

Greater Manchester Police, Fire and Crime Panel

Date: 10th November 2022

Subject: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
Engagement of Greater Manchester Police

Report of: Deputy Chief Constable Terry Woods

Purpose of Report

The purpose of this report is to inform the Greater Manchester Police, Fire and Crime Panel on the progress made by Greater Manchester Police (GMP) against the actions set out by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) since being placed in special measures in December 2020.

This report provides an update on GMP's progress against HMICFRS engagement causes of concern (CoC) and recommendations. It also establishes Force performance progress across key measures of policing performance, provides context of the comprehensive measures implemented to address the performance issues identified, and details the upwards trajectory of GMP's performance improvement (data as at 30/09/22, HMICFRS engagement position as of the 26/10/22).

Recommendations:

The Panel is requested to note the report.

Contact Officers

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1. Detail

1.1 HMICFRS GMP Force engagement and special measures current position

The Force can report that despite receiving **18** new HMICFRS reports since December 2020, resulting in **22 areas for improvement (AFI), eight CoCs and 76 recommendations**, it has closed **146 recommendations and areas for improvement** requiring action. This comprises of 50 GMP specific recommendations and AFIs, and **96** national recommendations and AFIs.

In addition to the above, 18 recommendations and AFIs require no further action due to HMICFRS withdrawing the specific need to progress, or because they are covered in the wider police effectiveness, efficiency and legitimacy (PEEL) questions. In total 25 Recommendations and AFIs (combined) have also been superseded. **Therefore, in total 189 areas for improvement and recommendations have been progressed and closed, superseded or 'no further actioned' since December 2020.**

The Force has reduced its open recommendations from the start of HMICFRS engagement in December 2020 to **22 recommendations**. There are also **14 AFIs and five CoCs open**.

Following re-inspection in September 2022 by HMICFRS, and in light of the inspection findings, the Force has been notified that a decision has been made by HMICFRS to close one Cause of Concern (CoC) relating specifically to GMP engagement: -

21044 - PEEL: Greater Manchester Police Cause of Concern – (Closed) Responding to vulnerable people - Greater Manchester Police is failing to respond appropriately to some people who are vulnerable and at risk. This means that it is missing some opportunities to safeguard victims and secure evidence at the scene. This enduring service failure has given cause for concern about public safety in Greater Manchester.

With regard to the second CoC relevant to engagement, the Force can report that following the re-inspection it has now only one recommendation open, of the four it contains, in relation to the below CoC: -

17345 – An inspection of the service provided to victims of crime by Greater Manchester Police - The Force is failing to make sure investigation plans are always completed to an acceptable standard and not adequately supervising investigations. This

leads to poor standards of some investigations, a lack of timely progression of investigations and a failure to adequately document and mitigate the risk to victims, including vulnerable victims.

The remaining Recommendation relates to **Investigation and Supervision Standards improvement** and is a continued focus for GMP and is an improvement area shared by other Forces. The Force can update that significant and sustainable progress in GMP has been made and will continue against these original CoC and associated Recommendations relating to HMICFRS engagement to prevent under performance, as detailed below:-

CoC 17345 – Victim Services Assessment Cause of Concern Update

The following areas have been **implemented and secured** to date to deliver against this cause of concern: -

- ✓ Re-launched Performance Management Framework (PMF).
- ✓ Launch of key improvement plans and priority actions led by a dedicated Detective Superintendent and team.
- ✓ Change of portfolio to Assistant Chief Constable (ACC) Crime.
- ✓ Investment in detective resourcing, building capacity and capability, welfare and wellbeing.
- ✓ Monthly Public Protection Division (PPD) thematic audits from cradle to grave.
- ✓ Communications Plan / staff engagement / Sergeant and Inspector Pledges by Chief Constable Watson / Plan on a Page (PoaP) Roadshow and 1 Year On Event – “We are Giants”
- ✓ Crime and Vulnerability Board, chaired by ACC Crime, implemented to provide effective scrutiny, governance, and crime performance improvement. Supported by Gold/Silver/Bronze (GSB) structure to deliver improvement and the refreshed Force Investigation and Crime Standards Improvement Plan, and Crime Data Integrity (CDI) Improvement Plan.

The following are **key achievements** to date for the Force against this CoC: -

- ✓ Improvements across most PIP1 key performance indicators (KPI), including supervisory updates and investigation plans.
- ✓ Detectives leading professionalisation of crime investigation at local level.
- ✓ Staff morale improvement and positive cultural shift.

- ✓ Tangible Force/district delivery on key performance measures supported by Quarterly Performance Review (QPR) process.

These developments are **sustainable**, and the following can be identified as milestones: -

- ✓ The PMF is bringing force-wide accountability, scrutiny, and governance. This is evidenced through Force Crime and Incident Registrar (FCIR) audits, QPRs, and GMP's Victim and Communities Performance Framework (VCPF) Day. Dedicated performance products have been created and embedded to deliver.
- ✓ Daily, weekly, and monthly performance products and processes have been implemented enabling scrutiny and accountability, and in turn, service and performance improvement for victims and our communities across Greater Manchester.
- ✓ Key focus across GMP on training and development of all staff and cultural shift.
- ✓ Extensive staff engagement events, interaction with GMP Federation/support staff associations.
- ✓ Development of sophisticated data tools to aid improvement in performance, such as the Cognos Dashboard and Integrated Operational Policing System (iOPS) Dashboard.

21044 - Greater Manchester Police is failing to respond appropriately to some people who are vulnerable and at risk – Cause of Concern Update (Closed)

The following areas have been **implemented and secured** to date to deliver against this cause of concern: -

- ✓ Force Contact Centre (FCC) Investment Plan, with a dedicated Summer plan implemented to meet additional seasonal demand under 'Operation Apollo' and resources flexed across organisation to support.
- ✓ New Force Incident Response Policy.
- ✓ THRIVE – All incidents risk assessed via THRIVE with new THRIVE Training rollout.
- ✓ New quality assurance (QA) compliance process for Dispatch.
- ✓ Daily meeting with North West Ambulance Service (NWAS) and Greater Manchester (GM) Mental Health Trust to access open incidents/s.136.
- ✓ Local accountability and the investment in leadership.
- ✓ Introduction of dedicated child protection teams.
- ✓ Review of response and neighbourhood policing ongoing.
- ✓ Extensive work led by GMP's Prevention Branch and the FCC on understanding and responding to demand, ensuring the right resource can be deployed to the right victim at the right time, and specifically vulnerable members of the community.

The following are **key achievements** to date for the Force against this CoC: -

- ✓ Graded response performance toolkits implemented, alongside Grade 1 & 2 compliance reviewed Daily at DMM.
- ✓ Grade 1 & 2 performance is reported in; WAR, Monthly Accountability Report. Challenged at QPRs & VCPF and Force tasking raised by COT to deliver sustained improvement across GMP.
- ✓ Clear, integrated PMF linking Force POAP Delivery & GMCA priorities. Governance delivered via VCPF, C&VB, QPR's, District/Branch performance meetings DMM & ESNI.
- ✓ Reviewed DMM process ensures FCC join's District DMM to review outstanding incidents & scheduled appointments.
- ✓ Improving services to victims & our public via efficient & effective processes of crime investigation, dealing with vulnerability & offender management. Maximising safeguarding opportunities.
- ✓ PMF standardisation enables consistent, understood, common framework, driving consistent performance improvement.

