

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 22nd September 2025

Subject: Greater Manchester Police: Plan on a Page Portfolio Progress Update

Report of: Chief Resources Officer (CRO) Lee Rawlinson

Purpose of Report

The purpose of this report is to provide an annual update on the key achievements of the 2024/25 Plan on a Page (PoaP) Improvement Portfolio, alongside any key mid-point progress updates against the 2025/26 PoaP Delivery Plan and associated programmes and projects.

Recommendations:

The Panel is requested to note the report.

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Equalities Impact, Carbon and Sustainability Assessment:

None in the context of this report.

Risk Management

None in the context of this report.

Legal Considerations

None in the context of this report.

Financial Consequences – Revenue

None in the context of this report.

Financial Consequences – Capital

None in the context of this report.

Number of attachments to the report:

None.

1. Introduction & Background

Building on the successes over the last couple of years, this year has yet again marked significant milestones in Greater Manchester Police's (GMP) improvement journey and ambitious change agenda, helping to shape the future of UK policing.

The Force continues to deliver the basics brilliantly: preventing and reducing crime, keeping people safe and delivering better outcomes for victims of crime. This year has also seen the introduction of a strong focus on delivering value for money (VfM) across all parts of the Force, through improved performance, reduced demand, increased efficiency, improved productivity, risk reduction and income generation.

This annual progress update provides further information relating to this year's progress against each of the PoaP programmes, highlighting key achievements against the 2024/25 delivery plan.

2. Summary of Key Achievements in 24/25

Significant progress has been made over the last 12-months, delivering a Force wide portfolio of strategic change and transformation projects, collectively contributing to GMP's sustained improvement journey.

The 2024/25 PoaP Portfolio has supported the delivery of a wide range of improvements across the Force, including:

- Right Care, Right Person (RCRP) initiative launched September 2024, saving more than 100,000 officer hours over a 10-month period up to July 2025, and improving attendance at Grade 1 and 2 incidents.
- Operation Rydal - full review of pay and non-pay spend to address £35m budget pressure and delivery of a balanced budget for 2025/26.
- The Force Contact, Crime and Operations (FCCO) Branch is on track to deliver £2.4m savings, maintaining high performance.

- Implemented new Force Incident Manager (FIM) and Force Critical Incident Manager (FCIM) structure, in line with national practice.
- Exit from the North West Motorway Policing Group (NWMPG) creating own capability alongside savings of £695k per year.
- Significant progress across Digital Policing Programme including procurement of the replacement records management system (RMS) and PoliceWorks updates to fix 150 commonly reported issues.
- Phase 2 of the District Operating Model (DOM) implemented with dedicated investigation teams for domestic abuse (DA) and neighbourhoods (NHD).
- Decision Support Matrix (DSM) implemented to standardise crime allocation.
- Rapid Video Response (RVR) initiative enhancing responsiveness to DA victims.
- Criminal Justice (CJ) pre-charge files reached 92.7% pass rate at the Crown Prosecution Service (CPS) triage, up from 45% two years ago.
- DocDefender redaction tool has been introduced, already saving 9,769 officer hours from February 2025 to July 2025.
- Custody responded to all causes for concern (CoC), areas for improvement (AFI) and recommendations from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
- 217% improvement in accelerated detective accreditation and exam pass rates above national average.
- Forensics identified multimillion efficiency opportunities and avoided £1m overspend.
- All officers now training as specially trained officers (STO) to respond to rape and other sexual offences, with 1,400 officers trained to date.
- Strategic Board implemented to deliver national Operation Soteria approach to transform the investigation of rape and serious sexual assault offences.
- Firearms and Explosives Managing Unit system digitised over a million paper records.

