GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18 September 2023

Subject: Greater Manchester Police: Plan on a Page Portfolio Progress Update

Report of: Lee Rawlinson, Chief Resources Officer

Purpose of Report

The purpose of this report is to provide a mid-point progress update to the Greater Manchester Police, Fire & Crime Panel against the 2023/24 Plan on a Page (PoaP) Improvement Portfolio and associated programmes and projects.

Several key improvements were made during the first year of activity within the PoaP Portfolio, including:

- GMP's Force Contact Centre improved so drastically that it moved from the bottom of national policing league tables to the top in terms of its performance.
- A new Neighbourhood Policing model was launched (followed by a compatible response model which launched on 4th September 2023).
- Within IT there was a clear focus on "fixing the basics" which will allow for further improvements to be developed and integrated in the coming years.
- GMP's response times significantly improved, providing a better service to the people of Greater Manchester (GM).
- This was all achieved alongside the force recording more crimes than ever before, and whilst still providing a better-quality service to victims.
- The force also achieved significant productivity gains making more arrests, roads policing, vehicle seizures etc.
- The force's intelligence offer has been strengthened and we are now operating with our overt and covert units back together.
- There has been significant investment across the estate and fleet, better equipping our people to undertake their roles.

- The force successfully completed the Windows 10 rollout and has commenced delivery of M365.
- A new Digital Policing Programme was mobilised to coordinate the delivery of several digital improvements including the replacement of the force's Record Management System.
- All GMP's ANPR (Automatic Number Plate Recognition) cameras have been replaced ahead of schedule, enhancing the force's ability to keep people safe and investigate crime.
- A new Occupational Health and Wellbeing structure has been put in place.
- The force addressed the immediate needs across a wide range of enabling services, whose role is integral to supporting frontline policing within GMP.

The 2023/24 PoaP Portfolio builds on each of these improvements, with a clear focus on delivering qualitative change - preventing and reducing crime, keeping people safe and delivering better outcomes for victims of crime.

The main detail of the report provides further information relating to recent progress against each of the PoaP programmes, highlighting key achievements against the 2023/24 delivery plan with significant performance improvements to note, including:

- A significant improvement in 999 speed of answer – from 1 minute 22 seconds in July 2021, to 5 seconds in July 2023.
- A significant improvement in non-emergency speed of answer from 6 minutes 44 seconds in July 2021, to 40 seconds in July 2022.
- An 84% increase in arrests from July 2021 to July 2023.
- A 95% increase in 'stop and search' encounters from July 2022 to July 2023.
- A 26.7% increase in solved outcomes from July 2022 to July 2023.
- A 10.8% reduction in Neighbourhood crimes recorded from July 2022 to July 2023, together with an increase of 26.5% solved outcomes.

Recommendations:

The Panel is requested to note the contents of the report.

Contact Officers

Director of Transformation: Dawn Royle

Equalities Impact, Carbon and Sustainability Assessment:

None in the context of this report.

Risk Management

None in the context of this report.

Legal Considerations

None in the context of this report.

Financial Consequences – Revenue

None in the context of this report.

Financial Consequences – Capital

None in the context of this report.

Number of attachments to the report: 0

1. Background

1.1.   Overview

In December 2020, His Majesty's Inspectorate of Constabulary and the Fire and Rescue Service (HMICFRS) found that GMP's services to victims were a serious cause of concern. Following this assessment, GMP was formally 'engaged' by the HMICFRS, and four enduring causes of concern were identified.

Upon commencement of the role of Chief Constable of Greater Manchester Police in May 2021, Stephen Watson began a wide-reaching root cause analysis of the enduring concerns to establish the strategic conditions required to secure fundamental long-term success, with a focus on clear strategic direction, capable, committed, and inspiring leadership, operational effectiveness, and cultural transformation.

In September 2021, an improvement plan set out as a Plan on a Page was published which distilled the strategic approach into a clear plan, with the purpose of re-focussing on the basics of preventing and reducing crime to keep people safe and to care for victims. The plan is now the framework through which transformational change is being delivered within GMP.

Following the successful implementation of the plan in the financial year 2022/23, by November 2022 the force was removed from special measures, making GMP the quickest ever force to leave the programme of enhanced scrutiny. We have developed a robust plan, put in place capable leadership at all levels, and the collective delivery effort across all the projects and programmes within the PoaP portfolio has made a significant contribution to building a better GMP.