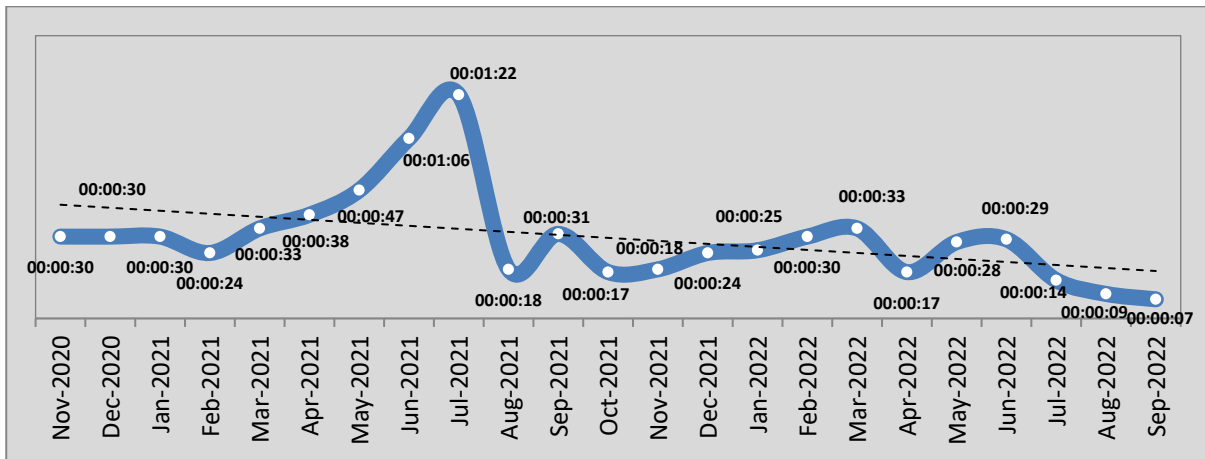
These developments **are sustainable** and the following can be identified as milestones;

- ✓ Delivering improved matching of resourcing to incident allocation & ongoing strategic demand management – linked to prevention & problem solving.
- ✓ Clear PMF embedded, supported by rollout of key staff engagement events and comprehensive wellbeing strategy with plans for Staff survey to deliver continued buy-in.
- ✓ Horizon scanning and responding to T/R/H Strategic Threat Assessment linked to FMS, to inform future threats and resource deployment allocation.
- ✓ Response & Neighbourhood Review, Crime Futures Uplift and fully costed business case via POAP Board to increase capacity and capability.
- ✓ The introduction of a Chief Superintendent for each district has enabled consistency of PMF rollout/governance structures.

1.2 Incident Attendance, Crime Recording Compliance and Performance (*Data as of 30/09/22)

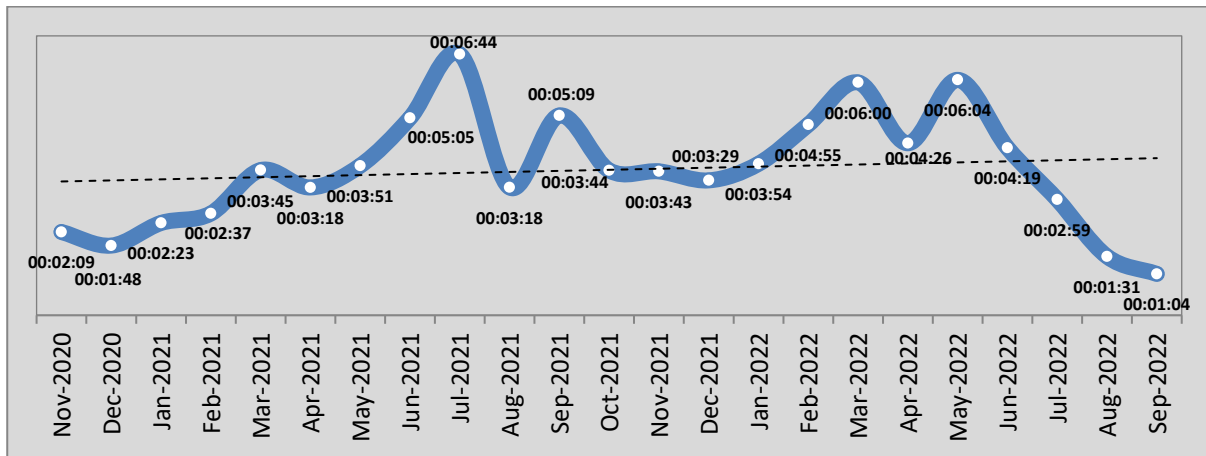
Significant FCC Performance Improvements in 999 and non-emergency average speed of answer (ASA) has been delivered. Overall, the linear trend highlights a reduction in delay of answering with notable sustained improvement made since the peak during July 2021 (999 ASA was 1 min 22 secs) for September 2022 – 999 average speed of answer **is now just 7 seconds**. In terms of national performance, GMP 999 performance (data to end of August) shows the Force as now in the top ten of force performance, and 8th nationally in terms of percentage of calls answered in under 10 seconds. GMP's performance is the best of any large metropolitan force.

999 ASA - Average speed of answer (minutes: seconds)



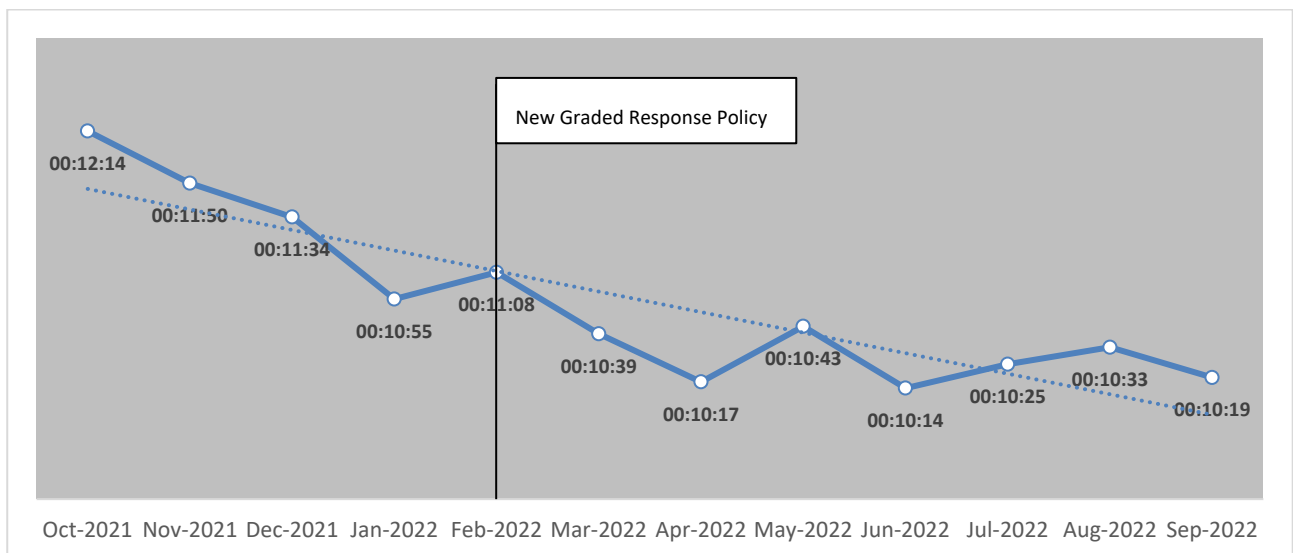
For non-emergency ASA, the overall linear trend indicates stability. It is notable that performance in most months since July 2021 has improved. In September 2022, non-emergency ASA was at 1 min 4 seconds; in June 2021 it was 6 min 44 seconds. An enhanced understanding of non-emergency demand has seen overall non-emergency/emergency call ratios now at 45% emergency and 55% non-emergency, which is in line with other metropolitan forces.

