



Inspecting policing  
in the public interest

## Responding to austerity

Greater Manchester Police

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# How well does the force provide value for money?

## Overall judgment

Greater Manchester Police has made excellent progress in challenging financial circumstances and has innovative plans to manage future austerity with public sector partners.

**Good**

## Summary

Greater Manchester is on track to meet its financial challenge of the spending review period and also for the year beyond, 2015/16. Importantly, the force is also looking beyond this period and is planning now for further funding reductions and financial pressures in the future.

Overall, the force understands the issues facing it, has an understanding of demand, and has a well-managed change programme in place. The plans for public sector reform are well developed, innovative and ambitious.

Greater Manchester is achieving the required savings today and has plans in place for achieving the savings for the future.

**To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?**

**Outstanding**

Greater Manchester Police plans to achieve the £13.6m savings required in 2014/15 and is expected to meet the £56.4m required savings in 2015/16, with some limited utilisation of reserves. The force already has a strong track record of achieving the savings it has planned to make.

Plans for the future are well-developed and include a range of options for both the police service and public sector reforms. This work is innovative and ambitious; it has the potential to provide more effective services across the public sector while achieving cost savings.

**To what extent has the force an affordable way of providing policing?**

**Good**

The force has well-developed plans for public sector reform with local agencies. Pilots are in progress and there are plans to explore how funding can be shared/spent differently.

The force has well-developed plans for collaboration on back office functions with both local public sector and private sector partners.

The process and control of organisational change is evidence-based and it asks other organisations to validate the force's approach.

The force has involved the workforce within the change programme and has a continual cycle for cultural change.

Non-pay costs will be targeted for the next two years.

**To what extent is the force efficient?**

**Good**

The force understands its demands and uses this information to make decisions on how resources are, or will be, allocated.

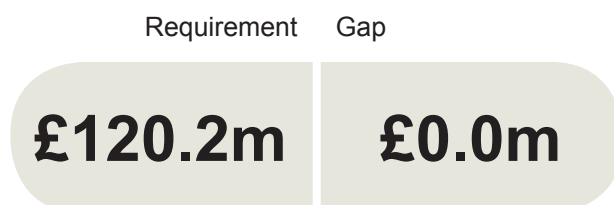
The force has identified that technology needs to improve and has put comprehensive plans in place to develop this involving a private sector partner.

Over the spending review period the force has reduced crime at a higher rate than the figure for England and Wales. However, over the 12 months to March 2014 crime has increased and overall crime levels are higher than other forces. Victim satisfaction is lower than the figure for England and Wales.

# The force in numbers

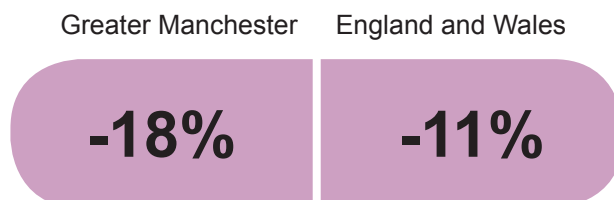
## Financial position

The force's savings requirement

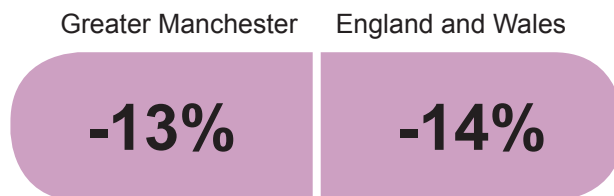


## Providing policing

Planned change in police officer numbers 2010/11 – 2014/15



Planned change in total workforce numbers 2010/11 – 2014/15



Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)



Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)





## Efficiency

Police officer cost per head of population  
2013/14

Greater Manchester

England and Wales

**£131.8**

**£117.7**

Workforce cost per head of population  
2013/14

Greater Manchester

England and Wales

**£180.0**

**£168.1**

Change in recorded crime  
2010/11 – 2013/14

Greater Manchester

England and Wales

**-19%**

**-14%**

Victim satisfaction 2013/14\*

Greater Manchester

England and Wales

**84.1%**

**85.2%**

\*Confidence intervals:  $\pm 0.8\%$  for Greater Manchester;  $\pm 0.2\%$  for England and Wales.

