

# BUILDING A NEW GMP: OUR NEIGHBOURHOOD POLICING MODEL



GREATER MANCHESTER  
**POLICE**



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# WELCOME FROM THE CHIEF CONSTABLE

Neighbourhood Policing is the bedrock of British policing: the trusted connection between communities and the people who have the power, ability, and resources to keep them safe in the place they call home.

For many years GMP has not effectively maintained this vital link. Whilst we had local policing in place, in practice the chosen model did not work. Neighbourhood officers spent little time in their neighbourhoods as they were often taken away to respond to incidents or carry out investigations and the shift pattern they worked left large gaps – particularly at weekends.

PCSOs have done an admirable job of providing visibility but they do not have the warranted powers needed to tackle the crime and incidents that affect people – such as burglary – and which we were increasingly failing to address.

Our focus appeared to be to try to discourage people from seeking our help or engage with us; to seek to persuade that only a sub-standard service was possible; whilst sending the message to criminals that they could go about their business unfettered.

That was the old GMP.

In September 2021, as your new Chief Constable, I set out our plan for building a better Greater Manchester Police and made a series of public promises. I committed to reverse this model and create a way forward for effectively reducing crime, harm and anti-social behaviour through neighbourhood policing.

We scrapped the so-called “citizens contract” and instead asked people what they wanted from neighbourhood policing through a major public consultation exercise in which nearly 8000 people took part. Their answers were clear:

- **Be visible and accessible in our area and stay there**  
...don't move around, we want to get to know you.
- **Listen to us when we tell you what the problems are**  
...we know, we live here.
- **Deal with the crime and anti-social behaviours that are our priorities**  
...target the criminals to prevent and reduce crime and harm.
- **Communicate better with us**  
...tell us what you have done.

Our new Neighbourhood Policing Model delivers exactly these facets, with an increase in the number of police officers. Whilst the remodelling of resources will take some months to achieve through recruitment, we will have a committed neighbourhood resource of 1,148 officers and staff and a re-mapped resource model and shift pattern to maintain availability.

But it's not just about putting more bobbies on the beat. We're going beyond a single name for every ward.

Each-and-every neighbourhood will have a ring-fenced, dedicated team of Sergeants, Police Constables and PCSOs led by a Neighbourhood Inspector in every District.

Capability will be further bolstered in every district by a new Neighbourhood Prevention Hub designed to help resolve long-term problems that drive up demand for resources. Each district will also have a dedicated Neighbourhood Crime Team which will specifically focus on working on community intelligence to target and arrest those criminals carrying out crimes like burglary and car crime. Combined, the model delivers fully resourced local teams supported by specialists who can help drive down crime and antisocial behaviour in our communities.

There's also more room in the model for proper engagement and communications, and while people can expect to see the resumption of planned PACT meetings across the force, we have introduced new digital tools to help people keep up to date with local policing. Our website "local area" has been significantly updated so information on what has been happening, local contacts and news can all be found quickly and in one place.

We have also introduced a new messaging system - "Bee in the Loop" - which people can sign up to receive real-time updates on what's going on in the area, and the ability to provide feedback and get involved in priority setting activities.

We'll also have the space, time and capacity to get back to doing more with our partner agencies to really get to the root causes of problems to make our communities even nicer places to live, work and study in the long-term.

Working together, and with our enduring promise to take more criminals off our streets, I know that neighbourhood policing will once again become the lynchpin between our officers and the people we serve.



A handwritten signature in blue ink, appearing to read 'Stephen Watson', written over a large, faint watermark of a police crest.

