

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18th September 2024

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

Report of: Chief Resources Officer (CRO) Lee Rawlinson

Purpose of Report

The purpose of this report is to provide an annual update on the key achievements of the 2023/24 Plan on a Page (PoP) Improvement Portfolio, alongside any key mid-point progress updates against the 2024/25 PoP Delivery Plan and associated programmes and projects.

Recommendations:

The Panel is requested to note the report.

Contact Officers

CRO Lee Rawlinson - lee.rawlinson@gmp.police.uk

Director of Transformation Dawn Royle - Dawn.Royle@gmp.police.uk

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:

None.

1. Introduction & Background

1.1 Executive summary

It has been another successful year for Greater Manchester Police (GMP). The PoaP remains the focal point for driving transformational change across the Force. There has been significant progress over the last 12 months, delivering GMP's ambitious portfolio of strategic change and transformation projects, collectively contributing to GMP's ongoing improvement journey and rapid progress out of special measures, to being the most improved force in UK policing.

Building on improvements delivered to date since the launch of the PoaP in September 2021, the 2023/24 portfolio has continued to deliver impressive results, with a clear focus on delivering qualitative change: preventing and reducing crime, keeping people safe and delivering better outcomes for victims of crime.

Following the successes of the 2022/23 portfolio, GMP has continued to go from strength to strength through the successful delivery of the 2023/24 PoaP Portfolio transformation, with a wide range of further key achievements delivered including:

- Phase 1 of neighbourhood policing has been delivered, aligning police community support officers (PCSO) to the neighbourhood beat officers shift pattern. The new model delivers an increase in neighbourhood policing through the creation of Neighbourhood Tasking Teams, Neighbourhood Crime Teams, and local prevention work, alongside 1 PCSO per ward.
- The Force Crime Management Unit (FCMU) has successfully launched, supporting officers to investigate all crimes, improve the standards of investigations and crime recording, as well as bringing the crime finalisation process into a centralised team, resulting in significantly improved quality and outcomes.
- Call handling and crime recording timeliness remain strong and consistent, ensuring the Force is meeting the communities needs through 999 and 101 performance.

- A revised graded response policy was implemented with a new Threat, Harm, Risk, Investigation, Vulnerability, Engagement (THRIVE) assessment to ensure the Force is effectively prioritising its calls for service.
- Enhanced digital contact options now enable the public to make crime reports online, automatically creating incidents in a few seconds as opposed to hours elsewhere, whilst the Live Chat facility offers dynamic and real-time discussion online.
- Implementation of Phase 1 of the District Operating Model, Response and Investigation, has complemented improvements in the Force Contact Crime and Operations (FCCO) Branch to improve Grade 1 and 2 response capability, creating an efficient flow of work from the FCCO through to districts.
- Investigative resilience has been significantly increased following the accelerated completion of detective portfolios (from 876 days down to 404 days).
- A new Digital Forensics Hub has been delivered in Salford to increase digital investigation capacity – with plans for a further seven hubs to follow.
- Criminal Justice (CJ) Phase 1 has been delivered, creating locally based, but centrally controlled, CJ hubs to strengthen governance and improve performance, resulting in 80% of CJ pre-charge files being accepted at first triage (up from 40%)
- A wide range of improvements have been implemented across the Custody Branch including strengthened leadership, increased staffing, more training and improved infrastructure.
- A new performance framework has been introduced in the Professional Standards Directorate (PSD), driving improved quality and standards alongside a significant reduction in open complaints – down by 75%.
- The procurement of a new Records Management System (RMS) continues alongside significant achievements across multiple Digital Policing Programme (DPP) projects, for example replacement radios, a Force-wide mobile refresh, extended uptake and usage of the Digital Evidence Management System (DEMS) saving valuable time for investigators, and significant productivity gains following further rollout of Marple products, saving the Force around 25 minutes per crime recorded, equating to around £730,000 per annum.

