

# Greater Manchester Police Authority

An Authority for Effective Policing

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STRATEGIC PLAN: 2008-2011

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## FOREWORD

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The first GMPA three year strategic plan 2008–2011 is an important document. It provides a vision of where the Authority wants to be in three years' time and sets out how we will get there.

Each and every police authority member, employee and volunteer has an important role to play in delivering the plan and these roles are reflected in the work and business plans of authority committees and staff teams. In addition, people's individual development plans are aligned to the three year plan. This is vital if we are to be an organisation which is focused, efficient and cost effective.

Documents such as strategic plans are traditionally complex and lengthy. Such plans often carry little meaning to the people they should be most relevant to or to those looking from the outside in. GMPA has attempted to create a strategic plan which is easy to understand, by its own internal people, partner agencies and members of the public.

The Authority has tried to achieve this at the same time as creating a plan that is fit for purpose and which helps ensure GMPA is meeting its legal duties. This is in addition to maintaining the high standards which we set ourselves in our ongoing drive to be a leading Police Authority.

As chairman of GMPA, I believe this plan for 2008-2011 will help us do all of these things. The plan's four strategic themes clearly set out the different areas of focus for our work and with risk, equality and diversity threads running through them all, we can be sure every one of our diverse communities in Greater Manchester will receive the best possible services from GMPA - an Authority for effective policing.

A handwritten signature in black ink, appearing to read 'PA Murphy'.

**Cllr Paul Murphy**

Chairman of Greater Manchester  
Police Authority (GMPA)

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## INTRODUCTION AND BACKGROUND

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Developing our first strategic plan for Greater Manchester Police Authority (GMPA) has, without doubt, been a team effort. We began with an assessment of the key areas of work that we wish to develop and deliver over the next three years. This included looking not only at our statutory responsibilities - the duties we have to deliver by law - but also many other key drivers which have a bearing on our work (NB: a list of those responsibilities and drivers is included in the Appendix). These drivers include inspection and audit findings, GMPA's own internal policies and agreements with various partnership agencies. The important thing to remember is that regardless of what is driving our work, GMPA strives to be the best it can be so Greater Manchester communities receive first-class, value for money services from their police force and police authority. This is crucial if local people are to have confidence in GMPA, Greater Manchester Police (GMP) and partner agencies. That for us is essential.

The people who live, work and visit Greater Manchester can and should feel secure in the knowledge that their police force and police authority is working hard to keep them safe at all times. We believe the strategic themes and aims we have set at GMPA all have a part to play in sending out that message and building public confidence whilst ensuring we are delivering in all our key areas of work. At away days for GMPA staff and members, the strategic themes and aims were refined and a number of strategic objectives and anticipated

outcomes were developed. Further consultation was then undertaken, again with GMPA members and staff and also with a number of key partners and stakeholders including:

- Greater Manchester Police
- Audit Commission
- Greater Manchester Community Safety Partnership Team
- Our strategic Independent Advisory Groups (Race; Lesbian, Gay, Bi and Trans; Disability Issues)
- North West Employers Organisation
- Association of Greater Manchester Authorities
- Greater Manchester Fire and Rescue Service

Where appropriate, the feedback received was incorporated into this final version of the plan.

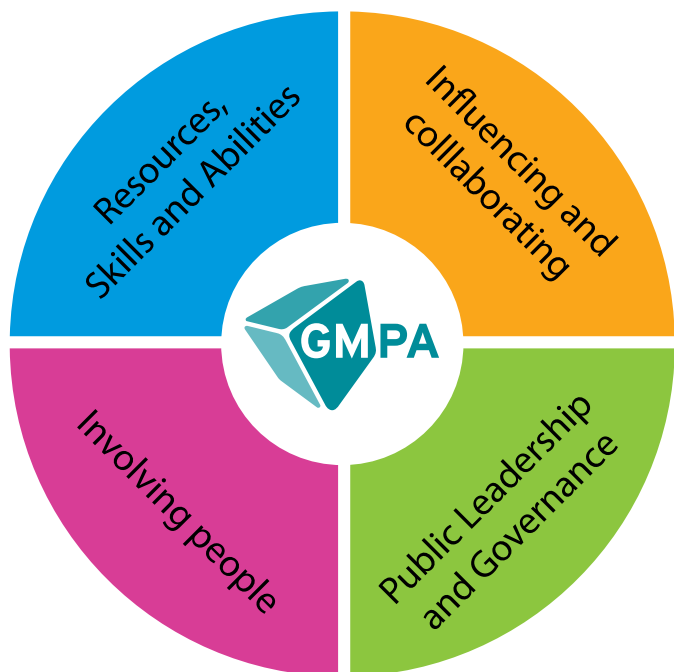
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## MONITORING PROGRESS