Stephen Watson QPM  
Chief Constable

# ABOUT GREATER MANCHESTER POLICE

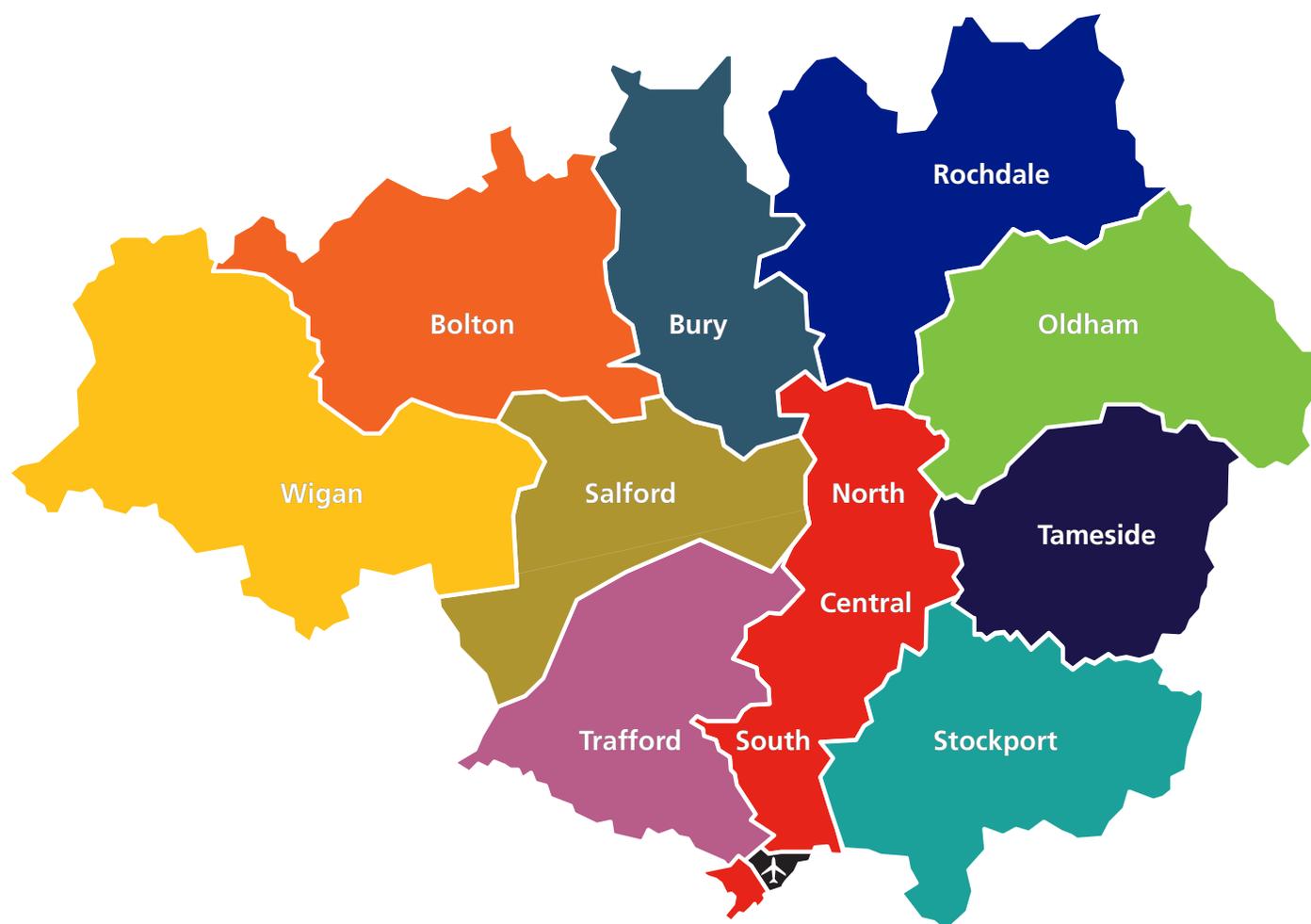
Greater Manchester Police was formed in 1974 to serve the newly created county of Greater Manchester.

The force was created following an amalgamation of the Manchester & Salford Police and parts of the Lancashire, Cheshire and West Yorkshire police forces. The Manchester Airport Police merged with GMP two years later and the force has maintained responsibility for policing the busiest airport outside of London ever since.

GMP is one of the largest police forces in the UK and is split over ten policing districts. The force covers almost 500 square miles and is responsible for keeping approximately 2.8 million people safe.

Policing in Greater Manchester is a unique undertaking with the region firmly positioned as a major economic, political, cultural and sporting centre. Naturally, this results in a large number of major events occurring each year which require a policing response.

