

Greater Manchester Police, Fire & Crime Panel

Date: 8th March 2023

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

Report of: Deputy Chief Constable Terry Woods

PURPOSE OF REPORT

The purpose of this report is to provide an update to the Greater Manchester Police, Fire & Crime Panel on the progress made by Greater Manchester Police (GMP) within the 2022/23 Plan on a Page (Poap) Improvement Portfolio and associated programmes and projects.

At the end of October 2022 HMICFRS took the decision to formally move GMP out of the 'Engage Force' process. 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 GMP being taken out of special measures. Whilst there still 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.

The main detail of the report provides an overview of each Poap programme and key achievements throughout quarters 1–3 of 2022/23, including:

- Increased capacity, capability and process improvement across the Force Contact Centre leading to significantly improved speed of answer.
- Ethically and accurately recording more crime than ever, with significant improvements to how we record, investigate, and finalise crime.
- A proactive approach to prevention.
- Improvements to Victim Services.
- Increased capacity in Custody and Criminal Justice Units.

- The development of improved and consistent operating models across both Response and Neighbourhood Policing.
- The completion of a number of strategic reviews to inform improvements including investigative resilience, Force intelligence, digital and cyber investigations, and Specialist Operations.
- Delivery of a wide range of technical upgrades, the replacement of contact centre technology, and the development of plans to replace PoliceWorks.
- Investment in enabling and support services.
- Investment in estate, fleet, and equipment infrastructure.

RECOMMENDATIONS:

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

CONTACT OFFICERS

Director of Transformation: Dawn Royle

1. Detail

Overview

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

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 2022-23 PoaP Portfolio includes over 80 projects, all of which have been prioritised, are fully funded, and are coordinated through eight programmes; each led by a Chief Officer, supported by the Change and Transformation Branch.

- **Programme 1:** Local Policing – Force Contact Centre (FCC), Criminal Justice, Custody and Prevention
- **Programme 2:** Local Policing – Districts
- **Programme 3:** Serious Crime and Public Protection
- **Programme 4:** (4a) Strategic Change and Digital Transformation and (4b) IT Business as Usual Delivery
- **Programme 5:** Specialist Operations
- **Programme 6:** Enabling Services
- **Programme 7:** Corporate Services
- **Programme 8:** Digital Policing Programme

This report provides an overview of each programme and the key achievements that have been made over quarter 3 of 2022/23.

Programme 1: Local Policing – Force Contact Centre (FCC), Criminal Justice, Custody and Prevention

Chief Officer Lead: ACC Chris Sykes/ACC Colin McFarlane

This programme seeks improvements in our speed to answer 999 and non-emergency contacts and to enable quicker incident response times to the public in need of our help. This will be achieved through major investment in people, processes, and technology within the Force Contact Centre. The programme will maximise resources to improve crime recording performance and increase detective and crime resolution capacity and capability. It will develop a more universal approach to problem-solving and preventative activities; a new model for victim services and an increase in custody cells - improving criminal justice, victim focus and outcomes.

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.

Key achievements to date:

- The Incident Response Policy has been revised and the force has implemented the grading structure. In line with national requirements, THRIVE (a process which assesses each contact with reference to risk, threat, and harm), is now the primary decision-making mechanism in FCC; this has contributed to:
 - the average time for attendance at Grade 2 incidents decreasing from 26 hours in September 2021 to two hours in September 2022, and, more recently, to 1 hour 47 minutes in December 2022.
 - Grade 2 incident creation (requiring one hour deployment) falling from 21,186 in September 2021 to 8,206 in September 2022.
- Approximately 60% of crimes are now recorded within the central Crime Recording and Resolution Unit (CRRU) with a 30% resolution at first contact rate.
- Appointments for victims are now booked and administrated by the Force Contact Centre (FCC).
- Several technical enhancements have also been delivered into the FCC including a significant upgrade to ControlWorks (v9 to v17), interim IVR functionality and improved demand reporting/performance framework/digital signage in the contact centre. Of note, the interim IVR has moved 11,208 calls directly into the CRRU in September 2022, up from 3,921 in September 2021, and away from the call handling function.
- FCC Call Handlers have moved from pay grade C to pay grade E as part of a pay grade consultation / review.
- The recruitment plan, which is part of the FCC Investment project, has attained the overall target of 947 FTE roles (Establishment + 10%), with the largest Call Handling intake of 64 recruits achieved for the January 2023 intake. There have been 240 staff recruited (internal and external recruitment into Call Handling, when taking account of 2021 strength v establishment and attrition rates). In