Non-emergency average speed of answer (minutes: seconds)



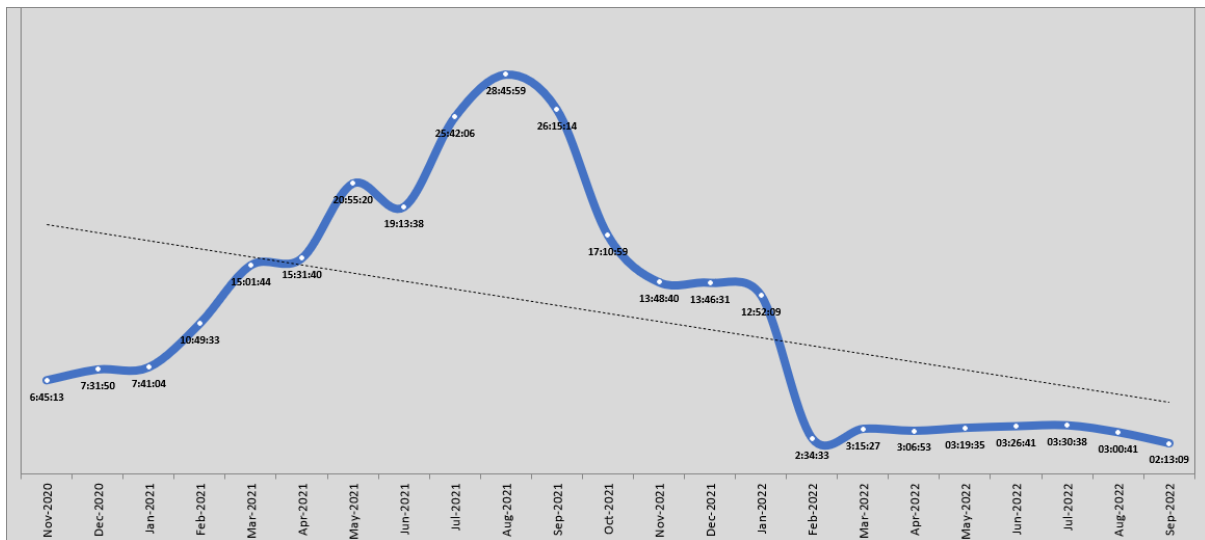
Improved response/attendance times have been achieved, with more appropriate incident grading delivered. The overall linear trend highlights notable improvement in Grade 1 - 999 response times has been made since the peak during September 2021 (13 min 35 seconds). In September 2022, Grade 1 999 average attendance was 10 min 19 secs (against target of within 15 min).

Grade 1 (immediate) attendance time (minutes: seconds)



With regard to Grade 2, non-emergency attendance, the overall linear trend highlights a clear positive reduction in Grade 2 attendance times. Sustained improvement has been made since the peak during August 2021 (28 hrs 45 min 59 seconds), compared to September 2022 where Grade 2 average attendance is 2 hrs 13 mins 09 secs. This remains an area of focus, and current analysis shows that 50% of Force demand GMP is responding to and arriving within 42 minutes.

Grade 2 attendance time (hours: minutes: seconds)



Call abandonment: 999 Switched abandonment rate was at 11% in July 2021, this is now down to 0.4% in September 2022. Non-emergency switched abandonment rate remains moderate at 8% in September 2022, compared to 20% in July 2021, however, a large proportion of these are being directed to online reporting. This is a positive channel switch and means members of the public have alternative means of reporting to GMP for recording calls for service and obtaining a response.

- Broadened reporting lines to be accessible to more of the community.
- Improved outcomes illustrated through dip-sampling.
- Improved performance and outcomes – VCPF/Victim Service Assessment (VSA).
- Improved timeliness and response to vulnerable adult and child referrals.
- Improved capacity and capability of workforce, with dedicated workforce profile produced.

These developments are sustainable, and the following can be identified as milestones:

- Effectively matching resources to demand with an investment of new staff into the FCC.

- Introduction of new technology into FCC.
- New Incident Response Policy implemented in February 2022, the proportion and volume of Grade 2 significantly reduced (-50%) post new Incident Response Policy.
- Crime Futures – expansion of Crime Recording and Resolution Unit (CRRU).
- Detective investment uplift plans.
- Embedded and formalised investigation units.
- Neighbourhood and Response Review.

The Force is recording more crime as a result of renewed focus on CDI compliance and crime recording practices and process improvement. GMP is ethically and accurately capturing crime reported by the public of Greater Manchester. For September 2022, the Force recorded 30,738 crimes and is now recording around 30,500 crimes per month on average, this highlights the confidence and trust victims of crime now have in GMP and in coming forward to report a crime as they know action will be taken. A rise in reported crime has been seen post pandemic and experienced by many forces.

GMP is effectively combatting **neighbourhood crime**. Responding to, reducing, and combating neighbourhood crime (serious acquisitive crime) is a key focus for the Force as it is for the Home Office and police forces nationally. GMP is on a trajectory of improvement with a focus on outcome improvement for victims of crime with current performance improvement, as follows:

Residential burglary is a clear priority for the Force. Through a coordinated response under Operation Castle, GMP is delivering incremental improvement in outcomes for victims and communities. The Force has seen a 12% increase in burglary residential offences (1,964 additional crimes in the past 12 months, September 2021 to September 2022). It should, however, be noted that the comparative figures are post pandemic and a time when more people were at home because of Covid restrictions, so nationally saw a decrease in reported burglaries.

A 4.7% overall outcome rate 1-8 has been secured as of September 2022 for residential burglary offences, an increase from 3.2% in September 2021. This highlights an upward trend of 12 months performance improvement. GMP is now 26th in England and Wales for burglary performance, up from 38th, and now 6th for most similar group (MSG) comparison

for this crime type. Force performance for the current three-month period demonstrates this upward trend with the Force securing 4.9%.

Burglary residential attendance is now at 94%, up from a low of 73% in February 2019. GMP is committed to attending every residential burglary and supporting victims. The Force's attendance at burglaries reported, either as an emergency or a priority incident, regularly achieves 100% attendance and over 90% attendance within the 15 minutes expected response time.

From October 2020 to September 2021, GMP's arrest numbers for burglary have increased. The Force arrested 566 people compared to 950 in the same period 2021/2022; this equates to a 68% increase. The Force expects this trend to continue and arrest figures to remain higher than seen in recent years.

GMP is seeing an increase of 10.2% for **personal robbery** offences, which are up 436 offences from September 2021. The Force's outcome rates are at 7.5%, however, MSG average is 9.5%, placing GMP 31st in England and Wales, and 7th out of eight in MSG. The Force is working towards improvement with partners and has a dedicated operational response across the Force; specifically, the City of Manchester (CoM) district, which proportionately sees the highest offences.

Theft from person offences are up 1,778, and 40% in total on September 2021. Despite this increase, GMP solved rate is at 2.1% and MSG average is 2.1%, so places GMP in line with MSG average at 2nd out of eight, and 22nd placed nationally in England and Wales. GM has one of the largest student populations outside of London and has significant sporting, entertainment/cultural events that see population numbers swell weekly and reported crime increases as a result. Despite significant demand through preventative strategies, GMP is seeing MSG leading performance and mid-table performance across England and Wales.