The region is also incredibly diverse with pockets of communities from all over the world setting up home here. The borough of Manchester alone is believed to have over 200 spoken languages.



It is expected that in the coming years we'll experience a significant and sustained increase in population meaning more citizens potentially needing support.

Despite its position as a major economic power in the UK, Greater Manchester is also home to some of the most deprived areas nationally; with parts of Oldham, Rochdale, Salford and Manchester consistently included in the list of 20 most deprived which presents its own challenges. The region also has a large number of children's homes with most children housed there from outside the area.

Like the rest of the country, Greater Manchester has experienced a challenging period as a result of the COVID-19 pandemic, which has put a strain on public services. December 2020 saw GMP placed into the 'Engage' stage of the HMICFRS monitoring process following concerns raised around the service provided to victims by the force.

A new Chief Constable was appointed and started in post in May 2021 before immediately beginning work to develop a new Plan on a Page which places Neighbourhood Policing at its heart. In October 2022 the HMICFRS took GMP out of its 'Engage' process, making it the fastest improving force in the country.

P L A N N I N G O U R F U T U R E : B U I L D I N G A N E W G M P

## OUR PURPOSE:

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



**GREATER MANCHESTER  
POLICE**

**THIS IS WHAT WE DO:**

RESPOND TO INCIDENTS & EMERGENCIES

INVESTIGATE & SOLVE CRIME

PREVENT AND REDUCE CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR

DELIVER OUTSTANDING SERVICE

BUILD PUBLIC TRUST AND CONFIDENCE

**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

**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

**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

**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 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

**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

**UNDERPINNED BY OUR VALUES:**

PUBLIC SERVICE & PROBLEM SOLVING

INTEGRITY, HONESTY & OPENNESS

ACCOUNTABILITY & UNITY

KINDNESS

HIGHEST PROFESSIONAL STANDARDS

BEING A LEARNING ORGANISATION

DIVERSITY, EQUALITY & INCLUSION

# NEIGHBOURHOOD POLICING REVIEW

A dedicated review project has spent a year undertaking a vigorous assessment of the current GMP neighbourhood policing provision – concluding that the structure and operating model was no longer viable.

Key findings:

- Neighbourhood Beat Officers were **routinely taken away to cover response functions**.
- High levels of abstractions meant that PCSOs were often the most visible presence in communities but are **limited in what they can deploy to because they lack statutory warranted powers to attend incidents and undertake policing operations**.
- **Shift patterns** negatively affected effective partnership working and left no cover on areas for two to three days at a time - often over weekends.
- The **blend of police officers and PCSOs was not in the correct proportion** to meet public and partner needs and to effectively solve neighbourhood problems and the focus was on response not prevention.
- Resources were **distributed to areas simply according to geographical boundaries** and don't take into consideration proportionate risk, threat or harm in the community.
- There was a **lack of investigative support** which meant neighbourhood officers were managing more complex and in-depth investigations.
- **Line management had eroded**, and direction was confused.



# PUBLIC CONSULTATION

**Public consultation conducted during early 2022, found that the public recognised that the model was not delivering what people wanted of their neighbourhood policing team.**

The existing neighbourhood policing model did not deliver the visibility and accessibility needed to retain trust and confidence; was not doing enough to solve the problems and crimes experienced; and did not do enough to communicate effectively with the community.

- People wanted our model to have teams that are:
  - visible in the communities (77%)
  - easily contactable (74%)
  - working collaboratively with other organisations (73%)
  - protecting the most vulnerable through early intervention and problem solving (70%)
  - focused on tackling crime and anti-social behaviour (95%)
  - engaging and communicating with communities (80%)
- There was strong public demand for ring-fencing, tenure and lack of abstraction for neighbourhood policing.
- There was a high level of dissatisfaction with visibility and accessibility of neighbourhood policing. Only 5% of respondents said they were satisfied with the level of visible policing where they live.
- Just 11% of respondents agreed that neighbourhood policing teams work closely with communities
- Over half said the police do a poor or very poor job in their local area, with a further 29% saying performance is just fair.
- The top issues people want neighbourhood policing to focus on were the same across every district and were the same in the survey and the public meetings:
  - drug dealing (and associated ASB)
  - burglary
  - speeding and other road traffic offences.
- Comments suggest that people do not believe neighbourhood policing focusses enough on community priorities, that it targets the wrong issues and does not listen to public needs.



