Greater Manchester Police, Fire and Crime Panel

Date: 18th January 2023

Subject: Greater Manchester Police HMICFRS update and Force Performance briefing

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 HMICFRS inspection scrutiny following successfully securing exit from special measures and Home Office engagement in November 2022.

The report also provides a Force performance update and summarises the considerable progress across key measures of policing performance. Demonstrating, the Forces continued upwards trajectory of performance improvement. (*Please note the data in this report is drawn from 30/11/22, HMICFRS engagement position is updated as of the 17/1/23).

Recommendations:

The Panel is requested to note the report.

Contact Officers

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1. Introduction

Following thorough re-inspection and review by HMICFRS Greater Manchester Police exited special measures in November 2022. The Force was recognised by the Home Office and HMICFRS as the fastest any Force had successfully responded to engagement and secured significant performance improvement, thus that it was released from special measures (engagement).

2. Overview of HMICFRS Current Force Position

In terms of the current Force position, the Force is preparing for its PEEL inspection in the summer of 2023. It also has further National thematic inspections on the horizon, with both a Serious and Organised Crime (SOC) inspection in early February and a subsequent separate Homicide inspection. There is also a likelihood of a Child Protection inspection in early Spring, but details have yet to be confirmed. Whilst, the report into the HMICFRS GMP Custody inspection that took place in the autumn of 2022 will be being released within the next few weeks.

Specifically with response to the HMICFRS PEEL and thematic inspection activity, the Force can report that despite receiving **21** new HMICFRS reports since December 2020, resulting in **28 AFIs, 8 CoCs and 108 recommendations**, it has closed **156 recommendations and areas for improvement** requiring action. This comprises of **53** GMP specific recommendations and AFIs, and **103** national *recommendations* and AFIs.

In addition to the above, 19 recommendations and AFIs require no further action due to HMICFRS withdrawing the specific need to progress, or because they are covered in the wider PEEL questions. In total 25 Recommendations and AFIs (combined) have also been superseded. **Therefore, in total 200 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 now just 47 recommendations. There are also 16 AFIs and one CoCs open.** *The GMP HMICFRS Custody Inspection Report released on the 25/1/23 will provide a further 6 CoC and 13 Recommendations.

Specifically with regard to PEEL - the remaining CoC for GMP relates to <u>Investigation Standards improvement</u> and is a continued focus for the Force and an improvement area shared by many other Police Forces and is also linked to National Detective resilience.

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 Force can update that **significant and sustainable progress** in GMP has been made and will continue against this remaining CoC and associated Recommendations, as detailed below :-

CoC 17345 – Victim Services Assessment Cause of Concern Update

The following key areas **have been implemented** and secured to date to deliver against this Cause of Concern by the Force;

✓ Re-launched Performance Management Framework (PMF) embedded across the Force.

✓ Launch of key improvement plans & priority actions led by a dedicated Det Supt & team.

✓ Change of portfolio to ACC Crime, with designated head of Crime and a superintendent for investigation standards.

✓ Investment in Detective resourcing, building capacity & capability, welfare & wellbeing.

✓ Monthly PPD thematic audits from cradle to grave.

✓ Comms Plan / staff engagement / Sgt & Insp Pledges by CC **/** POAP Roadshow plus 1 year on – "We are Giants"

✓ Crime & Vulnerability Board chaired by ACC Jackson Head of Crime implemented to provide effective scrutiny and governance and crime performance improvement. Supported by GSB structure to deliver improvement and 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 KPI's, including supervisory updates & 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 QPR/VCPF process.

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

✓ The PMF is bringing Force wide accountability, scrutiny & governance, evidenced via FCIR audits, QPR reviews driven by ACC Green and VCPF tasking chaired by the DCC. 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 Cognos Dashboard, IOPS Dashboard.

✓ We have appointed a dedicated D/Supt Lead and a team to address investigation improvement standards.

✓ The Force has a dedicated investigation improvement plan that has been refreshed and is being driven by ACC Jackson with supporting GSB structure to ensure delivery.

✓ The Force has appointed an external Policing Consultancy – Emerald Consultancy to undertake independent, impartial analysis and review of investigation standards, in preparation for the forthcoming PEEL Inspection.