Whilst there remains a substantial amount of work to do, the achievements to date and our subsequent removal from special measures marks a significant milestone in our improvement journey.

Throughout 2023/24 the force seeks to build on these early successes and implement further improvements to strengthen the service provided to the citizens and visitors of Greater Manchester (GM).

GMP's Plan on a Page describes the force's purpose, vision and values and sets out our strategic priorities, as follows:

Priority 1: Respond to incidents and emergencies

Priority 2: Investigate and solve crime

Priority 3: Prevent and reduce crime, harm, and anti-social behaviour

Priority 4: Deliver outstanding service

Priority 5: Build public trust and confidence

These priorities, which clearly outline GMP's organisational purpose, will be achieved through the effective delivery of a number of strategic objectives, and also determine the areas that we will focus on to deliver improvements across the force:

Objective 1: Improve, simplify, and align our core processes

Objective 2: Improve IT and broaden our digital transformation

Objective 3: Become a more Intelligent organisation

Objective 4: Strengthen and invest in the corporate services function

Objective 5: Establish an effective performance management regime

Objective 6: Strengthen our dedicated neighbourhood policing teams

Objective 7: Work in effective partnerships

Objective 8: Communicate and engage in a positive and proactive manner

Objective 9: Invest in and support our people

Objective 10: Invest in and improve our infrastructure

Objective 11: Manage our resources effectively

2. GMP's PoaP Portfolio

The PoaP Improvement Portfolio has been created to drive improvements across all areas of the force, supporting the effective delivery of GMP's strategic objectives and addressing the changing needs of the organisation.

The current 2023/24 PoaP Portfolio includes over 110 projects, all of which have been prioritised, funded, and are coordinated through 12 programmes. Each Programme is led by a Chief Officer, supported by the Change and Transformation Branch:

Chief Officer	PoaP Programme
ACC Sykes	• Force Contact, Crime & Operations Programme
ACC Boyle	• District Operating Model Programme
ACC McFarlane	• Criminal Justice, Custody & Prevention Programme
ACC Jackson	• Crime, Protecting Vulnerable People, Intelligence & Forensics Programme
ACO Henderson	• IT Transformation Programme • IT Delivery & Infrastructure Programme • Digital Policing Programme
ACC Chaudhry	• Specialist Operations Programme
CRO Rawlinson	• Enabling Services Transformation Programme • Estates & Business Support Programme
ACO Cosh	• Information Management, Finance & Legal Programme
ACO Layton	• HR Transformation Programme

This report provides an overview of each programme and the key achievements that have been made to date against the 2023/24 delivery portfolio.

2.1. Force Contact, Crime and Operations Programme

Chief Officer Lead: ACC Chris Sykes

Throughout 2023/24 the work within the Force Contact Centre will look to sustain call performance improvement through the retention, development, and productivity of our people, securing our telephony infrastructure and developing digital enhancements to our services.

The Crime Futures project will ensure accurate recording of, and building investigative capability for, crime reported to GMP, whilst improving quality and victim focus for appropriate positive outcomes to investigations.

2.1.1. Programme Summary / Portfolio Insights

Overall, the projects within this programme are progressing well, with several expected to complete within the next six months. The programme is actively supporting GMP's priorities, especially around the force's ability to respond to incidents and crimes and delivering outstanding service; some tangible results and benefits are now also being realised particularly, with regards to our contact with the public.

2.1.2. Key achievements to date

- The Airport, Bury, Wigan and the City of Manchester are now operating with Crime Recording and Resolution Unit (CRRU) completing Grade 1 and Grade 2 crime recording with full force-wide recording scheduled for 22nd August 2023.
- Appointments for victims are now booked and administrated by the Force Contact Centre (FCC).
- A new enhanced Workforce Management product now in operation across the FCCO.
- The Force Crime Management Unit consultation has been completed and the new Crime Recording, Initial Investigations, Finalisation and Quality Assurance launched on 4th September 2023.
- Crime Recording and Resolution pay review has been completed.
- Radio Dispatch and Customer Enquiry staff are in consultation as the final pay review is part of FCC Investment plan.
- New Victims Services contact award complete. GMP, GMCA and new supplier go-live preparations for September 2023 launch underway. GMP estate, system access and telephony system to form the principal changes to the service operation.