# THE NEW GMP NEIGHBOURHOOD POLICING MODEL

The new GMP model will deliver a focus on the basics of neighbourhood policing.

35 neighbourhood areas, serviced by 89 dedicated teams, across a 3-week shift pattern, providing coverage 7 days a week across the neighbourhood area will deliver the following model.

*"In Greater Manchester Police, neighbourhood policing provides communities with dedicated named teams of local police officers, together with police community support officers.*

*These officers are visible and can be contacted by local communities. They listen to issues that concern communities and work with the public, community groups, businesses and other organisations like the NHS and the local council to reduce crime, protect vulnerable people and improve community safety.*

*They take a problem-solving approach to focus on the root causes of the problems that matter most to communities, and they feedback on action that has been taken".*

Once the model is fully staffed, we will see **1,148 officers and staff working in neighbourhood policing.**

Neighbourhood Police Inspectors  
One per neighbourhood (three in City of Manchester)

**37**

Neighbourhood Police Sergeants  
Three per neighbourhood

**89**

Neighbourhood Police Constables (growing by 264 to 740)  
Between 11 and 16 per neighbourhood

**476**

55 Specialist Neighbourhood constables such  
as schools officers and licensing officers

**55**

Police Community Support Officers (reducing by 333)  
One per ward

**215**

These are supported by an additional 12 Neighbourhood crime teams.

# THE NEW GMP NEIGHBOURHOOD POLICING MODEL



District	No. of Electoral Wards	Neighbourhood Teams	Neighbourhood Team Composition
TRAFFORD	21	North	1 Inspector, 3 Sergeants, 2 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 13 Neighbourhood Officers
		One per ward	21 PCSOs
BURY	17	North	1 Inspector, 3 Sergeants, 11 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 13 Neighbourhood Officers
		One per ward	17 PCSOs
BOLTON	20	North	1 Inspector, 3 Sergeants, 15 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 15 Neighbourhood Officers
		One per ward	20 PCSOs

