

PROGRESS REPORT

GREATER MANCHESTER
POLICE



OCTOBER 2022

1 OVERVIEW

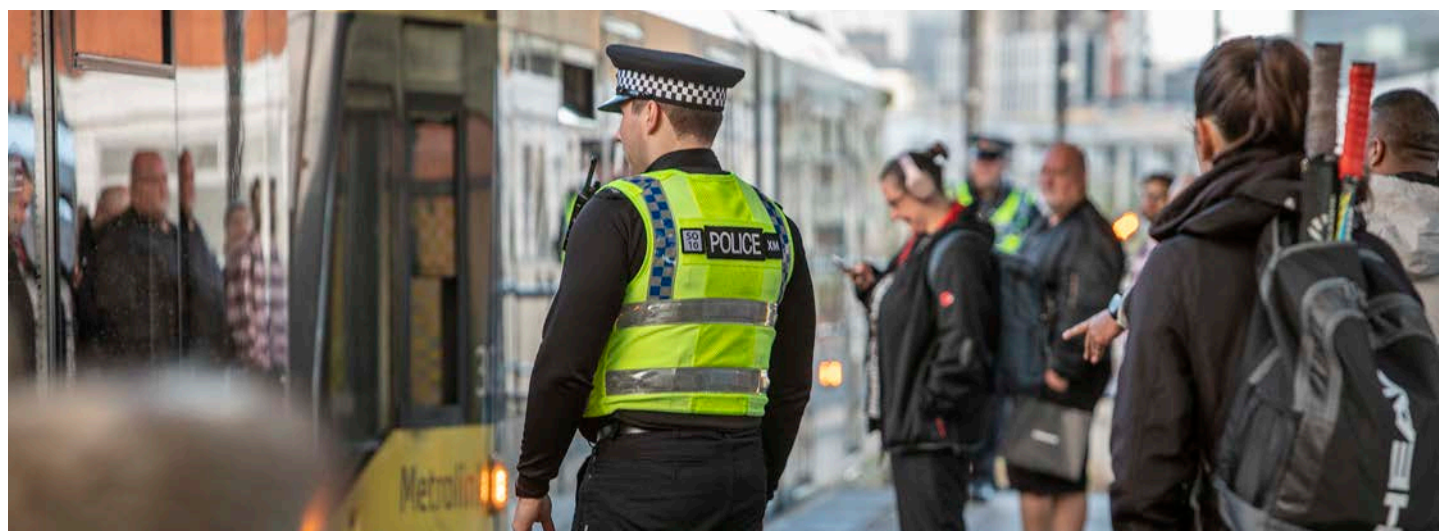
Since our Plan on a Page was published in September 2021, GMP's performance has advanced against almost every measure and cause for concern highlighted by HMICFRS. We are now moving beyond "green shoots" of improvement towards a sustained and comprehensive transformation of service delivery to victims and communities across Greater Manchester and the creation of a region where criminals are not welcome.

Our plan is fully embedded, our leadership and workforce committed to delivering our plans and our performance management structures are in place across all areas.

- The **Performance Management Framework (PMF)** is now delivering sustainable, tangible and measurable improvements in performance across our districts and branches.
- **Investment in leadership, workforce and governance structures** is now well established and working collegiately to drive and deliver positive improvement and sustainable change.
- There is committed genuine **investment in officer/ staff wellbeing and welfare** across GMP from the top down, although this remains an area requiring continued focus.
- A positive **cultural shift is ongoing through comprehensive staff engagement**, empowerment and involvement in change led by the Chief Officer Team.
- Reviews into Neighbourhoods, Response, Force Contact Centre and IT systems **are coming together to create a new model of policing** that is focused on being proactive, preventative and person-centred.
- **Significantly improved call handling and response/ attendance times** have been secured to maximise public service standards, safeguarding opportunities and crime standards. **GMP is now in the top ten of national force performance for 999 calls.**
- **Increased crime recording, improving standards of investigations and a focus on solved outcome improvement** is being delivered for victims and across our communities of Greater Manchester.

Most of the causes for concern that were raised by HMICFRS, which led to the force being 'engaged' in special measures, have already been rescinded by the inspectors. A recent re-inspection took place to assess force progress against improving investigation standards and delivering improved victim focus (VSA).

The force looks forward to receiving the Inspectorate's report into our progress in these areas. However, irrespective of its findings, we remain committed to **getting the basics right: fighting, preventing and reducing crime, keeping people safe and caring for victims.**



2

RESPONDING TO INCIDENTS AND EMERGENCIES

CALL HANDLING

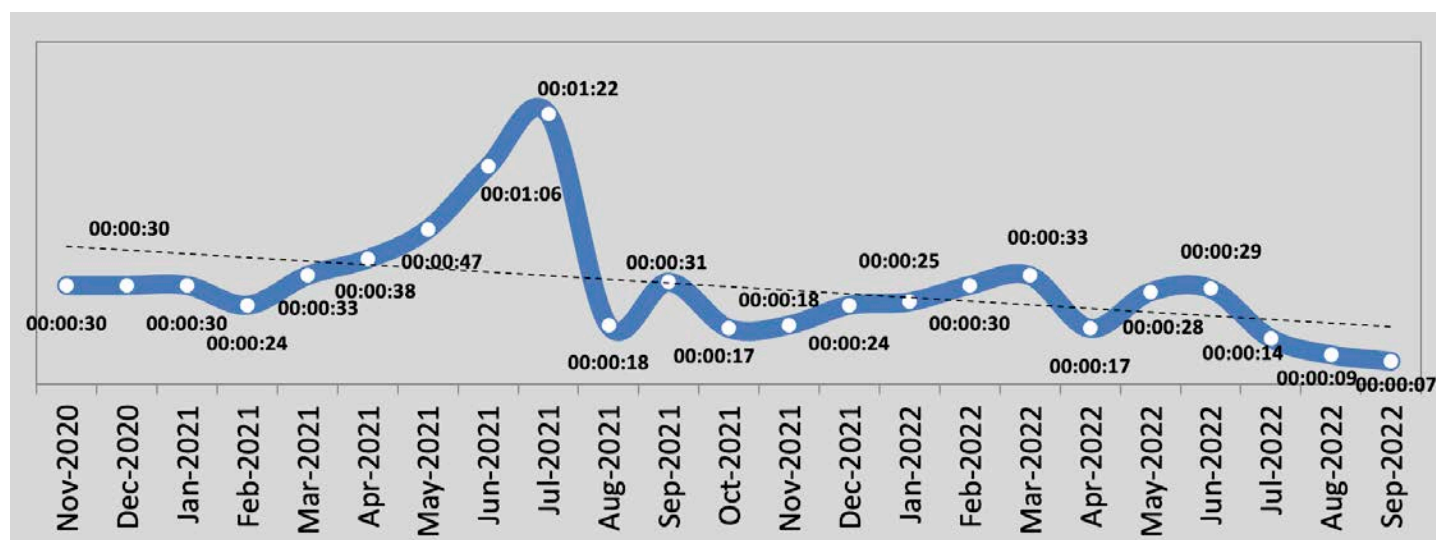
999 average speed of answer

999 call answering times are at the fastest they have been for over two years.

The trend in reducing times taken to answer 999 calls is continuing, with September 2022 seeing a fall for the third month in a row. In September, 999 **average speed of answer was just seven seconds** - down from a peak of one minute and 22 seconds in July 2021. On a number of days in September and October, the average 999 call answering time was just **ONE second**.