- £6 million has been invested in new uniform and body armour, 200 vehicles replaced, 35 additional beat cars to districts and 30 additional vans on the road.
- New Roads Policing Unit opened at Whitefield and rollout of Automatic Number-Plate Recognition (ANPR) app across the Specialist Operations Branch vehicles.
- Significant work has been undertaken in preparation for the Right Care, Right Person (RCRP) project, which is on track to launch at the end of September 24. This is a national programme that aims to ensure that individuals in need receive the right care from the right agency. Training has commenced to train over 1000 colleagues within the Force and readiness plans are in place with Greater Manchester (GM) partners.

Whilst these achievements to date mark significant milestones in the improvement journey, there still remains a substantial amount of work to do.

Over the past few years, there have been made significant strides in improving GMP, addressing urgent needs and moving out of special measures. However, to maintain this momentum, the Force must now shift the focus towards developing a longer-term strategy for continuous improvement and sustainable transformation, improving outcomes in the most efficient and effective way, ensuring value for money (VfM), whilst continuing to deliver the ambitious change agenda.

As the Force continues with the delivery of the improvement portfolio into 2024/25, the following areas have been prioritised for delivery:

- Full implementation of the District Operating Model (DOM), ensuring the right teams are in place to meet demand.
- Enhanced drive to prioritise child protection, strengthen investigative standards, leadership, governance, response and identification of risk.
- Full review of general forensics, including a Crime Scene Investigation (CSI) Review to ensure effective deployment and VfM.
- Delivery of the Digital Forensics and Image Identification (DFII) review, replicating the Hub model piloted at Salford across a further seven sites, aligned with custody suites to revolutionise forensic support for officers.

- Leading on the development and transition to a strategic, 5-year plan to support the continued delivery of sustainable improvements, ensuring all directorates are efficient, effective and optimise available resource. This will in turn ensure the Force is delivering VfM and will provide the building blocks for longer-term planning to enable future improvements.

The main detail of the report provides further information relating to key achievements of the 2023/24 PoaP Improvement Portfolio, alongside any key mid-point progress updates against the 2024/25 PoaP delivery plan and associated programmes and projects.

1.2 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 (CC) of GMP 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 PoaP 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 force ever to leave the programme of enhanced scrutiny.

GMP 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 made a significant contribution to building a better GMP.

There remains a substantial amount of work to do, however, the achievements to date together with the subsequent removal from special measures marks a significant milestone in the improvement journey.

GMP's PoaP describes the Force's purpose, vision and values and sets out the 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.

2. GMP's Plan on a Page Portfolio

The PoaP Improvement Portfolio was 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 PoaP Portfolio includes over 84 projects, 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
ACC Boyle	District Operating Model
ACC McFarlane	Criminal Justice, Custody & Prevention
ACC R Jackson	Crime, Intelligence & Forensics
ACC S Jackson	Protecting Vulnerable People
ACO Henderson	IT Delivery & Infrastructure
	Digital Policing
ACC Choudhry	Specialist Operations
CRO Rawlinson	GMP Future Delivery
	Estates, Fleet and Business Support
	HR Transformation
ACO Cosh	Finance, Legal and Information Management

This report provides an overview of each programme and the key achievements in 2023/24, into 2024/25.

2.1 Force Contact, Crime and Operations Programme - Chief Officer Lead Assistant Chief Constable (ACC) Chris Sykes

The public expect that when they need help from the police, whether in an emergency or a less urgent situation, they can easily contact GMP and the Force will answer as quickly as possible, getting the right resources to them at the right time. Thanks to the hard work and dedication of the team, significant improvements have been made. It is important GMP maintains this momentum and further focus on improving the quality of interactions with the public.