Vehicle crime across GMP is up slightly in September 2021, with a 6% increase to 25,499 offences for the last 12 months, with a 3.04% outcome rate for GMP. Against MSG average of 3.04%, this places GMP 6th in MSG out of eight, and 27th nationally in England and Wales. Other large forces have seen increases in this crime type post-pandemic and have challenging solved rates.

Theft of motor vehicle across GMP correlates to 7,502 offences for 12 months to September 2022, which is a 25% increase, with an outcome rate of 4.8% across GMP. This is against MSG average of 4.3%, placing GMP 4th out of eight in MSG, and now 25th in England and Wales nationally.

Theft from motor vehicle across GMP correlates to 13,389 offences for the last 12 months to September 2022, which is a small reduction. Outcome rates are 1.56% across GMP, against MSG average of 1.92% and remains a focus, placing GMP 6th out of eight in MSG and 26th nationally in England and Wales.

The table below highlights the significant progress made in outcome improvement across neighbourhood crime against GMP's MSG.

Latest iQuanta Neighbourhood Crime Position

(Data correct to August 2022)

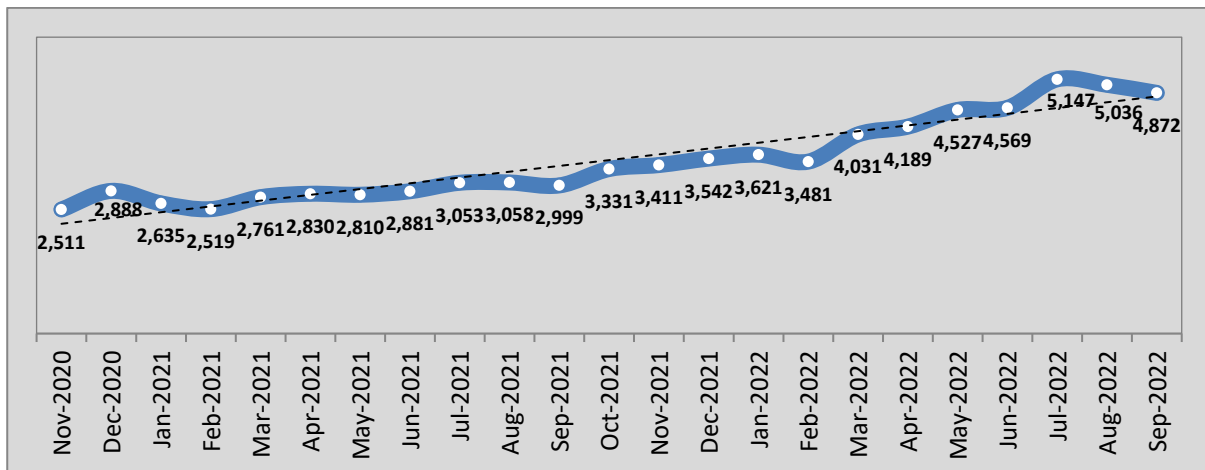
Select crimes below:		GMP Crimes/1000 population			E&W Crimes/1000 population			EAW ranking Crimes/1000 pop		GMP Solved Outcomes/Crime			E&W Solved Outcomes/Crime			EAW ranking Solved/Crime	
		R12 - Aug 2022	R12 - Aug 2021	%age change	R12 - Aug 2022	R12 - Aug 2021	%age change	R12 - Aug 2022	R12 - Aug 2021	R12 - Aug 2022	R12 - Aug 2021	%age pt change	R12 - Aug 2022	R12 - Aug 2021	%age pt change	R12 - Aug 2022	R12 - Aug 2021
Burglary - residential	Residential burglary	16.339	14.228	14.8%	7.266	6.895	5.4%	43/43	43/43	5.0%	3.1%	1.8%pts	5.8%	6.1%	-0.3%pts	26/43	42/43
Burglary - business and community	Business and community burglary	1.902	1.587	19.9%	1.778	1.330	33.7%	40/43	39/43	9.9%	6.3%	3.6%pts	8.8%	9.8%	-0.9%pts	16/43	39/43
Robbery of personal property	Personal robbery	1.687	1.462	15.4%	0.877	0.755	16.1%	40/43	40/43	7.5%	7.0%	0.6%pts	9.5%	11.2%	-1.7%pts	31/43	41/43
Robbery of business property	Business robbery	0.212	0.208	2.0%	0.091	0.084	8.3%	39/43	40/43	16.9%	16.0%	0.8%pts	30.9%	40.4%	-9.5%pts	38/43	40/43
Theft from the person	Theft from person	2.230	1.521	46.6%	3.301	1.499	120.3%	41/43	41/43	2.1%	2.4%	-0.4%pts	2.3%	3.0%	-0.7%pts	22/43	27/43
Theft from a vehicle	Theft from vehicle	4.776	4.702	1.6%	2.957	2.616	13.0%	40/43	41/43	1.6%	1.3%	0.3%pts	2.2%	2.7%	-0.5%pts	26/43	32/43
Theft of a vehicle	Theft of vehicle	3.205	2.544	26.0%	1.702	1.308	30.2%	39/43	40/43	4.8%	4.1%	0.7%pts	6.0%	7.6%	-1.8%pts	25/43	38/43

- Volumes are not significantly changing yet.
- Solved rates have seen significant improvement over the last 12 months. Residential burglary up 1.8%pts and 16 places, business burglary up 3.6%pts and 23 places, personal robbery up 0.6%pts and 10 places, business robbery up 0.8%pts and 2 places, theft from the person down 0.4%pts, but up 5 places, theft from a vehicle is up 0.3%pts and 6 places and theft of a vehicle is up 0.7%pts and up 13 places.

1.2.1 Solvability / Outcomes

GMP Arrests are the highest they have been in two years at 4,872 as of September 2022, this is a significant increase of 60% from September 2021.

Number of arrests



GMP Charge / Summons volumes are up by 42% during the rolling 12-month period to the end of September 2022, whereby 23,483 investigations resulted in a charge or summons outcome. This is an increase of 6,915 on the 16,568 investigations concluded in the same way during the previous 12-month period.

Overall Positive Outcomes 1-8 are up 26%, at 31,932 for the period to 30th September 2022 against 25,369 for previous period in 2021. *Please note in term of outcome proportions as a percentage, this will appear lower at 7.9%, current 8.4%, due to GMP recording more crime, an extra 47,000 crimes over the last 12 months.*

The Force's Total Crime Solved rate is currently 7.8%, and although down from 8.4% last year, GMP has recorded far more crime (an additional 47,000 crimes in the last 12 months and solved 6,563 more crimes than the previous year). The Force, as a result of focused systems and process improvement, aimed at improving national crime recording standard (NCRS) and Home Office counting rules compliance, is now ethically recording crime and proportionality, and can also demonstrate a step change to resolving more crimes positively, with a victim focused approach. GMP's outcome rates as a result will improve over time.

The total crime solved rate MSG average is 9.87%, and this is GMP's aspirational target.

