



## Manchester City Council Report for Information

**Report To:** Resource and Governance Overview and Scrutiny Committee –  
12 November 2009

**Subject:** Risk Management Practices and Efficiency Programme in  
Greater Manchester Police

**Report of:** Supt John Graves, Partnership Superintendent for the City of  
Manchester  
Matt Innes, Divisional Finance and Administration Manager,  
North Manchester Division

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**Purpose of Report** – To provide information on the organisational systems for the management of risk and an overview of efficiency programmes.

### 1.0 Introduction

The Greater Manchester Police (GMP) has embarked upon its journey to establish itself as the most effective Police Force in the UK. To reach this aim, the Force recognises that it needs to constantly improve on every aspect of its service deliver, making sure that every resource is used to maximum effect and efficiency. It has embraced an ethos of self-challenge, encouraging the organisation to look at how services are provided and to scan for better ways of working. Trials of, and research into, new ways of delivering Police services are strongly promoted within the organisation, and are key to identifying opportunities to improve quality and efficiency.

Improving efficiency, and effectively managing risk, features extensively right across the Force's public services, at both local and Force level. The ability to maintain vigilance, and to scan and monitor progress, is appropriately resourced and incorporates a wide range of skilled staff and expertise – ranging from shrewd financial governance, to effective forward planning and resource management. For the purpose of this report, I have focused primarily on two key work programme examples – firstly, the four 'Putting People First' Programmes, and secondly the development of the 'Self Evaluation Tool' (SET), to demonstrate these principles in action.

### 2.0 Putting People First Programme

This Programme of work builds new ways of working within the Police - cultivates capability for more change and increased effectiveness, improves existing ways and helps to create new capacity to deliver. The four elements of work are –

**2.1 Citizen Focus** – understanding our communities’ needs and changing what is done to build trust and confidence.

The four main areas of work are –

*Community involvement* – improving the information we have about our Communities to enable us to deliver the best possible service

*Service* – improving our existing service standards

*Staff* – enabling our staff to provide a citizen focused service

*Communications* – ensuring both internal and external communications are citizen focused.

**2.2 Leadership and Excellent People** – ensuring our people feel valued, can lead the delivery of change and reach their potential.

**2.3 Local Policing** – improving the delivery of patrol, response, investigation and intelligence at a local level.

**2.4 Taking control of ‘Demand’** – matching resources to demand in order to improve our response to the needs of our communities.

### **3.0 Self Evaluation Tool (SET)**

Prior to the introduction of SET, GMP undertook regular reviews to assess risk at Local/Operational levels, across every Police Division and Branch. This resulted in the production of a Divisional/Branch Risk Register that stood independently of other processes. Whilst this provided an analysis of the Divisional/Branch position, it did not directly link into other performance management processes.

During 2009, GMP commenced to systematically introduce the SET system which can be used to make a much wider assessment of overall performance management, and into which the identifications of risk, subsequent mitigation, control and prioritisation can be incorporated.

The SET system provides a framework against which a Division/Branch can challenge itself, and assess the impact of their performance. It also provides a natural tool for the automatic collection of evidence of performance for various inspection processes (e.g. HMIC, CAA etc), and being linked to a balanced performance framework, reduces the risk of duplication of work.

SET is part of the Performance Management Cycle –

*Scanning* – at the first stage, there is a process of self-evaluation which ‘sets the scene’ and identifies gaps.

*Analysis* – by undertaking a timely SWOT analysis against the SET, the outcome identifies the risks/threats/opportunities to mitigate or take forward.

*Response* – the development of the Plan of Action, with priorities identified and planned with specific actions.

*Assessment* – the Plan is owned by the Divisional/Branch Leadership Team, and driven through regular review and performance meetings.

In essence, a Balanced Performance Framework will present the performance data of the Division/Branch, whilst SET will help to provide the explanation behind that performance. It is a system that examines the effectiveness and impact of processes, rather than merely describing them.

#### **4.0 Conclusion**

In this report, I have focused on two innovative and forward thinking work programmes that support efficiency and managing risks. They are borne out of the desire to shape and develop an excellent Police service that provides good value for money, and meets with public expectations. In reality, these are just two examples of principles that exist in every aspect of Policing. There are other extensive arenas where a different understanding can be applied - for example, reducing risks of harm or injuries from a health and safety perspective in the way we deploy our resources, to the mitigation of risks or dangers to the public posed by a managed offender, to the effectiveness of our fleet and building management.