addition, Recruitment and Assessment events are now a standard feature of the revised recruitment process for GMP.

- As a result of the continued investment within the FCC, the force has also observed a significant increase in the speed to answer 999 calls, answered within 10 seconds at 91.7% in December 2022, up from 71% in December 2021; the average answer time in December 2022 was 5 seconds, down from 24 seconds in December 2021. Non-emergency speed of answer was 1min 16 seconds in December 2022, which is down from 3mins 29 seconds in December 2021.
- A new enhanced Workforce Management product has completed pre-production build and testing, scheduled for launch in the FCC with self-service app/options for Contact Centre staff by January 2023.
- Bolton Custody Suite is now operational.
- Four Witness Care and 12 File Progression Officers have been recruited into the Criminal Justice Units. In addition, Out of Court Disposal Officers have also been recruited and are deployed on districts across GMP.
- The Crime Futures operating model has been designed and the business case now endorsed to create a centralised service for the recording, initial investigation, finalisation, and quality assurance of crime. This is now in consultation with the Federation and Trade Unions.

Programme 2: Local Policing – Districts

Chief Officer Lead: ACC Scott Green

This programme will deliver significant changes to operational policing in GMP, creating efficiencies through investment and development in both operational response and neighbourhood policing, with a focus on policing that is proactive, preventative, and person-centred.

Programme Summary / Portfolio Insights

The new neighbourhood policing model is on track to be delivered before the end of the financial year, with the new response policing model to follow in June. This will ensure that the force is operating aligned neighbourhood and response models on its

districts and therefore 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. Overall, the programme is progressing well, and has undertaken a vast amount of work to manage the numerous interdependencies that are arising as a result of multiple projects attempting to update and realign the force's operating models.

Key achievements to date:

- The New neighbourhood policing model will launch week commencing 6th March 2023. Districts are aligning with partners to ensure plans are in place and a notable step change in delivery is achieved.
 - Accredited neighbourhood training and masterclasses in problem solving are being delivered at strategic and tactical levels to embed problem solving from command to front line service delivery. As a result, we are starting to see evidence of effective problem solving being delivered following the introduction of a more structured approach, aligned with the Greater Manchester (GM) Strategy.
 - District Neighbourhood Prevention Hub Inspectors have been nominated and hubs are progressing.
 - Partnership Health Checks are being aligned to the Greater Manchester Combined Authority (GMCA) Public Service Reform (PSR) Baselineing Exercise (tasked by the Reform Executive).
 - Revitalised Quality Performance Measurements (QPM) have been introduced for Problem Orientated Policing (POP) with strong sponsorship from ACC Scott Green.
 - A community messaging system that will help neighbourhood teams engage and understand priorities in communities has been procured and work is ongoing to launch this around the time as the new neighbourhood model.
- The Response Policing Review Full Business Case (post consultation) will be submitted to Programme Board ahead of POAP on 14th March, this will include an approval to give notice (period of 12 weeks), with the aim of implementing the model in June 2023.