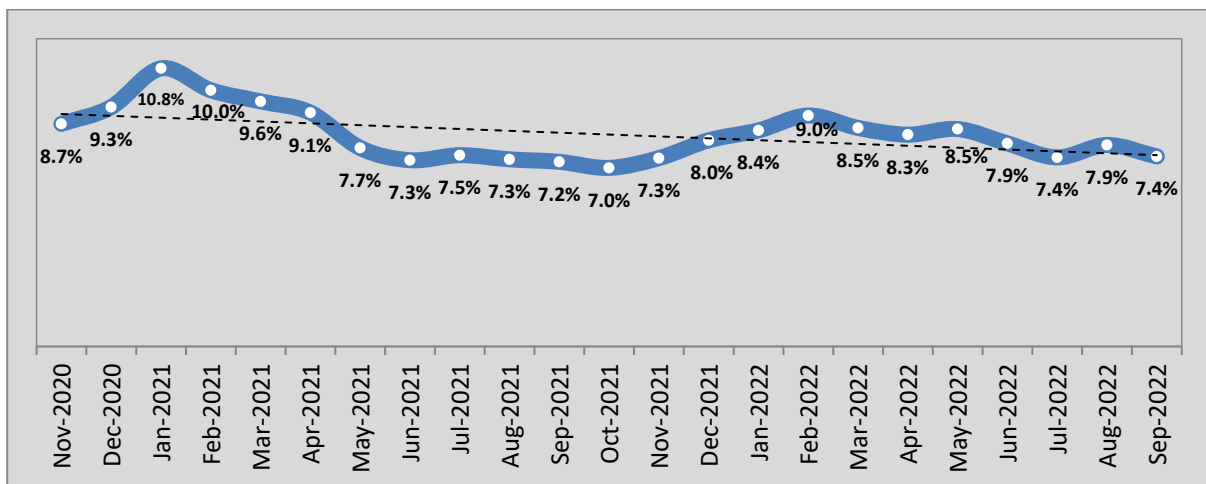
Taking domestic abuse (DA) as an example, GMP has recorded 6,600 additional DA crimes compared to last year, solving 8.8% of these, with 1,300 more DA crimes solved and additional vulnerable victims protected. In September 2022, 5,410 crimes were recorded, 592 of these so far have been solved with focused upward trajectory on securing positive outcomes.

Drawing upon residential burglary as a further example, a 4.7% overall outcome rate has been secured as of September 2022, an increase from 3.2% in August 2021. This highlights an upward trend of 12 months performance improvement for victims and communities across GM.

Neighbourhood crime solved proportion rates for September (discreet month) is at 3.7%, for August 2022 this was 3.5%, and for the same month last year was just 2.2%.

Reviewing the last three months solved proportion rates, this was 3.9%, for the previous three months this was 3.8%. This demonstrates incremental outcome improvement for victims of crime across GM.

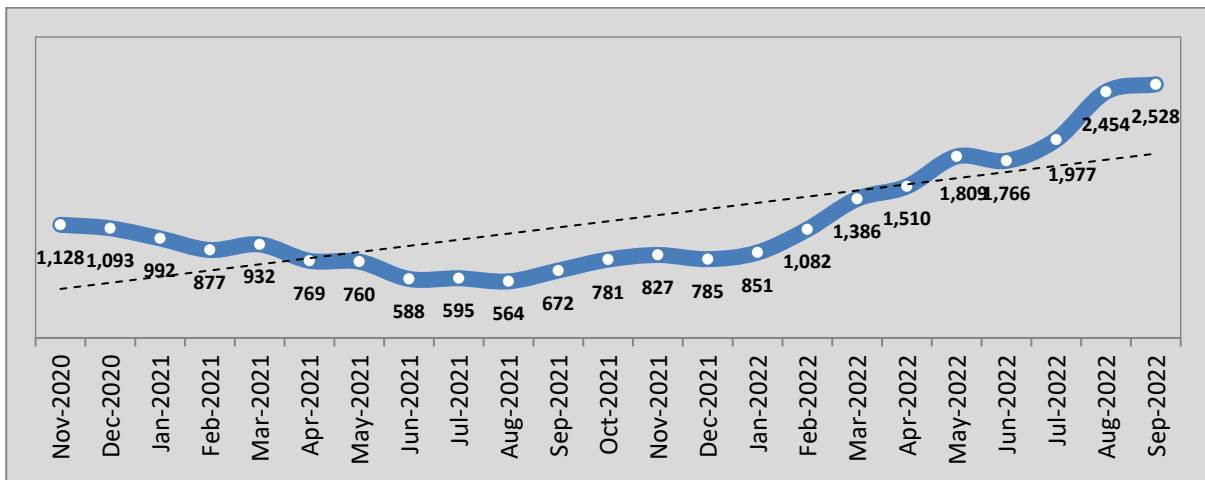
Total recorded crime 'solved' outcomes (%)



1.2.2 Stop and Search

Ethical and proportionate lawful use of **Stop and Search** is a priority for GMP. Stop and search it is at the highest it has been in two years at 2,528 interactions. The Force has seen a huge increase of 275% in stop search use since September last year, which is an additional 1,856 interactions.

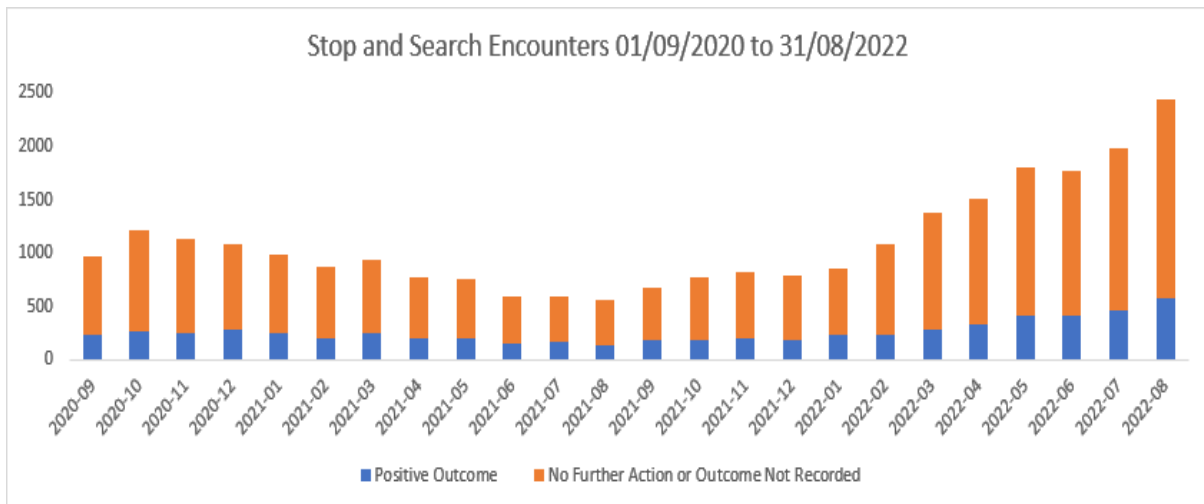
Number of stop and searches



Analysis of recent data to the end of August highlights 25% of stop searches resulted in positive outcomes. 54% were with white members of the public, 21% with black and Asian members of the public, 3% with other ethnic minority groups, and 21% ethnicity not recorded or it was a vehicle only search. Analysis also reveals there has been a 29% reduction in complaints in relation to stop search powers in GMP in the past two years. Data from August 2020 to August 2021 highlights there was 65 complaints, and for the period August 2021 to August 2022 there was a reduction to 45 complaints received.