Key achievements to date

- The FCMU, launched at the beginning of September 23, changes the way the Force responds to, investigates and finalises crime, simplifying and aligning core processes so that it delivers a more efficient and consistent service to victims of crime by providing a consistent, high-quality service. As a result, the standard of investigations has risen, creating more opportunities for positive criminal justice outcomes in addition to reducing demand on districts.
- Call handling and crime recording timeliness remain strong and consistent, supported by the revised incident response policy, enabling the Branch to meet national 999 performance targets, including during peak periods of demand, without impacting upon service to the public.
- The rapid and significant improvements made in these areas now see the FCCO being identified as a leading example for improvement. GMP has since shared the improvement journey with a number of visiting forces as well as hosting a College of Policing national event at Force Headquarters (FHQ).
- Throughout 2024/25 the work within the FCCO continues to sustain call performance improvement through the retention, development, and productivity of people, securing telephony infrastructure and developing digital enhancements to services.

Alongside this, the Force Contact Centre Optimisation project is moving forward and on track to deliver £2.4M saving from the FCCO budget, to reinvest and sustain the 2024/25 establishment of the FCMU.

- The Rapid Video Response (RVR) project also continues to make good progress. The new technology provides the ability to live locate and video consult, piloting it's use in investigations and domestic abuse, response appointments and missing from home reports, working towards establishing RVR as a key working practice in the service response to victims.

2.2 District Operating Model Programme - Chief Officer

Lead ACC Matt Boyle

The features of good local policing include enabling people to easily access policing through named individuals; offering them opportunities to influence local policing priorities in their neighbourhoods; taking joint action with partners to tackle the root causes of the priority problems in an area; and delivering quality of service and feedback on results. The new Neighbourhood Policing Model will be complemented by a number of projects such as the response review implementation, the neighbourhoods policing review implementation, domestic abuse arrangements review (DAAR), and a renewed focus on neighbourhood crime teams, which will see GMP seek to dramatically improve the response at a local level alongside a consistent provision of services across the 10 districts of GM.

Key achievements to date

- Phase 1 of neighbourhood policing has been delivered, aligning PCSOs to neighbourhood beat officers shift pattern. The new model delivers an increase in neighbourhood policing through the creation of Neighbourhood Tasking Teams, Neighbourhood Crime Teams, and local prevention work, alongside one PCSO per ward.
- Community messaging and neighbourhood policing apps have been developed and released, enabling neighbourhood policing teams to keep communities updated on local issues.
- Phase 1 of the district operations model has been implemented with response and investigation teams now live, complementing improvements in the FCCO to improve grade 1 and 2 response capability.

- Technical workflow rationalised and implemented to ensure efficient flow of work from FCCO through to district operations teams.
- Learning and Development Hub pages dedicated to district operations are now in place, with guidance material published.
- The DAAR includes the creation of domestic abuse teams as part of the overall district operating model and the RVR domestic abuse pilot in the FCCO, in collaboration with the City of Manchester (CoM). The project has also developed the process, policy and training requirement for a pilot, on behalf of the Home Office. This is currently delayed and on hold until new government direction.
- The CoM Futures project is currently being impact assessed to be able to identify boundary changes to align with local authorities. The project will also look at:
 - Review of city centre policing.
 - Alignment of Neighbourhood Policing Model and identify divergence in city centre.
 - Senior leadership team (SLT) functional / thematic structure – defined and implemented.

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 the CJ and custody functions, to manage the increasing volume of activity that GMP undertakes in response to criminality; maintaining commitment to arrest and bring more criminals to justice, supporting victims through the CJ process from point of referral.

Alongside this, GMP will continue to deliver on the commitment to work in effective partnerships to understand and reduce GMP demand by addressing underlying causes to enable GM citizens to connect to the right GM services.

