

CHIEF INSPECTOR

CANDIDATE INFORMATION PACK
JUNE 2019



POLICE

GREATER MANCHESTER
POLICE



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Greater Manchester Police
Force Headquarters

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MESSAGE FROM THE CHIEF CONSTABLE



Thank you for interest in the Chief Inspector opportunity at Greater Manchester Police.

The successful applicant will be joining Greater Manchester Police at a time of unprecedented change for the wider service. Leading change through building effective relationships and partnerships will therefore be a fundamental part of the role as well as driving performance. You will be working alongside the force leadership team who are committed to delivering high levels of performance and public satisfaction. Greater Manchester Police serves a very diverse community which brings both challenges and great rewards.

We face significant financial challenges and operational challenge and it is imperative that we continue to maintain our legitimacy with the public. We are uniquely placed in Greater Manchester because of the devolvement agreement to design radical solutions to overcome these challenges. You will be expected to play a full part in public sector reform within the devolvement agreement. Andy Burnham, the Mayor of Greater Manchester, was elected in 2017 and set a new plan for policing and crime, Standing Together, in March 2018.

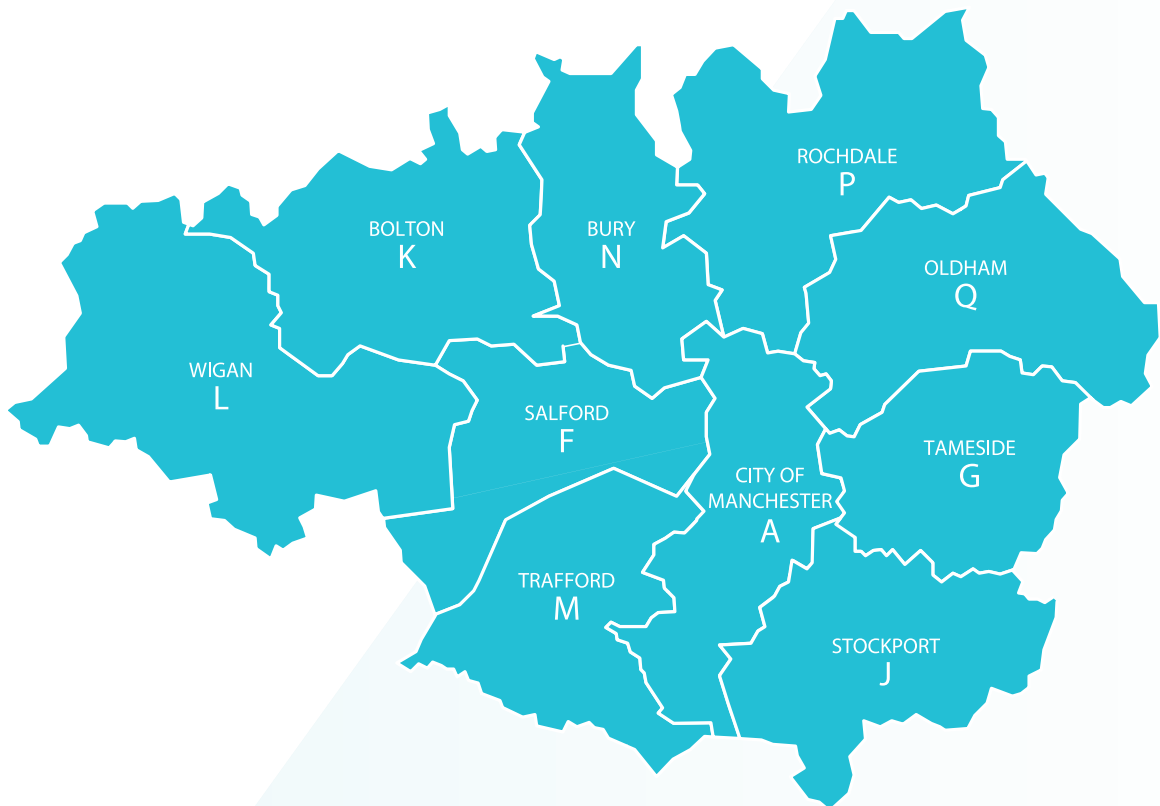
I would like to invite you to apply for the role of Chief Inspector at Greater Manchester Police.