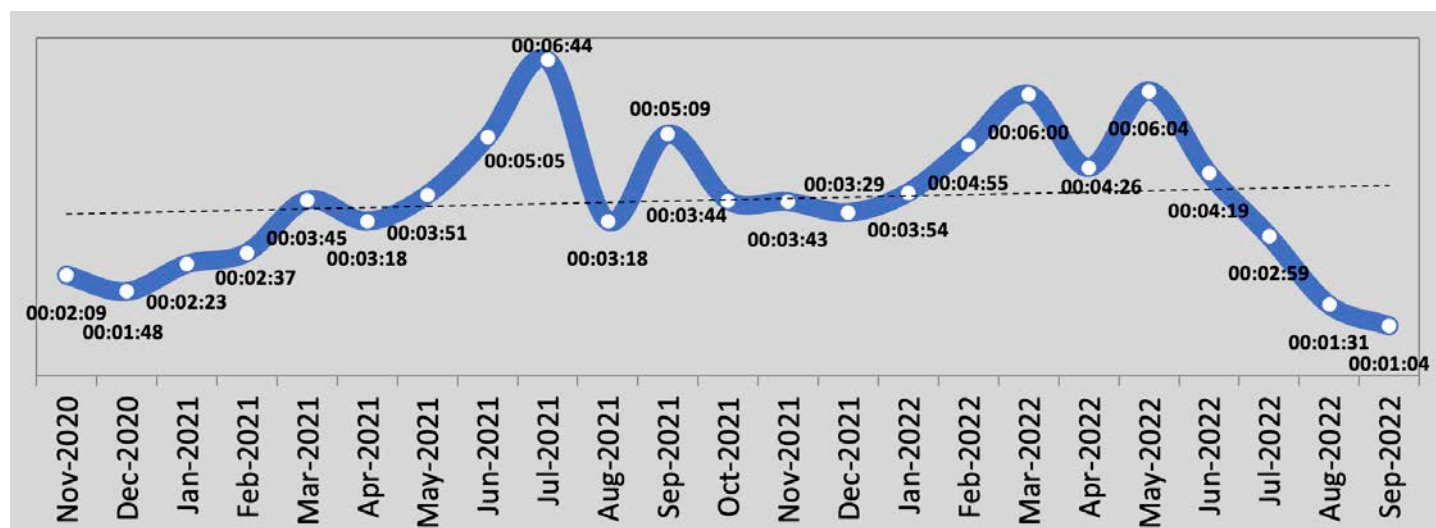
This performance puts the force in the top ten nationally and the best of any large metropolitan force.

Just 0.4% of 999 calls were abandoned in September 2022. In July 2022, just 16 999 calls had to be answered by other forces compared with 862 in July 2021.



Non-emergency speed of answer

The speed of answering non-emergency calls continues to remain stable and in most months since July 2021 has improved. In September 2022, non-emergency average speed of answer was at **1 min 4 seconds**; **in June 2021 it was 6 min 44 seconds. It is now the lowest since December 2020.** A moderate rate of abandonment of 101 calls remains (8%) although this is significantly lower than 20% in July 2021 and signals some transfer to online reporting.



2

RESPONDING TO INCIDENTS AND EMERGENCIES

INVESTMENT IN CALL HANDLING

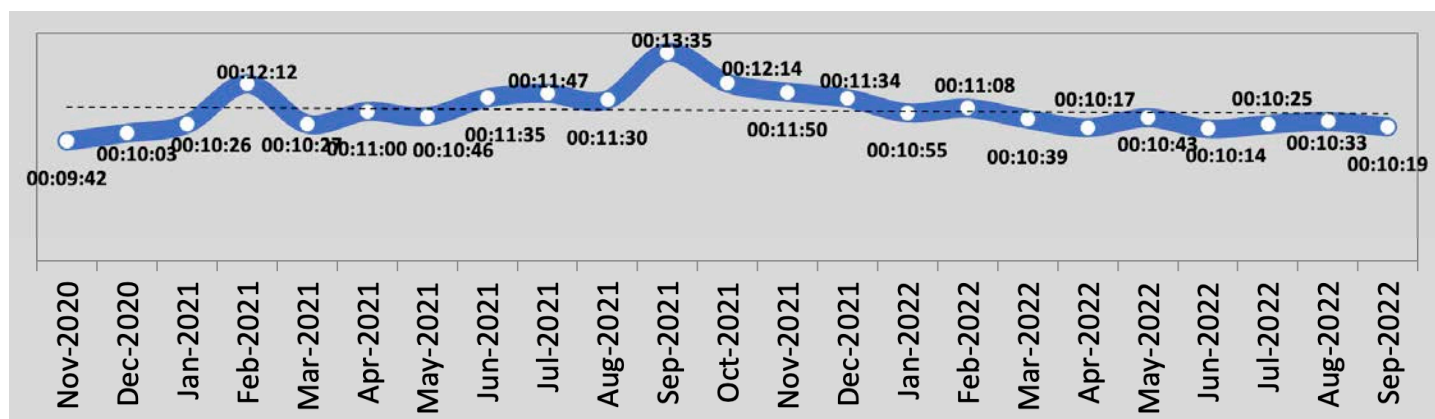
In early September the force welcomed its **largest ever intake of 54 new call handlers**. The significant uplift and recruitment into call handling, crime recording, customer enquiry and radio dispatch continues, with further new starters commencing their seven-week training programme throughout the Autumn. Recruitment into the Force Contact Centre continues – job opportunities are described on our website.



RESPONSE TIMES

Grade 1 (immediate) attendance time

In September 2022, Grade 1 999 average attendance was **10 min 19 secs**, down from the peak in September 2021 of **13 minutes and 35 seconds**. The improvement has been sustained over the last seven months and is well within the 15 minutes target.

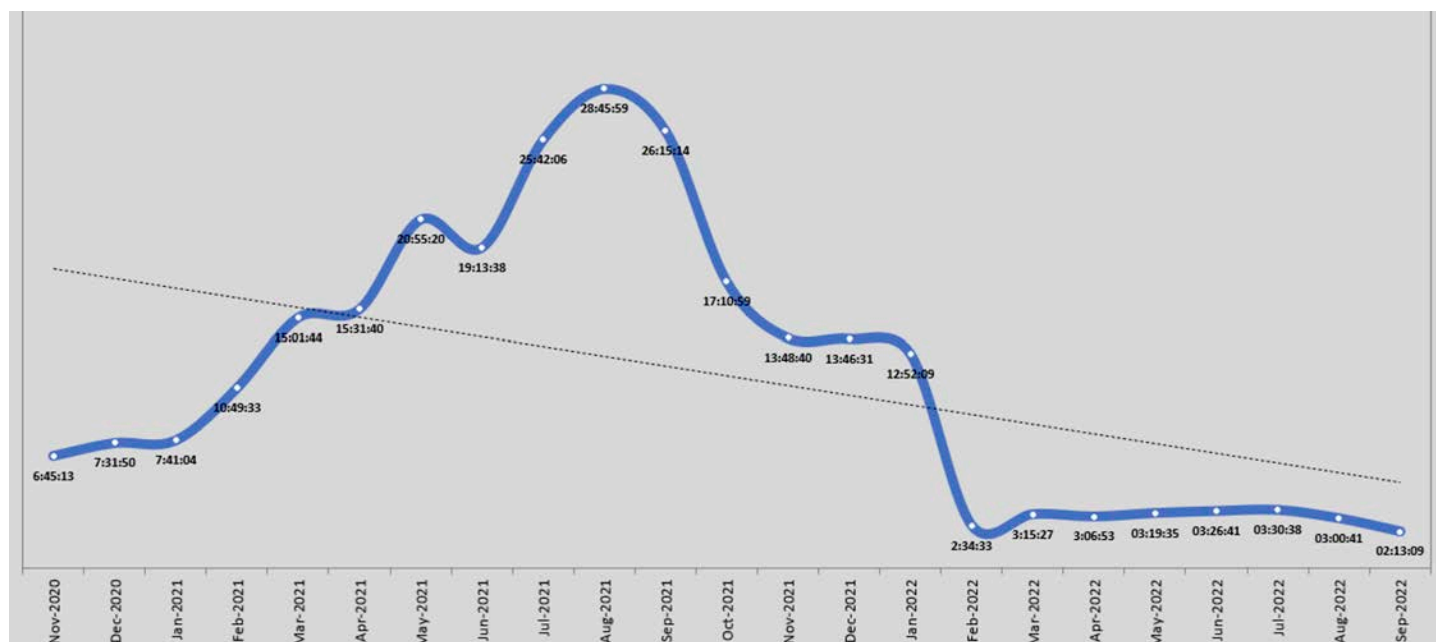


Grade 2 (non emergency) attendance time

50% of Grade 2 calls are attended within 42 minutes – against a target of one hour. Sustained improvement has been made since the peak during August 2021 (28 hrs 45 min 59 seconds), compared to September 2022 where Grade 2 average attendance is **2 hrs 13 mins 09 secs**. This remains an area of focus for improvement.