Key achievements to date:

- Custody Review Phase 1 has delivered an increase in staffing and leadership, with custody site inspector numbers doubling. New roles, like command-and-control sergeants, have tightened operational grip, and a performance framework driving continuous improvements whilst internal audits ensure standards are met, evidenced by a reduction in the length of time detainees are in custody and late reviews by inspectors.
- Overdue bails and released under investigations (RUI) have reduced through interim supervisory oversight by the Criminal Justice and Custody (CJ&C) Branch to regain control. A 6-month pilot was approved and initiated from 01 March 2024 to test and inform the longer-term model. The pilot has since demonstrated that bail management has improved during the trial and has contributed to sustained public protection.
- CJ Review Phase 1 was delivered creating locally based but centrally controlled CJ Hubs by transferring the four CJ Hubs from district ownership to CJ&C Branch owned, strengthening the CJ governance and performance management.
- CJ pre-charge files at first Crown Prosecution Service (CPS) triage achieved the target 70% pass rate, up from 45% in early 2023. Further improvement proposals have also been developed for consideration as part of the CJ Review Phase 2 to ensure the future sustainability of the service.
- A Force-wide continual professional development (CPD) session on file quality has been delivered, and creation of a sergeant decision maker training course in file quality.
- HMICFRS inspection of custody in GMP in October 2022 highlighted six causes for concern and 13 areas for improvement. These have been addressed through a comprehensive delivery plan and the six causes for concern are now reported as lower following a revisit in late 2023.
- Ongoing work is being completed to respond to the Baird Report, with GMP custody focused on female treatment and children in custody.
- The Longsight custody refurbishment will deliver a flagship custody suite in 2025 and remains on track, progressing from Stage 3 to Stage 4 of the site construction upgrade. Considerations to the longer-term custody estate are also underway.

- Implementation remains ongoing to strengthen the functions with the CJ&C Central Team who are now expected to support a much larger CJ and Custody Operations across multiple sites.
- Significant amount of work and engagement with GM Partners to agree suitable pathways for non-crime calls into GMP to enable the implementation of RCRP, supported by a Strategic Oversight Group and Learning Board chaired by the Deputy Mayor.
- The project has delivered over 100 RCRP inputs to a wide range of partners, to help shape the model from strategic and local levels.
- RCRP delivery is on track to launch in September 2024, to enable better support to GM citizens.
- RCRP training has commenced for FCCO Staff, which includes a newly developed RCRP assessment tool built into the Force's ControlWorks system, in readiness for a 2024 implementation.
- A business case has been developed and approved for the creation and formalisation of a Prevention Branch, which will fulfil the requirements under the National Policing Prevention Strategy and Force PoaP, to deliver a change in culture, a reduction in harm and offending, and reducing demand across the Force through evidence-based problem solving, which is expected to be delivered in 2024/25.

2.4 Protecting Vulnerable People / Crime, Intelligence and Forensics Programmes - Chief Officer Lead ACC Sarah Jackson/ACC Rick Jackson

These programmes are working to strengthen the response to the needs of the most vulnerable, delivering transformational changes to service arrangements and support to districts around investigative resilience, forensics, and digital / cyber investigations, offender management and child protection.

This year GMP has been focussing on increasing detective capability, improving intelligence functions, and laying the foundations to deal with future digital and cyber demand and opportunities. This will ensure the Force provides the best prospects to investigate and solve crime, both now and in the future.

Excellent progress has been achieved and this will be strengthened further to ensure GMP delivers an outstanding service and improve VfM. Through persistence and hard work, the team have delivered some significant results.

Key achievements to date:

- The strategic review of investigative resilience has been completed and numerous improvements implemented. GMP's performance at National Investigators Examination (NIE) in June 24 was above the national average, detective constable strength has improved, and average time to accredit detectives continues to reduce (from 876 days down to 404 days, a 54% reduction)
- The digital forensics, intelligence, and investigations proof of concept site at Salford was successfully completed, accelerating investigations, reducing failure demand and uncovering hidden demand from previously overlooked lines of inquiry. A full business case has now been approved to implement a further seven digital hubs across GM, taking services closer to officers to ensure delivery to members of the public.
- Positive progress is being made across Operation Soteria, a national programme led by the National Police Chiefs' Council (NPCC) and funded by the Home Office to deliver improvements to rape and other sexual offence investigations (RAOSO). All six pillars have now been scoped and GMP's transformation plan was completed at the end of July 24.
- Preparations for the start of the Child Protection Project are underway. A project proposal has been drafted and project scoping is progressing.
- All elements of offender management have been brought under a single project, reporting to the Protecting Vulnerable People Programme. Discovery work is underway, with dedicated business analyst resources providing support.
- General Forensics Review – the wider Forensic Services Review has commenced. Business analyst sprint on CSI has completed, with recommendations presented, next steps are being considered to implement recommendations.