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Delivery of the strategic themes and aims on the ground will be achieved through the business plans for each of the three sections within the Authority (i.e. Governance and Policy; Scrutiny and Engagement; Executive Services), cross cutting plans and policies which relate to each of the strategic aims, such as the Contact Policy, and through the work plans for individual committees. The next stage of development will involve devising appropriate measures to assess progress towards achieving the strategic objectives and associated outcomes. Once the measures have been devised and approved, progress will be reported to the Authority's Strategy and Resources Group at regular intervals.

## STRATEGIC THEMES AND AIMS



These are:

**Involving People** – Improving public involvement in policing and community safety issues.

**Public Leadership and Governance** – Delivering efficient, effective and excellent policing services.

**Influencing and Collaborating** – Working together with partners to build safer and stronger communities in Greater Manchester.

**Resources, Skills and Abilities** – Strengthening the capacity and capability of the Authority to meet future challenges.

The diagram opposite illustrates the four strategic themes and aims which form the core of GMPA's Strategic Plan 2008-11.

Underpinning and running through each of these themes and aims are two key threads: **risk** and **equalities and diversity**. These areas have been considered at every stage of the development of the Strategic Plan and are at the forefront of all the work that the Authority undertakes. The detail of how the Authority is addressing our obligations and development areas with regard to equalities and diversity is contained within the GMPA Single Equality Scheme. A copy of the Scheme can be viewed on the GMPA website -

[http://www.gmpa.gov.uk/final\\_ses.doc](http://www.gmpa.gov.uk/final_ses.doc)

Our approach to risk management ensures that this is embedded into the culture of the organisation. Members and managers at all levels within the Authority recognise that risk management is an essential part of their job.

In the pages that follow, each of the strategic themes and aims plus their associated strategic objectives and outcomes are detailed in turn, along with information about the background behind the area of work. Also highlighted is the key GMPA policy that links to each theme.



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## **STRATEGIC THEME:**

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Involving People

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## **STRATEGIC AIM:**

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Improving public involvement in policing and community safety issues

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## **BACKGROUND AND CONTEXT**

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It is vital that Greater Manchester Police Authority (GMPA) has a public mandate in order to understand and respond to community needs, manage expectations and build trust and confidence in policing. GMPA believes in empowering communities and individuals by listening to views and taking action, understanding context, developing knowledge and providing information on policing and community safety issues. GMPA will act to promote a wider understanding of the role and responsibilities of a police authority, in order to improve involvement.

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## **KEY POLICY**

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The Authority will develop and publish a Contact Policy by June 2009. This policy will identify opportunities for involving people, develop channels of communication and interaction, examine partnership links and create a media and communications plan. The aim of the policy will be to provide a responsive and proactive approach to communication which is integrated across the organisation and its functions.

STRATEGIC OBJECTIVE	OUTCOMES
<p>Ensure that public views are considered in relation to the focus of policing and how it is delivered.</p>	<ul style="list-style-type: none"> <li>• To gather, communicate and understand the views of our public/communities through effective involvement at a strategic and a local level.</li> <li>• To identify key priorities in order to improve policing.</li> <li>• To increase trust and confidence in policing by providing evidence of service delivery that has been designed taking into account public views.</li> </ul>
<p>Ensure that opportunities to contribute to the work of the police authority are widely promoted.</p>	<ul style="list-style-type: none"> <li>• To promote GMPA as a means for the public to have their say with regard to policing and community safety.</li> <li>• To maximise opportunities for all communities to participate in the work of the Authority through volunteering.</li> <li>• To identify and promote best practice in engagement, consultation and involvement.</li> <li>• To maximise media/communication opportunities.</li> </ul>
<p>Review and develop opportunities for consultation, engagement and communication activities.</p>	<ul style="list-style-type: none"> <li>• To identify real and perceived barriers to the public taking part in consultation and involvement opportunities.</li> <li>• To develop further the Authority's qualitative approach and expertise in specific areas of engagement work e.g. young people, counter terrorism, etc.</li> <li>• To improve the use of research findings, best practice from partner organisations and event planning so that opportunities for involving people are maximised.</li> </ul>
<p>Develop and maximise the use of public information resources.</p>	<ul style="list-style-type: none"> <li>• To improve access to relevant websites and other information technology.</li> <li>• To ensure transparent access to, and sharing of, partnership information.</li> <li>• To achieve innovative, creative and targeted approaches to communication.</li> </ul>



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### **STRATEGIC THEME:**

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Public Leadership and Governance

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### **STRATEGIC AIM:**

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Delivering efficient, effective and excellent policing services.