The table highlights Stop and Search encounters for the 12-month period 1/9/20 –

Count of Stop and Search Encounters									
by Self-defined Ethnicity and Outcome		01)	02)	03)	04)	05)	06)	07)	Grand
01/09/2020 to 31/08/2021		White	Black (or Black British)	Asian (or Asian British)	Other Ethnic Group	Mixed	Not Stated	Vehicle only searches	Total
Positive Outcomes	01) Arrest	548	103	146	19	28	174	22	1040
	02) Summons	120	21	37	2	14	35	13	242
	03) Caution	52	7	18	1	2	30		110
	04) Khat / Cannabis Warning	446	79	163	5	13	275	8	989
	05) Penalty Notice for Disorder	19	4	5		3	14		45
	06) Community Resolution	92	5	13	1	4	36		151
	07) Restorative Justice	40	3	8	1	2	13		67
Negative outcomes	08) No Further Action	3884	646	905	89	174	1907	208	7813
	NULL	5	2	3	1		9	1	21
Grand Total		5206	870	1298	119	240	2493	252	10478



However, positively the percentage increase in the number of arrests as a result of a stop and search encounter between the two periods is 101% (from 1040 to 2093 encounters).

The table highlights stop and search encounters for the 12-month period 1/09/21 – 31/08/22

Count of Stop and Search Encounters									
by Self-defined Ethnicity and Outcome		01) White	02) Black (or Black British)	03) Asian (or Asian British)	04) Other Ethnic Group	05) Mixed	06) Not Stated	07) Vehicle only searches	Grand Total
01/09/2021 to 31/08/2022									
Positive Outcomes	01) Arrest	1124	216	276	18	58	338	63	2093
	02) Summons	130	31	28	6	6	47	24	272
	03) Caution	46	5	12		4	18	2	87
	04) Khat / Cannabis Warning	255	43	88	10	14	82	4	496
	05) PND	13	3	11			2		29
	06) Community Resolution	354	61	89	8	13	126	3	654
	07) Restorative Justice	86	9	10		1	14	1	121
Negative outcomes	08) No Further Action	6559	1006	1375	129	260	2236	366	11931
	NULL	83	14	22	4	8	67	13	211
Grand Total		8650	1388	1911	175	364	2930	476	15894

The proportions of ethnic groups encountered in stop and searches have shown a slight shift between the two periods, with people from white ethnic background encounters rising from 50% to 54%, compared to people from a Black and Asian ethnic background rising from 20% to 21%, other ethnicities remaining relatively stable, and an indication of improvement in the recording of self-defined ethnicity with the “Not Stated” category falling from 24% to 18%.

1.2.3 Combating Serious Violence

Serious Violence Offences have increased across GMP to 36,925 offences, an additional 5,800 crimes; a 19% increase to the end of September 2022, compared to September 2021. Combating serious violence is clear focus for the Force given recent homicides. A rise in violence is seen in other large metropolitan forces following post-pandemic recovery and the opening up of the night-time economy. Outcome rates 1-8 for serious violence across GMP show 8.8%, down from 11.6%, this could be attributed to post-pandemic, expansion of night-time economy, and increased and more robust/ethical crime recording practices. GMP is 5th in MSG for outcomes 1-8 on serious violence, and its average is 12.4%; 38th in England and Wales, where the average is 13.6%. The Force’s outcome rates will improve and GMP is recording more crime. As a result of an increase in stop searches and arrests, GMP will work with partners within the Violence Reduction Unit (VRU) to continue to respond and tackle the threat of serious violence.

Recorded Knife Crime Offences are similar to last year with 4,304 offences recorded for the current year, compared to 4,294 offences in the past 12 months to September 2022. The Force has secured a 11.2% solved outcome rate as of September 2022, down from 13.7% in 2021. Renewed VRU focus and additional investment will be made in targeted patrols to hotspot locations, stop search increases, and targeting of profiled offenders, as well as the continuing education and engagement programmes.

1.2.4 Vulnerability Focus

Domestic Abuse is a Force priority under the Violence Against Woman and Girls (VAWG) Strategy, whereby safeguarding victims and communities is paramount, with a focus on improving outcome rates, and both conviction and attrition rates.

Over the last two years, DA crime volume has increased significantly from an average 5,000 crimes to 5,600 per month. This is a 40% increase comparing October 2020 with September 2022 and may demonstrate the renewed confidence and trust from victims coming forward, that GMP will take positive action on reporting and arresting all offenders to maximise victim safety and safeguarding.

66,695 DA offences were recorded by the Force in the last 12 months, which is an 11% increase in crime volume, however, solved outcome rates 1-8 are at 8.8%, slightly lower than last year, which saw 9.3% solved outcomes. However, analysing the data, GMP has seen a 26% improvement relative to volume in solved crimes based on the same time last year. For the previous 12 months, GMP solved 5,199 offences reported. This year, the Force has now solved 6,535, which is 26% more volume than last year.

The overall outcome rate has seen a small reduction, however, GMP has improved recording of this crime and has detected an additional 1,300 offences. This illustrates a much-improved service for victims and their families, and that GMP is maximising safeguarding opportunities. DA arrests have also increased significantly from 602 per month to 1,516 a month. This is a 150% increase when comparing October 2020 with September 2022.

Domestic Violence Protection Notices (DVPN) issued have also increased significantly from 51 to 124 per month. This is a 140% increase when comparing October 2020 with September 2022. This is a good indication that GMP is better protecting vulnerable victims of DA.

Reducing Rape and Sexual Offences, and improving prosecution outcomes for victims, is a strand of the Force's response to combating VAWG. Over the last 12 months, recorded rape offences have increased by 341 offences to 4,200 offences recorded, a 9% increase in reported rape. Force outcome rates for rape are at 4.7% and are a focus for improvement; the solved rate has reduced from 5.7%. Arguably, as GMP is now recording more rape

crimes, this may reflect the confidence and trust victims and partners agencies have in GMP in reporting offences and can acknowledge that positive action will be taken. GMP is 4th in MSG out of eight and positioned 12th nationally in England and Wales for this crime type. Rape offence reduction and convictions remain a priority for all police forces.

Sexual offences have increased in the volume of offences reported by 16% to 11,707 in September 2022 from 10,126 in September 2021; outcome rates are at 6.7%, down from 8.3%. However, GMP has recorded proportionately more crime, positioned 16th in England and Wales nationally and 3rd in MSG out of eight.

Mental Health incidents have increased over the last 12 months, with 19,188 mental health incidents being recorded. This equates to an additional 1,766 incidents: a 10% increase. The Force is liaising with partners to understand this increase and demand on resourcing, and will ensure the NHS, partners and stakeholders work together to achieve patient and public safety/safeguarding, demand reduction and interventions.

Missing from Home data shows that 29,400 missing incidents have been recorded over the last 12 months, up to the end of September 2022. This is a 26% increase in reports, which equates to 6,000 additional missing episodes. The Force is working with partners to safeguard missing people and reduce demand on policing resources. GMP is actively seeking to understand and improve the response to repeat missing people and especially target the areas of high risk, such as teenagers repeatedly missing from care homes.