- Some interim improvements have already been observed such as: a 7.7% force wide improvement in Grade 1 incidents attended within 15 minutes (from 79.2% in February 2022 to 86.9% in December 2022), and a 20.4% force wide improvement in Grade 2 incidents attended within 60 minutes (from 37.6% in February 2022 to 58.0% in December 2022).
- A key aspect of the Response Policing Review will see the introduction of District Investigation Teams (DITs) to co-ordinate prisoner processing, file build and liaison with CPS and further crime investigation. This will ensure that this important work is completed in a timely fashion while allowing District Response Teams (DRTs) to focus on responding to incidents, with responsibility for initial crime investigation and missing from home investigations (MfHs). Both teams will be managed by the same Inspector and will be part of the same district policing delivery, thereby enabling integrated working practices between the two teams.
- The Response Policing Review has formally consulted with the Federation with regard to the proposed Response Policing Model (including the new teams and minimally adjusted shift pattern for the DITs) and closed consultation on 7th February as planned.
- Provisional implementation plans are continuing to be developed in conjunction with Districts to ensure the smooth introduction of planned changes over the coming months.
- Training capacity has been increased for Standard Driving courses by 20% to over 1000 in the next 12 months.
- Phase 1 of the City of Manchester (CoM) Futures project has been successfully implemented, which looked at aligning the district operating model to an operating model in line with other policing districts across GMP.

Programme 3: Serious Crime and Public Protection

Chief Officer Lead: ACC Sarah Jackson

This programme will help the force provide a better service to victims by increasing investigative resilience, investing in digital investigation services, and transforming Force and District Intelligence Units, reintroducing foundation assets of the National

Intelligence Model. The programme will further invest in our arrangements to support victims of domestic abuse, by providing dedicated local specialist resources.

Programme Summary / Portfolio Insights

The first six months of this financial year saw the successful completion of two key projects, the Covert Intelligence Collection Unit project and the Force Intelligence Bureau Review Phase 1 project; both of which will help the force achieve a number of its priorities including the investigation of crime, and our ability to effectively respond to incidents. Further progress has also been made across the rest of the programme, and over the next six months we anticipate that the Digital Investigation Unit (DIU) CCTV Case Management System (CMS) project will complete, followed by the review of the Digital Investigation Unit.

Key achievements to date:

- Completion of Force Intelligence Branch (FIB) Phase 1; consultation with staff to bring overt and covert sections back together and create an uplift in the number of analysts' roles are all complete.
- Commencement of FIB Phase 2 which has seen the co-location of staff back at Nexus House and will create an Intelligence Academy to further professionalise intelligence roles.
- Child Protection Investigation Units (CPIUs) have been introduced on each district under the Investigation and Safeguarding Review (ISR2) Project.
- Following the delivery of the Investigation and Safeguarding Review (ISR2) / Multi-Agency Safeguarding Hub (MASH) Project and the handover to operations, a number of post-implementation recommendations have been used to inform the scope of the Domestic Abuse Arrangements Review (DAAR).
- The Covert Intelligence Collection Unit (CICU) software upgrade has now completed and supporting the work of specialist units.
- The tender for the new firearms licencing system is ready to be published.

- The Contract for the DIU CCTV case management system has been signed and the design and build work is underway.
- National Investigators Exam (NIE) crammer courses have been provided to officers on the Detective pathway to support the learning journey and encourage officers who may need additional support.
- Online access to Blackstones legal knowledge database has been provided across the force which will also assist with NIE development and continued professional development (CPD) for those in role.
- Detective wellbeing groups established across the force. (Supports HMICFRS recommendations)
- Detective recruitment SPOCs established in each branch / district to support attraction, recruitment, and retention. (Supports HMICFRS recommendations)
- Appointment of Accelerated Detective Tutors to support early in career detectives and improve investigative resilience.
- Revised CPD inputs / processes in place to ensure events are well attended, relevant to role and add value. (Supports HMICFRS recommendations).

Programme 4a: Strategic Change and Digital Transformation

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. Specifically, we will focus on digital technology and transformation; mobile working; evidence and intelligence platforms and achieving the ambitions of the National Digital Policing Strategy 2020-30. The focus of this programme is to deliver strategic change and digital transformation projects which drive organisational wide change and long-term benefits.

