

SUPERINTENDENT

CANDIDATE INFORMATION PACK
OCTOBER 2020

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 your interest in the Superintendent opportunities at Greater Manchester Police.

You will be joining Greater Manchester Police at a time of unprecedented change and a Chief Officer team who are committed to delivering a consistent high quality of service to the people of Greater Manchester.

Leading change through developing effective relationships and partnerships will be a fundamental part of the role, alongside a commitment to delivering a high level of performance and public satisfaction.

Greater Manchester Police serves a very diverse community which brings with it both challenges and great rewards. We face significant financial and operational challenges and it is imperative we continue to maintain our legitimacy with the public. We are uniquely placed in Greater Manchester to design radical solutions to overcome these because of the devolution agreement. You will be expected to play a key role in public sector reform and developing integrated ways of working across our city-region, in support of the Police and Crime Plan "Standing Together", published by the Mayor of Greater Manchester in March 2018.

I look forward to receiving your applications for the role of Superintendent at Greater Manchester Police.

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

IAN HOPKINS QPM MBA
CHIEF CONSTABLE

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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.

2 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 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. |

4 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

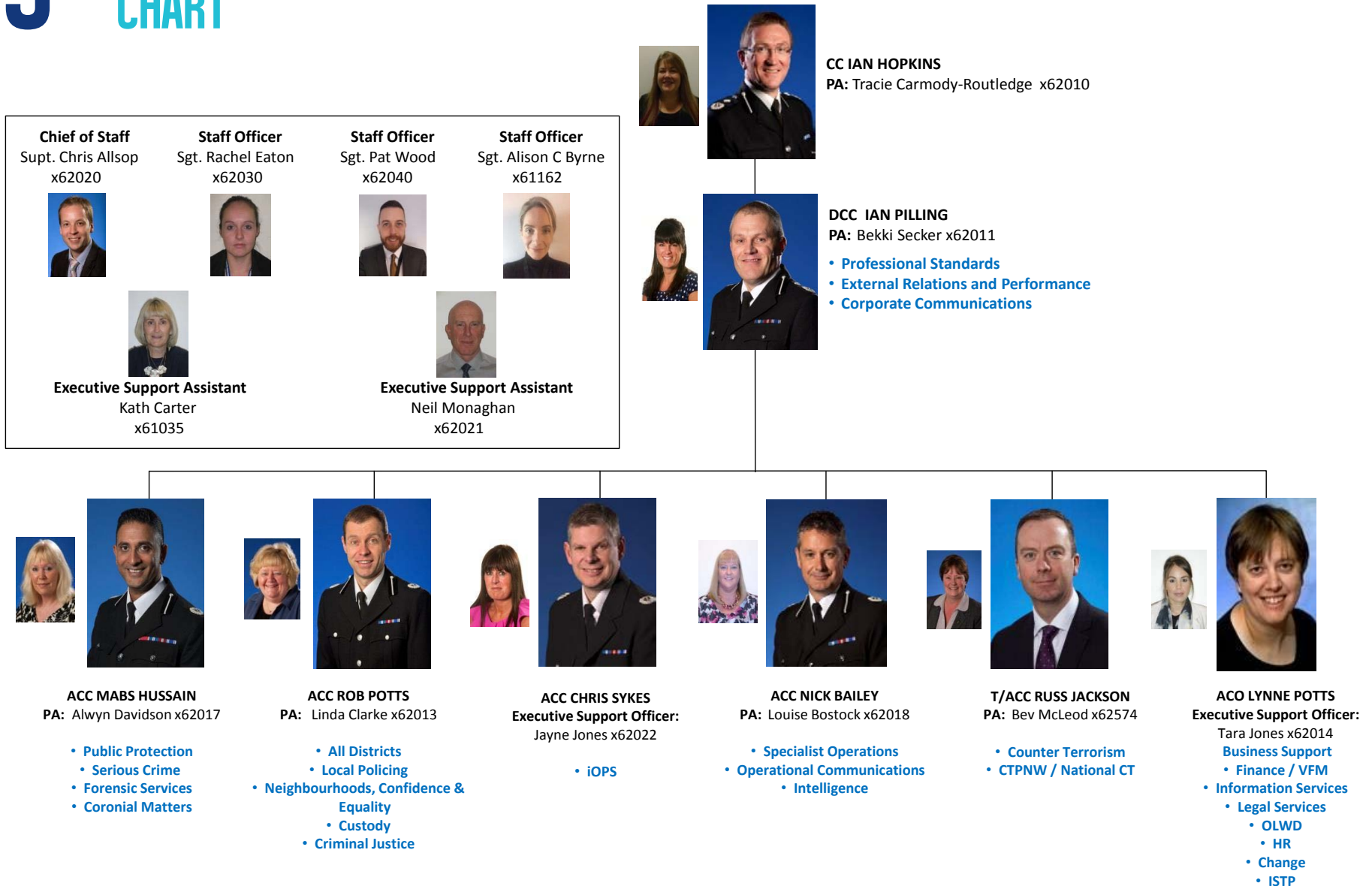
- Budget deficit, continued financial pressures and uncertainty
- Shrinking workforce and increasing pressures on front line staff