3. GMP Performance Summary

Performance theme	Interest/ Concern[1]
Access to services *999 calls* • Demand: long-term trend [2]↑; short-term forecast ⇔ • 12 months to November 625,849 calls (no significant change on previous year) • 49,707 calls (November 2022). Less than previous month (October 53,643) • Calls lost to other forces: In November 2022 GMP took the same amount of calls from other forces (20) as it lost to them (20) • Of the 20 emergency calls lost to other Forces, 14 of them were lost due to a telephony system outage on 18th November 2022 • Average speed of answer 0:00:08 (November 2022) – maintain a top 10 E&W league table of forces position • 999 call speed of answer was slightly slower in November compared with the previous month (October 0:00:07) *Non-emergency calls* • Demand: long-term trend ↓; short-term forecast ⇔ • 12 months to November 887,564 calls (-9.9% significant ↓ on previous year) • 69,401 calls (November 2022). Less than previous month (October 73,915) • Average speed of answer 0:01:31 (November 2022) • Non-emergency speed of answer was slower in November compared with the previous month (October 0:01:21)	**Interest**
Immediate attendance *Grade 1 incidents (immediate attendance)* • Demand: long-term trend ↑; short-term forecast ↑ • 12 months to November 115,243 (10.8% significant ↑ on previous year) • 9,422 Grade 1 incidents (November 2022). Less than previous month (9,681) • Average attendance time 0:10:30 (November 2022) was slower than previous month (October 0:10:04) • 83.1% Grade 1 incidents attended in service-level 15 mins (November 2022). This was lower than the previous month (October 85.3%)	**Interest**
Priority attendance *Grade 2 incidents (priority attendance)* • Demand: long-term trend ↓; short-term forecast ↓ • 12 months to November 145,977 (-40.7% significant ↓ on previous year) • 9,618 Grade 2 incidents (November 2022). More than previous month (8,924) • Average attendance time 2:18:57 (November 2022) was faster than previous month (October 2:26:02) • **As a positive, almost half (49.8%) Grade 2 incidents were attended in service-level 1 hour** (November 2022). This was less than the previous month (October 53.8%)	**Concern**

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[1] This column serves to highlight to the Police and Crime Panel items of notable interest or concern

[2] Long-term trend is considered over the last two years and is based on linear regression. Short-term forecast refers to the anticipated trend over the next four months. This takes into account the previous 24-month period, and automatically adjusts for repeating patterns/seasonality. ↑ Refers to increase. ↓ Refers to reduction. ⇔ Refers to stability/ no change.

Public survey - confidence in getting help from GMP *Confidence in getting help in an emergency* • 12 months to September 61% of people confident in getting help in an emergency • Confidence in getting help in an emergency, 63% (July-September 2022). A significant ⬆ on previous period, 60% (April-June 2022) *Confidence in getting help in a non-emergency* • 12 months to September 41% of people confident in getting help in a non-emergency • Confidence in getting help in a non-emergency, 42% (July-September 2022). No significant change on previous period, 41% (April-June 2022)	**Concern**
Public survey - feelings of safety *Feelings of safety in local area* • 12 months to September 88% felt safe in their local area • Feeling safe in local area, 89% (July-September 2022). No change on previous period, 89% (April-June 2022) *Feelings of safety outside local area* • 12 months to September 81% felt safe outside their local area • Feeling safe outside local area, 82% (July-September 2022). No significant change on previous period, 81% (April-June 2022)	**Interest**
Public satisfaction *GM Policing and Community Safety Survey* • 12 months to September 57% of people were satisfied with overall service received • Satisfaction with service, 59% (July-September 2022). A significant ⬆ on previous period, 53% (April-June 2022)	**Concern**
Recorded incidents, crimes and outcomes *Total recorded incidents* • Long-term trend ⬆; short-term forecast ⬆ • 12 months to November 844,170 incidents (6.4% significant ⬆ on previous year) • November 2022 (72,110) less than October 2022 (75,648) *Antisocial behaviour* • Long-term trend ⬇; short-term forecast ⬇ • 12 months to November 70,820 ASB incidents (-10.4% significant ⬇ on previous year) • November 2022 (5,516) less than October 2022 (6,424) *Total crime* • Long-term trend ⬆; short-term forecast ⬆ • 12 months to November 367,101 crimes (9.2% significant ⬆ on previous year) • November 2022 (30,399) less than October 2022 (32,446) • 12 months to November 33,705 solved outcomes, 26,282 in previous year. The proportion of outcomes 'solved'[3] 8.4% (no significant change on previous year) [4] *Crime incident to crime conversion* • Long-term trend ⬄; short-term forecast ⬄	**Interest**

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[3] This refers to all crime outcomes within the period that were one of the following: charge/summons; caution (adult and youth); offence taken into consideration; penalty notice for disorder; cannabis/khat warning; community resolution

[4] The count/proportion of outcomes is based on the number of outcomes secured in the 12-month period irrespective of when the crime was recorded.