2

RESPONDING TO INCIDENTS AND EMERGENCIES



PROCESS AUTOMATION

Over 1700 crime report emails are now being automatically successfully processed every week in the Centralised Crime Recording and Resolution Unit. A newly developed “BOT” digitally reads crime reports made via the website, creating records automatically in the command and control system. This removes the need to manually input the records, enabling staff to contact victims more quickly to finalise their report or produce intelligence details that can be followed up by district investigation.

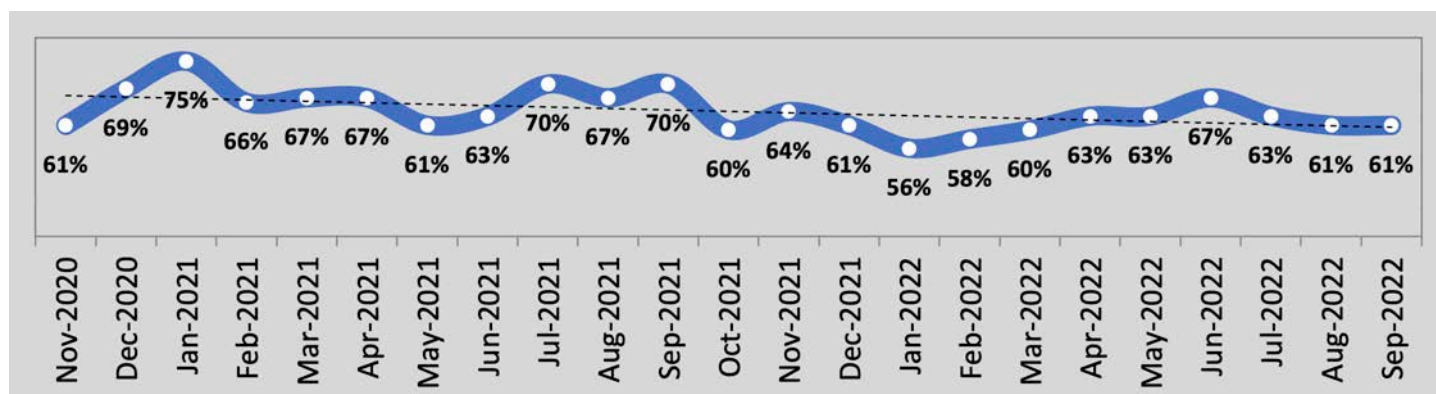


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RESPONDING TO INCIDENTS AND EMERGENCIES

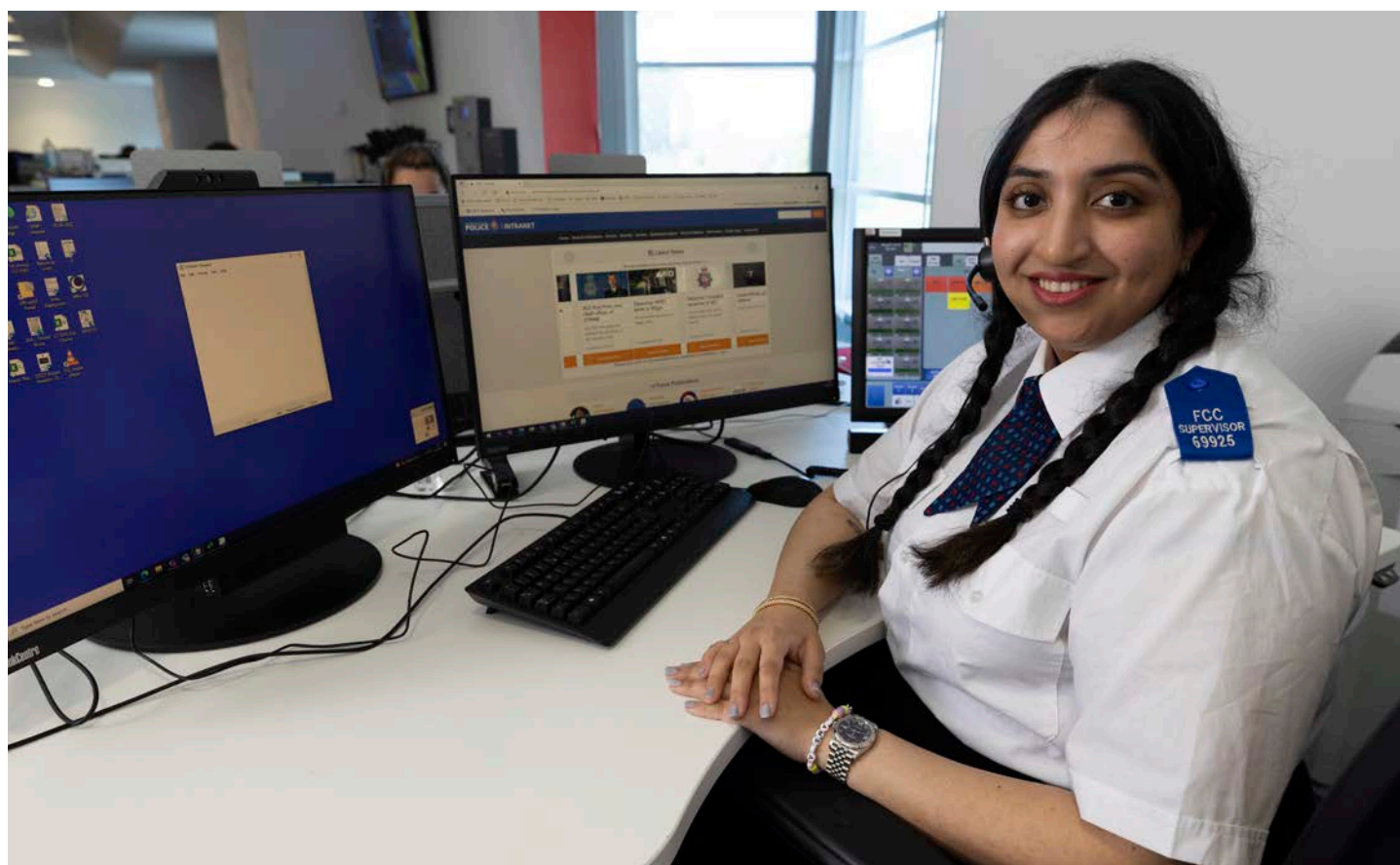
VICTIMS' CODE OF PRACTICE COMPLIANCE

Improving victim services remains a focus for improvement and work is under way to revise how these services are contracted and delivered. Compliance with the Victims' Code remains fairly static. Overall **satisfaction sits at 56%** although satisfaction with the force's response to **domestic abuse is currently 86%**.