A handwritten signature in blue ink, which appears to read 'Ian Hopkins', written over two horizontal lines.

IAN HOPKINS QPM MBA
CHIEF CONSTABLE

2 ABOUT GREATER MANCHESTER POLICE

Greater Manchester Police is the 4th largest police force in the United Kingdom. With Manchester city centre at its heart, the 500 square mile area of that makes up the Greater Manchester area spans ten local authority areas, across both urban and rural geographies.



The population is just under 3 million and is diverse in terms of its social, economic, cultural and religious make up, with 16% of the population belong to a minority ethnic group. Manchester itself has been billed as the most diverse city in Europe, with its population speaking at least 200 different languages and has also recently become known as Britain's "City of Languages".

There are 1.13 million households in Greater Manchester and the area has the largest travel-to-work area of any conurbation in the UK outside London, with seven million people living within one hours' drive of the city centre. At over 100,000, Greater Manchester has one of the largest student populations in Europe.

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ABOUT GREATER MANCHESTER POLICE CONTINUED

Manchester is the third most popular city for international visitors in the UK, after London and Edinburgh. The city's business, retail and leisure appeal combine to generate significant policing challenges. Annually, more than 20 million passengers use Manchester International Airport and the area attracts more than five million delegates to conferences and business events.

The area is also a popular destination for sports, leisure and recreation. Every year four million people watch football in Greater Manchester and there are over 1200 public events each year that draw on policing resources.

GMP deals with more priority incidents relative to population than any other force and GMP's police officers deal with more crimes per officer than the average of comparable metropolitan forces. There is growing complexity in investigations and safeguarding with more on-line crime and harassment. HMICFRS has recognised GMP's outstanding work in tackling organised crime, modern slavery and human trafficking. Following the election of the Mayor of Greater Manchester in May 2017, all Public Service Leaders across the conurbation have signed up to Greater Manchester's Public Service Reform Principles.

This sets out a new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services.

3 ANNUAL REPORT

GREATER MANCHESTER POLICE Annual Report 2016-17

PERFORMANCE & DEMAND

HOW WE HAVE ANSWERED YOUR CALLS, RESPONDED TO INCIDENTS AND SOLVED CRIMES

CRIMES	CALLS	RESPONSE
267,727 Crimes recorded	512,760 999 calls	7 Sec Average time to answer 999
31,487 Crimes solved	840,889 101 calls	90-Sec Average time to answer 101
	4,198 Hoax calls	87% Grade 1 attended in 15 mins
		60% Grade 2 attended in 15 mins
		84% Grade 3 attended in 15 mins

Confidence & satisfaction

● Not satisfied (20%) ● Satisfied (80%) ● Very satisfied (70%)

CRIME & OUTCOMES

HOW MANY CRIMES WERE RECORDED AND HOW THEY WERE RESOLVED

CRIME TYPE	NUMBER
ROBBERY	4,704
ANTISOCIAL BEHAVIOUR	122,557
VIOLENT CRIME	67,166
RAPE	2,212
HATE CRIME	5,865
CSE	999
CYBER CRIME	6,202
DRIVING OFFENCES	564
WANTEDS	2,125
DOMESTIC ABUSE	22,483
FRAUD	4,505
MURDERS	38
MISSED PEOPLE	33,354
BURGLARY	30,737
TOTAL CRIME	267,727

ARRESTS PER DAY	TOTAL ARRESTS
118	43,428

RESTORATIVE JUSTICE	TOTAL SENTENCES
6,963	4,634

CASH SEIZURES	CASH CONFISCATIONS
7.5 Million	14 Million

OFFICERS AND STAFF IN GREATER MANCHESTER POLICE, THE AREA THEY COVER AND HOW THEY DO IT

POLICING GREATER MANCHESTER

TRAVELLING	COVERING	USING
14 Million MILES	492 SQUARE MILES	1 Million GALLONS OF PETROL
TROTTING	EATING	WALKING
6,000 MILES	7,000 TONNES OF HAY	15,000 MILES
EATING	SPENDING	SERVING
659 BAGS OF DOG FOOD	500 Million TOTAL BUDGET	2.8 Million PEOPLE

MOBILE TECHNOLOGY

Our officers now have the technology to take the office on the beat, taking witness statements and creating logs from their handsets.