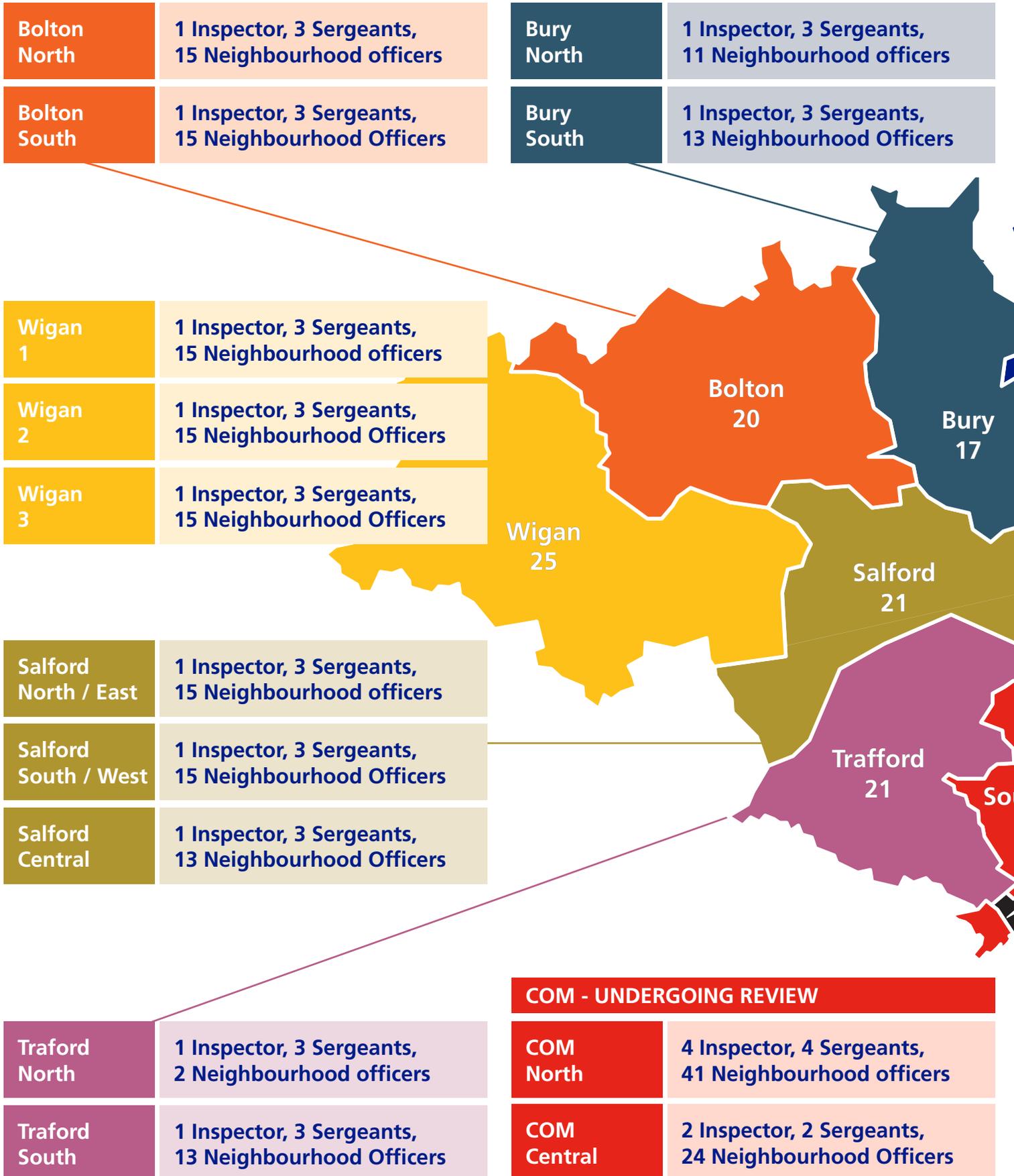
# THE NEW GMP NEIGHBOURHOOD POLICING MODEL