RESPONDING TO PEOPLE WHO ARE VULNERABLE AND AT RISK

Extensive improvements have been made within the **Force Contact Centre to improve workforce understanding of risk**. All reported incidents are now individually risk assessed using a consistent methodology (THRIVE) to ensure the most suitable response is provided through the application of a new grading policy which means resources are reliably prioritised towards those most at risk. THRIVE (threat, harm, risk, investigation, vulnerability, engagement) training has been completed by all staff within the Force Contact Centre.



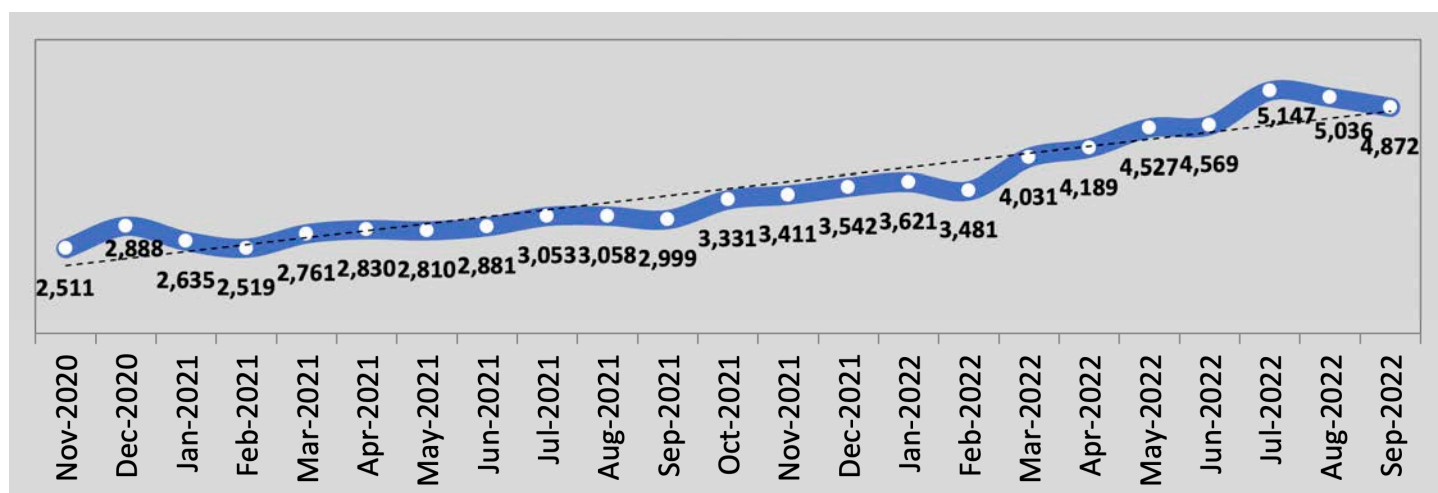
3 INVESTIGATING AND SOLVING CRIME

CRIME RECORDING

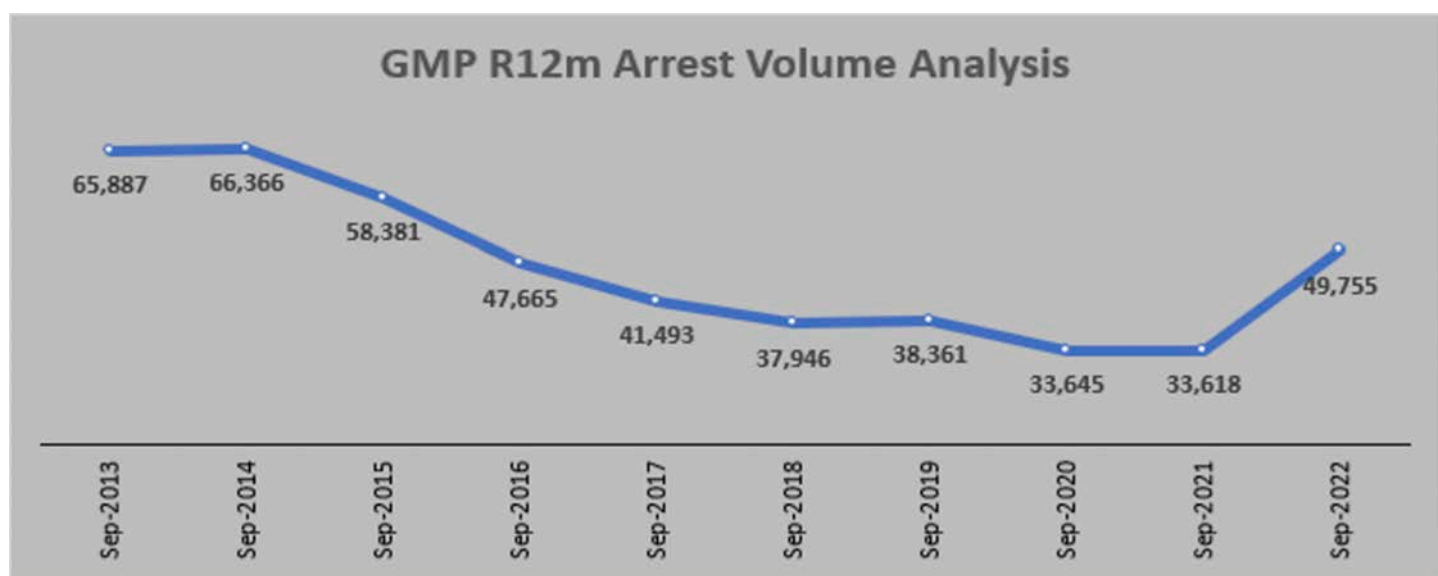
HMICFRS has already found us to be 94% compliant with national crime recording standards and has rescinded this element of cause of concern. GMP is now ethically and accurately recording more crime than ever (approximately 30,500 per month resulting in around an extra 47,000 crimes over the last year). This points to improved public trust and confidence victims of crime now have in coming forward to report a crime as they know GMP will take action. In **September 2022 the force recorded 30,738 Crimes.**

ARRESTS

In September 2021 we pledged to double arrests. In **September 2022 they were 60% higher than the previous year:** the highest they have been for the last two years. We have already reopened Bolton Custody Suite to increase our custody capacity and further work continues to evaluate the potential to reopen Longsight Custody Suite.



Analysis of rolling twelve month arrest data show that this year we are on track to make the **volume of arrests that haven't been seen in Greater Manchester since 2015/16**, making us set to fully reverse the decline in arrests seen over the last decade.



3 INVESTIGATING AND SOLVING CRIME

POSITIVE OUTCOMES

Charges/summons are up by 42% during the 12 month period to the end of September whereby **23,483 investigations resulted in a charge or summons outcome**. This is an increase of 6915 on the 16,568 investigations concluded in the same way during the previous year. So, not only are we arresting more criminals, we are ensuring more go through the full criminal justice process.

Up to September 2022, **overall positive outcomes** are up **26%** at **31,932** against **25,369** for previous period in 2021.

The force **total crime solved rate is currently 7.8%** and although currently down from 8.4% last year, GMP has recorded far more crime (**an additional 47,000 crimes in the last 12 months & solved 6,563 more crimes than the previous year**).



IMPROVING INVESTIGATIVE APPROACH

When bringing GMP into the engage approach, the HMICFRS expressed concerns about the low standard of our investigations and the risk this posed to victims.

We have **relaunched a performance management framework led by the ACC for Crime and managed through a Crime and Vulnerability Board**, developed key improvement plans led by a dedicated Detective Superintendent and invested more heavily in detective numbers to improve capacity, capability, welfare and wellbeing. There has been a notable shift in our investigation performance.