2.2. District Operating Model Programme

Chief Officer Lead: ACC Matt Boyle

This programme will deliver transformational changes to district based operational policing. Through the implementation of re-designed core policing services in Response and Neighbourhood Policing, the force will improve performance in relation to responding to incidents, investigating crime, and supporting communities. The programme will sustain GMP's policing offer to meet and support the expectations of our citizens and develop a problem-oriented approach that is proactive, preventative and person-centred. In addition, we will develop a district wide operating model which enables structures and functions to deliver consistent provision of services across the 10 districts of GM.

2.2.1. Programme Summary / Portfolio Insights

Phase 1 of GMP's neighbourhood policing model was delivered in March 2023, with the new response policing and force crime management functional changes now live as of 4th September 2023. This will ensure the force is operating aligned neighbourhood and response models on its districts alongside a centralised Force Crime Management Unit for crime investigation, with the aim of providing the best possible service to the public and as well as helping to respond to crime and work to effectively prevent it occurring in the first place.

2.2.2. Key achievements to date

- Implementation of the new District Operating Model is underway – Phase 1 of the new Neighbourhood model launched in March, followed by Response and Investigation on 4th September 2023.
- Phase 2 of Neighbourhood Policing has commenced, with improvements underway across six key areas, overseen by a dedicated Senior Responsible Officer:
- Continuous Professional Development & training for neighbourhood officers;
- Embedding the internal development and use of the Neighbourhood App to enable consistent tracking and reporting of officer activity in our communities;
- Monitoring abstractions and refinement of the GMP abstraction policy;
- Developing and increasing community messaging activity;

- Embedding the neighbourhood performance framework to better track and report neighbourhood activity;

- Operation Vulcan approach and days of action; and,

- Consultation with Police Community Support Officers in relation to shift patterns and plans to align PCSO establishment with GMPs Neighbourhood officer re-investment plan.

- City of Manchester Senior Leadership district structure in place, aligning defined structures and responsibilities across the 3 City of Manchester areas (North, Central and South).

- Good progress is being made on the Domestic Abuse Arrangements Review (DAAR) project, which is currently assessing the viability for district based domestic abuse teams, consistent structures, and improved triage processes. Technological capabilities are also being assessed such as Rapid Video Response appointments to improve services to domestic abuse victims.

2.3. Criminal Justice, Custody & Prevention Programme

Chief Officer Lead: ACC Colin McFarlane

Building on the Force pledge, this programme will deliver the capacity and capability in our criminal justice and custody functions. This will ensure we are able to respond to the increasing volume of activity to deal with criminality, maintaining our commitment to arrest and bring more criminals to justice, as well as supporting victims through the criminal justice process from point of referral. The programme will also deliver on its commitment to work in effective partnerships to understand and reduce GMP demand by addressing underlying causes and using partnership-oriented problem solving.

2.3.1. Programme Summary / Portfolio Insights

Significant work has been undertaken to commence activity on all projects and we have now seen positive developments such as the approval of the Longsight Custody Suite, increased resources across custody suites, and the commencement of consultation for phase 1 of the Criminal Justice Review.

2.3.2. Key achievements to date

- Custody Review Phase 1 business case approved an uplift of 29 Custody Sgts, 28 Custody Detention Officers and a temporary uplift of 8 Site Inspectors. This has resulted in an increase of 39% more resources working across 8 x custody sites since August 2022 and by November 2023 this will increase to a 60% uplift.

- Criminal Justice Review Phase 1 business case has been approved, and consultation is expected to commence in mid-September on the proposal to move the ownership of the CJ Hubs from District owned to the centralised Criminal Justice Branch.

- A strategic outline business case has been developed for the introduction of 'Right Care, Right Person', which will seek to redesign how the force deals with strategic non-crime demand issues. A full range of partner engagement is taking place which will continue throughout the development of the final solution.

2.4. Crime, Protecting Vulnerable People, Intelligence & Forensics Programme

Chief Officer Lead: ACC Sarah Jackson

This programme is delivering transformational change across all areas of service delivery, providing support to districts around investigative resilience, forensics, digital and cyber investigations. This includes the enhanced provision of forensic support to front line officers in real time to improve services to victims and speed up investigations. Other improvements include enhanced support and the creation of a detective pathway to nurture new talent into detective roles, supported with trainee detective tutors and detective coaches. A number of systems improvements will also be delivered including the replacement of a legacy forensics case management system and the delivery of an IT solution for firearms licensing.