- ANPR improvements include a technical refresh of roadside cameras and a mobile app for officers improving roadside operations.
- New CCTV solution continues deployment across Greater Manchester (GM) sites, improving operational intelligence for planned and emerging operations.
- IT transformation, resulting in more visible, present and proactive culture, and delivery of confirmed savings of £5m in 2024/25.
- Significant progress across Digital Policing Programme including procurement of replacement RMS and PoliceWorks updates to fix 150 commonly reported issues.
- 10,000 Motorola Thinkphones issued across the Force.
- Digital Evidence Management System (DEMS) implemented and already holding over 4m digital evidence records.
- Creation of GMP's Estate Strategy, enabling 25 years overview, considering operational needs, resource efficiency and sustainability considerations.
- Vehicle recovery service increased vehicle storage capacity meeting national guides.
- Significant reductions in evidential property management (EPM) backlogs - 60% reduction at Longsight and 55% reduction at West Didsbury.
- New state-of-the-art cold storage facility custom-built at Leigh.
- Occupational Health and Wellbeing Service (OHWS) rolled out an upgraded third-party digital administration system, enabling managers to submit referrals and track progress.
- Human Resources (HR) job evaluation scheme reviewed and refreshed, with scheme training expanded.
- Arrest numbers up 19% and stop searches up 8% from 2023-24 to 2024-25.
- Exit from North West Armed Policing Collaboration (NWAPC), gives GMP autonomy over training, income generation and increases number of female firearms applicants.
- In-car cradles rolled out, for safe holding of officers' mobile devices while on the move.

- Uniform replacement now in its third and final phase: new body armour.
- Central Ticketing Office (CTO) expansion has generated £326k more income in year than forecast with more improvements planned.
- Organisational Victims Communities Performance Framework (VCPF) Meeting developed to improve performance management.
- Long-term planning and refreshed POAP developed.
- Integrated Force Planning Cycle launched.

3. Priorities for the Year Ahead in 25/26

Whilst these achievements to date mark significant milestones in the improvement journey, there still remains a substantial amount of work to do.

GMP has come a long way over recent years in remedying the most urgent issues and 'fixing the basics'. The Force now moves to delivering improved and sustained quality, better outcomes, and becoming an efficient organisation that can demonstrate VfM across all areas. Alongside this, GMP is also seeking to identify alternative funding opportunities, emphasising work to integrate with GM's devolution model and tap into new funding streams on a local, regional, national and international level.

The key delivery priorities for the year ahead are summarised below:

- Continued implementation of the replacement RMS.
- Reviewing and consolidating the DOM, ensuring the right teams are in place to meet demand, expansion of neighbourhood policing and implementation of the Prevention Branch to embed and futureproof preventative policing within GMP.
- Further efficiency work in the FCCO by sustaining call performance improvement through the retention, development and productivity of people and processes, securing telephony infrastructure and developing digital enhancements to services.
- Developing a Safer Transport Police Unit in partnership with Transport for Greater Manchester (TfGM), expanding RVR capabilities, and implementing a programme to replace all taser equipment across the Force.

- Implementing the evidential review officer (ERO) function to improve file quality, focusing on victims' needs through the Victims and Prisoners Act.
- Completing the flagship Longsight Custody Suite, with 44 new cells and expanding the use of out-of-court resolutions, particularly for juvenile offenders.
- Transformation of GMP's approach to child protection and safeguarding, to ensure the needs of the most vulnerable people are met, by taking a holistic approach to vulnerability and looking at end-to-end processes from report-to-court. Seeking to increase the number of cases reaching charge, while adopting a victim-centred, suspect-focussed and context-led approach to investigations.
- Major forensics restructuring programme to save £2.4 million over three years.
- Integration of Clean Air Zone cameras to dramatically increase ANPR coverage, and deployment of two facial recognition vans expected to generate hundreds of arrests.
- HR Transformation focusing on brilliant basics, delivering phase 1 of the Branch restructure, commencing the delivery of the College of Policing (CoP) leadership programmes and continuing the phased implementation of the Chronicle Training Records Management Project phases 1 and 2.
- Implementing efficiency proposals as identified by Operational Rydal and Business Planning through a series of projects and business activities which have been prioritised to enable branches to operate more efficiently and effectively in the future.
- Deployment of process automation technology through an innovative joint IT and Change led project, featuring both robotic process automation and 'hyper automation' enabling GMP to realise opportunities for efficiency, cost saving, risk management and compliance.
- Progressing longer-term ambitions to develop the collaboration model and explore alternative funding streams, beginning with the development of plans to improve and expand GMP's training and development training capabilities and pursue alternative funding streams, including greater collaboration with the Greater Manchester Combined Authority (GMCA) to achieve common goals.