# Introduction

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the force is achieve value for money. To answer this question we looked at three areas:

- To what extent is the force taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This provides the findings for Greater Manchester Police.



# To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

## Financial challenge

Greater Manchester Police has identified that it needs to save £120.2m over the four years of the spending review (i.e., between March 2011 and March 2015).

As a proportion of its overall budget, this savings requirement of 16 percent is lower than the figure for England and Wales.

## The scale of the challenge

HMIC considers that Greater Manchester Police faces a particularly difficult challenge. This is because of the need to continue to provide high-quality and frequently complex levels of policing across the communities of Greater Manchester. We do not underestimate this challenge, however, there maybe some opportunities to reduce its costs and make efficiencies as:

- it spends more on its workforce per head of population than most other forces in England and Wales;
- it has a higher number of police officers per head of population than most other forces; and
- the cost of police officers per head of population is higher than most other forces.

## Savings plans for 2014/15 and 2015/16

The force has a strong record of making savings and has over a number of years achieved greater savings than planned.

The force needs to find £13.6m savings in 2014/15 and has detailed plans to achieve savings of £11.5m and with a small use of reserves will close the gap. In 2015/16 the force needs to find £56.4m of savings and it has clear plans to achieve £50.6m and with the use of reserves will close the remaining gap.

The force has strong financial management which is clearly integrated with operational policing, human resources, the change programme and with the office of the PCC. This force's approach focuses on balancing the budget while developing plans to achieve future savings.

## Outlook for 2016 and beyond

While future reductions to central funding beyond 2016 have not been confirmed at this time, should the current approach continue, forces are likely to experience reductions of between three and five percent to their central funding year on year.

The force's plans for 2016/17 and beyond are well developed and focus on working with partners to reduce demands for policing and also for public services as a whole, as part of its public sector reform. The approach is ambitious and innovative in attempting to use money differently across local agencies to remove the blockages that currently prevent them from working efficiently, and improving how vulnerable people are supported. A number of pilots are in progress to make sure that new ways of working are tested thoroughly before large-scale change is progressed.

The force has made predictions about future savings through to 2017/18, based on cautious assumptions about grant reductions, cost and council tax (precept) increases. As the actual position becomes known, these may result in fewer savings being required.

To make sure that changes are sustainable, the force has effective governance arrangements in place. It has a group which is responsible for checking that any new solutions help how the force will need to develop in the future. If required, this group would also stop projects that do not support the future or reschedule them for a more appropriate time. This approach provides the opportunity for decisions to be taken, irrespective of leaders within the current post. Sustainable change is therefore a focus and a major strength.

### Summary



**Outstanding**

- Greater Manchester Police plans to achieve most of the £13.6m savings required in 2014/15 and most of the £56.4m required in 2015/16 some use of reserves.
- The force has a strong track record of achieving the savings it has planned to make.
- Plans for the future are well developed and include a range of options for both the police service and public sector reform.
- Force leaders are making sure Greater Manchester Police will continue to improve.

# To what extent has the force an affordable way of providing policing?

HMIC looks at how the force is structured to provide policing. We ask if this is affordable as the force responds to their financial challenge. We look at what the force is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

## How the force provides policing

The force has confirmed how services will be provided across Greater Manchester in the future. This involves strong local teams, which are integrated with other public sector and/or voluntary organisations that work at the centre of communities. These teams are to be supported by specialist skills, which are managed as one team that covers the whole area and integrate with other specialist teams across public sector agencies. Back office or support functions are to be provided centrally and/or shared with other public sector agencies. This vision has been in place since before the spending review and is still the focus for the future.

The recent changes that have supported this approach consist of a reduction from 54 neighbourhoods to 28 being supported by a centralised force hub of specialist resources and back office functions, such as human resources and finance.

## Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and it helps to achieve savings.

The force has demonstrated that it actively seeks out and progresses opportunities to collaborate. This is considered a necessity in supporting how the force operates now and in the future.

The work to develop public sector reform is managed through the Association of Greater Manchester Authorities. This is a senior group of police and public sector leaders that is developing new ways of working, such as helping people/families with complex needs, and exploring how budgets from across agencies can be shared or spent in a more cost-effective way.

