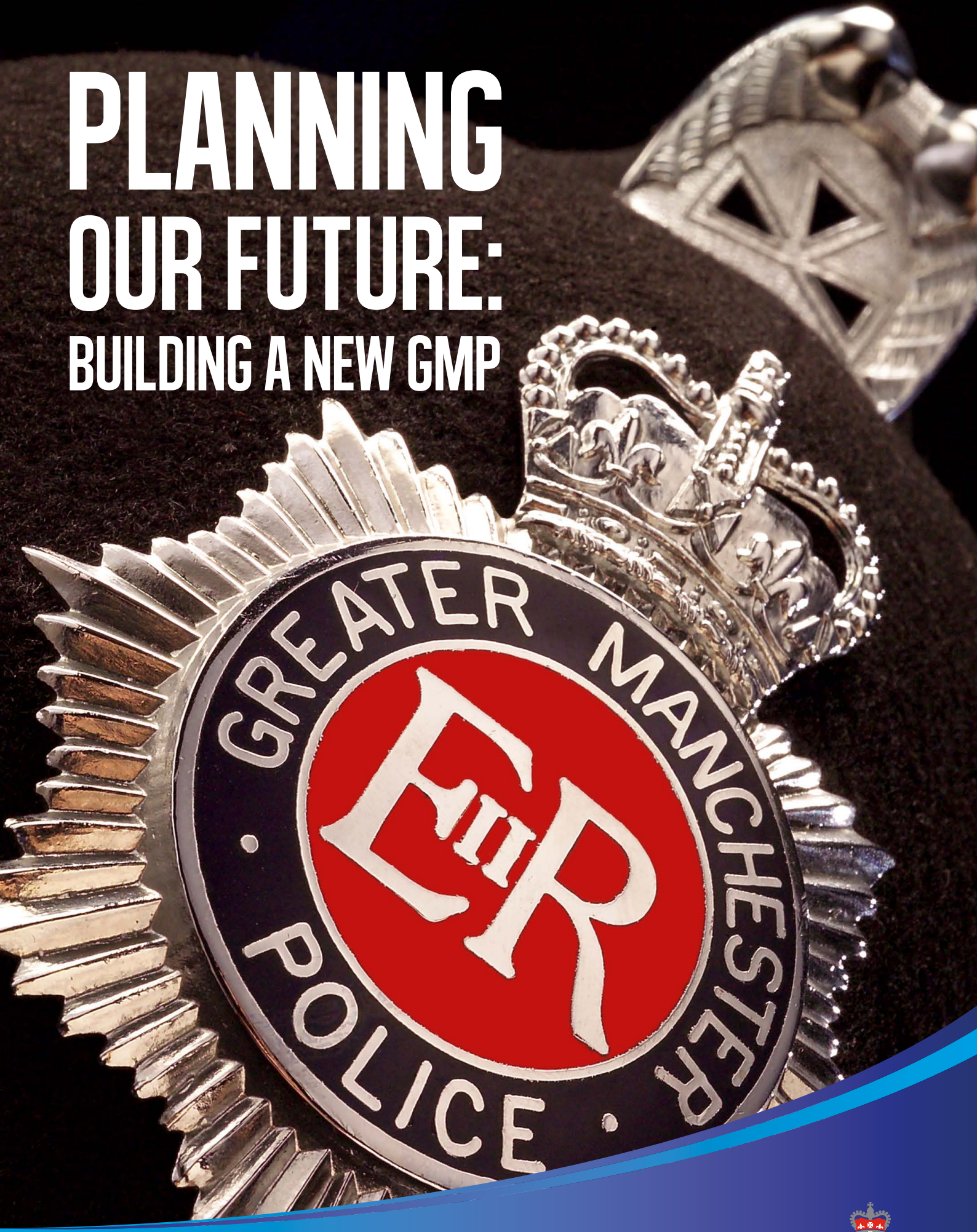
PLANNING OUR FUTURE:

BUILDING A NEW GMP



GREATER MANCHESTER
POLICE

CONTENTS

FOREWORD 1

OUR IMMEDIATE RESPONSE 2

TAKING A STRATEGIC APPROACH 5

OUR FORCE DELIVERY PLAN 2021-22 8

PLAN ON A PAGE 9

FORCE DELIVERY PLAN - IMPLEMENTATION 11

OUR PUBLIC PROMISES 13

GET INVOLVED 16

GREATER MANCHESTER
POLICE

FOREWORD

Greater Manchester Police (GMP) is a tremendously powerful force for good in our communities. It is an honour and a privilege to lead an organisation that comprises a great number of officers and staff who are committed, professional, compassionate and courageous, who do things every single day that most either could not, or would not do.