Programme Summary / Portfolio Insights

Delivery continues to progress at pace with half of the programme complete by quarter 3 and remaining projects on track for delivery as planned.

Whilst all of the closed projects have been positively implemented, of note this includes the Windows 10 Client Services which was a large scale and significant piece of work which has seen the deployment of over 10,000 devices. As a result of

providing our workforce with Windows 10 laptops, not only can we enhance our digital offer, but we can also provide a more visible presence within the communities of Greater Manchester and therefore help to improve public confidence in our force.

Work is progressing well to further explore digital opportunities, and a key aspect of this is the delivery of both the M365 Transformation Project and the SharePoint Online Project.

Key achievements to date:

- 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 23
- 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 Programme 8 – 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 closely 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.

Programme 4b: Business as Usual IT Delivery

Chief Officer Lead: ACO Dougie Henderson

The IT Transformation covers a wide range of critical initiatives which support the GMP Vision, POAP and the 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.

Programme Summary/Portfolio Highlights

The BAU IT Delivery Programme has been focussed on critical infrastructure activity to fix the basics alongside driving the delivery of key projects hand in glove with the business including Contact Centre Transformation (CCT), Digital Investigation Unit Case Management System, Duty Management System (DMS), as well as the Data Centre move, as examples. The recent appointment of the New IT Director is ensuring a clear focus on building a resilient IT infrastructure, together with the development of strong IT capabilities and increased resources across the organisation.

Key Achievements to Date:

- Mobilisation of the Fix the Basics Transformation Programme and the commencement of critical patching in GMP to improve security and ensure compliance
- Achieved 12 Month Code of Connection approval to implement fundamental Mobile Fingerprinting capability in GMP.
- Network Managed Service (NMS) implementation across the GMP estate completed.
- Contact Centre Transformation BT platform build is complete
- The Duty Management System where GMP staff log their time and attendance, request leave and monitor sickness is undergoing some major improvements which will be implemented by the end of May 2023.
- DIU Case Management System project has formally commenced with the chosen supplier
- Digital Transformation request for information (RFI) completed with GoodSAM and TecSOS.
- Digital Investigation Recording (DIR) supply chain issues have now been addressed and this is due to complete April 2023.
- ELVIS is a market leading vehicle recovery system, which is helping a number of police forces and other organisations efficiently manage the vehicle recovery process. This system is necessary to determine where seized and recovered vehicles are stored and processed. It is due to be in place by March 2023.
- Draeger breath testing kit activities completed at the end of December 2022.
- Various business cases have been submitted which look to improve the IT infrastructure and change the way GMP works for the better.

Programme 5: Specialist Operations

Chief Officer Lead: ACC Wasim Chaudhry

Specialist Operations has benefitted and continues to have a significant uplift in resources in 2022/23, including a doubling of roads policing and tactical aid units and an Uplifted Tactical Vehicle Intercept Unit (TVIU), along with other enhancements. This programme will deliver a more resilient and uplifted specialist capability that will meet future demands and tactical deployments envisaged to proactively target crime; reduce danger on the transport network; increase public order capability (thus reducing the need to abstract from Districts); deter terrorism and plan for emergencies.

Programme Summary / Portfolio Insights

The programme has made significant progress over the first three quarters of 2022/23, particularly with regards to recruitment activity within the Specialist Operations Branch. Work is now underway at pace to ensure the Specialist Operations Estate and associated infrastructure is able to meet the increased demand arising from the increase in resources.

