

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee - 9 November 2016

Report of: Arif Nawaz, Superintendent, Greater Manchester Police

Subject: Overview of the New Policing Model

Summary

This report was requested by the Communities and Equalities Scrutiny Committee in order to provide an overview of the New Policing Model from Greater Manchester Police

Recommendation

The Committee is asked to note the contents of the report.

Wards Affected: All

Contact Officers:

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

1. Introduction

1.1 Greater Manchester Police (GMP) has established a Target Operating Model with five fundamental principles that will shape how Greater Manchester is policed in the future. Those principles are:

Place Based: Working more closely with partners at frontline, borough and force levels to identify and resolve the root cause of problems in local communities.

Information and technology: Using technology and the data we have more efficiently to work smarter and faster, maintaining a visible presence across Greater Manchester.

Threat, harm and risk: Developing a collective understanding of what is classified as threat, harm and risk to empower staff to make decisions with the support of policies, frameworks and other agencies.

Workforce support and development: Increasing employee engagement by investing in the opportunities for officers and staff to learn, develop and improve.

Citizen Contract: Making sure the people of Greater Manchester understand their role in supporting the work of GMP, enabling communication through online reporting and GMP app.

1.2 In July 2015 Greater Manchester Police tested a new policing model in Salford under the Local Policing Review (LPR), utilising systems thinking methodology. This was in response to meeting the austerity requirements, but more importantly in recognition of the threat to neighbourhood policing. The threat being neighbourhood officers were, with increasing regularity, being diverted away from their role to deal with response policing. It was clear the prior model, when considered in line with shrinking numbers, meant greater pressure on the sustainability of neighbourhood policing. As an organisation we are committed to neighbourhood policing. This brings us closer to the community and partners and enables better, more effective problem solving. LPR reflects our passion and desire to protect and enhance neighbourhood policing.

2. Local Policing Review in Manchester

2.1 The Local Policing Review went live in the City of Manchester on the 23rd May 2016. At the same time as LPR being delivered, the North and South Manchester Divisions merged forming the City of Manchester Division (CoM). This is coterminous with Manchester City Council and is split into three Clusters; North, Central and South. Each Cluster is split into four Local Policing Team (LPT) areas. On 5th April 2016 a message was sent to all Councillors detailing the upcoming changes. During May we ran a series of communications events with Councillors across Manchester and also used ward coordination meetings in some areas for this. The uptake on the Central Cluster was particularly low.

2.2 Under the new model a 12 week shift pattern has been introduced for officers that deal with daily demand, aligned to the demand profile. We have reduced the number of specialist Divisional teams and brought as many officers as possible into the pool that can deal with daily demand. In addition we reduced from a five shift system to four. All of this was designed to provide the maximum number of deployable officers to meet demands.

These officers are known as Neighbourhood Police Officers (NPO). This reflects the additional role they undertake, namely to take a problem solving approach when dealing with incidents. NPOs are geographically aligned to a LPT area with the intention that over time they develop a detailed understanding of the community and issues along with the strengthening of partner relationships. The detectives work alongside the NPOs to improve investigative capability and problem solving.

2.3 LPR has also heralded the return of the Officer in the Case (OIC) model. This means that the officer who attends the initial report investigates end-to-end taking the case through the criminal justice system. In essence the officer will take the initial report of crime, investigate it, process any prisoners, liaise with CPS, build a file and take the case to court. Throughout this process the OIC will provide victim contact and updates. From a victim's perspective this makes the process simpler having just one officer as a point of contact. Prior to LPR the investigation process was systematically broken down into its constituent parts, with one officer dealing with each part and then handing it over to another officer to complete the next part. This could create frustration from a victim's perspective when trying to obtain updates on the progression of the investigation.

2.4 This approach has enabled GMP to ring-fence the Neighbourhood Beat Officers (NBO) and Police and Community Support Officers (PCSO) to tackle longer term problem solving in partnership with communities, other agencies and the voluntary sector at the local level. The intention being that this problem solving will start to reduce demand for service. However the NBO shift pattern is such that there are some days when they are not on duty in a given area.

2.5 In line with the core principles mobile devices, smartphones and tablets are being currently rolled out for all frontline officers. This will enable officers to access GMP data and information when out of the station, it will present a more professional service and more importantly improve the service provided to victims and communities. Mobile technology will facilitate greater visibility enabling officers to stay out on patrol longer without the need to return to police stations to update computer systems.