TACKLING NEIGHBOURHOOD CRIME

Burglary

Operation Castle is our commitment to attending every residential burglary and supporting prompt and thorough investigations. **The force now attends 94% of burglaries** – up from a low of 73% in February 2019.

Domestic burglaries have **increased by 12%** in the last year to similar pre-COVID levels which saw decreases during national restrictions. Arrests for burglary have increased by 68% from 566 people during October 2020 – September 2021 to 950 in the same period in 2021/22. Overall outcome rates have risen from 3.2% in September 2021 and the force currently has a **4.7% overall outcome rate**.

Personal Robbery

Cases of robbery **increased by 10.2% over the last 12 months**. **Outcome rates are at 6.8%, which is lower than our most similar forces**. The force is implementing a dedicated operational response across the force, specifically in the City of Manchester District which sees the highest offences. For example, in early October three men were arrested and 49 mobile phones recovered during a crackdown on theft in Manchester City Centre.

OPERATION CASTLE IN ROCHDALE

Since July 2021, officers in Rochdale have arrested over 200 burglars, obtained over 300 charges and assisted the courts in securing prison sentences which collectively exceed 75 years.

Cases in Rochdale during this period have ranged from the concerning to the unusual. In August this year, a prolific burglar was arrested after he attempted to conceal himself from officers by climbing inside a giant teddy bear. He was sentenced to 9 months behind bars for the theft of a Mitsubishi ASX in May and not paying for petrol on the same day.

In a more disturbing case a man was sentenced to 11 years in prison in July this year after he committed a series of 15 burglaries targeting elderly residents, using violence against some of the victims.

Earlier in January this year a man committed a string of burglaries at commercial premises on Rochdale town centre. He was finally apprehended following extensive forensic work which linked him to 5 burglaries, and he was sentenced to 28 months in jail.

3 INVESTIGATING AND SOLVING CRIME

Theft from Person

Offences are up by 40% in total in September 2021 although the GMP solved rate is at 2.0%, only just below where other similar forces sit. Greater Manchester has one of the largest student populations outside of London and has significant sporting, entertainment/cultural events that see population numbers swell weekly and sadly reported crime increases.

Vehicle Crime

Across GMP, vehicle crime is up slightly from September 2021 with a 6% increase to 25,499 offences for the last 12 months, mainly due to an increase in thefts of motor vehicles which rose by 25% in the last year.

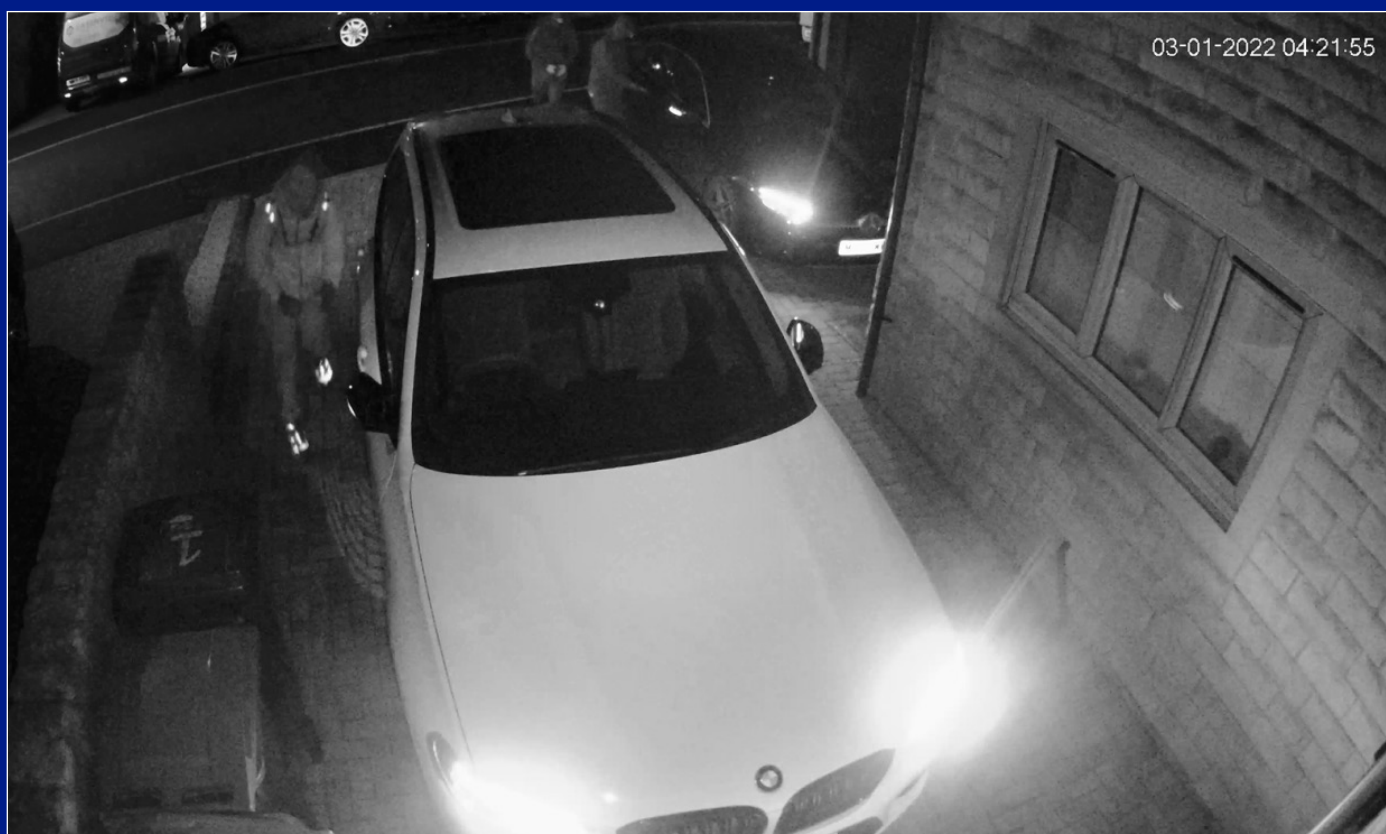
CAR THIEF CONSPIRATORS RUMBLED AFTER NEARLY £400K WORTH OF CARS STOLEN ACROSS GM IN OPERATION TAURUS

A prolific gang of high-value car thief conspirators has been jailed for 24 years after being rumbled by our detectives combatting organised crime across Greater Manchester.

Two of the trio were caught in the act in Manchester earlier this year after a targeted sting by our Serious and Organised Crime Group (SOCG) who were investigating 21 reports of high-value cars being stolen between 28 December 2021 and 31 January 2022.

The court heard how the men had plotted to steal cars in eight Greater Manchester boroughs – as well as from addresses in Lancashire – in just a month by using a blowtorch or lock-snapping barrels to damage the locks to the back doors of addresses, before breaking into victim's homes and stealing their car keys.

Detectives were able to link the gang to 21 such incidents that saw 17 vehicles worth a total of over £395,000 stolen from owners. The stolen cars would then be often used in other burglaries as the conspiracy continued to bring misery to innocent victims across the region.



3 INVESTIGATING AND SOLVING CRIME

TARGETING KNIFE CRIME

Recorded Knife crime offences are similar to last year with **4,304 offences** recorded for the current year compared to 4,294 offences in the past 12 months to September 2022.

Teams across the force are working hard to deliver local operations aimed at targeting knife enabled crime. In Bury, **Operation Heartbeat** has made 139 arrests, sized 115 items and made 145 school visits – all resulting in a 20% reduction in calls relating to incidents in the town centre. Whilst in Wigan, **Operation Sycamore** saw policing teams work with partners to address knife crime and drug-related offences around Wigan Parish Church.