- 6,000 officers trained
- 20,000 digital witness statements
- 84,000 vehicles checks made
- 1,200 stop and search logs created

SOCIAL MEDIA

- Facebook likes: 386,000
- Facebook total reach: 184 Million
- YouTube views: 3.1 Million
- Instagram followers: 8,600
- Website visits: 6.1 Million
- Twitter followers: 935,860
- Twitter total reach: 2 Billion
- Picr views: 6.3 Million
- Pinterest followers: 19,000
- App downloads: 45,000

POLICING IN NUMBERS

PCs	6,244
PCSOs	600
SPECIALS	661
POLICE CADETS	119
SUPPORT STAFF	3,735
APPRENTICES	110
VOLUNTEERS	119
HORSES	22
DOGS	60
CATS	1

IN THE COMMUNITY

VISITORS TO THE CITY CENTRE MUSEUM, PERFORMANCES BY THE BAND AND COMMUNITY CONSULTATION

GMP MUSEUM	GMP BAND	CITIZEN'S CONTRACT
19,000 visitors to the Museum	84 performances	42 consultation events



4 TARGET OPERATING MODEL

The Force developed a Target Operating Model (TOM) in 2015 to identify the changes that need to be put in place to meet our current and future challenges. Society is constantly changing and it is essential that policing reflects those changes. The reasons we need to do things differently is our case for change:

- Achieving better outcomes for everyone in Greater Manchester in relation to health, employment and wellbeing as opportunities for local people remain below national levels.
- Responding to the changing nature of vulnerability and crime eg radicalisation, cyber-related crime, sex offending.
- Recognising that the single agency response is not working and that we need to work differently.
- Acknowledging the budgetary deficit, financial constraints and a shrinking workforce facing increasing pressures.

The TOM strategy has five key objectives:

- To achieve better outcomes through place based working.
- To prioritise activity according to threat, harm and risk.
- To build a binding relationship with the people of Greater Manchester (formerly Citizen Contract).
- To develop and support our workforce to change the way we work.
- To embrace opportunities from information and technology.

The work to deliver this is in three phases:

- | | |
|-------------|--|
| 2017 – 2018 | We will focus on reducing demand for our services, which will help us create capacity to change. |
| 2019 – 2020 | When we have more capacity, we will fully embrace root cause problem solving and deliver activities that improve our services. |
| 2021 + | When we are working in ways internally that will support it, we will look to fully integrate with our partners. |

5 THE FUTURE OF POLICING IN GREATER MANCHESTER

OUR PURPOSE

PROTECTING SOCIETY AND HELPING TO KEEP PEOPLE SAFE

STRATEGY

Achieve better outcomes through place based working

- Getting closer to our communities, developing shared solutions together using an asset based approach
- Working as one team with partners at a place level, sharing information and being collectively responsible for outcomes in that area 24/7
- Taking a problem solving approach to get to the root cause of issues in communities, improve lives and ultimately reduce demand

Prioritise activity according to threat, harm and risk

- Investing in proactive policing
- Risk profiling with partners to problem solve the most serious threats to our communities
- Having a clear structure and framework to drive what we do and the decisions we make
- Shared understanding with partners and communities of how we will attend and investigate incidents

Build a binding relationship with the people of Greater Manchester

- A binding relationship that defines what we do and what role the public can play in building strong, self-sustaining communities - policing alone will not tackle our biggest problems
- Keeping the public at the heart of what we do, listening and sharing to create a collective responsibility, reduce avoidable demand and allows GMP to maintain its emergency response