- Serious organised crime gang (SOCG) firearms licensing – A new IT Solution is in the early stages, with a supplier having been appointed over the Summer. The benefits to be realised from this project are:
 - Meeting of national requirements and recommendations;
 - Improved efficiencies;
 - Increased business intelligence opportunities;
 - Increased organisational resilience and data security; and
 - Reduced carbon footprint and physical space/storage.
- Completion of tender for introduction of digitalised case management system to manage the Firearms and Explosives Licensing Unit (FELU).
- Digital Investigation Unit (DIU) CCTV Case Management Project is due to go-live in September 2024. Scheduled go-live was pushed back to allow for additional business processes to be incorporated into the system at launch.

2.5 IT Transformation, Delivery & Infrastructure - Chief Officer Lead ACO Dougie Henderson

To take the Force to 'outstanding' status, GMP needed to invest in the improvement and modernisation of its IT. The existing estate is, in some cases, either approaching the end of its serviceable life or is already past it. Most key systems and infrastructure services are outsourced, with suppliers in some cases not fulfilling the terms of their contracts. Additionally, there is a need to upskill and grow the workforce within the Information Services (IS) Branch to deliver, support and manage services and the suppliers that are used to underpin the delivery of GMP services to the public.

Key achievements to date:

- 365, Fix the Basics & Security: a full data centre migration has been completed. Significant improvements have been delivered by the Fix the Basics Team, though the removal of ageing software and hardware from the IT estate and the upgrading of operating systems.

- Security patching has been applied across the IT estate and work has commenced on the re-platforming of GMP's IT estate onto a modern and resilient IT infrastructure platform. An aggressive consolidation exercise is underway, decommissioning a significant number of old or redundant services, reducing licences, support and environmental costs.
- IT Future Operating Model - For the first time in many years GMP now has a published IT Strategy and a newly established SLT. A new IT structure has been designed, with consultation commencing in 2024. There has also been a successful refocussing on customer services, most readily demonstrated by the reduction in open IT help desk tickets down from 34,000 tickets to fewer than 3,000.
- Communications, Service Redesign & Procurement - A number of ageing systems have been upgraded and several projects that have been live for many years have been completed. Work has also started to insource several contracts to enable GMP to deliver increased VfM and improved service delivery. Work continues with suppliers to develop a viable solution for the uplift of the IT systems supporting the contact centre.
- Operational Policing, Data & National - Detailed discovery and design work has been undertaken that will enable viable interfaces between systems to be implemented in 2024/25, improving the flow and availability of data, enabling GMP to have an improved view of its staff and capabilities. Significant work with suppliers has enabled a number of key systems to be upgraded or to have confirmed delivery plans for 2024/25.
- Collaboration, Innovation & Refresh - A significant amount of collaborative work has been undertaken across the PoaP Portfolio to support the delivery of projects that have a significant IT element. Work has been completed to procure and begin the roll out of body-worn video units, video conferencing equipment, radios and mobile phones. Proof of concept work is currently underway to utilise AI to improve risk assessment processes and well as a Robotic Process Automation (RPA) proof of concept in the FCCO. Work is also progressing in respect of the Force Capability Assessment.