2.4.1. Programme Summary / Portfolio Insights

Significant progress has been made across all areas of the portfolio, including the successful co-location of staff within GMP's Force Intelligence Branch (FIB), bringing overt and covert teams together. A proof of concept has also recently launched at Salford to provide officers with direct access to digital and cyber forensic services, significantly reducing waiting times, accelerating investigations and in turn improving

services to victims. Evaluation of the pilot will inform future force modelling with the anticipation of implementing similar structures across the force to expand this offer to all districts. Early indications are positive with digital and cyber investigations being much quicker. In the next 6 months we anticipate delivery of the new system for firearms licensing, delivery of a new forensic case management system and a full review of general forensics (non-digital/cyber).

2.4.2. Key achievements to date

- Completion of the FIB Phase 2 project which has seen the co-location of staff back at Nexus House and will create an Intelligence Academy to further professionalise intelligence roles.
- Completion of the Forensic Collision Reconstruction Unit project, which ensures we can meet national accreditation requirements.
- Launch of the Digital Forensics, Intelligence, and Investigations proof of concept site at Salford.
- Launch of the Detective Pathway plan to attract, recruit and retain new talent into detective roles. This has delivered a standardised approach and a recruitment timetable with target numbers for intakes to assist in achieving increased investigative resilience.
- Creation of 12 Detective Coach posts (12 months) to support and nurture new trainee detectives through their transition towards becoming accredited investigators. This is in addition to the existing Accelerated Detective Tutors as well as continued use of Blackstone's legal knowledge database across the force to assist those taking the national exams required to become a detective.
- Design and launch of the new IT system to support new trainee detectives to build their portfolio. This will be monitored by Detective Coaches and Tutors, increasing visibility of progress, as well as assisting trainee detectives with the completion of portfolios.
- The design and implementation of the new Digital Investigation and CCTV Case management system is progressing well and is expected to go-live in Oct 2023.

2.5.   IT Transformation Programme

Chief Officer Lead: ACO Dougie Henderson

IS and improved use of technology is a massive enabler of our public promise to deliver outstanding public service by ensuring staff have the right technology and are equipped to do their jobs well. The focus of this programme is to deliver strategic change and digital transformation projects which drive organisational wide change and long-term benefits whilst working towards achieving the ambitions of the National Digital Policing Strategy 2020-30.

2.5.1. Programme Summary / Portfolio Insights

This programme has seen the successful delivery of all planned IT Transformation projects for 2022/23 including the extensive Windows 10 upgrade and new laptop roll out.

Delivery of M365 Transformation and SharePoint Online continues and has been carried forward into the 2023/24 change portfolio as planned, including work to progress further digital transformation opportunities through M365 Power App developments, Power BI dashboard performance reporting and a move from on premise to a cloud storage solution, SharePoint Online.

Over the next year IT will embark on a full redesign of the branch to ensure it provides an adequately resourced, fit for purpose and Value for Money service to support the delivery of the GMP Plan on a Page (PoaP) priorities.

2.5.2. Key achievements to date

- M365 Operating Model & Opportunities Catalogue developed and implementation underway: Neighbourhood Policing and Use of Force Apps delivered at the start of this financial year (Q1 2023). Future application design and builds include Bail, Sex Offender Register, Threats to Life and many more throughout the year.
- M365 Teams Groups roll out has successfully completed across all 10 Greater Manchester districts and will complete across all branches by October 2023. This functionality allows staff to share and edit documents with their teams live time, allowing tighter control and ensuring 'one version of the truth.'
- Recently completed Phase 1 of the upgrade of our storage system SharePoint on premise with a view to moving to a more collaborative and user-friendly

SharePoint Online by the end of 2024. This will allow increased collaboration when updating documents, more robust version control and gives an opportunity to tidy and reduce the volume of documents stored. Documents will be stored using standard naming conventions and consistent folder structures making it much easier to store and locate them.

- Successfully recruited key Senior Leadership Team posts for the new IT Future Delivery Model who will drive the wider branch redesign throughout the year.

- Windows 10 (W10) has seen the successful delivery of the Client Services project, and the Infrastructure project is also completed. Over 10,000 officers and staff are now using the new laptops, which is over 80% of the force. In addition, the GMP and Agilisys partnership which was adopted to deliver the W10 project was shortlisted for the annual UK IT Industry Awards under two categories: Best Public Sector IT Project and Best Security, Defence or Law Enforcement IT Project of the Year. GMP were the only police force in the top category.