It is also true however that GMP is currently underperforming its vast latent potential. As the incoming Chief Constable, I have benefited from being able to access several sources of information to help to chart a purposeful way forward for the force. The published judgments of Her Majesty's Inspectorate of Police, Fire and Rescue Services (HMICFRS), commissioned elements of root cause analysis (Mayor for GM - PWC consulting), the expressed views of the public and stakeholders; together with the crucial inputs of several hundred GMP officers and staff, have all proven invaluable in powerfully informing the early development of this highly focused forward plan.

This document is divided into four distinct parts. Firstly, and in recognising the need for immediate responses to critical HMICFRS recommendations, we set out the scale and scope of a tremendous effort over recent months to take urgent and beneficial action to effect practical improvements.

Secondly, we describe a number of key initiatives already introduced which, taken together, comprise a strategic response to our 'root cause' analysis and represent the solid foundations upon which we intend to build.

Thirdly, and most importantly, we've set out a balanced Force Delivery Plan (FDP) (our Plan on a Page) which sets out a very clear and focused prospectus. This plan distils into deliberately simple points of focus, the essence of what GMP will now collectively undertake to deliver. The plan is both ambitious and unambiguous; it is devoid of management waffle and is capable of binding the efforts and contributions of over 12000 people, such that we are all pulling in the same direction.

Our Plan on a Page is of course something that will predominantly be of most relevance to our own officers and staff. What matters most to the public is obtaining a sense of what tangible delivery looks and feels like. In seeking to sustain and enhance the confidence of the public, we have reflected upon the signs and symbols that will emerge in the public eye of a resurgent GMP. What are the things that our communities will see and experience to illustrate the practical delivery of the core elements of our plan? To help answer this question, we are also publishing a series of promises to the public which are described in part four of this document.

These promises are designed to be practical, of value, reflective of what the public have a right to expect and their delivery is capable of being straightforwardly measured. Some of these promises will be delivered relatively quickly, some may take more time to achieve, but they will all require a genuine collective effort from everyone in GMP.

Our purpose in setting our promises out in this manner reflects an absolute determination to better serve our communities and to deserve your trust and respect. We want you to be proud of your force and we are determined to deliver.

In my first three months in office, I have been enormously heartened to discover a workforce that is so determined to move collectively to a better place. The only resistance that I have been able to detect relates to a preservation of the status quo. The current performance of the force is simply not a fair reflection of the quality and aspirations of our people. This, our forward facing plan therefore, is about harnessing our great potential and capturing the true spirit of what I am confident, can be achieved over the coming months and years.

I thank you for your continuing support.

Stephen Watson QPM
Chief Constable

1 OUR IMMEDIATE RESPONSE

In December 2020 Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) assessment of GMP's victim services (VSA) found that the "service provided to victims of crime by Greater Manchester Police (GMP), particularly vulnerable victims of crime, is a serious cause of concern."

Following this inspection, GMP was formally 'engaged' by the HMICFRS and four enduring concerns about the force were identified:

- The inability to make accurate records of crimes reported to it by the public.
- Inadequacy of safeguarding and investigative services to people who are vulnerable or at risk of harm.
- The inability to provide accurate or complete information to support effective and sustained improvement, including the inability to complete the annual data return.
- The inability to manage change effectively.

In December, Chief Constable Ian Hopkins stood down from his post and was succeeded by Chief Constable Stephen Watson in May 2021. During the intervening period, Acting Chief Constable Ian Pilling led a wide-ranging programme of rapid response "surge" activities called "Think Victim", designed to bring about urgent practical improvements.

IMMEDIATE IMPROVEMENTS

Over the first half of 2021, the force's position has stabilised and there has been a marked increase in the number of crimes recorded, the speed with which they are recorded and the number of crimes now being investigated. This represents a step-change in our provision of services to victims, especially those who are vulnerable.

ACCESS TO SERVICES

The budget for our Operational Communications Branch (OCB) has been increased to improve call handling and our command and control arrangements. Additional new operating officers have recently completed their training and are now in place working to handle calls within the OCB.