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

5 ORGANISATIONAL CHART



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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 overall vision and direction of the Force in conjunction with Chief Officers/Executive Directors
- Shaping and leading the development of strategic functional plans to deliver the strategic objectives
- Providing strategic leadership in order to achieve the Force vision & direction.
- Continually improving functional performance by seeking innovative solutions to achieving efficiency and effectiveness
- Creating a positive & inclusive, high performing environment for all functional personnel
- Ensuring your functional area discharges it's statutory responsibilities efficiently and effectively
- Embedding the support mechanisms to support a healthy workforce
- Managing executive partner relationships
- Leading talent management and succession processes

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

- Contributing to and advising Chief Officers on the development of a compelling vision, direction and strategic objectives for the Force
- Developing functional strategic objectives, in line with the Force vision & strategic objectives
- Engaging with the community and leading appropriate strategic partnerships to ensure effective public services and value for money
- Negotiating effectively with local and national bodies as appropriate
- Leading multi-agency teams when appropriate and necessary
- Ensuring effective governance structures and mechanisms are in place

People

- Ensuring function wide clarity and communication of strategic objectives and expectations, taking personal responsibility for dealing with people issues in the team
- Engaging, Inspiring & motivating functional personnel to meet strategic objectives & expectations
- Creating the environment for functional personnel to feel trusted and empowered to take decisions
- Ensuring the maintenance of competence of functional personnel
- Contributing to the development and implementation of reward and recognition mechanisms
- Identifying, nurturing and developing talent within the function 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 and Inspiring

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ROLE PURPOSE CONTINUED

ACCOUNTABLE FOR:

PRIMARY EXPECTATIONS

Public Value

- Creating clear strategic plans for the function to deliver performance in line with Force strategy and objectives.
- Ensuring barriers and challenges to performance are overcome by removing or managing blockages
- Ensuring effective structures and resources are in place to deliver strategic plans, delegating responsibility and authority effectively and appropriately
- Monitoring progress and holding people to account for results
- Addressing underperformance efficiently and effectively

Taking Ownership

Developing, Supporting & Inspiring

Emotional Awareness

Service Delivery

- Initiating & implementing structural and cultural change to meet long term, functional strategic objectives
- Identifying, planning and ensuring the effective implementation of changes needed to meet strategic objectives
- Adapting and applying national and Force policies to meet new and changing circumstances
- Maintaining and reinforcing adherence to internal systems, policies, procedures & legislation, exercising discretion as appropriate and in line with the NDM
- Identifying opportunities and threats to functional service delivery, ensuring response plans are developed
- Ensuring effective emergency and business continuity plans are in place for the function
- Taking command of critical and/or ambiguous incidents at a local level (as required) at Gold / Silver / Bronze command level

Critical Analysis

Innovation & Open Mindedness

Taking Ownership

Emotional Awareness

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ROLE PURPOSE CONTINUED

PERSONAL QUALITIES:

The Behaviour and Expectations Framework, aims to support GMP officers and staff, now and into the future. It should be used in conjunction with your role profile in order to provide clarity on how to deliver your accountabilities.

There are 4 core values which should underpin everything we do. These incorporate the nine principles of the Code of Ethics and describe the behaviours we expect to see and those we don't. These behaviours are core to everyone and should underpin our approach to all activity.

The expectations are divided into 6 areas which reflect the National Competency and Values Framework and which clearly describe the activities you should be undertaking to fulfil your role. In other words, they describe what good looks like. The expectations are divided into 3 levels with levels 2 & 3 having a number of differentiating expectations dependent upon your role within GMP.



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TIMETABLE AND HOW TO APPLY

Assessment Centre Structure

The assessment centre will test the competencies at level 3 and the values in the Competency and Values Framework for policing, through the below activities.

The assessment centre will take place over two days, not necessarily consecutive, and will comprise the following elements:

1. Operational Briefing Exercise
2. Operational Partnership Exercise
3. Media Exercise
4. Board Interview
5. Presentation to the board

Exercises 1, 2 and 3 will take place on one day and exercises 4 and 5 on another day.

Some candidates may complete 4 & 5 on their first day and some may complete 1, 2 & 3 on their first day, with the remaining exercises taking place on their second day.

Selection Timetable

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

1. **Closing date for applications 1200hrs 28th September 2020**
(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 12th - 23rd October 2020**

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 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, Values Framework for Policing and add Target Operating Model.