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### **BACKGROUND AND CONTEXT**

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In delivering a vision for the policing of Greater Manchester, GMPA aims to represent public needs balanced with strategic and legal responsibilities. In holding the Chief Constable to account for delivering efficient, effective and excellent force performance, GMPA will adopt ethical values and standards commensurate with the position of being the second largest police authority in England and Wales. GMPA will continue to seek out opportunities for adding value, ensuring transparency and achieving value for money in its decision making and policy development.

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### **KEY POLICY**

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GMPA will establish a Good Governance Policy by June 2009. This policy will build on the six principles of good governance and ensure that these principles are integrated across the organisation and its functions. The policy will also develop a quality assurance and risk based approach to service delivery.

STRATEGIC OBJECTIVE	OUTCOMES
<p>Set and agree priorities for policing and hold the chief constable to account.</p>	<ul style="list-style-type: none"> <li>● To promote and deliver an aspirational vision for excellence in policing of Greater Manchester.</li> <li>● To ensure that appropriate, effective and informed business processes are implemented.</li> <li>● Through the Authority's decision making and scrutiny processes, hold the Chief Constable to account for the delivery of agreed priorities.</li> </ul>
<p>Ensure there is effective management and leadership of the force.</p>	<ul style="list-style-type: none"> <li>● To ensure the force can demonstrate it has a workforce which is professional, diverse and responsive with the requisite skills, capacity and expertise.</li> <li>● To ensure equality of opportunity and empowerment of people through the development, communication and implementation of relevant and effective policies and procedures.</li> <li>● To monitor the management of organisational delivery structures to ensure this is effective.</li> </ul>
<p>Provide an effective, independent performance management framework through scrutiny of all aspects of force performance.</p>	<ul style="list-style-type: none"> <li>● To deliver transparent and constructive accountability.</li> <li>● To develop the Authority's awareness and understanding of policing, crime and disorder so the organisation can effectively support, supplement and challenge the Force.</li> <li>● To engage partners and communities on key performance issues such as visible policing.</li> </ul>
<p>Manage the Authority's land, estate and assets through effective leadership.</p>	<ul style="list-style-type: none"> <li>● To demonstrate efficient and effective use of resources.</li> <li>● To deliver and maintain good governance and leadership standards.</li> <li>● To develop the Authority's role with regard to procurement, shared services, business process re-engineering and efficiency.</li> </ul>



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### **STRATEGIC THEME:**

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Influencing and Collaborating

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### **STRATEGIC AIM:**

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Working together with partners to build safer and stronger communities in Greater Manchester.

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### **BACKGROUND AND CONTEXT**

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GMPA believes that strong partnerships increase trust and confidence in policing and help to reassure communities. By ensuring that the Force delivers an efficient and effective service, GMPA will seek to influence and work collaboratively with key partners in Greater Manchester, the North West region and nationally. Through collaboration and influence, GMPA will be accountable for: reducing duplication and bureaucracy and increasing efficiency and effectiveness; anticipating the needs of communities and managing expectations; focusing on value for money and, developing responsive and proactive policies.

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### **KEY POLICY**

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GMPA will establish a Partnership Policy by June 2009. This policy will identify key partners; establish appropriate channels of communication; develop information profiles locally, regionally and nationally of the political, social and economic environment; identify opportunities for collaboration and influence.

STRATEGIC OBJECTIVE	OUTCOMES
<p>Maximise relationships with key partners.</p>	<ul style="list-style-type: none"> <li>● To identify key partners and establish appropriate communication links and forums in order to increase the influence and profile of GMPA.</li> <li>● To provide leadership and support for the Association of Greater Manchester Authorities (AGMA) Public Protection Commission in response to the city region and strategic crime and disorder agenda.</li> <li>● To co-ordinate and support the Association of Police Authorities' (APA) regional role/networks.</li> </ul>
<p>Ensure the new duty to collaborate is delivered effectively.</p>	<ul style="list-style-type: none"> <li>● To improve and maximise the use of resources.</li> <li>● To deliver efficiency and effectiveness through maximising opportunities for shared services.</li> <li>● To strengthen the APA regional and national role by exploring and maximising collaboration opportunities.</li> </ul>
<p>Increase understanding of GMPA's roles and responsibilities.</p>	<ul style="list-style-type: none"> <li>● To enhance the profile of GMPA by delivering meaningful activities and projects with partners.</li> <li>● To improve access to GMPA information and resources for the public and partners.</li> <li>● To improve the knowledge, confidence and satisfaction of partners, service users and the public in GMPA's role as an accountable body for policing in Greater Manchester.</li> </ul>
<p>Develop informed understanding of the political, social and economic environment.</p>	<ul style="list-style-type: none"> <li>● To enhance relationships between the Authority and partners, including MP's, to ensure policy development and decision making is effective.</li> <li>● To demonstrate increased influence over policy decisions at a local, regional and national level.</li> <li>● To ensure that the Authority seeks appropriate independent support and advice.</li> <li>● To develop effective risk management processes, enabling adaptation to change and anticipation of needs.</li> </ul>