The public sector reform research being conducted this year seeks to build the business case, complementing a series of pilots that are in place, and these will be used to start the negotiation of pooled budgets. The plan is to provide a clear evidence base to increase confidence among senior leaders that benefits are achievable and that money will be saved.

The planned large-scale public sector reform includes integrated community services at

neighbourhood levels. These are being piloted in a range of areas and include examples such as 24-hour access to mental health professionals in Oldham, support officers dealing with people with mental health concerns, and psychiatric staff training police teams in Stockport.

The force is planning to collaborate with a private sector partner that will share the risks associated with IT as well as providing an IT service. At the time of inspection, the contract was in the process of being confirmed. It includes the development of technology to help implement the way in which the force will provide policing, such as the replacement of core operating systems and a new data centre that is scalable to meet the requirements for public sector reform. The force is also planning to collaborate with a local authority on human resources and finance services.

The force plans to spend 1 percent of its net revenue expenditure on collaboration, which is below the 11 percent figure for England and Wales. Collaboration is expected to contribute 2 percent to the force's savings requirement, which is lower than the 10 percent figure for England and Wales.

## Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation that can help maintain or improve the service they offer to the public, and to prepare for future funding reductions.

The force's overarching framework for developing its services and responding to the funding challenge. The principal programmes are:

- transforming policing services including local policing, specialist/protective services and justice; and
- transforming support services including information systems, estates and other business support functions.

Each programme contains change processes such as planning, managing risks, and measuring benefits and costs. The decision-making structure and methods are mature, providing a strong basis for changing the organisation. There are three overarching groups at chief officer level that are responsible for organisational design, implementing change and investment. Each project has a process that links project-management methods to a review.

In developing change the force uses 'whole systems thinking' which involves staff and the public being engaged to identify what is important to them and how services can be improved. This then allows the force to look at how services can be provided

more effectively across the force rather than looking at what each individual part of the organisation or function contributes towards a particular service.

The force actively seeks external reviews of projects and change, which has included using a consultancy firm to assess the long-term value of local community operations rooms, and also the College of Policing assessing how the force has identified demand.

It was demonstrated that projects were well managed, had clear benefits and regular progress reports.

The force identified that the main elements of its change programme during the current spending review are:

- the use of priority-based budgeting (to better align resources to service provision);
- changes to the way business support functions are provided;
- changes to the way functions which support operational policing are provided;
- changes to the way local policing is provided; and
- better alignment of resources to demand.

The force identifies that the main elements of its change programme as it responds to future financial pressures will include:

- further changes to the way local policing is provided;
- changes to the way specialist policing functions are provided;
- further changes to the way functions which support operational policing are provided;
- further changes to the way business support functions are provided; and
- collaboration with the public sector.

## How is the force supporting its workforce to manage change and effective service provision?

The force has recognised that to reduce costs and improve services for the public, officers and staff will need to learn how to work in different ways. As a result, there is an ongoing programme of support and communication to involve and develop the workforce. One of the main strengths of the change programme is that it is dependent on involving frontline staff throughout the change process. This includes:

- designing new ways of working through ‘embrace and engage’ meetings;
- experimenting in new ways of working through pilots; and
- staff surveys that include comments and feedback into formal reports as part of the main findings.

There is active use of business change managers who have responsibility for realising benefits and also confirming that the people involved are ready to make the changes. To support the further management of change, there is a range of communication activities such as chief officer roadshows with staff and the public, bulletins, blogs and joint consultation forums with unions. As a result, there were good relationships in place with staff associations and evidence of staff and officers understanding the financial challenge and the rationale for changes.

Training has been a major focus for supporting change, and the force continues to provide customer service training. It is also using more objective ways of assessment, such as videoing scenarios and role-play.

Health and wellbeing is also recognised as a critical factor in implementing change, which was demonstrated through two health and wellbeing surveys that have been conducted, as well as surveys that form part of post-implementation reviews looking into morale. This was demonstrated in the policing model review that identified three drivers to performance on the front line. As a result, recommendations were agreed to clarify priorities as to what was most important, in order to drive the right message of performance to all staff. Staff recognised the change in occupational health provision through a private sector partner and commented on how face-to-face support had improved.