- 12 months to November conversion rate was 95.3% (no significant change on previous year)
- November 2022 (92.9%) lower than October 2022 (93.2%)

Note: GMP has investigated this reduction and weekly measures are now showing improvement.

Homicide
- Long-term trend ↓; short-term forecast ↓
- 12 months to November 40 crimes (-32.2% significant ↓ on previous year)
- November 2022 (5) more than October 2022 (3)
- 12 months to November, 39 'solved' outcomes recorded, 49 in previous year. The proportion of outcomes 'solved' 54.9% (no significant change on previous year)

Drug-related homicide[5]
- Long-term trend ↓; short-term forecast ⇔
- 12 months to November 19 crimes (no significant change on previous year)
- November 2022 (1) same as October 2022 (1)
- 12 months to November, 19 solved outcomes recorded, 12 in previous year. The proportion of outcomes 'solved' 65.5% (no significant change on previous year)

Neighbourhood crime[6]
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 53,267 crimes (no significant change on previous year)
- November 2022 (4,555) less than October 2022 (4,822)
- 12 months to November, 2,375 solved outcomes, 1,464 in previous year. The proportion of outcomes 'solved' 4.2% (1.2% point significant ↑ on previous year)

Residential burglary
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 17,329 crimes (no significant change on previous year)
- November 2022 (1,428) less than October 2022 (1,483)
- 12 months to November, 1,028 solved outcomes, 530 in previous year. The proportion of outcomes 'solved' 5.5% (2.2% point significant ↑ on previous year)

Robbery of personal property
- Long-term trend ↑; short-term forecast ↑
- 12 months to November 4,602 crimes (no significant change on previous year)
- November 2022 (388) less than October 2022 (411)
- 12 months to November, 370 solved outcomes, 287 in previous year. The proportion of outcomes 'solved' 7.2% (no significant change on previous year)

Vehicle crime[7]
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 24,889 crimes (no significant change on previous year)

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5 The Home Office defines 'drug-related homicide' as being a homicide where either of the following is a factor: The victim is an illegal drug user; the victim is an illegal drug dealer; the suspect is an illegal drug user; the suspect is an illegal drug dealer; the victim has taken a drug; the suspect has taken a drug; the suspect had a motive to obtain drugs; the suspect had a motive to steal drug proceeds.

6 'Neighbourhood crime' is and amalgamation of the following crimes – residential burglary, vehicle crime, robbery of personal property, theft from a person.

7 'Vehicle crime' is and amalgamation of the following crimes – aggravated vehicle taking, theft of a motor vehicle, unauthorised taking of a motor vehicle, interfering with a motor vehicle.

- November 2022 (2,100) less than October 2022 (2,235)
- 12 months to November, 829 solved outcomes, 554 in previous year. The proportion of outcomes 'solved' 3.1% (0.8% point significant ↑ on previous year)

Theft from the person
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 6,447 crimes (29.5% significant ↑ on previous year)
- November 2022 (639) less than October 2022 (693)
- 12 months to November, 148 solved outcomes, 93 in previous year. The proportion of outcomes 'solved' 2.2% (no significant change on previous year)

Serious violence (all robbery crime & crime of violence with injury)
- Long-term trend ↑; short-term forecast ↑
- 12 months to November 36,556 crimes (no significant change on previous year)
- November 2022 (2,885) less than October 2022 (3,104)
- 12 months to November 3,929 solved outcomes, 3,514 in previous year. The proportion of outcomes 'solved' 9.5% (no significant change on previous year)

Firearm discharges
- Long-term trend ↓; short-term forecast ⇔
- 12 months to November 32 discharges (-44.8% significant ↓ on previous year)
- November 2022 (5) more than October 2022 (0)

Knife and sharp instrument crime (all victims)
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 4,404 crimes (no significant change on previous year)
- November 2022 (355) fewer than October 2022 (374)
- 12 months to November 619 solved outcomes, 530 in previous year. The proportion of outcomes 'solved' 12.5% (no significant change on previous year)