4. Summary Progress Updates by Programme

The 2024/25 PoaP Improvement Portfolio has continued to drive improvements across all areas of the Force, supporting the effective delivery of GMP's strategic objectives and addressing the changing needs of the organisation.

The 2024/25 PoaP Portfolio included over 80 projects, coordinated through 13 programmes; each led by a chief officer and supported by the Change and Transformation Branch:

- 1) FCCO
- 2) DOM
- 3) CJ and Custody
- 4) Prevention
- 5) Crime, Intelligence and Forensics
- 6) Protecting Vulnerable People
- 7) IT Transformation, Delivery and Infrastructure
- 8) Digital Policing
- 9) Specialist Operations
- 10) Estates, Fleet and Business Services
- 11) GMP Future Delivery Programme
- 12) Finance and Information Management
- 13) HR Transformation

The following updates provide a short overview of some of the headline achievements within each programme in 2024/25:

4.1. FCCO

The FCCO delivered £2.4m savings in 2024/25, offsetting the previous year's investment in the Crime Recording and Resolution Unit (CRRU), through a sustainable reduction in branch establishment with no impact on outcomes.

The Branch has implemented new FIM and FCIM roles, in alignment with national standard practice; and has implemented the requisite infrastructure to manage motorway incident reports, following the dissolution of the NWMPG, for an annual saving of £695k.

RVR technology is now in operation across a number of business areas; missing from home, DA and domestic violence disclosure. GMP will continue to introduce this technology in appropriate and relevant business areas.

4.2. District Operating Model

Phase 2 of the DOM has now been implemented in full, introducing dedicated teams for neighbourhood crime, neighbourhood tasking, DA and district safeguarding, while realigning district Prevention Hub resources. The DSM allocation app has been implemented, enabling consistent distribution of crimes to the most appropriate teams. The pioneering RVR initiative has provided the capability to interview victims of crime through videoconferencing technology, allowing victims to feel safer and more comfortable during a difficult time in their lives; while DA protection orders (DAPO) have begun to roll out on a district basis.

4.3. Prevention

The national RCRP initiative, which aims to ensure that people who are vulnerable or in crisis can get the help they need from the most appropriate agency, launched successfully on 30 September 2024. It has resulted in savings of more than 100,000 officer hours over a 10-month period and improving the attendance time to both Grade 1 and Grade 2 calls.

Preparations also continue for the implementation of the Prevention Branch for delivery in 2025/26.

4.4. CJ and Custody

CJ pre-charge files have reached an c.93% pass rate at first Crown Prosecution (CPS) triage, up from 45% two years ago. Officers can now access support and guidance on file building through the File Buddy app, launched in 2024; while the CJ dashboard has enabled the availability and granularity of file data. DocDefender redaction software, introduced to GMP in February 2025, has already saved 9,769 officer hours.

The Custody Branch had been subject to numerous CoCs, AFIs and associated recommendations in its previous HMICFRS inspection, as well as a further 26 recommendations by Dame Vera Baird. This year has seen the Custody Branch improve its provision to such a degree that HMICFRS and Baird closed all their respective recommendations and issues. The National Police Chiefs' Council (NPCC) custody lead has hailed GMP's custody service provision as a national exemplar.