## How is the force achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we also expect forces to bear down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use, and the contracts they enter for services (e.g., for cleaning). Greater Manchester plans to make 21 percent of its savings from non-pay, which is lower than the value for England and Wales.

So far, the force has achieved the bulk of the required savings through reducing pay costs and has developed plans to target non-pay costs for the next three years as a way of saving as many jobs as possible. Non-pay savings so far have been achieved as teams have been reviewed, mainly as a result of reducing the cost of contracts.

The force's estates strategy is targeted and focused, and evidenced through an estates options evaluation, which provided a score for each building with recommendations to keep, dispose or share. The score was made up by reviewing each building for factors such as cost, how it helped hindered policing, options to share with other organisations, how staff and the community would be effected if a change took place.

This provided a strong basis for decision making on the future estate. In terms of implementing the estates strategy, there is a clear plan in place that sets out the major actions for each site with identified milestones, the decision-making structure and main responsibilities. Two external business consultancies have been identified as partners in implementing the strategy.

The force's approach to assessing non-pay costs is also demonstrated by its linking of the estates strategy to technology and change programmes. Issues were identified such as running costs, how staff would need to work differently within the work environment and staff wellbeing. This demonstrated that consideration of non-pay costs was integrated with the development of policing as a whole and is a main strength.

As with other forces, savings mostly come from reducing the workforce. Greater Manchester plans to make 79 percent of its spending review savings requirement from its pay budget. This is a higher proportion than that for England and Wales.

The following table shows the force’s planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.

Please note, these figures are rounded.

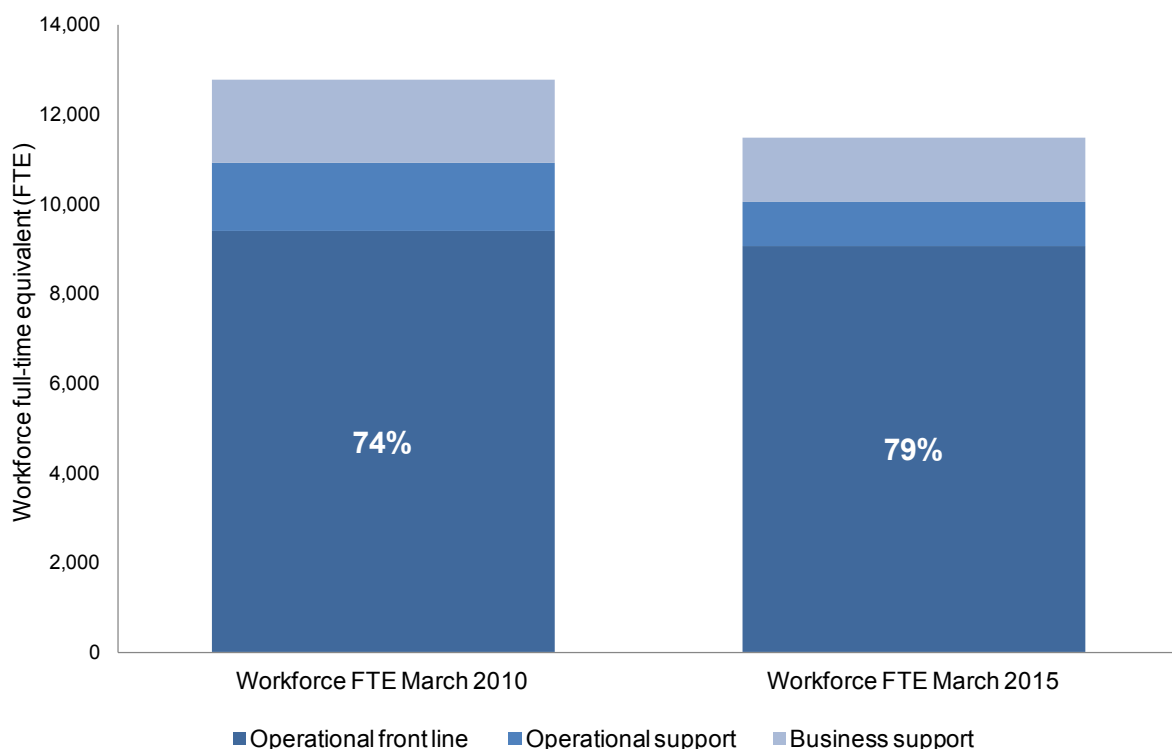
	<b>31 March 2010 (baseline)</b>	<b>31 March 2015</b>	<b>Change</b>	<b>Force change %</b>	<b>Change for England and Wales %</b>
Police officers	8,148	6,711	-1,437	-18%	-11%
Police staff	4,199	3,951	-248	-6%	-17%
PCSOs	842	826	-16	-2%	-22%
Total	13,189	11,488	-1,701	-13%	-14%
Specials	400	900	500	125%	44%