Over the course of the operation, six people were arrested and more than a dozen stop searches carried out which resulted in the positive detection of drugs and offensive weapons.

COMBATING SERIOUS VIOLENCE

Serious violence offences have increased to 36,925, an **extra 5,800 crimes - a 19% increase to the end of September 2022, compared to September 2021**, a trend that is sadly being seen in other large metropolitan forces, following post Covid recovery. GMP is determined to improve its investigative approach and is keen to learn from others.

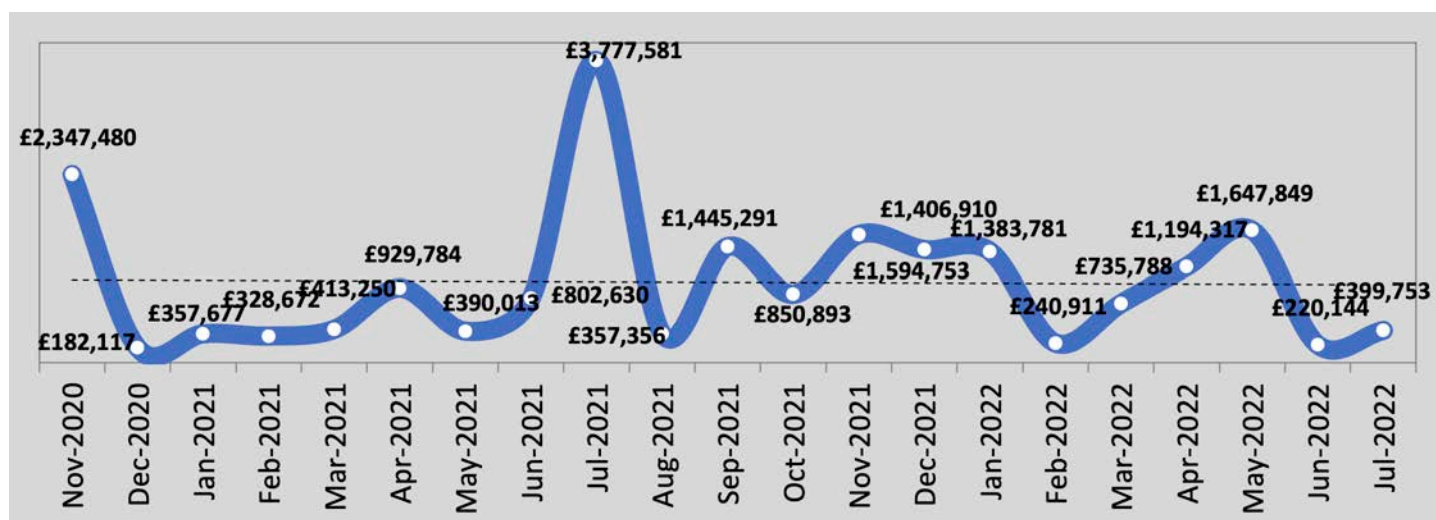
For example, the force is now one of 14 to join an NPCC and Home Office funded research and change programme. **Operation Soteria Bluestone** involves working with leading academics to transform the policing response to rape and serious sexual offences which will result in a national model to be adopted across the UK.

ASSET RECOVERY

So far this year, **assets worth £8.4M have been seized**.

The new Account Freezing Order Team has recovered £2.3M for victims and forfeited £4.8M from frozen criminal bank accounts and achieved confiscation orders of £1.3M.

Three months ago, the force launched Operation Falcon to identify and target those involved in cash-based money laundering. So far over £725k in cash has been seized and over £320k of this has already been forfeited. Following this success, we have launched Op Nest-egg - a dedicated response to tackling organised crime using bank accounts to hide and launder criminal funds. This has contributed to the **additional £2M forfeited from accounts** since the last update.



4 PREVENTING AND REDUCING CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR

PREVENTION STRUCTURES

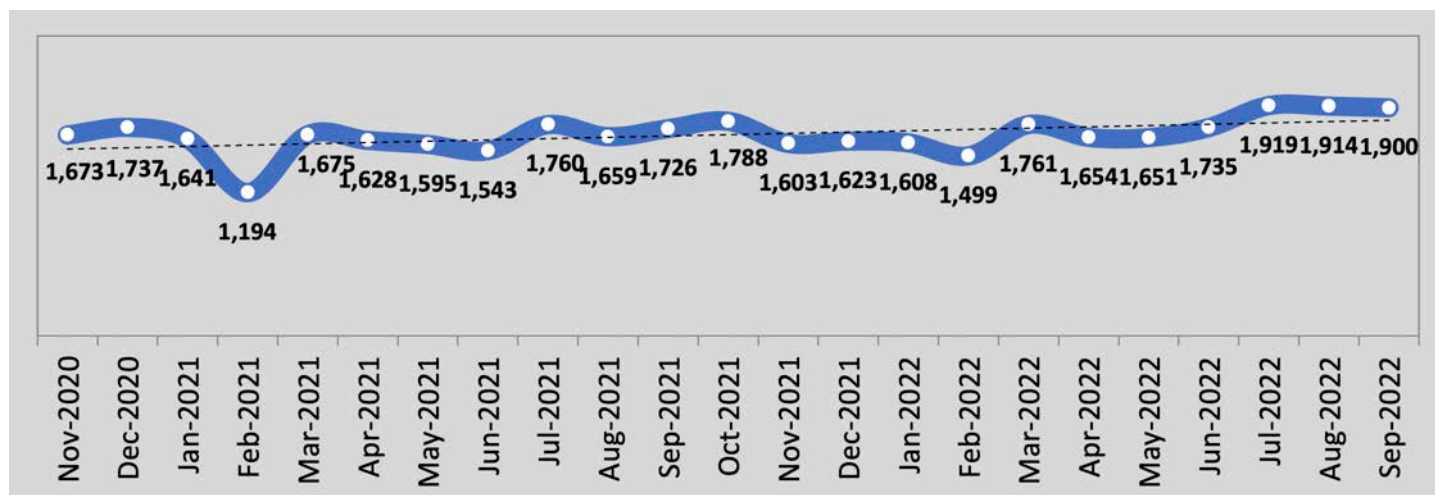
Following the creation of a new Prevention Branch with a central Prevention Hub driving activity across the force, **each district has now established a Neighbourhood Prevention Hub** to focus activity on understanding and preventing crime, anti-social behaviour and harm. Investment in prevention at a force and local level will provide the leadership, structures and processes required to turn GMP into a force with a prevention ethos at its core; delivering reductions in crime and anti-social behaviour and offending and overall improved services for victims and communities across Greater Manchester.

TARGETING CRIMINAL USE OF THE ROAD NETWORK

GMP is **doubling the size of its road traffic function** to improve how we target those seeking to make criminal use of our road network and those who put others at risk through drink/drug driving and other motoring offences, including anti-social behaviour related driving. By the end of December we expect to have 140 officers in the Roads Policing Unit. GMP is currently working to create a **“northern” base for our road traffic team in Leigh** to improve accessibility and visibility and continue to welcome specialists officers transferring to GMP.

GMP is vastly **improving vehicle seizures** in relation to those vehicles used in an anti-social manner, subject to criminal use or stolen. The number of vehicles seized has been historically low in comparison to other forces of similar size. GMP has re-launched **Operation Vortex** in response to tackling the criminal use of vehicles, ASB use and detecting more driving offences and improving safety on our road networks.

Vehicles recovered



KEEPING FOOTBALL ENJOYABLE FOR ALL

Since the start of the season, GMP has already policed over 80 professional men's matches at our six league clubs – mostly passing off without significant incident. But we've been taking a tougher stance on behaviour in grounds which put the safety of spectators in danger. **In the last 12 months, 41 people have been banned from attending games** after incidents involving offences such as assault, criminal damage, throwing missiles, possession of pyrotechnics and hate-related public order. Dedicated football officers work closely with each club to ensure people can enjoy safe and trouble-free games.