Knife and sharp instrument crime (victim under 25 years old)
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 1,690 crimes (no significant change on previous year)
- November 2022 (128) less than October 2022 (148)
- 12 months to November 190 solved outcomes, 157 in previous year. The proportion of outcomes 'solved' 9.9% (no significant change on previous year)

Domestic abuse crimes
- Long-term trend ↑; short-term forecast ⇔
- 12 months to November 67,327 crimes (6.3% significant ↑ on previous year)
- November 2022 (5,568) less than October 2022 (5,729)
- 12 months to November 6,963 solved outcomes, 5,414 in previous year. The proportion of outcomes 'solved' 9.3% (no significant change on previous year)

Rape offences
- Long-term trend ↑; short-term forecast ↑
- 12 months to November 4,270 crimes (no significant change on previous year)
- November 2022 (374) less than October 2022 (428)
- 12 months to November 282 solved outcomes, 203 in previous year. The proportion of outcomes 'solved' 5.0% (no significant change on previous year)

Other sexual offences
- Long-term trend ↑; short-term forecast ↑
- 12 months to November 7,496 crimes (no significant change on previous year)

- November 2022 (702) more than October 2022 (651)
- 12 months to November 769 solved outcomes, 594 in previous year. The proportion of outcomes 'solved' 8.3% (no significant change on previous year)

Transport incidents involving injury
- Long-term trend ⬆; short-term forecast ⬌
- 12 months to November 3,791 incidents (no significant change on previous year)
- November 2022 (331) less than October 2022 (335)

Fatal Collisions
- Long-term trend ⬆; short-term forecast ⬌
- 12 months to November 68 fatal collisions (no significant change on previous year)
- November 2022 (1) less than October 2022 (7)

Stop and search and arrests
Stop and search
- Long-term trend ⬆; short-term forecast ⬌
- 12 months to November 22,338 stop and search encounters (136.3% significant ⬆ on previous year)
- November 2022 (3,001) less than October 2022 (3,158)
- Stop and search numbers continue to increase with over 10,000 more in the current year than in the previous, and around 3,000 conducted in November – the second highest number undertaken in a single month during the last two years.

Arrests
- Long-term trend ⬆; short-term forecast ⬆
- 12 months to November 52,899 arrests (50.4% significant ⬆ on previous year)
- November 2022 (4,934) less than October 2022 (4,872)

Interest

4. Conclusion & Summary - Force Improvement Headlines

- The Force has firmly embedded the Force Strategy (POAP), which is delivering incremental sustainable improvements in Policing performance and service delivery for victims and communities across GMP. 30th January will see a HMICFRS Masterclass event at GMP led by Chief HMI Mr Cooke, whereby the Force will showcase its work to exit 'Engagement', with the GM Deputy Mayor and key speakers supporting the event. In attendance will be the Policing Minister and National Chief Constables and PCC's from those Forces in Engagement.

- Effective business planning and organisational transformation linked to comprehensive and effective financial planning is in place. Key Processes under review – Crime Futures, Neighborhoods, Response, FCC, IT provision, HR & Prevention to drive continuous service improvement.

- The Force Performance Management Framework (PMF) is delivering sustainable tangible improvements in outcomes for victims and communities in performance across our Districts and Greater Manchester. This is being reviewed and re focused for the year ahead to deliver sustainable continued improvements in performance.

- The Force investment in leadership, workforce and governance structures is now well established and working collegiately to drive and deliver positive improvement and sustainable change. Key posts have been created; ACC Crime, ACC CJ & Custody, ACO Finance, ACO IT, New 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. Through delivery of widespread & diverse staff engagement measures across GMP, led by the Chief Constable, DCC and wider Chief officer Team. There is committed genuine investment in officer/staff wellbeing and welfare across GMP from the top down.

- A focus on getting the basics right and well. Significantly improved call handling and response/attendance times have been secured to maximise public service standards, safeguarding opportunities and crime investigation and recording standards.

- Increased crime recording, improving standards of investigations and focus on solved outcome improvement is being delivered for victims and across our communities of Greater Manchester. In the year ahead we are looking to introduce our Crime futures model and further improve our recording and investigation of crime and deliver continued sustained outcome improvement for victims and our communities.