In the meantime, all available trained resources have been oriented towards supporting the OCB. While unprecedented demand has been experienced in the post-COVID lockdown period, average call times have remained lower than in previous periods, albeit more needs to be done to consistently address peaks and troughs. A review of how we grade and respond to incidents has commenced.

Marketing of the online crime and incident reporting service has been undertaken across Greater Manchester and resulted in substantial increase in the number of people using this service. GMP now field more online enquiries and reporting than is typically the case in any other force. Given high levels of user satisfaction with this service, these developments mark beneficial progress.

Over 1000 dormant email addresses that could be used for safeguarding referrals have now been withdrawn and rationalised into a single mailbox for each district to avoid the potential for critical referrals and calls for help being missed.

RECORDING CRIME

Initially, over 120 officers and staff took part in a district-based quality remedial assurance of incidents, supported by centralised moderation to ensure that crimes were recorded correctly, safeguarding measures implemented and investigation undertaken. This short-term response has been replaced

1 OUR IMMEDIATE RESPONSE CONTINUED

with the creation of a centralised Performance and Improvement Oversight Team (PIOT) which has reduced the number of incidents requiring quality assurance and audit by 50%.

As this model has evolved and become more sophisticated, staff have been released from the need to routinely 'check' upon better performing districts whilst enabling enhanced scrutiny and intervention in those areas which continue to experience difficulties.

Resources in the Force Crime and Incident Registrar's (FCIR) audit team have doubled to bring it in line with resource levels comparable to other forces which has further improved the ability to quality assure crime recording.

The Central Crime Recording and Resolution Unit (CRRU) has improved compliance with National Crime Recording Standards - reducing the average time to record a crime from 56 hours to 10 hours.

As a result of the changes, the force is now recording more crime.

INVESTIGATING CRIME

Crime Investigation Teams (CIT) have been established to undertake desk-based investigations into reported crimes. Involving over 120 people, these teams have carried out over 2,500 investigations, with each victim being contacted within 24 hours of the crime and over 750 lines of inquiry identified. These teams will be further expanded with the deployment of qualified officers who are not able to perform front-line duties due to sickness or injury.

Prisoner Processing Units (PPU) are being piloted to help improve the quality of investigations and to assess whether they help solve more crimes, deliver better support to victims and improve relationships with the Crown Prosecution Service. These units help make the investigation of crime more efficient by ensuring that skilled, experienced staff are dedicated to progressing suspect interviews, charges and CPS file preparation, thus freeing frontline officers to go back out on duty. These units are currently processing 40 individuals a day and this number is set to grow rapidly.

The force is now more focused on actively investigating all crime and pursuing all reasonable lines of enquiry.

SERVICES TO VICTIMS

"Think Victim" training that focuses on safeguarding and the investigative needs of victims has been provided to over 9000 officers and staff in public facing roles.

Processes have also been improved to better identify vulnerability and provide safeguarding for people identified. New processes have also been introduced using text messages to provide victims with rapid information about their crime number.

These activities have been accredited with improving the number of crimes recorded, improved recording standards and better quality investigations.

ROOT CAUSE ANALYSIS

Alongside delivery of the immediate improvements, a root case analysis was undertaken to assess the underlying causes of the concerns. This was informed by a variety of sources, including an evaluation by private contractors commissioned by the Mayor for Greater Manchester; internal 'discovery events' with employees and, in Summer 2021, a programme of interviews and focus groups overseen by the new Chief Constable.

A number of common themes were identified by the root cause analysis:

Leadership concerns, particularly poor leadership behaviours, lack of leadership accountability and capacity to lead change.

Lack of clarity over strategic direction; negative impact of the integrated place working model on performance and a confusing range of disparate initiatives in a change plan that is overly complex and has failed to deliver transformational change.

Loss of talent and experience to other forces; low morale and lack of employee trust and confidence.

Issues with crime management processes, investigative standards, and the system of care offered to victims.

Lack of problem-solving and action/enforcement focused neighbourhood policing and poor partnership working.

Poor use of data and new technology which has not delivered anticipated benefits and continues to pose significant challenges in how services are delivered and performance managed. This is particularly the case with the Police Works element of iOPs.

A negative culture with a pervasive fear of failure.

Gaps in capacity and capability to provide services.