3. Implementation of the Local Policing Review

3.1 Delivering LPR represented a significant change in policing across the City of Manchester with over 1000 officers being posted to new roles. This created a new dynamic and impact on organisational culture and working practices. We are shaping those practices to maximise efficiency, an example of this is the creation and use of Cluster Operations Room (COR). The COR aims to deal with calls for service at the earliest opportunity, assessing threat, harm and risk. Following the assessment, where appropriate, COR staff will deal with incidents over the phone without the need

to deploy an officer. This enables the Division to deploy officers in line with greatest need.

3.2 Within this context there have been significant challenges. The NBO and PCSO roles have been protected as designed. This has afforded them the requisite space and time to develop a partnership approach to problem solving, of which there are many excellent examples. However, the NPO role hasn't delivered the anticipated problem solving demand reduction. Consequently the NPOs are servicing daily demand without any additional capacity to undertake longer term work. NPOs are attending 38.1% of incidents in their LPT area, meaning the rest of their capacity is spent dealing with incidents in other LPT areas. Clearly this is detrimental to the principle of problem solving, which relies on the NPO developing partner and community relationships in a given area as well as their knowledge of that area. The City of Manchester Division is now focusing on exploring how this capacity can be created. It is recognised that throughout this time the graded responses to 999 calls are on the whole being met.

3.3 The demand on the NPOs in conjunction with the shift pattern for NBOs and PCSOs has resulted in some difficulties being experienced when partners and elected members are contacting their local teams. To address this Neighbourhood teams are ensuring they effectively manage and communicate the Neighbourhood office contact number. In doing so they have explained that there will be days when there are no officers on duty, however answer phone messages will be responded to at the first opportunity. In addition Inspectors and NBO Sergeants are now asking for flexibility in meeting dates between elected members and the community where feasible to ensure police attendance.

3.4 Inspector visibility to communities, partners and elected officials has lessened due to their shift pattern and change in role. Inspectors are now leading teams of NPOs as well as having geographical alignment for an area. It has been found that a considerable amount of the Inspectors time is being spent managing the NPO teams. As result their leadership in neighbourhood policing through NBO teams has reduced. There are full-time dedicated NBO Sergeants who are leading those teams. Whilst the leadership gap is being filled by the NBO Sergeants there is still a desire to increase the level of Inspector involvement. The cultural challenge being that some Inspectors have come from a response background and others from a neighbourhood one. This has led to a disparity in behaviour and approach. We are working to nudge Inspector behaviour through leadership forums to free up time allowing for a greater focus on neighbourhood policing.

3.5 GMP is undergoing a police officer recruitment campaign. This is a fantastic opportunity not just for Manchester but for GMP overall, given that we have not had any significant recruitment for over five years. It will help to further energise the organisation as new people will inject creativity and innovation.

3.6 We are looking at recruiting 500 officers a year over four years. This will not grow the overall size of the organisation but, allow us to remain at current numbers. Officers will come from a mixture of transferees from other Forces, internal police staff and externally from the communities we serve. This is a rich opportunity for us to strengthen our diversity and become more reflective of our communities. We are

working hard to achieve this ambition. Some of the new student officers are PCSOs and Special Constables who have worked in the CoM. Our intention is to allocate these student officers back to the location where they have previously worked, thereby making best use of their knowledge and experience. Of this year's intake we have been allocated 126 arriving in staggered waves. The first 34 student officers will arrive on the Division, following their initial training, on the 2nd January 2017.

3.7 Set within the crucible of such immense change we have managed to retain our commitment to dealing with Organised Crime Groups using a dedicated Challenger Manchester team. Our Challenger Manchester team is the largest in the Force. This team works in conjunction with the Division, specialist Force resources and partner agencies to effectively manage the threat, harm and risk posed by Organised Crime.

4. Next Steps

We are fully committed to delivering Integrated Neighbourhood Management in conjunction with MCC and other partners across four sites in the CoM. Integrated Neighbourhood Management is a key part of delivering the Our Manchester Strategy. The shared aspiration in the Our Manchester Strategy is of resilient communities in places where people want to live, work and invest, and at the same time improve outcomes for people living in our neighbourhoods. The delivery of this aspiration relies on effective partnership and multi-agency working across public services and the voluntary and community sector. Equally, active citizenship will be critical to the success of Integrated Neighbourhood Management, as residents determine and bring about positive changes in their neighbourhoods.

5. Recommendations

5.1 Consideration for methods to improve communication between the police, elected members and the community, whether through the adaptation of existing structures or design of new methods.

5.2 Last year it was agreed between GMP and elected members that key messages and updates would be sent to all elected members across the city. This would ensure that no one was missed off the circulation that had an interest. Since implementing this process some elected members have questioned why they are being updated on issues not in their area. Consideration for this Committee to reiterate and communicate this agreed process.