OPERATION LIONESS

Op Lioness – launched in response to nationwide calls for forces to crack down on **violence against women and girls** – has continued to deliver prevention activity over the summer. Each district has seen dedicated officers working in town centres during weekend evenings to look out for predatory behaviour, intervening to prevent potentially serious crimes from being committed.

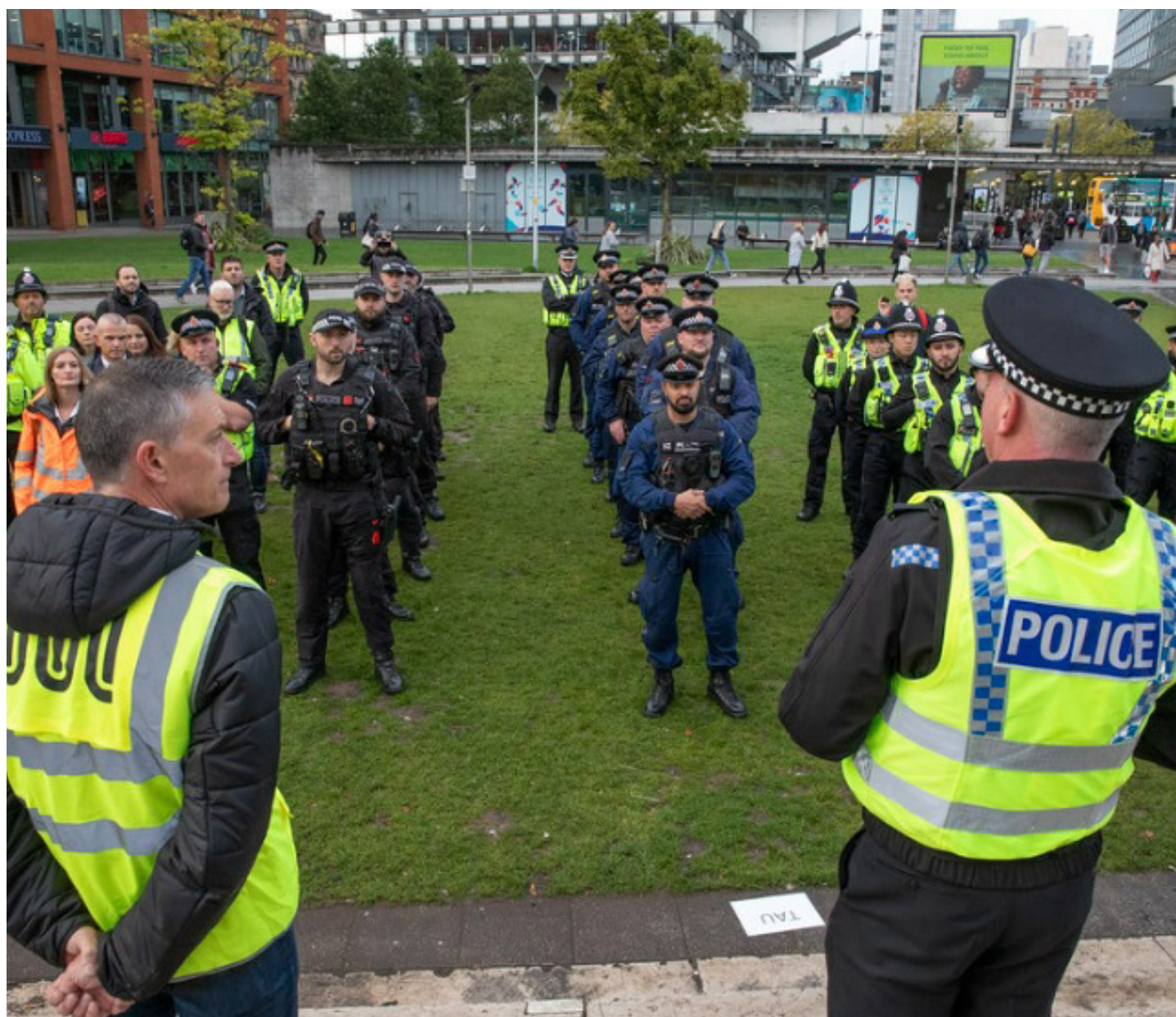
4 PREVENTING AND REDUCING CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR

OPERATION CASTLE – DARKER NIGHTS

While we are doing more to respond to and investigate burglary, as the clocks change this month a campaign will launch to encourage householders to help **reduce the risk of burglary which comes from darker nights**. Simply remembering to use any alarms you may have, locking doors and windows and keeping on lights can make the difference by creating the impression that the property is occupied and secured.

OPERATION AVRO – TRAVELSAFE PARTNERSHIP

The monthly Operation AVRO continues to deliver excellent results. Last month saw the force work as part of the Greater Manchester TravelSafe Partnership to deliver a crackdown to make Greater Manchester's transport network safer. **Over the two-day operation, officers made 41 arrests, carried out 69 stop searches, and recorded 406 traffic offences and 530 speed offences.** Head of GMP's Specialist Operations Chief Superintendent Mark Dexter said: "We regularly deploy on to the transport network to fight the crimes which worry those who use the roads and public transport. This compliments the daily business of our district policing teams units as well as our partner agencies".



5 DELIVERING OUTSTANDING SERVICES

STRENGTHENING OUR WORKFORCE

The force is on track to meet its target to **recruit over 1000 new police officers before April 2023** which will uplift the baseline of officers from 6,787 to 7,942. Currently, 45% of new recruits have been women and 11% from black and minority ethnic backgrounds. The start of November will see our largest ever intake attested.

Whilst our attrition levels are lower than national averages, efforts have increased to retain staff with the launch of a pilot programme to engage those who express a desire to leave in a “stay interview” process. This has so far resulted in 55% of people who took part in a stay interview remaining in their role with measures put in place to address concerns. The national police recruitment programme is now considering this process to be best practice, sharing it across other forces.

FLEET CONTINUES TO GROW

Following staff consultation and vehicle testing, a further £700,000 order has been placed for an additional **30 secure vans to increase our capacity to transport people who have been arrested** safely to custody. Not only does this ensure that we are providing our staff with the best tools to do their job professionally but adds additional capacity and reduces the amount of time taken to transfer arrested people.



MOUNTED BRANCH INVESTMENT

Six new horses have arrived from Ireland to begin their six-month training ahead of replacing horses who are retiring. We expect to see them on patrol, providing visibility and reassurance to communities, as well as additional capability at high profile events.



LAPTOPS FOR ALL OFFICER

12,326 officers and staff now have new laptops or desktops which means all have access to the right technology to be able to access systems and services remotely or the programmes they need to be effective. The six month roll-out is now complete.