Lack of support to victims, with little focus on the needs of those most vulnerable.

Poor corporate services infrastructure which does not effectively support or influence the development of the force.

These deep-seated and wide ranging issues are being assiduously addressed by a transition from immediate "surge" activities, to the development and delivery of substantive and sustainable changes to tackle the root causes of the enduring problems and concerns identified by HMICFRS.

A horizon scanning system for the on-going monitoring and analysis of internal and external influences has been implemented to track progress and identify the early emergence of any future potential issues.

2 TAKING A STRATEGIC APPROACH

The required transition demands greater emphasis on strong local leadership, clear governance and effective problem solving. Taken collectively, these key initiatives have secured additional quick remediation and are establishing the conditions required to secure more fundamental longer-term success.

IMPROVED STRATEGIC CLARITY

The current Mayor's Police and Crime Plan clearly states the desired strategic outcomes that we must seek to achieve: keeping people safe; reducing harm and offending; and strengthening communities and places. The Government's plan for policing - Beating Crime Plan - also sets out national expectations for reducing crime.

Bringing the requirement of these plans together and combining them with what we know the public wants of their police force and what we know we need to address has helped us to create a re-focused and simplified strategic intent to help all parts of the organisation move in the same direction. To help achieve this, several hundred officers and staff from all ranks, roles and workplace locations across the force have shared their views on what we need to do. These views helped create our ***'Plan on a Page'*** – which recommits us to a simple set of shared organisational values and a positive approach to supporting our communities, reducing crime and keeping people safe.

Our plan is supported by a **new performance management framework (PMF)** which will make it clear what good looks like and what is expected of our people. The process to develop the PMF runs in parallel with the development of the force delivery plan and is thus already live and making good progress. The PMF will run through all parts of the organisation, driving Personal Performance priorities and defining leadership objectives and will be instrumental in helping achieve success by ensuring everyone pulls on the same end of the same rope.

We will **move away from the notion of omni-competence** and will reintroduce dedicated roles, supporting specialist teams and new ways for working to make the most of technology.

The **strategic change programme** has been reviewed, rationalised and realigned to support the transformational delivery of the Plan on a Page, as well as scope for dynamic commissioning and targeted interventions.

IMPROVED LEADERSHIP CAPACITY AND CAPABILITY

Strengthening leadership across all parts of the force is introducing the capacity and capability to lead and implement the level of change we need. The Force Executive Team is being rapidly strengthened by the appointment of an additional Assistant Chief Constable, a substantive Deputy Chief Constable and a new Chief of Corporate Services, while chief officer portfolios are being reformed to support delivery of the force delivery plan. Further senior appointments will be made in the near future and chief officer portfolios are being realigned to improve partnership working across the whole system. We will also develop a better balance between operational and corporate service capability at a senior leadership level.

A dedicated and accountable district commander at Chief Superintendent level will be in place for every Greater Manchester district to improve local leadership and partnership working. This initiative has inspired the most ambitious senior recruitment process in GMP's history and those selected will be in post within weeks. Learning from this exercise will be used to develop a new recruitment process that will be rolled-out for other roles that will follow.

In the meantime, **senior officers are being redeployed from headquarters roles**, to strengthen local leadership and support front line officers and staff. We are aiming to establish a multifunctional senior leadership team in each district.

Specialist roles are being strengthened, for example a new Head of Strategic Media Communications has been appointed to lead a more proactive and positive communications approach with staff, media, communities and stakeholders and a new specialist Head of Operational Communications Branch has been recruited to drive further improvements to call handling, command and control. A more detailed consideration of how the corporate services function can better enable, contribute, support and influence the force in underway.

IMPROVED OPERATIONAL EFFECTIVENESS

We will place a greater focus on improving what we do to prevent and detect crime, bring offenders to justice and keep our communities safe; recognising the harmful impact crime can have on people.

We have amended our **crime assessment and allocation policy** to ensure that in all cases where reasonable lines of enquiry exist, our officers will pursue offenders relentlessly.

The operation we initiated to attend every case of burglary in Greater Manchester - **Operation Castle** has now been sponsored by the Home Office and will be part of a national pilot programme and evaluation.