2.6 Digital Policing Programme - Chief Officer Lead Assistant Chief Officer (ACO) Dougie Henderson

This programme helps simplify and align GMP's core digital and business processes by replacing the current RMS, PoliceWorks, and legacy data stores with user-friendly alternatives. The DPP will deliver transformational changes to GMP's operational policing systems, improving all business processes and useability, while removing key blockages to delivering the best possible policing to the citizens of GM. The programme will ensure a data protection by design approach, to improve data quality across the Force. This year the focus will be to deliver transformational changes to operational policing and boost digital skills across the organisation. It will create greater efficiencies for frontline officers through the continued investment and development in digital technology, ensuring it is an easy-to-use enabler of core processes, mobile working and evidence and intelligence platforms.

Key achievements to date:

- RMS Project - Work to replace the PoliceWorks system is continuing. The new RMS will deliver better functionality and user experience for front line officers and staff making it easier to create and update records, supervise investigations, update victims; safeguard vulnerable people and prosecute offenders. Procurement is focussed upon identifying and reporting on viable RMS products which can be procured through a commercial framework. The multi-solution assessment is being progressed with the support of commercial legal specialists.
- 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. The Corvus infrastructure has been relocated to GMP's estate and 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.

The soft launch to the Covert Force Intelligence Bureau (FIB) was completed in July 2024 with 'Go Live' for all users anticipated in October 2024.

- Digital Futures Project - Contracts for the continuation of existing PoliceWorks, ControlWorks and data warehouse services have been agreed and signed. These contracts provide the reassurance that GMP's current systems and service support provisions will continue. ControlWorks Upgrade Project and the Digital Policing Review Project workstreams are now complete and formally closed. The DPP team has provided significant support to the preparation for child protection ahead of the HMICFRS audit inspection including additional functionality in PoliceWorks. A business case for upgrade to Police Works 3.6 has been approved, and user acceptance testing is underway.
- Mobile Futures - This is a programme of mobile technology projects. Key successes include the refresh of mobile telephone handsets, 8,500 phones (of 10,500) have been issued to date. A new digital signature capability has been developed to allow members of the public to review and sign witness statements remotely. The solution is being assured by independent security experts prior to soft launch in October 2024. GMP is one of the first forces to go live with a product that records 'Vehicle Stops' in accordance with the Police Race Action Plan (PRAP). The data gathered will help us to understand any disproportionality in the use of this policing power. There have already been 1,226 vehicle stop records created at an average of 118 per day.
- National Law Enforcement Data Service (NLEDs) - This is a Home Office led programme of works to replace the policing services currently delivered by the Police National Computer (PNC). GMP is a pioneer force for the development of the person modules and role-based access solution. Work continues in line with the national timetable.
- Digital Evidence Management Systems (DEM) - Actively working with teams across the Force to provide a better service to victims and witnesses through digital evidence retrieval which eliminates travel and use of portable media, and enables the secure storage, management and onward transmission of digital evidence. Over 3,500,000 digital evidence records now secured, 200,000 this month, up from 60,000 the same time last year.

Over 7,000 community requests for evidence sent in July with 72% returned with digital evidence attached and uploaded to Evidence.com where it is readily accessible to investigators.

2.7 Specialist Operations Programme - Chief Officer Lead ACC Wasim Chaudhry

The Specialist Operations Branch is committed to making GM safer by providing outstanding specialist police services to target crime, reduce danger on the transport system, deter terrorism and plan for emergencies. This year the focus will be to deliver a more resilient specialist capability to meet the future demands and tactical deployments envisaged.

Key achievements to date

- The roll-out of upgraded in-car ANPR kit has been completed across Specialist Operations vehicles, with further deployments on in-car ANPR planned as a follow-on business as usual activity.
- An ANPR app has now been rolled out for use with officer mobile devices.
- Approval of an IT solution for CCTV link up with third parties secured which will enhance CCTV quality and support public safety. A pilot has also commenced within the CCTV project to allow automated evaluation of historical digital CCTV.
- Successfully completed Phase 2 of the uniform replacement project with 6,500 officers having been measured for their new uniforms during 2023. The second round of appointments started in March 2024, with officers starting to collect their new uniform when they are measured for their new upgraded body armour.
- The Central Ticketing Office (CTO) expansion project continues to progress, which will see a significant uplift in the CTO as the team will commence recruitment of an additional 32 posts. A 63% increase is anticipated in the detection of speed violations considered for enforcement.
- Procurement process completed for a new outbound postal solution for the CTO. This will replace the existing equipment which is end of life with a new more efficient solution.
- Preparations completed for GMP's withdrawal from the North-West Armed Policing Collaboration (NWAPC) in April 2024. After obtaining interim licences to deliver firearms and taser training in-house, work will continue in 2024/25 for GMP to obtain full training licences.