Key achievements to date:

- All of GMP's roadside ANPR cameras have been replaced ahead of schedule to the latest specification.
- GMP's ANPR infrastructure has been successfully moved to managed service providers.
- Good progress has been made to move the CCTV infrastructure to the managed service in support of the Data Centre project and associated release of the old Chester House Site.
- Over 80 successful transferees have passed interviews for direct entry into the Specialist Operations Branch.
- £1.8 million funding has also been agreed to purchase new specialist vehicles to support the uplift in staff over the next three years.
- A site at Leigh has been secured to establish a new Tactical Aid Unit (TAU) Base
- Accreditation and access to National Automatic Number Plate Recognition (ANPR) service has been completed.

- A new state of the art CCTV solution has been installed at Manchester City Football Club (MCFC) and viewed as a blueprint for remaining partners including sporting venues.

Programme 6: Enabling Services

Chief Officer Lead: T/CRO Ian Cosh

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. Achieving delivery of the Plan on a Page programmes requires major investment in people and infrastructure. This programme focuses on areas such as strengthening Strategic Resourcing, People and Development, Finance, IS, IM & Change. It also includes the management and development of health and wellbeing support, and the development of key infrastructure strategies across estates and fleet.

Programme Summary / PMO Insights

Whilst the programme is performing well with most work on track, progress has been hampered by resourcing challenges across Enabling Services, and a particularly challenging recruitment market. This is particularly relevant as increasing capacity across enabling service functions is critical to ensuring adequate resources are in place to support the effective delivery of the vast amounts of change ongoing within the force. In support of the work that we're undertaking in other programmes to redefine our operational models, the work being undertaken by the Absence, Health and Wellbeing project should further enhance the future success of our force operations as we provide a robust occupational health offer which should in turn help to reduce absences within our workforce. In addition, the work being undertaken by the Future Working project is helping to relieve key estate pressures and helping to enhance the Central Park complex for utilisation by the enabling services, ensuring the availability of adequate accommodation ahead of critical resource uplifts to support the delivery of the PoaP.

Key achievements to date:

- PEQF implemented - a new partnership with the University of Salford (UoS) and University of Central Lancashire (UCLan) to professionalise police officer training programmes.
- PEQF engagement event for senior command team and executive personal from UoS and UCLan, developing their ongoing contractual relationships.
- GMP awarded 'Employer Provider' status which provides opportunities to offer apprenticeship schemes - the first scheme is a customer service apprenticeship in the FCC CRRU.
- Governance Project transitioned to BAU with corporate governance boards managed by the Corporate Development Branch and transformation governance managed by Change Branch.
- PDR Long Term Solution – exploration work completed for a suitable IT Platform with future options included in 23-24 Business Planning.
- Extension of the Good shape contract (Absence Management) for the FCC and the appointment of an additional admin support has been completed and handover planned by end of January'23.
- The Occupational Health Unit (OHU) Health Needs Assessment has been completed. In addition, consultation also completed for the new structure of the OHU and its operating model; this is helping to create professional career pathways for this specialist area and also aligning the clinical roles to NHS Banding. Recruitment to key senior clinical roles continues to be a challenge in the current employment market.
- The forces fleet requirements going forwards are now understood and orders for vehicles have been placed.
- There have also been a number of key estate developments, which have helped to relieve estate pressures, including:
 - Chadderton (Forensic Services) new build completed, and staff relocated.
 - Unit A has been incorporated into the Central Park complex which has secured space for staff from force headquarters (FHQ), the CoM district and Sedgley Park; staff are now utilising the building.

- A bespoke Professional Standards Branch (PSB) misconduct hearing suite has also been completed on the ground floor in Unit A.
- A new dedicated Personal Safety Training (PST) Venue has been secured with conversion works completed.
- Estates Strategy in development led by Carter Jonas Consultancy, with workshops taking place with key stakeholders across the force.
- Progression of the immediate resource requirements for key enabling services in order to provide additional capacity and capability across a number of business areas has been underway, including:
 - Appointment of ACO IS/Digital and ACO HR/People.
 - Change and Transformation Branch restructure, notice served for a 1st March implementation date.
 - Finance Branch organisational design and business case updated and approved following finalisation of the JD evaluation which is pending formal consultation before implementation.
 - Various critical resourcing needs approved across multiple Enabling Services functions including Strategic Resourcing, People & Development, Legal, Information Management, and Business Support Services amongst others.