Neighbourhood policing will form a key part in re-establishing a meaningful relationship with the communities we serve. We will build on the existing initiative launched earlier this year to introduce a named and contactable officer in every neighbourhood. We will consult with the public to establish what they want of their local neighbourhood policing teams, ensuring that we fully reflect public hopes and expectations in our operating model.

2 TAKING A STRATEGIC APPROACH CONTINUED

A **strategic demand management function** is being created that will help us get a real handle on the proactive management of demand and to improve service to victims and communities. Much of this approach will be characterised by evidenced based **problem solving with partners**, including local authorities, early intervention and mirroring the victim's journey in our core processes.

We will continue to build on the work of our desk-based Crime Investigation Teams by increasing our middle office to reduce the pressure on front-line officers and staff in areas that include analysis and insight, prisoner processing units, volume crime investigation and reduction teams, and file build capacity.

We have taken immediate steps to simplify and make more **effective our corporate governance structures** which are more clearly focused on management of risk, resources, performance, change or corporate development.

One of the issues most affecting our operational performance is the continued problems with the **PoliceWorks element of iOPS**. We have already commissioned a detailed, focused and rigorously evaluated options appraisal. When this has concluded we intend to establish a clear road map for the future including the defined need for our own IT infrastructure upgrades. It is crucially important that we make the right decisions on this issue as quickly as possible since it is so significant to our future success.

Short-term measures have been put in place within our Operational Communication Branch to address call handling times for 999 and 101 responses. Further improvements will be secured through a more fundamental review of process and practice.

IMPROVED CULTURE

With the right leadership and everyone working together in the same clear, positive and progressive direction, GMP has the latent potential to make rapid and sustained progress but some cultural issues are being addressed.

The Chief Constable is leading the process by which **individual leadership objectives** are developed, communicated and then required of all leaders across GMP.

A new **organisational justice model** will be introduced that will enhance the degree of fairness applied to grievances and potential misconduct. Poor conduct will be dealt with robustly.

A fresh **focus on welfare, support and wellbeing** for all will be established and we will seek to understand the factors causing us to lose so many experienced employees - delivering a new transferee recruitment campaign designed to bring good people back to GMP.

Clear disparities exist in and between communities and reflect inequalities in housing, health, education and employment. Disparities and disproportionality are also evident across several measures which pertain to the delivery of policing services to our communities. We are committed to serving our communities fairly and equitably and providing a **proportionate police service** where communities feel that we use our powers to keep them safe legitimately and without prejudice. We will continue to publish regular updates to the "Achieving Race Equality" report. We will also continue to progressively recruit a workforce that is more representative of our diverse communities.

3 OUR FORCE DELIVERY PLAN

MAKING IT HAPPEN

Taken together, these initiatives provide the foundations upon which we will tackle the long-term issues identified through our root case analysis.

Hundreds of officers and staff from across the force have been involved in helping to translate this deep understanding into a simple, clear and memorable format; distilling the strategic approach into a clear and focused Force Delivery Plan - our Plan on a Page.

The Plan on a Page, which is set out in the next section, simply re-states our purpose and describes the areas we will focus on to deliver improvements this year.

OUR PURPOSE:

THIS IS WHAT WE DO:

- RESPOND TO INCIDENTS & EMERGENCIES
- INVESTIGATE & SOLVE CRIME
- PREVENT AND REDUCE CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR

THIS IS HOW WE DO IT:

Improve, simplify and align our core processes

- Ensure we deal with incoming demand, and properly record, investigate and solve crimes
- Ensure end-to-end accountability and victim focus
- Simplify governance, reduce duplication and bureaucracy

Improve I.T. and broaden digital transformation

- Improve / replace police works
- Boost digital skills across the organisation
- Ensure I.T. and digital technology are easy to use enablers of our core processes
- Update and upgrade our I.T. infrastructure and ensure it is fit for purpose

Establish effective performance management regime

- Measure, monitor and manage what really matters
- Set clear performance expectations for everyone
- Recognise and celebrate good performance
- Fairly tackle poor performance

Strengthen our dedicated neighbourhood policing teams

- Ensure they have resources and decision-making powers, local knowledge and a focus on partnership-based problem solving
- Help to build resilient communities
- Supported by specialist capabilities

Invest in and support our people

- Make GMP an attractive place to work
- Improve staff engagement, staff recognition and staff wellbeing
- Improve leadership skills across the organisation
- Strengthen strategic, operational HR and workforce planning processes so that we recruit, retain, develop and promote the best people
- Provide ongoing training, development support and career progression opportunities to all staff and officers

UNDERPINNED BY OUR VALUES:

- PUBLIC SERVICE & PROBLEM SOLVING
- INTEGRITY, HONESTY & OPENNESS
- ACCOUNTABILITY & UNITY
- KINDNESS

Focus on the basics: Fight, prevent and reduce crime. Keep people safe. Care for victims.