It is important that as forces reconfigure their structures and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.



The following chart shows the change in the workforce frontline profile in Greater Manchester Police.



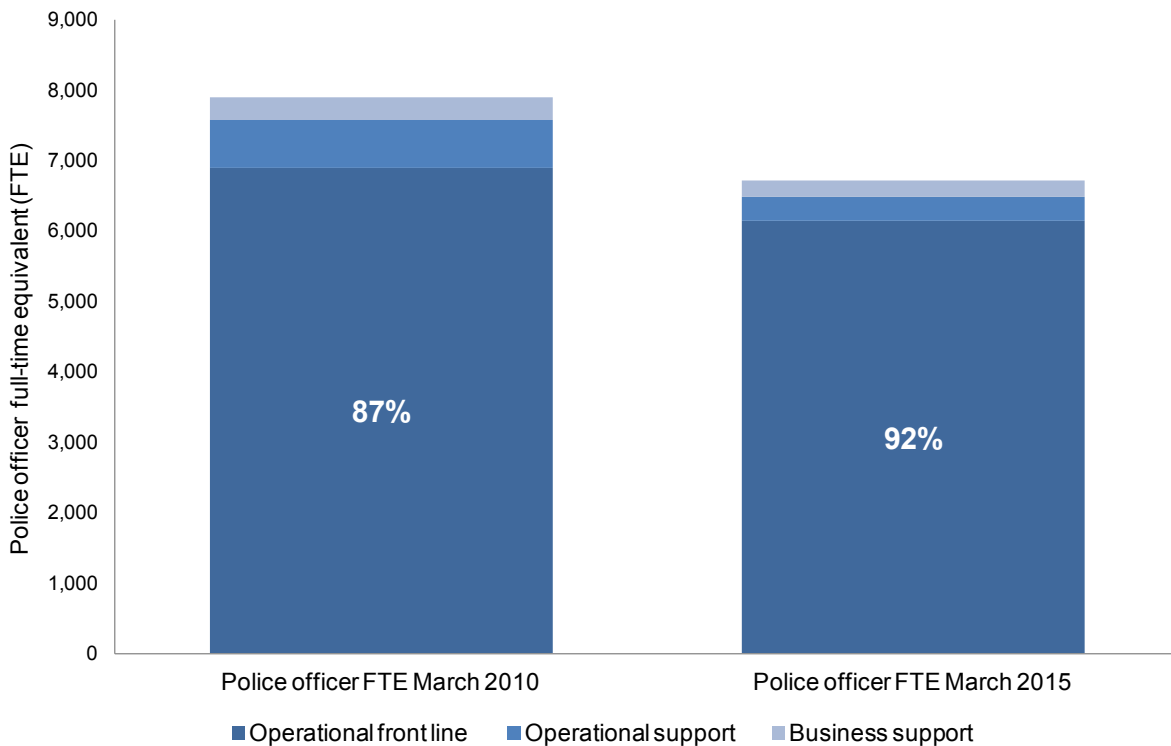
**Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.**

The number of officers, PCSOs and staff working on Greater Manchester’s front line is projected to decrease by 327 between March 2010 and March 2015 (from 9,397 to 9,070).

Over the same period, the proportion of Greater Manchester’s total workforce allocated to frontline roles is projected to increase from 74 percent to 79 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The second chart shows the number of Greater Manchester’s police officers in frontline roles, which is planned to reduce from 6,890 in March 2010 to 6,145 by March 2015. The proportion of those remaining on the front line is projected to increase from 87 percent to 92 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent and shows Greater Manchester is successfully protecting frontline crime-fighting roles as it makes these cuts.