1.2.5 Understanding Demand and Preventative Measures

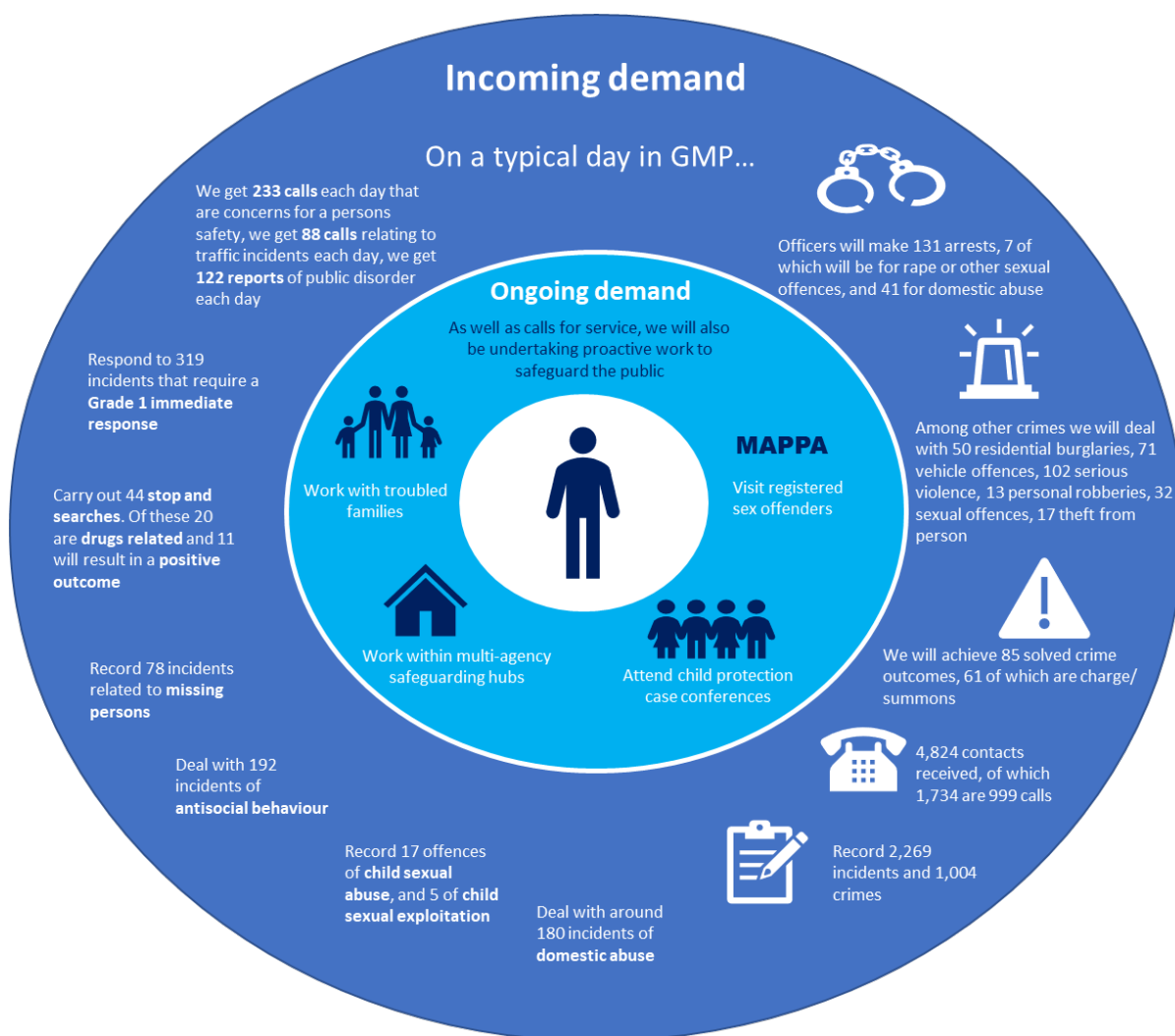
GMP has created a new **Prevention Branch** with a central Prevention Hub driving activity across the Force. The Branch is focused on embedding problem solving; analysing data to support a more intelligent response to needs of communities with partners; identifying and sharing best practice; and reducing repeat victimisation through supporting victims of crime.

The creation of the Force Prevention Branch, headed by a Chief Superintendent, will provide the sustainability needed to create analytical products, engage with districts and branches, hold monthly governance meetings, and track and monitor problem solving plans. The Force

has also implemented Neighbourhood Prevention Hubs on every district to focus activity on understanding and preventing crime, anti-social behaviour (ASB), and harm.

Investment in prevention at a Force and local level will provide the leadership, structures and processes required to turn GMP into a Force with a prevention ethos at its core, delivering reductions in crime and ASB, and offering an overall improved services for victims and communities across GM.

The infographic below highlights the incoming demand into GMP on a typical day: -



1.2.6 Additional Performance Measures

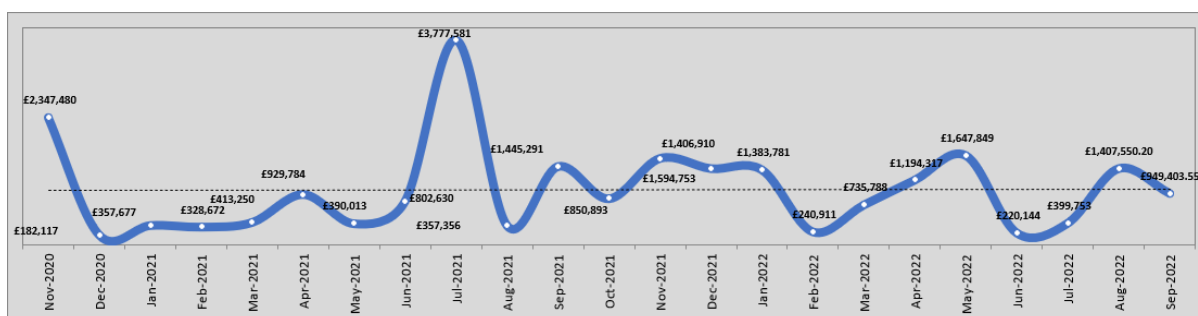
Targeting Criminal use the Road network/Road traffic offending and Stolen vehicles

The Force is doubling the size of its road traffic capacity and capability, demonstrating its commitment to improving roads policing and public safety across GM. GMP seeks to target those seeking to make criminal use of the GM road network, and those who put others at risk through drink/drug driving and other motoring offences including ASB related driving.

Asset Recovery

The Force can report that at the end of the financial year March 2021/April 2022, the overall **Asset Recovery** figure was £13.7m. This was the best financial year for asset recovery in recent history of the Force and was an increase of 26% on the previous year. Current financial year-to-date (Apr-Sep 2022) the overall value of asset recovery is £7.0m. In this same period, the Force has already successfully secured £3.5m in bank balances forfeited, £1.3m in confiscation orders, £2.5m in cash and listed asset seizures, and a further £11.9m in bank balances frozen.

Value of asset recovery (£)



Three months ago, the Force also launched Operation Falcon, which is the GMP proactive response to cash-based money laundering. The operation's aim is to identify those involved in money laundering in a bid to disrupt wider organised crime across GM. So far, over £385k in cash has been seized and over £300k of this has already been forfeited. Criminal seizures of assets can be secured to be reinvested in fighting and reducing crime across GM under the proceeds of crime legislation.