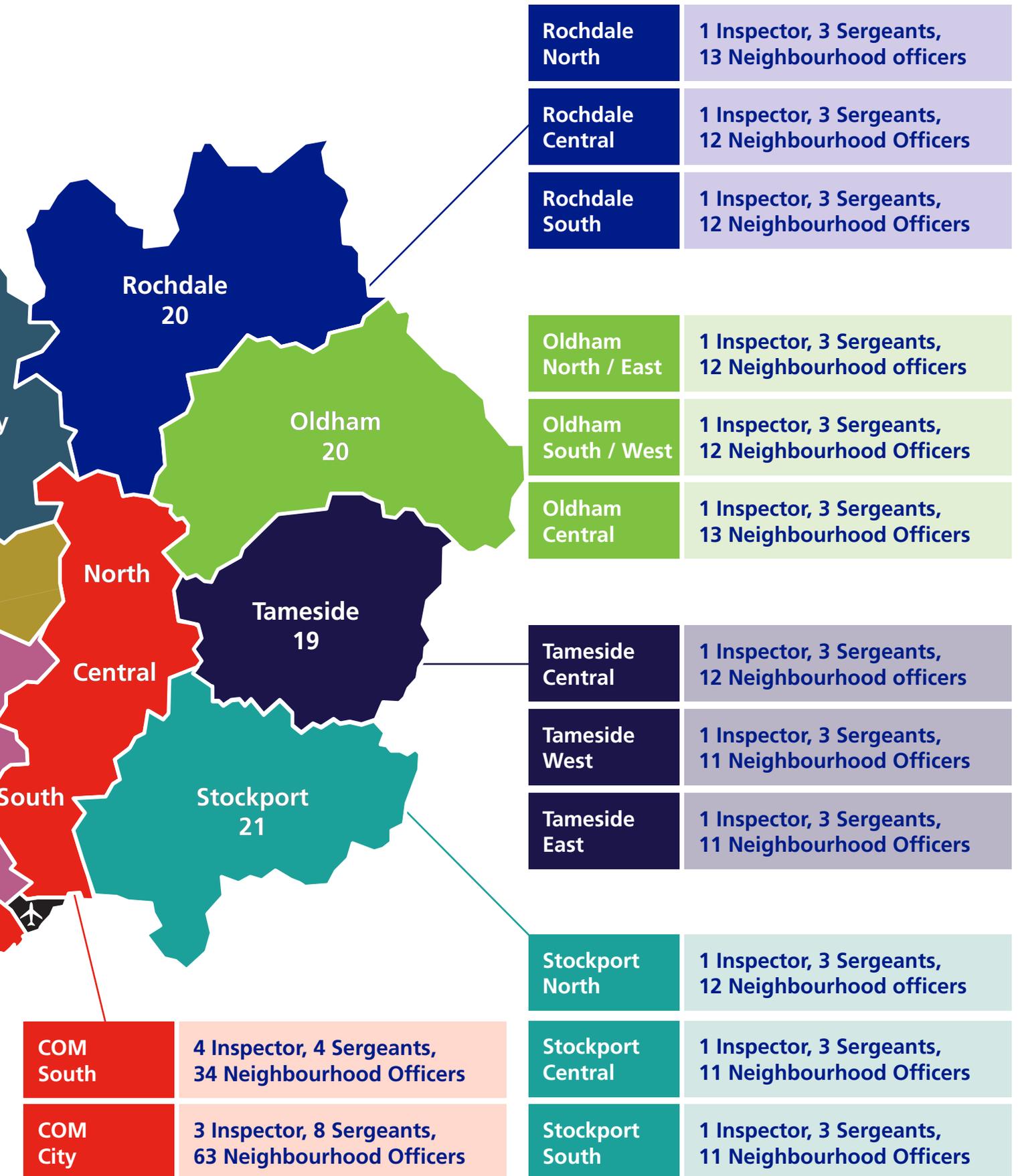
District	No. of Electoral Wards	Neighbourhood Teams	Neighbourhood Team Composition
<b>WIGAN</b>	25	<b>Wigan 1</b> - Standish, Langtree, Shevington with Lower ground, Wigan East, Pemberton, Winstanley, Orrell	<b>1 Inspector, 3 Sergeants, 15 Neighbourhood officers</b>
		<b>Wigan 2</b> - Ashton, Bryn, Abram, Hindley, Hindley Green, Ince, Golborne & Lowton	<b>1 Inspector, 3 Sergeants, 15 Neighbourhood Officers</b>
		<b>Wigan 3</b> - Tyldesley, Atherton, Astley, Leigh East/South/West, Atherleigh	<b>1 Inspector, 3 Sergeants, 15 Neighbourhood Officers</b>
		<b>One per ward</b>	<b>25 PCSOs</b>
<b>ROCHDALE</b>	20	<b>North</b>	<b>1 Inspector, 3 Sergeants, 13 Neighbourhood officers</b>
		<b>Central</b>	<b>1 Inspector, 3 Sergeants, 12 Neighbourhood Officers</b>
		<b>South</b>	<b>1 Inspector, 3 Sergeants, 12 Neighbourhood Officers</b>
		<b>One per ward</b>	<b>20 PCSOs</b>
<b>OLDHAM</b>	20	<b>North / East</b>	<b>1 Inspector, 3 Sergeants, 12 Neighbourhood officers</b>
		<b>South / West</b>	<b>1 Inspector, 3 Sergeants, 12 Neighbourhood Officers</b>
		<b>Central</b>	<b>1 Inspector, 3 Sergeants, 13 Neighbourhood Officers</b>
		<b>One per ward</b>	<b>20 PCSOs</b>