DELIVER OUTSTANDING SERVICE

BUILD PUBLIC TRUST AND CONFIDENCE

Become a more intelligent organisation

- Foster evidence-based decision-making
- Scan the horizon, map and predict demand and emerging threats (incl. failure demand)
- Collect and analyse accurate, reliable and up-to-date information and share it in an easy to understand way
- Boost data and analytics skills

Strengthen and invest in the corporate services function

- Ensure corporate services enable, contribute, support and influence the force as a strategic partner
- Boost and grow the professional skills across corporate services

Work in effective partnerships

- Reduce risk to vulnerable people and stop people becoming victims in the first place
- Create a joint focus on creative problem solving in order to reduce demand
- Shared accountability for problems
- Joint intelligence and understanding of underlying causes of demand

Communicate and engage in a positive and proactive manner

- Have a proactive dialogue with communities, listen to the public, understand issues
- Establish internal voice and create staff engagement channels
- Enhance media and stakeholder relationships

Invest in and improve our infrastructure

- Ensure the estate, fleet, equipment and I.T. are fit for the job
- Embrace effective agile working
- Reduce environmental impact

Manage our resources effectively

- Secure funding and align finance strategy with strategic priorities
- Balance short and long-term financial planning
- Improve financial awareness and delegate more financial authority
- Focus on value for money

HIGHEST PROFESSIONAL STANDARDS

BEING A LEARNING ORGANISATION

DIVERSITY, EQUALITY & INCLUSION

3 FORCE DELIVERY PLAN - IMPLEMENTATION

Delivery of the Plan on a Page will be achieved through:

A rigorous approach to the development and practice of effective leadership at all levels within the organisation.

Mapping all the features of demand with a particular focus on identifying recurrent problems and developing a deep understanding of what is happening where.

A focus on evidence-based problem solving with partners supported by high quality analytical products.

A vigorous and enduring approach to community engagement to identify community concerns and help build resilient communities.

Systematically addressing the problems of greatest community concern by Neighbourhood Policing Teams.

District commanders and Neighbourhood Policing Inspectors will attend focused performance management meetings to be held account for reducing the impact and volume of demand.

The skills, training and experience of medically restricted officers will be deployed to support a substantially enlarged desk based Crime Investigation Team.

Delivery of a challenging but supportive performance management framework (PMF).

A robust system and process for assuring long-term strategic performance through horizon scanning and greater, more immediate understanding and action to address emerging issues.

Ensuring that the Force Operating Model is reformed such that it is capable of supporting the delivery of highly focussed, assertive and effective policing; and sustains the conditions required to enhance our work with partner agencies.

Effective internal and external communication.

Investment in our infrastructure.

Strengthening of corporate services function.

4 OUR PUBLIC PROMISES

Our success will be measured principally by whether the public feels like there has been improvement and that they are more confident in our ability to achieve our purpose.

In this section we articulate those things we expect our communities to see, feel and experience in consequence of our successfully delivering upon our Plan on a Page.

These promises do not define the totality of our endeavours and are not an exhaustive list; rather they are the things we know our communities care most about and can use to easily evaluate our progress. We will develop simple indicators that everyone can use to track and measure how well we deliver these promises.