The following chart shows the change in police officers' frontline profile.



**Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.**

## Summary



Good

- The force has well-developed plans to achieve public sector reform with local agencies. Pilot schemes are in progress and there are plans to explore how funding can be shared or spent differently.
- The force has well-developed plans to collaborate on back office functions with both local public sector and private sector partners.
- The process and control of organisational change is evidence-based and actively seeks external assurance.
- The force has involved the workforce within the change programme and has a continual cycle for cultural change.
- Non-pay costs will be targeted for the next two years.

## To what extent is the force efficient?

HMIC looks at how the force understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

### How well does the force understand and manage demand?

Greater Manchester manages 1.5 million calls for service each year and has conducted in-depth research to fully understand current and future demand. This has informed a range of decisions as to how services need to be developed. It includes factors such as the use of officer time for dealing with incidents and crimes, organised crime, families with complex dependencies, demands made to and from partner agencies, evaluation of PCSOs, and understanding the outcomes that are important to victims to help to change business processes.

An IT solution has been developed that shows how resources match demand, including where there is surplus and shortage. The solution also includes the ability to simulate changes to identify what might happen, for example, if officer numbers are reduced, and/or there is an increase in crime. The results are then tested with officers through surveys and further research to identify root causes of problems (e.g., understanding the triggers to demand created from mental health concerns). This approach means that new ideas and solutions can be appropriately challenged before being agreed or implemented. As projects finalise solutions, the overall picture of how the force operates is updated and a formal review of demand is conducted on an annual basis. From this research, the force has identified opportunities to reduce, remove or manage demand more effectively, which is a mature approach and a major strength.

In terms of managing demand, a force hub has been created as part of the new policing model to identify and manage key issues each day. The force identifies how it will respond to demand by considering levels of harm, opportunity and threat, which in turn identifies the urgency and type of response required. Feedback provided through the inspection identified that this system was widely used. The hub brings together intelligence, communications and the management of resources to provide consistency and resilience across the force area.

## How efficiently does the force allocate its resources?

The future way in which the force will provide policing is to set up strong, integrated local teams supported by specialists that work across Greater Manchester. This model has been the focus prior to the spending review, it is regularly reviewed by the strategic design authority group, and it will continue to be the future focus for the force.

A step-by-step review approach has been put in place, which advocates that leaders, managers and workers get first-hand knowledge of their system within the whole organisation, using research and evidence to understand where there is waste. This approach has enabled the force to identify the minimum number of officers and/or staff that are required for each team, and it has also provided clarity about the purpose and priority of each of the posts reviewed. In turn, this has resulted in changes being made to both operational and back office functions that are targeted, have a clear rationale and provide a response to demand. Examples of these include:

- A restructuring of neighbourhood policing to form 28 integrated neighbourhood policing teams.
- Centralising specialist teams, such as financial investigations, to maximise their skills across all of the force area and to respond to the harm, opportunity, and threat model.
- A pilot in Wythenshawe to test out a local community operations room that takes non-urgent calls and enables a local response to be provided. The outcome of the pilot identified that 23 percent of incidents previously passed to neighbourhood officers were dealt with over the phone. As a result, a full force-wide roll out is being considered. In some areas (Bury and Thameside) local resolution teams are already in place.
- Predictive analysis, which considers where crime has taken place historically, combined with local operational knowledge, to target problem areas three days in advance of crime potentially taking place. This pinpoints locations for preventative work such as pub watch schemes.

The allocation of resources is regularly reviewed to ensure that the time required for involvement and prevention is available. The post-implementation review of the policing model identified that further work was required in some areas of the force, and provided further recommendations on how alternative involvement methods can be developed. Inspectors use a 'know your neighbourhood' report to assist them in prioritising activities locally.

One area of improvement that has been recognised is the effectiveness of technology and the impact that this has had on bureaucracy and officer time. The force has recognised this and responded through the procurement of an IT partner.