- The M365 Business Transformation project is a continuation of the W10 programme. Phase 1, which is centred around Design and Discovery, is now complete, resulting in a defined Operating Model, Strategic Roadmap and Opportunities Catalogue to help shape GMP's thinking around benefits realisation and making sure we get value for money from the new devices and operating system. Phase 2 is now underway which will focus on the implementation of M365 and the associated benefits that will come from more efficient ways of working.

- The M365 Neighbourhood Policing App has been built in-house and rolled out for the business to pilot, ahead of full implementation. This will see front line staff having instant access to a dedicated Neighbourhoods App to allow them to work in a more efficient and collaborative way. Full business roll-out scheduled for April 2023.

- Core-Vet V5 inc. web forms have been successfully implemented resulting in a fully externally hosted vetting system.

- The International Visitors Registration Office (IVRO) project also successfully implemented a replacement of the existing CLUE system with an externally hosted solution, resulting in reduced waiting times for checks on visitors to the UK and therefore reducing risk to GMP.

- Mobile Futures (which has since transferred to the Digital Policing Programme) successfully undertook the go-live of the Automation of Single Online Home PDF Reader; this has resulted in 2,000 submissions a week (just for crime recording) and saved approximately 150 hours per week. In addition, the AtHoc Blue Light Emergency Messaging App developed by the project has been nominated for three national awards.

- The National Law Enforcement Data Service (NLEDS) has successfully completed Phase 1 of the project which includes the Photo at the Roadside (PARS) module. NLEDS has now transferred to the Digital Policing Programme to proactively manage critical interdependencies.

- A preferred supplier for Digital Evidence Management (DEMS) has been chosen and planning is underway to work with the supplier to commence implementation and contract negotiations.

2.6.   IT Delivery & Infrastructure Programme

Chief Officer Lead: ACO Dougie Henderson

The IT Transformation covers a wide range of critical initiatives which support the GMP Vision, PoaP, IT Strategy 2030 and Digital Strategy 2025. The Transformation also serves to mitigate and reduce the GMP risk level caused by increased cyber security threats and compliance issues through Fix the Basics.

2.6.1. Programme Summary / Portfolio Insights

The IT Delivery Programme in Q2 has continued to focus on critical infrastructure activity to fix the basics alongside driving the delivery of key projects. The recent appointment of the new IT Director has now been complemented by the appointment of the majority of the IS Branch Senior Leadership Team and the appointment of the Information Security and Risk Lead. In addition, the IS Branch Strategy has been published which sets out how the IS Branch will support GMP's journey to "outstanding" status.

2.6.2. Key Achievements to Date:

- Duty Management System - Upgrade now completed and on a stable platform enabling phase 2 (move to the cloud) to commence.

- Body Worn Video - 400 units received, 2000 on order, pilot to review functionality of next model in the planning stage.
- Fix The Basics AVD (Azure Virtual Desktop) - Environment now live for replacement of Citrix and Supplier Access Portal, enabling key partners to access our networks securely.
- Fix the Basics Internet Resilience - Added additional proxies which increases internet resilience in the event of a failure.
- Fix The Basics Network Resilience - New connections between data centre which increases Data Centre resilience.
- Fix The Basics Load balancing - configuration of hardware to enable increased resilience for inbound VPN traffic.
- Re-platforming - Work commenced to modernise the management of servers and associated infrastructure, including improvements to the Azure environment and the delivery of Microsoft ExpressRoute.
- Audio Visual Equipment Refresh - Business Case approved and Invitation to Tender (ITT) ready to be released.
- Company Portal Software Updates – Upgraded system to enable software to be deployed seamlessly to laptops.
- Laptop updates - Deployed most secure and updated version to all laptops.
- ITMAS (Insider Threat Monitoring and Audit Software) - Procurement underway.

2.7.   Digital Policing Programme

Chief Officer Lead: ACO Dougie Henderson

This programme helps simplify and align GMP's core digital and business processes by replacing our current Records Management System (RMS), PoliceWorks, and legacy data stores with user-friendly alternatives. This new RMS will improve the efficiency and effectiveness of core services including crime investigation, custody and case management, intelligence, and safeguarding. It will also remove the requirement for expensive workarounds to manage workflow and reporting in live systems and broadens access to information in our legacy systems. The programme will also manage the upgrades to our call and incident handling system, ControlWorks, and supports further developments in our mobile and dashboard offerings.