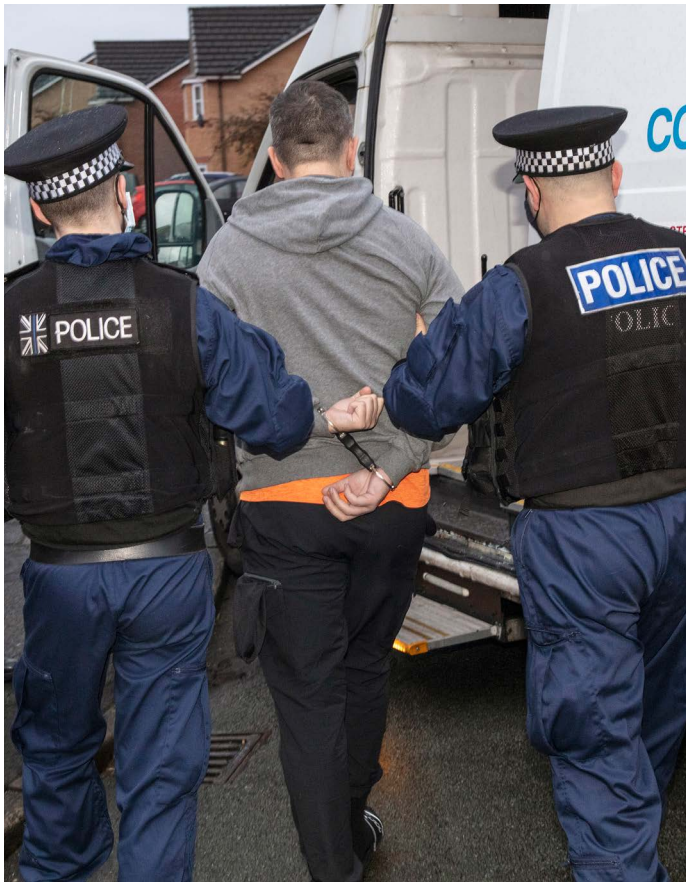
OUR PROMISES FOR A BETTER POLICE SERVICE: YOUR NEW GMP

GMP will continually strive to fight, prevent and reduce crime and harm and keep people safe so that Greater Manchester can be a safer and welcoming place in which to live, work, learn and visit.

These promises describe what improvements in policing services should look and feel like to you as we continue to implement our plan for a new GMP.

RESPOND TO INCIDENTS AND EMERGENCIES

- 999 and 101 call waiting times will be shorter.
- You will be able to report a crime or incident online so you don't have to phone 101.
- You will be able to report problems in your area online directly to your neighbourhood policing team.
- If you are a victim of crime we will deliver the Victims' Code. You will be given the contact details of the police officer who is looking after your case. They will keep you informed of any progress and you will not have to call 101 for updates.
- If you have an emergency we will get to you more quickly.



PREVENT AND REDUCE CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR

- You will see monthly high profile operations that target the problems we know you care about.
- Every area will have a neighbourhood policing team including named officers responsible for local policing.
- You will be able to contact your neighbourhood policing team directly.
- A proportion of our neighbourhood policing team resources will be ring-fenced and they will only undertake duties that are focused on addressing local concerns.
- We will focus extra help for people who are particularly vulnerable to the risk of harm, for example, people targeted by hate crime; people who are repeatedly targeted; or people who have reduced ability to keep themselves safe.

INVESTIGATE AND SOLVE CRIME

- We will investigate all crimes and follow-up every reasonable line of enquiry.
- Every burglary will be attended by a police officer and followed up with an investigation.
- More criminals will be arrested.
- You will see us relentlessly pursue the disruption of serious and organised crime.
- We will seize more assets from criminals. If you are acting criminally you can expect us to seize your house, your car and your cash when we catch you.

4 OUR PUBLIC PROMISES CONTINUED

DELIVER OUTSTANDING PUBLIC SERVICE

- We have invested in strengthening our leadership: every district will be led by a Chief Superintendent. You will know their names and be able to contact them.
- You will feel like we care about you. More victims of crime will be satisfied with how we look after them.
- Officers and staff do their jobs to the highest professional standards: we will have fewer complaints about poor service.
- You will see your neighbourhood policing team working with your council, the NHS and other organisations to solve problems that affect crime and anti-social behaviour in your area.
- Officers and staff will be well equipped to do their jobs well.