## How does the force respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the force's decision.

The performance framework at Greater Manchester has been changed, providing the ability for officers to focus on victim needs rather than just performance targets. Trends in performance, such as crime types, are used to problem-solve and research the root causes of how these can be improved, or in some cases increased. This is supported by chief officers and the police and crime commissioner. To support officers in understanding the change in how performance is managed there have recently been awards for good performance.

### Calls for service

HMIC examined whether Greater Manchester was taking longer to respond to calls for help as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, Greater Manchester had maintained the same target response times of 15 minutes for calls classed as 'emergency' (also known as Grade 1). Over the same period, calls classed as a 'priority' (also known as Grade 2) had a target response time of within 60 minutes.

The following table compares the force's performance in 2010/11 to 2013/14.

<b>Calls for service</b>	<b>2010/11</b>	<b>2013/14</b>
Percentage of urban emergency calls on target	97.5	95.3
Percentage of priority calls on target	77.0	78.6

Over the spending review the number of emergency calls responded to within target has shown a slight decline and for priority calls an increase.

## Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force. HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police in the Greater Manchester area.

In 2014, Greater Manchester force allocated 53 percent of its police officers to visible roles. This is 1.5 percentage points higher than the number allocated in 2010, and lower than the figure for most other forces (which was 56 percent across England and Wales for 2014).

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Greater Manchester force allocated 58 percent of these staff to visible roles. This is 1.7 percentage points higher than it allocated in 2010 and lower than the 60 percent figure for England and Wales in 2014.

HMIC conducted a survey<sup>1</sup> of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in Greater Manchester, 11 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

Furthermore, 74 percent of respondents in Greater Manchester said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 9 percent said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

<sup>1</sup> Sample sizes for each force were chosen to produce a confidence interval of no more than  $\pm 6$  percent and for England and Wales, no more than  $\pm 1$  percent. Forces' differences to the England and Wales value may not be statistically significant.

## Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), Greater Manchester reduced recorded crime (excluding fraud) by 19 percent, compared with a 14 percent reduction in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim such as an individual, a group, or an organisation) reduced by 17 percent, compared with a 14 percent reduction in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) rose by 1 percent compared to a 1 percent reduction across England and Wales.

By looking at how many crimes occur per head of population, we get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in Greater Manchester (per head of population) compared with the rest of England and Wales.

12 months to March 2014	Rate per 1,000 population	England and Wales rate per 1,000 population
Crimes (excluding fraud)	67.3	61.1
Victim-based crime	60.7	54.3
Sexual offences	1.2	1.1
Burglary	10.9	7.8
Violence against the person	10.9	11.1
ASB incidents	52.5	37.2

It is important that crimes are effectively investigated and that the perpetrator is identified and brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. Greater Manchester's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 24 percent. This is below the England and Wales detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the Greater Manchester force area. For information on the frequency of other kinds of crimes in your area, go to [www.hmic.gov.uk/crime-and-policing-comparator](http://www.hmic.gov.uk/crime-and-policing-comparator).



## Victim satisfaction surveys

An important measure of the impact of changes to service provision for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2014, 84.1 percent ( $\pm 0.8$  percent) of victims were satisfied with the overall service provided by Greater Manchester. This is lower than the England and Wales figure of 85.2 percent ( $\pm 0.2$  percent).

## Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services. The focus for Greater Manchester Police is to integrate services for local communities with local agencies. Therefore, access to services through shared access points has been developed, and will continue to be developed, in this way through partner agencies.

Like other forces, Greater Manchester Police is making use of the internet and social media to communicate and it is developing different ways for the public to contact the police. A transforming divisional policing programme aims to increase public use of these services.

## Summary



**Good**

- The force has an understanding of its demands, which is used to inform a range of decisions on how resources are/will be allocated.
- New ways of working are actively tested through pilot schemes and are independently reviewed.
- The force has invested in understanding systems both internally and across other public sector agencies to make sure that options for change are well informed and have a clear evidence base.
- The force has identified that technology needs to improve and has put comprehensive plans in place to develop this further by involving a private sector partner.
- The force has reduced crime over the spending review period, achieving a higher reduction than the figure for England and Wales. However, over the 12 months to March 2014, crime has increased and overall crime levels are higher than other forces. Victim satisfaction is lower than the figure for England and Wales.

## Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the force is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the force's provision of value for money is inadequate because it is considerably lower than is expected.