4.5. Crime, Intelligence and Forensics

Trainee detectives at GMP have seen a marked improvement in performance, with reduced time taken to complete their portfolios (down from 576 days in Nov 2023 to 456 in Nov 2024) and National Inspectors' Examination pass rates 5.3% above the national average. The Firearms and Explosives Managing Unit has adopted a digital case management system, integrating the national database and bringing GMP in line with national standards, which has resulted in the digitisation of more than a million paper records. ANPR improvements include the technical refresh of roadside cameras and in-car ANPR kit has been completed, alongside the roll-out of the Cleartone mobile ANPR app providing officers with real-time alerts and ability to perform their own roadside operations. The new CCTV solution continues to be deployed across 30 organisations in GM, improving operational intelligence for planned and emerging operations. Alongside the above, Forensics remains on track to deliver the £1.2m savings identified as part of the ongoing efficiency drive.

4.6. Protecting Vulnerable People

STO training, which prepares officers to respond to rape and other sexual offences, is now embedded as standard in the second year of student officer training. To date, approximately 1,400 officers have completed this training. In June 2025, GMP began rolling out the Serious Sexual Assault Investigators Development Programme (SSAIDP) for detectives. A comprehensive audit of video recorded interview (VRI) suites has been completed to identify areas for improvement and inform future support in the year to come. A Strategic Board has been established to oversee the implementation of the Operation Soteria national operating model across GMP. Following a review in February 2025 of intelligence processes related to online child sexual abuse material (CSAM) referrals from the National Crime Agency (NCA), GMP has achieved significant gains in productivity and efficiency. These improvements have enabled the Force to manage a sustained increase in demand from online child sexual exploitation and abuse (OCSEA), which has risen by over 60% in the past year.

4.7. IT Transformation, Delivery and Infrastructure

Following a systemic analysis of the IT team's helpdesk performance, staff throughout the Branch have adopted a more visible, present and proactive culture. A review of outsourcing in the Branch, alongside another review of contractor use and workforce deployment, has delivered cost savings and improved the range of training and support available to in-house IT staff. In total, across 2024/25, the IT Branch has delivered confirmed savings of £5m.

4.8. Digital Policing

Significant progress has been made on the procurement of replacement RMS as the programme now moves into implementation phase. Whilst the new system is implemented, upgrades to PoliceWorks throughout the year have also fixed around 150 commonly reported errors. The DEMS, which includes the Evidence.com platform and the Axon Photobook function, have allowed for significant time savings.

Evidence.com now holds more than 4.25 million digital evidence records, and more than 1,100 Photobooks (enabling investigators to upload up to 100 images at a time) were created in the first month of the function's launch. More than 10,000 new Motorola Thinkphones have been issued across the Force, while over 7,350 old devices were returned to the Branch for wiping and recycling, resulting in an equivalent saving of 400,000kg of CO2 emissions.

4.9. Specialist Operations

Business as usual (BAU) progress

GMP exited the NWAPC, which gives the Force numerous benefits including autonomy over training, income generation and increases in female applications to be firearms officers. The Tactical Dog Unit uplift has increased dog coverage across GMP, moving to 24/7 cover. Arrest numbers have increased by 19% from 2023/24 to 2024/25; in the same period, stop searches have risen by 8%. The exit from the NWMPG provides ownership and control of the motorway network enabling better management of incidents and resources.

Establishment of a full-time motorbike unit to tackle illegal use of motorbikes. A rollout has begun of in-car phone cradles, enabling the safe holding of officers' mobile devices while on the move. Uniform replacement is now in its third and final phase, officers have received basic and enhanced uniform items and insignia, and have also been measured for body armour. Phase 3 will see the new body armour delivered and police community support officers (PCSO) measured for their own body armour. Estates, Fleet and Business Support Services (BSS).

The second year of the estates, fleet and business support portfolio has seen the creation of GMP's estates strategy, aimed at enabling the Force to manage and evolve its estates over the next 25 years, taking into account operational needs, resource efficiency and sustainability considerations. Following a completed tender process, the vehicle recovery scheme contracts are now fully operational resulting in increased capacity for vehicle storage, fulfilling national requirements and increased accountability to expedite releases where possible.

Programme

Planning for Taser T10 upgrade and replacement of the existing X2 and T7 devices will see the formation of future training, estate and contract arrangements to inform the next three years device replacement programme.