# THE NEW GMP NEIGHBOURHOOD POLICING MODEL

District	No. of Electoral Wards	Neighbourhood Teams	Neighbourhood Team Composition
<b>TAMESIDE</b>	19	North	1 Inspector, 3 Sergeants, 16 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 16 Neighbourhood Officers
		One per ward	19 PCSOs
<b>STOCKPORT</b>	21	North	1 Inspector, 3 Sergeants, 12 Neighbourhood officers
		Central	1 Inspector, 3 Sergeants, 11 Neighbourhood Officers
		South	1 Inspector, 3 Sergeants, 11 Neighbourhood Officers
		One per ward	21 PCSOs
<b>SALFORD</b>	20	North / East	1 Inspector, 3 Sergeants, 15 Neighbourhood officers
		South / West	1 Inspector, 3 Sergeants, 15 Neighbourhood Officers
		Central	1 Inspector, 3 Sergeants, 13 Neighbourhood Officers
		One per ward	20 PCSOs
<b>MANCHESTER</b>	CITY OF MANCHESTER IS UNDERGOING A REVIEW AND WILL COME ONLINE WITH NEW MODEL LATER IN THE YEAR.		

# NEIGHBOURHOOD TEAM COMPOSITION





# FEATURES OF THE NEIGHBOURHOOD POLICING MODEL

- **Strong leadership and accountability** for a clearly defined geographical area – 1 Inspector covering 3 teams. **Dedicated named teams** of local police officers working together with police community support officers, recognising that an effective model requires a heavier weighting of police officers – giving teams the powers to deal with the issues the communities are identifying.
- **Aligned to partner boundaries / service delivery footprints** to support partnership problem solving and place-based working.
- **Resourcing formula** applied to determine resourcing levels based on demand / need: our neighbourhood teams need more people with policing powers.
- **Revised shift patterns** to supply better coverage and increased visibility. A new three-week shift pattern already in use by other forces provides full seven-day cover in each NH footprint ensuring weekends – which are often uncovered – have the same focus for NHP.
- **Teams are visible and can be contacted** by local communities. They **listen to issues that concern communities** and work with public and partners. **Provide feedback** on action that has been taken.
- Engagement plans include **new information on the website** for every team – photos, contacts, dates of meetings, feedback on activity and priorities. A new community alerts system called **Bee in the Loop** where people can sign up to receive dynamic information from their neighbourhood team and use it to communicate two-ways.

## Your Neighbourhood Policing Team

- About us
- Contact us
- Stations, contact points and offices
- On the team
- Social media
- News
- Meetings and events



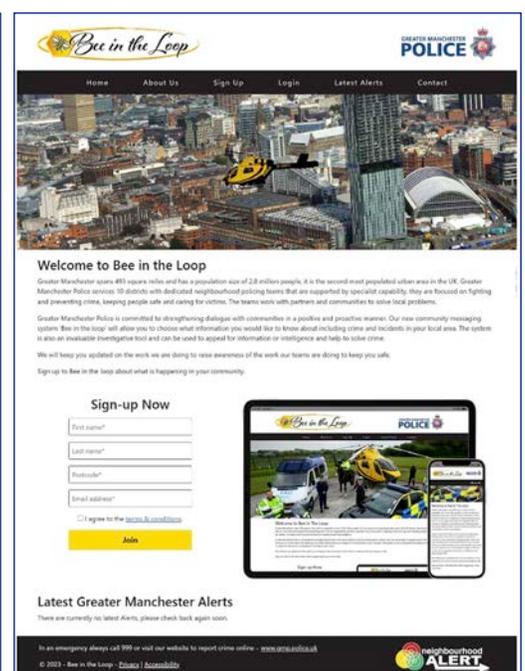
Your Neighbourhood Policing Team is a group of local police officers and staff dedicated to serving your community. The team is made up of police officers and a dedicated Police Community Support Officer (PCSO). These are supported by additional officers and staff from the wider area.

We work closely with local authorities, community leaders and residents to decide our policing priorities for your area. This helps us to find useful, long-term solutions to local problems, while maintaining our wider focus on the basics: to fight, prevent and reduce crime, whilst keeping people safe and caring for victims.

## Crimes and priorities

Our priorities

Priority:	Action taken:
Anti-Social Behaviour Issued 08 March 2023	Your local neighbourhood team are working hard to ensure local issues are made a priority. More detailed information will be updated shortly.