2.7.1. Programme Summary / Portfolio Insights

The Digital Policing Programme is on track to contract with a new RMS supplier, deliver a strategic data store incorporating legacy system and PoliceWorks information, and refresh the mobile handset offer for all staff by March 2024. As an interim improvement to our operational systems, the programme has delivered Marple crime recording and crime management to the FCC/FCMU and will continue to develop the offer in line with force direction. The force is actively supporting the national team in the development of the LEDS (Law Enforcement Data Service) product, the replacement for PNC (Police National Computer).

2.7.2. Key achievements to date:

- Replacement Record Management System (RMS) Project: The new RMS will deliver better functionality and user experience for front line officers and staff making it easier to update crime records, supervise investigations and update victims; safeguard vulnerable people and prosecute offenders. The early procurement activities have begun with potential suppliers.

- Strategic Data Store (SDS) Project: SDS Phase 1 has completed its primary objective to transfer GMP's legacy data from two unsupported systems, the Operational Policing Unit System (Opus) and the Integrated Custody Information System (ICIS), to Blue Star Software's CORVUS system. This has enabled the decommissioning of both (Opus and ICIS) legacy systems. Work is progressing in SDS Phase 2 to integrate PoliceWorks data into Corvus. This project is integral to the implementation of the RMS project as it will reduce the requirement for back record conversion into the new RMS.

- Digital Futures Project: Continuation of existing service contract services for PoliceWorks, ControlWorks and Data Warehouse have been agreed and signed. These contracts provide the reassurance GMP's current systems and service support provisions will continue.

- Mobile Futures: This is a programme of Mobile Technology projects. Key successes include: 8,098 mobile devices were migrated to Intune which created a £500,000 saving as result of not needing to renew the BES (Blackberry Enterprise Server) contract. Home Office Biometrics fingerprint readers were successfully deployed force wide at the end of May 2023. Marple crime management functionality has been delivered for the Force Crime Management

Unit. This will complement the successful Marple crime recording application by enabling the officers in the FCMU (Force Crime Management Unit) to investigate crime more effectively through integration with evidence.co, the force digital evidence platform and streamline victim care and contact. Marple intelligence creation is in the later stages of development.

- National Law Enforcement Data Service (NLEDs): This is a National Home Office led programme of works to replace the Policing services currently delivered by the Police National Computer (PNC). The first phase of the Role Based Access Control (RBAC) Proof of Concept (PoC) was completed at the end of July 2023 and work on phase 2 integration has commenced. Currently, the national programme has released four LEDS modules: the Property Search; Driver Search; Vehicle Search and Audit modules. These provide replacements for the legacy 'green screen' PNC application. GMP has rolled out each of these modules for live usage, to a group of approximately 90 pilot users within the FCCO, specialist operations - safer transport unit and PSB (Professional Standards Branch), as these represent the primary user groups.

- DEMs (Digital Evidence Management System): DEMs aims to capture at source, manage, build a case of digital evidence, and then share with the Crown Prosecution Service (CPS) and defence community. We have designed and implemented a new schema of roles and permissions; restricted downloading of evidence outside of the system for security and evidential integrity; mandated meta data to eliminate unknown digital material being uploaded; implemented active directory to enable single sign on, speeding access and reducing support calls; enabled Axon Community requests to send links to member of the public to upload digital evidence saving time and avoiding travel to retrieve manually; we have linked Marple to the DEMs system to automatically create cases (folders) based on crimes and develop a digital page in Marple which went live on 4th September with the Force Crime Management Unit (FCMU).

2.8. Specialist Operations Programme

Chief Officer Lead: ACC Wasim Chaudhry

Specialist Operations continues to build on the enhancements and uplifts from the previous year, with a renewed push on TAU (Tactical Aid Unit) recruitment and

further development of the managed CCTV and ANPR services. In 2023/24 this programme will increase the Central Ticketing Office (CTO) capability through a combination of increased staffing, efficiency improvements, and potential technology upgrades. In addition, the PPE (Personal Protective Equipment) and replacement uniform project will ensure GMP is providing our officers with the best tools to undertake their job professionally, safely, and efficiently. The appraisal of the options for the Firearms Training Facility will also be concluded in 2023/24, feeding in to the broader GMP Estates Strategy and Implementation Plan. GMP will also obtain its own Firearms and Taser Training Licences in 2023/24 and cease membership of the Northwest Armed Policing Collaboration (NWAPC), increasing the efficiency of training with a greater focus on the needs of GMP.