The transport collaboration between TfGM and GMP has commenced with initial delivery of an enhanced LiveChat facility between the FCCO in GMP and Operational Control Centre (OCC) in TfGM, to coincide with a Mayoral announcement on 16th October. Further plans to introduce a new integrated Transport Command and Vulcan Team as GMP build toward the 11th district of GMP, dedicated to transport safety, over the next 18-months.

The CTO expansion has generated £326k more income in year, than forecast with more improvements planned. Recruitment to continue through 2025/26 to increase capacity in offence processing alongside Wolverine initiatives in s165 seizures, contributing to the overall Vision Zero strategy.

4.10. GMP Future Delivery

The key goal of Future Delivery was to shift the focus to the longer-term whilst ensuring GMP is efficient, effective and delivering VfM. This year has seen the development of GMP's corporate strategy, resulting in a refresh of the PoaP for 2025-29, long-term workforce, finance and technology plans. Together with the launch of an integrated Force-wide annual planning cycle and the successful launch of the Organisational VCPF Meeting, clear key performance indicators (KPIs) have been set across all branches in corporate services, holding them to account to continuously improve performance, quality and drive outstanding service delivery.

Alongside this, Operation Rydal was set up in response to a critical financial challenge in September 2025. The main aim was to close a budget gap of circa £35m. A Gold/Silver/Bronze command structure was set up, supported by robust business analysis and project management support to ensure the delivery of a balanced budget in 2024/25.

A root and branch review of every spend area has been undertaken and an efficiency exercise has identified a further circa £3.7m achievable savings for 2025/26 as well as circa £1m cost avoidance in Forensics. This marks the start of a long-term Future Sustainability Programme, to ensure GMP's operational delivery is underpinned by sustainable finances and workforce planning.

4.11. Finance and Information Management

The ongoing EPM project has resulted in a 64% reduction in evidence storage backlogs, with a quarter of stores having zero backlogs by April 2025; a new state-of-the-art cold storage facility custom-built at Leigh; and proactive stock management practices introduced to prevent backlogs from building up again, thereby, reducing the EPM corporate risk from red to amber.

4.12. HR Transformation

Working towards a vision of 'Brilliant Basics' a fundamental review of HR policies and practises has taken place across key areas. The Phase 1 HR Transformation Business Case has also been developed and endorsed by the Senior Command Team, with associated proposals progressed through 2025/26 business planning. The OHWS has rolled out a new upgraded third-party digital administration system, enabling managers to submit referrals for their line reports and track their progress. The HR job evaluation scheme has been reviewed and refreshed, with training on the scheme rolled out more widely across the branch.

5. Conclusion

Over the last few years, GMP has gradually transitioned the Change agenda from 'fixing the basics' to leaning, optimising, and delivering sustainable high performance. This work is ongoing, with substantial productivity and efficiency improvements currently in-flight including Operation Rydal, FCCO, Forensics and other key areas of work.

In order to achieve sustainable outstanding, this year has also seen a significant shift in focus to drive out transformative changes across organisational boundaries. The impact of RCRP is fundamental and has reshaped the way GMP responds to incidents involving welfare, mental health crises and missing persons by connecting individuals to the right service, improving outcomes for vulnerable people, enhanced police efficiency and bolstered public confidence, releasing substantial officer time to increase the quality of investigations and GMP's ability to protect the vulnerable. Initial work has also commenced to drive collaboration across the GM family, for example a joint transport initiative with TfGM, with a vision to make GM's Transport network the safest in the world, alongside an effective use of shared resource and the potential identification of new funding streams.

GMP's transformation journey continues to evolve from fixing the basics over recent years to delivering the basics brilliantly, through to a strong focus on improved and sustained quality, better outcomes, and an efficient organisation that can demonstrate VfM. The priority is to now ensure that the successful change delivered to date is sustainable and built on strong foundations, alongside the continued development of ambitious plans to ensure GMP can both maintain outstanding performance whilst also delivering innovative transformation that influences the footprint of UK policing.