6

BUILDING PUBLIC TRUST AND CONFIDENCE

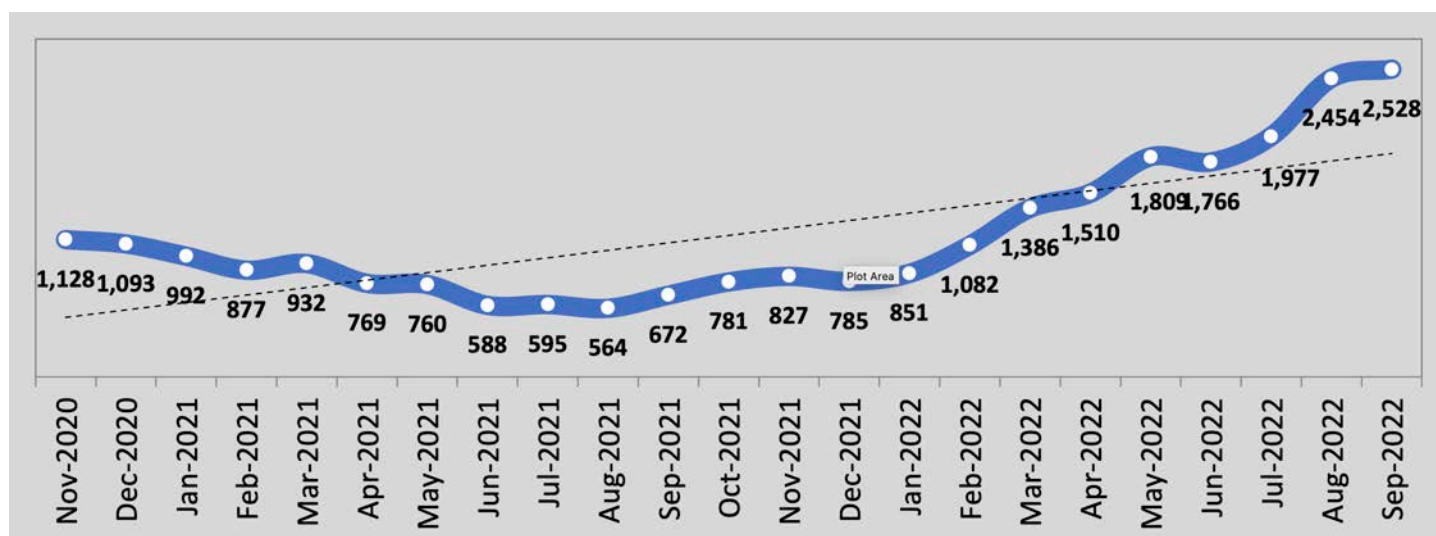
STOP AND SEARCH

Ethical and proportionate lawful use of stop and search is an important tool that we employ to prevent and detect crime. Stop search is at the highest it has been in **2 years at 2,528 interactions**. The force has increased in stop search by 275%

since September last year, which is an extra **1,856 interactions**.

Analysis of recent data to the end of August, highlights **25%** of stop searches resulted in positive outcomes, 54% were with white members of the public, 21% with black and Asian members of the public and 3% with other ethnic minority groups and 21% ethnicity not recorded or it was a vehicle only search.

Analysis also reveals there has been a **29% reduction in complaints** in relation to stop search powers in GMP in the past two years from 65 complaints between August 2020 to August 2021 to 45 between August 2021 to August 2022.



RACE ACTION PLAN

Earlier this year we finalised our Diversity, Equality and Inclusion strategy (DEI) which outlines GMP's intentions in DEI.

As we focus on delivering the strategy, GMP has volunteered to become an 'early adopter' in creating a new model of engagement to better meet the needs of our Black and Black Heritage communities.

Published in May 2022, the NPCC Police Race Action Plan provides clarity as to the lack of trust and confidence that Black and Black Heritage communities in particular feel towards the police, and sets out sensible actions designed to address some of the challenges.

We're working with Greater Manchester's diverse communities to design a new model of engagement that will enable co-creation of engagement and

scrutiny mechanisms, helping us to provide more effective access to policing services.

FOCUSSING ON VULNERABILITY: DOMESTIC ABUSE

Domestic abuse crime recording

During the last quarter, we recorded a **7.7% increase in recorded domestic abuse incidents, with over 6,000 offences recorded in August alone** – 32% of which required an immediate response due to the identified threat, harm and risk. In about 70% of cases, when we attend a report of domestic abuse, we end up recording a crime which is a trend that is set to continue.

Improving Domestic Abuse Outcomes

GMP has recorded 6,600 additional domestic abuse crimes

compared to last year, solving 8.8% of these, with 1,300 more actual domestic abuse crimes solved and additional vulnerable victims protected.

In September 2022 5,410 crimes were recorded, 592 of these so far have been solved with focused upward trajectory on securing positive outcomes.

Bringing offenders to justice is crucial and, whilst increasing arrests will undoubtedly lead to improved solve rates, we recognise we still have significant work to improve victim confidence in the criminal justice system and in the investigation and presentation of evidence. This remains a focus for improvement.

DVPNs issued have also increased significantly from 51 to 124 per month. This is a 140% increase comparing October 2020 with September 2022.

6

BUILDING PUBLIC TRUST AND CONFIDENCE

Improving leadership, management and process

Since November 2021 GMP has invested in strengthened leadership in all districts with a detective superintendent responsible for the vulnerability and investigative portfolio and a domestic abuse hub in which the daily management of victim appointments, custody, crime reports, partner referrals are discussed.

This is complemented by an enabling central function including a public protection team and dedicated strategic lead for domestic abuse and vulnerable adults. A fully refreshed domestic abuse policy was launched in the summer and new daily, weekly, monthly and annual performance data is now available through the daily management process.

A monthly domestic abuse body worn video audit is now in place to quality assure a dip sample of ten random incidents assessed against a template, with a further 10% quality assured by the public protection governance unit. A new Crime & Vulnerability Board chaired by ACC Jackson, Head of Crime, provides effective scrutiny and governance & crime performance improvement. Supported by a GSB structure to deliver improvement and refreshed Force Investigation & Crime Standards Improvement plan and Crime Data Integrity (CDI) Improvement Plan.

GREATER MANCHESTER POLICE IS**INVESTING
MONEY****SEIZED FROM CRIMINALS,
INTO YOUR COMMUNITIES.**

Non-profits which benefit a large number of people can apply for a maximum of £20,000 to fund 12 months' activities.

The activities must support GMP's objectives of fighting, preventing and reducing crime; keeping people safe; and caring for victims.

**APPLY
NOW****GREATER MANCHESTER
POLICE**www.gmp.police.uk**ARIS – USING MONEY SEIZED FROM
CRIMINALS TO SUPPORT COMMUNITY
SAFETY**

Money, seized from criminals and distributed to police forces via the Asset Recovery Incentivisation Scheme (ARIS), is being invested into communities across Greater Manchester.

Non-profit organisations which benefit a large number of people can apply for a maximum of £20,000 to fund 12 months' activities which support GMP's objectives.

Last year, successful applicants included GetAway'N'GetSafe.

The money funded a project which uses sessions delivered via schools to encourage young people from Manchester to turn away from a life of crime and inspire them to take control of their futures and achieve their dreams.

Applicants should apply via Giving back: Investing in our community | Greater Manchester Police (gmp.police.uk)

CSE AND SAFEGUARDING

Each of our districts now has a Child Protection Team set up with the sole priority of safeguarding our children and bringing those who would harm them to justice. The outcome of our Neighbourhood Policing review will only further strengthen their ability to deliver on this priority.

We also have much improved reporting mechanisms and we're recording crimes accurately which allows us to safeguard vulnerable children more effectively.

Our Op Sherwood investigation in Oldham is making good progress and we are working towards publication of the next CSE Assurance Review report which will focus on Rochdale.

7 SUMMARY

Huge strides are being made to fully embed and sustain the improvements that have been made in all areas. The Plan on a Page continues to provide the guiding touchstones needed to continue to create the policing service that the people of Greater Manchester deserve.

While the force looks forward to receiving the Inspectorate's report into our progress in these areas we remain committed to **getting the basics right: fighting, preventing and reducing crime, keeping people safe and caring for victims.**

We welcome feedback on our progress from all partners, both locally and nationally, and we thank you for your continued support as we strive to provide the people of Greater Manchester with the police force that they deserve.



LOOKING FOR A NEW CAREER?

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RECRUITING NOW

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