2.8.1. Programme Summary / Portfolio Insights

Overall, the projects within this programme are progressing well. Tangible results and benefits are being realised as the Specialist Operations Estate and associated infrastructure has been developed to accommodate the increased resources secured over the past year. The remaining projects from 2022/23 are expected to complete within the next six months, and work has also commenced on new projects identified for 2023/24.

2.8.2. Key achievements to date

- A new Tactical Aid Unit (TAU) Base at Leigh has been completed and was opened December 2022.
- A new Roads Policing Unit (RPU) Base at Whitefield has been completed, and was opened July 2023.
- Migration of GMP's ANPR and CCTV infrastructure to our managed service providers was completed in March 2023.
- Development of a mobile ANPR app has been completed, allowing officers to use their mobile phone as an ANPR camera.
- Good progress continues to be made to replace all of GMP's in-car ANPR cameras.
- Work is on track for GMP to obtain its own Firearms training and Taser training licences by March 2023.

- A contract has been awarded for the provision of new uniforms for all police officers. The designs for new tops is now complete, and fabric manufacturing has commenced.

2.9. Enabling Services: Finance, Legal and Information Management Programme

Chief Officer Lead: ACO Ian Cosh

This programme has been streamlined for 2023/24 to focus on some key functions in Enabling Services including Information Management, Finance and Legal. The programme continues to build on the successes of 2022/23 and transform key critical support services to ensure they are adequately resourced and structured in the most effective way to support the delivery of the GMP Plan on a Page (PoaP) priorities.

2.9.1. Programme Summary / Portfolio Insights

A number of reviews will take place over the year which will feed into the wider development of the Enabling Services Future Delivery Model. This aligns with the organisations commitment to providing fit for purpose support services which provide Value for Money. GMP have also committed to upgrading the Oracle Financial system to provide improved budget and financial planning capability.

2.9.2. Key achievements to date

- The new Change & Transformation Branch restructure is now embedded with Senior Leadership Team roles filled and clear ownership of the Change Portfolio, PMO and Design teams in place (March 2023).
- Information Management have appointed a new in-house Data Protection Officer, replacing contractor resource and increasing our internal resilience (August 2023)
- Legal have strengthened their Senior Leadership Team and are now recruiting in-house to reduce the reliance on external specialist support, again, to increase the internal resilience and consistency in approach across GMP.
- Finance are strengthening their branch by securing additional resources to meet the demands of the business. Consultation closed in July 2023 and jobs are out to advert.

2.10. Enabling Services Transformation Programme (which includes Efficiencies & Productivity Improvements)

Chief Officer Lead: CRO Lee Rawlinson

Enabling Services will continue to build on the successes of 2022/23 and transform key critical support services to ensure they are adequately resourced and structured in the most effective way to support the delivery of the GMP Plan on a Page (PoaP) priorities.

2.10.1. Programme Summary / Portfolio Insights

A number of service redesigns are taking place over 2023/24 including Human Resources, Business Support Services (including estates and fleet), Information Management and IT. This will feed into the development of the new Enabling Services Future Delivery Model to ensure that the essential requirements that underpin the delivery of operational policing are in place to support the continued transformation of Greater Manchester Police.

In line with the newly established Business Planning process, the programme will identify any cost savings in year and for next year, any invest to save opportunities as well as identifying a range of productivity improvements.

2.10.2. Key achievements to date

- A refreshed business planning process has been introduced in 2023/24 to support the organisation to develop their annual delivery plans to meet the needs of the organisation and public.

- In June and July 2023, the programme completed three high level design 'sprints' across Fleet and Information Management which has identified quick wins and future projects to feed into 2023/24 business planning.

- A review of our contracts has commenced to identify any savings and better ways of working. The approach was approved by Chief Officers in July 2023, and we are now actively seeking a gainshare partnership to drive out efficiencies, process improvements, and ensure Value for Money.

- A new Vacancy Management Panel was established in Q1 2023 to manage resources and monitor planned savings.

- A new Enabling Service Performance Management Board has been created to develop robust KPIs, agree baselines/standards and improve performance, alongside celebrating successes and sharing best practice.