- A review of all police dog related units is underway which will bring them under a single management structure in Specialist Operations, increasing efficiency via a single point of oversight, in line with the National Authorised Professional Practice (APP) requirements.

2.8 Finance, Legal and Information Management Programme - Chief Officer Lead ACO Ian Cosh

This programme focuses on key functions, building on the progress made in 2023/24, Finance, Legal Services and Information Management (IM) will continue to ensure that the specialist knowledge, skills and expertise required to sustain and build operational service delivery are in place. 2024/25 will focus on ensuring that the requirements to ensure sustainable delivery is met in 2024/25 as well as planning for sustainable delivery over the medium to longer term.

Key achievements to date:

- Tackling critical risks in Evidential Property Management - The Evidential Property Management (EPM) Project has commenced and is progressing at pace. For the short-term, the project is focusing on stabilisation and identifying efficiency and productivity opportunities through people, process (including policy updates around chemical storage, firearms and cold stores) and technology improvements. Recently, a dedicated 'day of action' was held to reduce high volume backlogs in Swinton and there is the potential to undertake more of these based on this success.
Longer-term, the project will deliver costed design options to transform and further improve the way evidence is managed and stored e.g. proposal to move to a central Property Management (PM) Hub model similar to Merseyside.
- Strengthening the Information Management branch - The IM Branch has received essential investment this year to address critical needs which include building some resilience within their structure. Human Resources (HR) have made great progress reviewing all job descriptions and job evaluations. Next steps include moving to consultation and progressing implementation activities.

- Reducing disclosure backlogs - The ad-hoc disclosures strategic outline business case was endorsed at PoaP April 2024, and work continues to progress reducing the backlogs. The aim of the project is to:
 - Establish the volume and nature of all current disclosures, their purpose and who owns/provides them.
 - Define the types of ad hoc disclosure being reviewed.
 - Agree single points of contact (SPOC) in the business for each disclosure activity to increase ownership and accountability.
 - Identify any training requirements, awareness raising and communications required to prevent backlogs occurring.
- New structures in place for Legal and Finance, increasing internal resilience and reducing reliance on external specialist support.

2.9 GMP Future Delivery Programme - Chief Officer Lead CRO Lee Rawlinson

This programme will develop a 5-year Corporate Strategy 2025-30, Delivery Plan and refreshed PoaP. The plan centres on outlining future ambitions to deliver continued sustainable improvements, together with a strong focus on becoming leaner, more efficient, more effective and providing outstanding VfM.

Each of the 11 PoaP programmes has a 'Planning for the Future' project to oversee the successful development of their 5-year delivery plans.

Key achievements to date:

- Developing GMP's five-year strategy & future plan - A dedicated change programme has been mobilised to support the business to develop their long-term vision, outcome plan and the workforce, Finance and IT which underpins this. Work continues at pace to develop their plans by the end of October and following this there will be a Force-wide review of all plans to ensure the sum of the parts adds up.

- Streamlining future business planning - This year the five-year planning replaces the usual annual business planning. One of the benefits of planning for the future over a five-year period is that it will make reviewing the plan each year easier as there should be fewer surprises and it is a more streamlined, quicker review process. This streamlined annual review will accommodate any changes to be addressed and reflected in an updated annual delivery plan for example national operations, statutory changes etc.
- Strengthening performance management and quality across Corporate Services - To ensure GMP is being as efficient and effective as it can be across Corporate Services, the Victims and Communities Performance Framework (VCPF) Organisational Board has been established to strengthen performance management and reporting. The first Board launched in July 24, focusing on Force-wide business-critical areas including health and safety and absence management, alongside an input around Quality, Standards and Behaviours (QSB).