Develop and support our workforce to change the way we work

- Managing the performance of our people in a fair and consistent way
- Improving personal accountability for professional development and learning
- Continuing to invest in the wellbeing of our workforce
- Recruiting and retaining a workforce that reflects our communities

Embrace opportunities from information and technology

- Investing in information and technology as tools to enable a shift towards a digital organisation
- Exploiting new technologies such as predictive analytics, to provide us with better, more accurate data that we can share with partners to drive more informed problem solving
- Enabling the public and our people to access digital tools and support, helping us to improve service and reduce avoidable demand

CASE FOR CHANGE

Achieve better outcomes for everyone in GM

- On average, life chances for people in Greater Manchester remain below national levels
- We must improve outcomes across GM; health, employment, wellbeing

Changing nature of vulnerability and crime

- Changing nature of vulnerability and crime (e.g. radicalisation, cyber related)
- Increased risks posed to citizens and communities (e.g. sex offending, modern slavery, mental health)

Single Agency response is not working

- Recognition that a single agency reactive response does not reduce crime
- There is a clear need to work differently with partners and the community

Budgetary constraints

- Budget deficit, continued financial pressures and uncertainty
- Shrinking workforce and increasing pressures on front line staff

COMMITMENTS

Our Commitments guide everything we do. We must all demonstrate how we are achieving them; both individually and as part of the teams we work in.

- We work with others to solve problems in our communities
- We are accountable for our actions and decisions, we take responsibility and do the best for the public
- We demonstrate respect and fairness to the public and our colleagues
- We take pride in what we do and we are committed to building a better GMP for our communities

6 GREATER MANCHESTER PUBLIC SERVICE REFORM



GMP'S VISION FOR PUBLIC SERVICE REFORM

A commitment to view the public we serve as citizens, not customers, who also carry a responsibility to engage and take responsibility for local problems and where their own expertise and experience is used to influence the behaviour of others.

Place-based, integrated teams of public service professionals working to a shared performance regime and on the principle of effective demand reduction, problem solving and working with local people to help them solve local issues.

District level integrated teams of specialists to deal with more complex issues on the basis of local need and making full use of the different skills, expertise, powers and interventions.

A coordinating "hub" to draw together intelligence and information and carry out research to identify critical and high risk cases and to ensure that this is then tasked to the best suited professional or place-based team.

A commitment to view the total public service spend as a shared resource to be used for the public good rather than individual organisational priorities, leading to a radically different capability that meets the needs of modern society and ensures demand is effectively managed and reduced.



7 ORGANISATIONAL CHART



CC IAN HOPKINS

- Corporate Communications



DCC IAN PILLING

- Professional Standards
- External Relations and Performance



ACC ROB POTTS

- All Divisions
- Local Policing
- Neighbourhoods, Confidence & Equality
- Custody
- Criminal Justice
- iOPS



ACC MABS HUSSAIN

- Public Protection
- Serious Crime Investigation
- Forensic Services Branch
- Coronial Matters



T/ACC RUSS JACKSON

- Counter Terrorism
- NW CTU / National CT



ACO LYNNE POTTS

- Business Support
- Finance / VFM
- Information Services
- Legal Services
- OLWD
- HR
- Change
- ISTP



T/ACC WAS CHAUDHRY

- Specialist Operations
- Operational Communications
- Intelligence



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**ROLE
PURPOSE****Role Purpose:**

The overarching purpose of this role is twofold:

1. To protect society and help keep people safe.
2. To make GMP a better organisation, both in the way we treat each other and in the service we deliver to the public.

Which means ...

- Contributing to the development of functional plans and objectives
- Shaping and leading the development of departmental plans to deliver the functional objectives
- Providing management & leadership to the relevant department in order to achieve agreed objectives
- Continually reviewing & evaluating departmental performance and initiating system and process improvements to increase efficiency and effectiveness
- Creating a positive & inclusive high performing environment for all departmental personnel
- Ensuring well-being support mechanisms are effectively utilised

Key Relationships:

Members of the public/community, Internal and External partners, direct reports, peers.