The screenshot shows the 'Bee in the Loop' website interface. At the top, there is a navigation menu with links for Home, About us, Sign-up, Login, Latest Alerts, and Contact. Below the navigation is a large banner image of a city skyline with a yellow bee logo. The main content area features a 'Welcome to Bee in the Loop' section with a brief introduction to the service. Below this is a 'Sign-up Now' form with fields for First name, Last name, Postcode, and Email address, along with a checkbox for agreeing to terms and conditions and a 'Join' button. At the bottom, there is a 'Latest Greater Manchester Alerts' section with a small image of a police vehicle and a 'neighbourhood ALERT' logo.

# FEATURES OF THE NEIGHBOURHOOD POLICING MODEL

- Neighbourhood teams will also benefit from the restoration of support functions which include a dedicated **Neighbourhood Prevention Hub** consisting of an inspector and specialist neighbourhood officers working with partners in every district.
- The Hubs have already been set up and will help drive prevention and problem solving with communities and partners by supporting neighbourhood teams to plan their interventions and will lead on force wide reduction of repeat demand which reduces pressure on neighbourhood policing to focus on identified problems. Neighbourhood Prevention Hubs are further supported by a Prevention Hub working at HQ with partners to support local initiatives and develop Greater Manchester wide prevention plans.
- A new **Neighbourhood Crime Team** will be created in every district to lead the delivery of force operations targeting neighbourhood crimes such as burglary, car crime and theft. This specialist capability will provide neighbourhood policing teams with the resources needed to effectively connect intelligence to target offenders in the district and conduct high profile action to help the neighbourhood policing teams drive down these crimes and forms a key part of the delivery strategy for neighbourhood crime.
- There will be **closer management of abstractions** and, while it cannot always be guaranteed, the policy of non-abstraction will be re-emphasised and more closely monitored as part of a new neighbourhood policing performance management regime.
- The need for neighbourhood beat officers to perform response duties will also be reduced through **investments being made in other parts of the force which are driving down demand**: a new grading policy, investment in response policing and the investment into desk-based investigators will all come together to reduce the potential for neighbourhood policing abstraction.
- Improved training: Accredited **Neighbourhood Management Training** began in October 2022, to skill up officers and professionalise neighbourhood policing. To date, 239 officers have been trained up and are putting their skills into practice.



# PCSOs

We acknowledge the tremendous hard work they have undertaken during some of GMP's most difficult days to maintain visibility in communities whilst neighbourhood police officers were taken away to deal with and response to other issues.

We believe that PCSOs will continue to form a valued and essential part of our Neighbourhood Teams, particularly focussing on community visibility and engagement.

However, to be able to deal more effectively with the issues that communities want us to prioritise, our neighbourhood teams need more people with policing powers. As a result:

- PCSOs will reduce – through natural attrition - by 333 from 518 currently filled posts to 215.
- Every ward will have one named PCSO.
- Savings made by reducing PCSO numbers will be invested in a further 264 warranted neighbourhood policing police officers.
- No jobs will be lost, and we will fully support any PCSO who wants to transfer into becoming a police officer or taking up another role in the force.



# SKILLS AND POWER TO DELIVER PRIORITIES

Skills and powers to deliver neighbourhood policing priorities.

## POLICE

Full policing powers to arrest, stop and search, interview and investigate crime, enter property, seize goods and detain people

Trained and expected to deal with a full range of confrontational situations and will be equipped accordingly to the threat

Can use police vehicles with emergency lights and sirens, and have road traffic powers

Work shifts to cover 24/7

Intelligence gathering

Provide mutual aid in response to strategic policing requirements

Engagement



## PCSO

Limited powers sufficient to deal with minor crime and disorder. Not permitted to arrest, process or interview prisoners. Can preserve crime scene.

Not permitted to be trained or equipped to deploy to any incident where there is a clear likelihood confrontation will arise

Restricted use of police cars. Cannot use for pursuit or stopping other vehicles

Shifts cover: 07:00-00:00. Additional hours would accrue additional costs

Intelligence gathering

Cannot provide support to strategic policing requirements, enabling community presences

Engagement



MARCH 2023



You can access many of our services online at [www.gmp.police.uk](http://www.gmp.police.uk)  
For emergencies only call 999, or 101 if it's a less urgent matter.