2.10 Estates, Fleet, and Business Support Transformation Programme - Chief Officer Lead CRO Lee Rawlinson

This programme is a key contributor to GMP's promise to deliver outstanding service to the public, by investing in 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, GMP will plan and make sustainable long-term decisions on 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 GMP will seek to minimise the carbon footprint.

Key achievements to date:

- The decommissioning of Chester House was completed and handed over to the Greater Manchester Combines Authority (GMCA) in January 2024.
- The development of the Estates Implementation Plan is ongoing with fortnightly working groups now in place. The Plan will set the roadmap for the next 10 years of investment in the GMP estate.

- A holistic review of GMP's Vehicle Recovery Service (VRS) is underway to ensure it can meet the anticipated demand as GMP looks to seize more vehicles and disrupt crime.
- Fleet Logistics and Telematics Project continues to progress. Following the completion of the outline business case, further work is being undertaken to validate potential benefits with visits to Lancashire, Merseyside and Cheshire forces.

2.11 - HR Transformation Programme - Chief Officer Lead

CRO Lee Rawlinson

The HR transformation Programme is a key contributor to GMP's promise to invest in and support people.

The programme will continue to review and define the scope of the HR transformation to strengthen the 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 for the effective and efficient delivery of operational policing and overall running of the Force.

Key achievements to date:

- HR Brilliant Basics Project continues to make good progress with the improvement of key HR policies, processes and procedures, ensuring they are easy to follow with associated guidance and toolkits. Training in policy application has also been included within the wider Leadership offering.
- HR Transformation Phase 1 - Proposals to move towards a one People Branch have been developed for consideration and will be progressed accordingly.
- A review of the functioning services of Occupational Health and Wellbeing Service (OHWS) has now been completed which focused the project on providing the business area with the capabilities to drive towards achievement of the Oscar Kilo (OK) National Police Wellbeing Service Foundation standards. The OHWS software system has also been upgraded to enable the processes and procedures to move away from a paper-based admin workflow system.

The implementation of the Chronicle taser and driver modules have been onboarded enabling the training school to have digital and compliant training records for Taser driving training.

- GMP has been an early adopter of the College of Policing Workforce Planning Tool Diagnostic, to help identify and plan for current and future skills gaps, and alignment of leadership and training offers to support.
- Work is progressing to review and update the current Job Evaluation Scheme. Training to panel members on new elements of the scheme and review panels to be established. Timelines are to be developed for the review of all roles, prioritising those within structural change.
- Work continues to further develop GMP's Police Leadership Programme, an evolving and crucial area essential for upholding the highest standards of conduct, integrity and public confidence. The objective at GMP is to establish a leadership programme that caters to individuals at all levels, aligning with Force values, priorities, professional standards and behavioural expectations. The project team have engaged the supplier market to collaborate on the design of the programme material.
- Implementation of the National Centre for Police Leadership has also been delivered, providing development opportunities for all levels within GMP; partnership work with a higher education establishment to create a leadership programme.
- Chronicle Training Records System Project - Implementation planning for Phases 1 and 2 modules in progress. A review of existing learning management admin establishment has been completed to identify resources for Chronicle Inputters and a suitable management/governance structure.

3. Conclusion Summary

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.

The scale of improvement since the launch of the PoaP marks a significant milestone in GMP's change journey. The Force has 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 continuing to be recognised as 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. GMP must now prepare for the next chapter of change, ensuring that the improvements delivered to date are sustainable, and built upon an efficient and effective operating model.

There is an ambitious programme of change ahead, 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, delivering better outcomes for victims of crime, whilst ensuring VfM.