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ROLE PURPOSE CONTINUED

ACCOUNTABLE FOR:

PUBLIC VALUE

- Developing departmental objectives, in line with the Force & Functional strategic objectives
- Identifying opportunities for partnership working by actively engaging with partners, communities and stakeholders
- Agreeing clear aims and outcomes with partners, integrating our work with that of other service providers
- Leading local partnership groups on behalf of GMP when appropriate
- Managing customer, service user or community complaints

PEOPLE

- Ensuring departmental wide clarity and communication of objectives and expectations, taking personal responsibility for dealing with people issues in the team
- Engaging, Inspiring & motivating departmental personnel to meet objectives and expectations
- Creating the environment for departmental personnel to feel trusted and empowered to take decisions
- Ensuring the maintenance of competence of departmental personnel
- Implementing reward and recognition mechanisms, acknowledging the achievements of teams & individuals
- Identifying, nurturing and developing talent within the department to build capacity and capability
- Developing and promoting a high performing culture
- Reinforcing and demonstrating professional standards and behaviours
- Challenging & managing inappropriate or unprofessional conduct efficiently and effectively.

PRIMARY EXPECTATIONS:

Collaboration
Emotional Awareness

Delivering, Supporting
& Inspiring

Emotional Awareness

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ROLE PURPOSE CONTINUED

ACCOUNTABLE FOR:

PERFORMANCE

- Interpreting strategic plans and creating delivery plans for the department to deliver performance in line with Force strategy and objectives
- Diagnosing and resolving performance issues to ensure effective delivery of plans
- Deploying resources & delegating responsibility effectively & appropriately, agreeing clear deliverables and expected outcomes
- Resolving resourcing issues
- Holding people to account for results
- Addressing underperformance efficiently and effectively
- Establishing and implementing processes/systems to monitor performance & delivery of departmental plans

SERVICE DELIVERY

- Identifying, planning and ensuring the effective implementation of changes needed to meet functional objectives or improvements to service delivery
- Ensuring Team Members are clear about changes and their role in implementation
- Maintaining and reinforcing adherence to internal systems, policies, procedures & legislation, exercising discretion as appropriate and in line with the NDM
- Ensuring the need to meet performance requirements does not undermine the provision of a quality service
- Taking command of incidents at local level (as required) at Silver/Bronze command level

PRIMARY EXPECTATIONS:

Taking Ownership

Delivering, Supporting & Inspiring

Emotional Awareness

Taking Ownership

Innovation & Open Mindedness

Emotional Awareness

Critical Analysis

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TIMETABLE AND HOW TO APPLY

Assessment Centre Structure

The assessment centre will test the competencies at level 2 and the values in the Competency and Values Framework for policing, through the below activities.

The assessment centre will last for approximately four hours and will comprise of the following elements:

1. Partnership working scenario
2. Operational briefing scenario
3. Multiple Mini Interviews (MMI's)

Selection Timetable

The selection procedure is designed to measure the extent to which each candidate meets the requirements of the values and competencies for the post. The process will be as follows:

1. **Closing date for applications 2359hrs Monday 27th May 2019**

(We do not plan to use the application form to sift however GMP reserves the right to add a shortlisting stage to the process if there are sufficiently large numbers of applications).

2. **Assessment Centre 17th June – 5th July 2019**

Feedback

You will receive a feedback report from the Assessment Centre. Please note that, owing to the nature of an Assessment Centre, it will not be possible to provide personal, face-to-face feedback after the results are published.

How to Apply

Application packs can be obtained by contacting by emailing **promotions@gmp.pnn.police.uk**

Completed packs must be returned via email to **promotions@gmp.pnn.police.uk**

Applications will not be accepted after the closing date.

Additional Documents Provided

Process Guidance and Competency and Values Framework for Policing.