BUILD PUBLIC TRUST AND CONFIDENCE

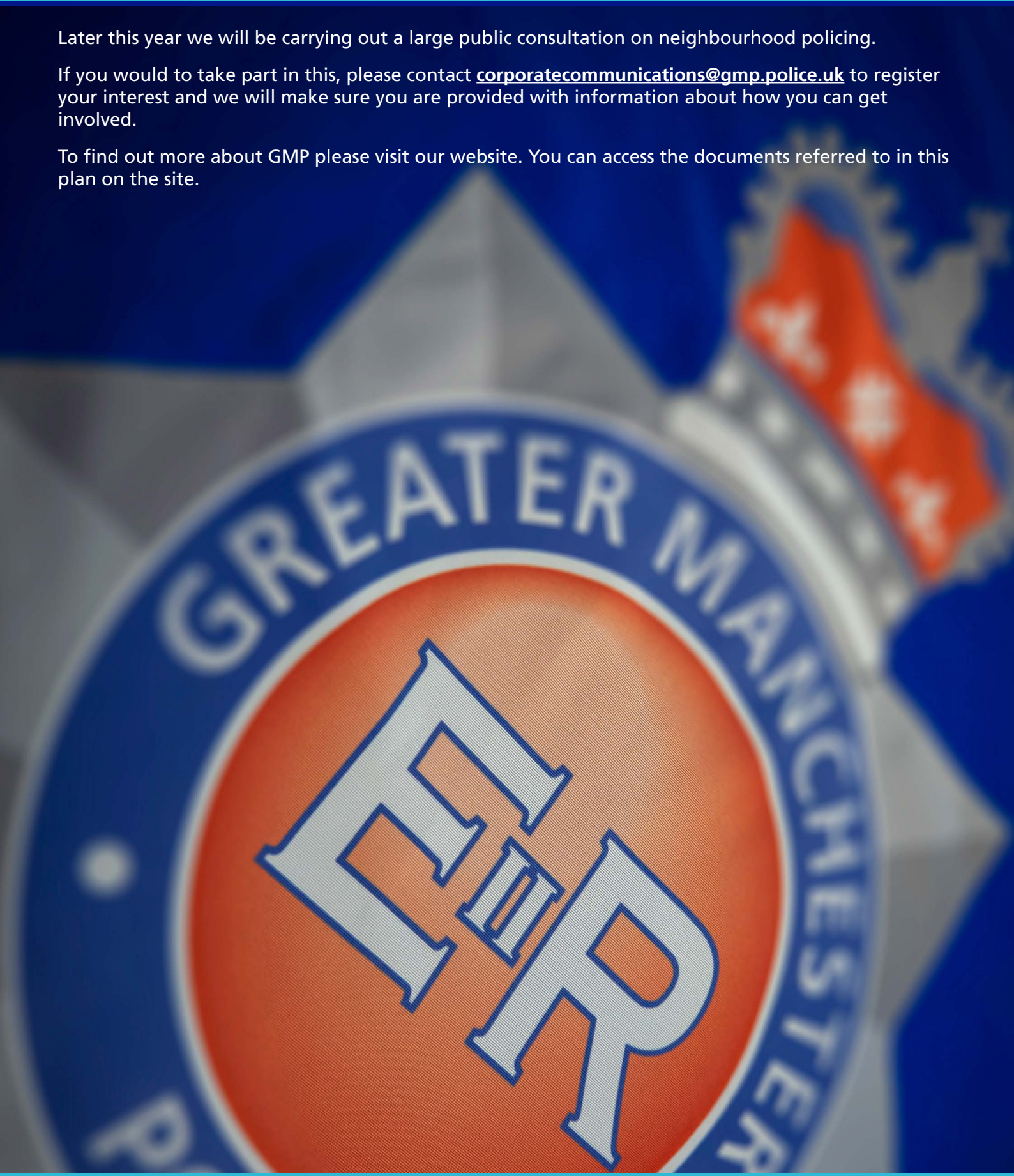
- You will have been invited to join in a public consultation to give us your views on what you want from our neighbourhood policing function.
- You will be able to speak to us regularly to tell us what issues you want us to address in your neighbourhood. What we do in your neighbourhood will be informed by what you tell us.
- We will proactively communicate with you to tell you what we are doing.
- We will deliver proportionate and fair policing where our tactics and use of force is not greater than the risk we are trying to address. We will publish data on how we are performing.
- Local forums and other panels will be strengthened to widen public scrutiny and we will take part in a bi-annual GMP accountability session with elected representatives and the monthly Mayor's Question Time.

5 GET INVOLVED

Later this year we will be carrying out a large public consultation on neighbourhood policing.

If you would to take part in this, please contact **corporatecommunications@gmp.police.uk** to register your interest and we will make sure you are provided with information about how you can get involved.

To find out more about GMP please visit our website. You can access the documents referred to in this plan on the site.



You can access many of our services online at www.gmp.police.uk

For emergencies only call 999, or 101 if it's a less urgent matter.