2.11. Estates, Fleet, and Business Support Transformation Programme

Chief Officer Lead: CRO Lee Rawlinson

This is a new programme identified for 2023/24. This programme is a key contributor to GMP's promise to Deliver Outstanding Service to the Public, by investing in our fleet and estate to ensure it meets the evolving requirements of GMP. The production of a new 10-year Estates strategy will set the parameters, principles, and governance to enable GMP to evolve the estate based on operational need and effective use of resources. In delivering this strategy we will plan and make sustainable long-term decisions on our built space. There will be a focus on greater agile working and collaboration with partners to ensure buildings and office space can be used more effectively and efficiently, and we will seek to minimise GMP's carbon footprint. A review of the Business Support Services Branch will ensure the structure, capacity, and skills are in place to provide effective services and support to police officer and staff colleagues.

2.11.1. Programme Summary / Portfolio Insights

Whilst this is a new programme, significant progress has been made already, with further progress scheduled for the remainder of 2023/24. A formal governance structure is in place for the programme, reporting into the Plan on a Page (PoaP) Improvement Portfolio to ensure consistent decision making and strategic alignment. The Estates strategy Implementation Plan will set the roadmap for the next 10 years of investment in the GMP estate. This programme will also undertake a holistic review of GMP's Vehicle Recovery Service (VRS) to ensure it can meet the anticipated demand as GMP looks to seize more vehicles and disrupt crime. The decommissioning of Chester House will also be completed by the end of 2023.

2.11.2. Key achievements to date

- Development of GMP's 10-year Estates strategy has been completed.

- Good progress is being made in the development of the Estates Strategy Implementation Plan, which is expected to be completed in 2023.

- Work is on track for the Chester House decommissioning to be completed by December 2023 as planned.

- An end-to-end review of the Vehicle Recovery Service processes has been completed. The outputs are being used to inform the procurement of a new managed service contract and identify opportunities to increase efficiencies and grow GMP's capability to seize and dispose of vehicles.

2.12.   HR Transformation Programme

Chief Officer Lead: ACO Charlotte Layton

GMP recognises the need to ensure that enabling services are properly invested in, resourced, and empowered in order to provide the force with the professional support it needs. This programme is a key contributor to GMP's promise to invest in and support our people. This programme continues to support the transformational changes made in FY 2023/24 by implementing the upgrade of the Occupational Health Workflow Admin System, and the support of changes across the organisation. Following the recent appointment of the new HR Director, this programme will focus on defining the scope of the HR Transformation to strengthen our strategic and operational HR and workforce planning processes including improving leadership skills across the organisation. A review will ensure the structure, capacity, and skills are in place to provide effective HR services and support.

2.12.1.   Programme Summary / Portfolio Insights

Progress to date has predominantly focused on projects carried over from the 2022/23 portfolio as planned. Following the recent appointment of the HR Director, early work is underway to define the wider scope of the HR Transformation Programme, which will be agreed through the annual Business Planning process.

2.12.2.   Key achievements to date

- Appointment of ACO HR Director

- A refreshed Terms of Reference has been defined for the People Board.

- A new Workforce Attraction Strategy has been defined and a working group is to be established.

- OHU (Occupational Health Unit) appointment of the two key senior clinical roles: Senior Occupational Health Advisor and Senior Mental Health Advisor which now completes the OHU Senior Leadership Team.

- Enhancement of the OHU environment: St John's building (ground floor) has been updated to Oscar Kilo (National Police Well-Being Service) standards, which includes a new redesigned reception desk and waiting area. The first-floor refurbishment is expected to be completed by Autumn.

3. Conclusion

Progress to date for the PoaP portfolio is largely demonstrated through the outputs of each programme and associated improvement projects set out in the detail of this report. Since the launch of the improvement plan in September 2021, the force has made substantial progress towards achieving its strategic objectives set out in the Plan on a Page, with HMICFRS taking the decision to formally move GMP out of the 'Engage Force' process at the end of October 2022.

We have developed a robust plan, put in place capable leadership at all levels, and the collective delivery effort across all parts of the force has directly contributed to GMP being the most improved and the fastest improving police service in the country - the only force to have been taken out of special measures in under two years.

We have an ambitious programme of change, delivered through the PoaP Portfolio, which is continuing to make a significant contribution to building a better GMP, re-focussing on the basics of preventing and reducing crime, keeping people safe and delivering better outcomes for victims of crime.