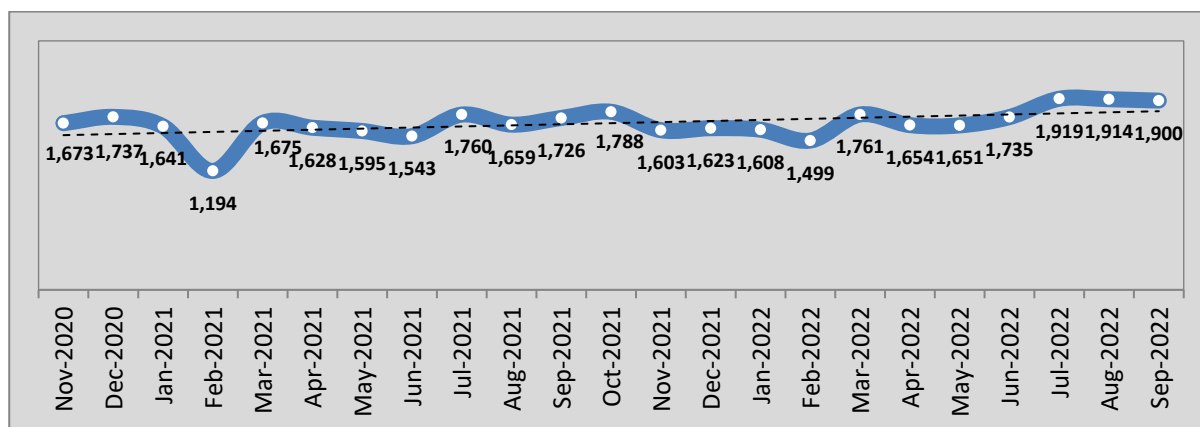
Fraud Detection rates for the Force stand at 5%, which is higher than the national average (4.8%); GMP’s best year since the data began, and the highest out of all MSG. The Force is leading the way nationally with its victim offer.

The Force is committed to responding to and tackling cybercrime. GMP’s Cybercrime Unit can report that the Force met 100% of its KPI, which included investigating all cyber-dependent crime referred to GMP last year.

GMP is currently working on a pilot with the National Fraud Intelligence Bureau (NFIB) to focus its protect campaign on reducing social media hacking and romance fraud; this is anticipated to start in November 2022.

Vehicles recovered

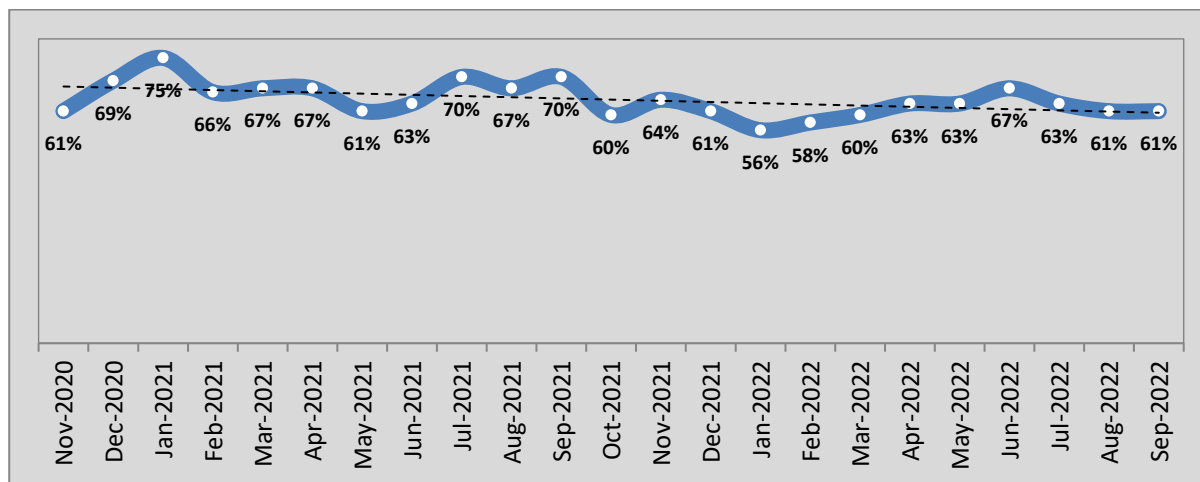
GMP is vastly improving **Vehicle Seizures** in relation to those vehicles used in an anti-social manner, subject to criminal use or stolen. The number of vehicles seized has been historically low in comparison to other Forces of similar size. GMP has re-launched Operation Vortex in response to tackling the criminal use of vehicles, ASB use, detecting more driving offences, and improving safety on GM road networks.



Victim Focus / Victims’ Code of Practice (VCOP)

Delivering outstanding levels of service to victims and communities is important to the Force. Satisfaction in the Force’s response to DA is currently 86%; overall satisfaction in GMP currently sits at 56% and is an area for continued focus and improvement.

VCOP maintained as per the contract level (audit compliance %)



1.3 Police Uplift Programme Update – GMP Current Position

GMP Resourcing Forecast - Police Officer Uplift

Achieve 7,942 : 2022-2023 Target			Other recruitment		Student Recruitment						Position at end of month 2022-23	
Intake (Month)	Recruitment (total)	Attrition	Retire - Re-join	Transfers/re-joiners in	Police Now (Uniform and Detective)	PCDA	DHEP	DC DHEP	IPLDP	Policing Degree Joiners		End of month adjustments
Apr-22	0	77									6	7,374
May-22	93	51		26		40	27				4	7,420
Jun-22	39	49				27	12				2	7,412
Jul-22	72	62		17		32	23				2	7,424
Aug-22	109	45		5		38	35	30		1	1	7,489
Sep-22	147	46		19	30	56	42				1	7,591
Oct-22	158	53		18		30	18	30	60	2		7,696
Nov-22	48	55		48								7,689
Dec-22	180	52		40		30	20	30	60			7,817
Jan-23	140	46				30	20	30	60			7,911
Feb-23	80	43		Transferee Freeze		30	20	30				7,948
Mar-23	190	46	40		30	30	20	30	40			8,092
Total	1256	625	40	173	60	343	237	180	220	3	16	

The above table provides the most recent **Police Uplift Programme (PUP) update for GMP** as of 05/10/22, figures for September 2022 are now actual rather than forecast. The Force is now looking to achieve a headcount between 8,000 – 8,100 by 31/03/23.

October to January intakes have been revised down and a further review will take place of February and March intakes in January 2023 to ensure the Force is still on track to deliver both the national and Force target. There is scope to increase intakes, particularly within the Initial Police Learning and Development Programme (IPLDP) if required.

2. Conclusion

GMP has firmly embedded the Force Strategy (POAP), which is delivering incremental sustainable improvements in policing performance and service delivery for victims and communities across GM.

There is effective business planning and organisational transformation linked to comprehensive and effective financial planning. Key processes are under review; Crime Futures, Neighbourhoods, Response, FCC, IT provision, HR and Prevention; to drive continuous service improvement.

The Force's PMF is now delivering sustainable tangible improvements in performance and outcomes for victims and communities across GM.

GMP's investment in leadership, workforce and governance structures is now well established, and is working collectively to drive and deliver positive improvement and sustainable change. Posts have been created; ACC Crime, ACC Criminal Justice and Custody, ACO Finance, ACO IT, People Director, Local Leadership, Strategic Demand Reduction and Corporate Development.

A focused positive cultural shift is ongoing through comprehensive staff engagement, empowerment, and involvement in change. This is through delivery of widespread and diverse staff engagement measures across GMP, led by the CC, Deputy Chief Constable, and wider Chief Officer Team. There is committed investment in officer/staff wellbeing and welfare across GMP from the top down.

There is a focus on getting the basics right. Significantly improved call handling and response/attendance times have been secured to maximise public service standards, safeguarding opportunities and crime standards.

Increased crime recording, improving standards of investigations, and a focus on solved outcome improvement is being delivered for victims and communities across GM.