## **STRATEGIC THEME:**

Resources, Skills and Abilities

## **STRATEGIC AIM:**

Strengthening the capacity of the Authority to meet future challenges.

## **BACKGROUND AND CONTEXT**

To be fit for purpose, GMPA has to continually develop as an organisation and adapt to a changing environment. GMPA seeks not only to deliver its statutory responsibilities but also to add value and be a leader in its field. Through effective organisational development, strategic planning and targeted use of resources, GMPA will strive to achieve excellence as a police authority. The Authority will achieve excellence by: understanding its performance in relation to others through benchmarking; setting clear priorities; and by promoting a culture which ensures respect and equality of opportunity for all.

## **KEY POLICY**

The Authority has devised an Organisational Development Strategy, a number of linked policies (e.g. Learning and Development Policy, E Learning Policy) plus an associated action plan. Implementation of the strategy, policies and progress towards achieving designated actions will be closely monitored through the Authority's Organisational Development Group.

STRATEGIC OBJECTIVE	OUTCOMES
<p>Deliver effective staff, member and volunteer development to raise competence, improve communication and develop structures.</p>	<ul style="list-style-type: none"> <li>• To ensure we have the right people, skills and resources in place to meet the demands of the Authority.</li> <li>• To enhance and promote a learning culture within the organisation.</li> <li>• To set, communicate and monitor organisational priorities and values.</li> <li>• To establish an effective performance management framework.</li> <li>• To work towards achievement of the next level of Chartermark for Member Development.</li> <li>• To work towards achievement of the Investors in People (IiP) standard.</li> <li>• To target resources to business needs.</li> </ul>
<p>Deliver effective improvement activity, risk management, inspection and audit capability.</p>	<ul style="list-style-type: none"> <li>• To deliver improved anticipation of organisational needs and responses through risk management.</li> <li>• To improve understanding of organisational performance through benchmarking.</li> <li>• Ensure transparency of decision making by promoting and embedding ethical standards and governance principles.</li> <li>• To achieve successful results in Police Authority Self Assessment and national inspection regimes.</li> </ul>
<p>Manage resources through effective leadership and management of the budget, capital assets and personnel of the authority.</p>	<ul style="list-style-type: none"> <li>• To achieve equality of opportunity for all and a well-led and supported workforce.</li> <li>• To maintain effective and responsive delivery structures.</li> <li>• To achieve value for money in service level agreements.</li> <li>• To ensure that robust financial management reporting arrangements are in place.</li> </ul>

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## APPENDIX

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**Key Drivers** - There are a number of key drivers which have been considered during the development of this Strategic Plan. These drivers compass the current political and economic climate, our statutory responsibilities and also our key partnerships arrangements. These are summarised below.

- Policy Authority duties to:
  - collaborate
  - secure the maintenance of an effective and efficient policing service
  - ensure consultation is undertaken
- Use of Resources Evaluation
- Inspection and audit recommendations (from Her Majesty's Inspectorate of Constabulary – HMIC and the Audit Commission)
- Key GMPA documents:
  - Single Equality Scheme
  - Strategic Risk Management process
  - Annual Governance Statement
- Police Authorities Self Assessment (PASA)
- Greater Manchester Multi-Area Agreement (MAA)
- National Community Safety Plan
- Police Reform Act 2002
- Implications of the 2008 Policing Green Paper – From the Neighbourhood to the National
- Assessments of Policing and Community Safety (APACS)
- Comprehensive Area Assessment (CAA)
- Accounts and Audit Regulations 2003
- Police and Justice Act 2006
- Strong and Prosperous Communities (2006 White Paper; Communities and Local Government)
- Engaging Communities in Fighting Crime (Casey Review)
- Independent Review of Policing (Sir Ronnie Flanagan)