Programme 7: Corporate Services

Chief Officer Lead: DCC Terry Woods

This programme has created a new Corporate Development Branch, creating the internal ability and capacity to better monitor, manage and present its performance and examples of quality of service in order to build trust and confidence among internal and external stakeholders. It will also deliver investment in the Corporate Communications Branch, including a significant investment in a dedicated staff engagement function. In addition, the programme will ensure that the Vetting Team has sufficient staff to deal with current and future demand.

Programme Summary / PMO Insights

Overall, the programme is progressing positively, and the force is seeing some clear developments that will help to drive further improvements from a corporate perspective such as the recently created Corporate Development Branch.

The Corporate Communications business case has also been approved, followed by the closure of consultation with recruitment to new roles underway prior to go live of the new structure on 17th April 2023.

Key achievements to date:

- Phase 1 of the Creation of the Corporate Development Branch has been completed and the renamed branch was officially launched on 3rd January 2023.
- The Corporate Communications Branch FBC has been approved, all aspects of the staff consultation completed, and notice period commenced for an April'23 implementation date of the restructure and renamed Corporate Communications and Engagement Branch.
- Recruitment to new posts in the Corporate Communications & Engagement Branch is in progress and a number of appointable candidates confirmed.
- Force Vetting Unit (FVU):
 - Recruitment of an additional Team Leader has been completed.
 - Temporary roles within the FVU have been made permanent (one Vetting Officer, seven Vetting Researchers and two Vetting Administrative Assistants).
 - Review of the pay grades / job revaluation of the roles of Vetting Team Leader and Vetting Researcher has been completed; this has seen an increase in grades from E-F, and C-D respectively.
- The PSB has now completed its relocation from the CoM to Unit A on the Central Park Complex, with a bespoke misconduct hearing suite and conference room facilities. The FVU has remained at the CoM and all requisite building work has been completed to allow the expanded FVU staff to function in a secure environment.

Programme 8: Digital Policing

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) and legacy data stores with user-friendly alternatives. This will improve the efficiency and effectiveness of core services including crime investigation, custody and case management, intelligence, and safeguarding. This removes 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.

Programme Summary / PMO Insights

This programme has made significant steps towards establishing a robust structure to manage a complex set of projects all of which have individual challenges and dependencies.

Since its establishment the Digital Policing Programme has grown from three projects to five, due to key interdependencies and to benefit from better alignment of projects under a robust governance structure. The programme has recently moved under the responsibility of the newly appointed ACO, IT Director Dougie Henderson.

Key achievements to date:

- The Digital Policing Programme is formally established and as such the programme board and project structures have all been set up, project business cases and respective Terms of Reference have also been agreed, and key resources recruited.
- Mobile Futures which is a mini programme in its own right has been separated out from Digital Futures to allow for improved visibility and decision making and also the inclusion of the NLEDS (National Law Enforcement Data

Service) Project which is a national Home Office led programme which has close interdependencies with the other projects in the programme.

- Business requirement sessions have been held with subject matter experts and front-line officers.
- Market research and key requirements gathering now complete. GMP now proceeding with competitive dialogue as the route to procurement.
- As part of the Strategic Data Store (SDS) project, a contract was signed to transfer our legacy data to a hosted solution. Information management agreements and information security protocols were finalised, testing undertaken, and legacy data successfully migrated and transferred. This enabled the decommissioning of our legacy systems.

2. 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. Throughout the first 3 quarters of 2022/23 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 the projects and programmes within the PoaP portfolio has made a significant contribution to GMP being taken out of special measures. Performance has vastly improved across all measures and the force is now working to deliver the aspects of the plan that will sustain improvement and bring about the further significant change that is now needed. Whilst there still 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.