

Greater Manchester Police

Building capacity for positive change



The Challenge

With more than 8,000 police officers and 4,000 support staff serving a population of 2.5 million people across 500 square miles, Greater Manchester Police (GMP) is the UK's third largest police force. While the force had a relentless focus on achieving their targets for important metrics such as number of arrests and number of detections, it was becoming increasingly clear that the number of 'boots on the ground' was not directly translating into service improvement for the citizens of the Greater Manchester area. In fact, in a baseline assessment of police forces across England and Wales, GMP was rated 42nd of the 43 forces.

Recognizing the need for sustainable performance improvement, GMP commissioned KPMG to help develop a program aimed at enhancing operational performance, driving savings through improved productivity and enhancing overall citizen satisfaction.

The Approach

Based on a 2006 'Proof of Concept' project commissioned by the UK's Home Office, KPMG worked with GMP, over a period of two years, to redefine operational processes and structures for a range of core policing functions including incident management, crime recording, crime investigation and prisoner processing. The program, known as QUEST, was also expected to drive cultural change in the force that would enable continuous and sustainable improvement throughout the 12 divisions and central functions.

QUEST, which was part of a larger transformational change program that KPMG was delivering across the police service since 2006, was initially piloted in two divisions within GMP and, following rigorous evaluation, was formalized into a comprehensive 'Policing Model' that was extended to the remaining 10 divisions within the force.

Central to the program was the recognition that, to embed a system of continuous improvement, GMP would need to develop the skills and capabilities to drive further change in the post-implementation phase without external support.

The Results

The QUEST program quickly started to deliver significant improvements to GMP and enhance the level of citizen satisfaction across Greater Manchester. For example, attendance within target time at Grade 2 emergency incidents (where a priority response is expected) increased from a baseline of 60 percent to consistently above 85 percent within a few months, and attendance within target time at Grade 3 incidents (where a scheduled response is sufficient) increased from 52 percent to consistently above 75 percent. A clear focus on investigating crime in real time reduced open crime backlogs by 68 percent, with detection rates across the force improving from about 20 percent to consistently above 27 percent. Public satisfaction also improved, with a 6 percentage point increase in customers who felt they were kept informed of investigation progress. In addition, overall crime has fallen to an 11-year low.

These performance gains were achieved alongside significant productivity savings. For GMP as a whole, £22 million (US\$35 million) in projected annual savings through improved productivity has been realized, representing a return on the project investment of more than 8:1 over the first three years.

“QUEST ... has exceeded my expectations ... It feels like the mist has lifted around a whole range of previously intractable management and resourcing decisions.”

Divisional Commander, Salford Division

“QUEST has made performance improvement part of everyday business in GMP. It's changed our culture. But most importantly, QUEST has helped us to give better service to the people of Manchester. It's as simple as that.”

Peter Fahy,
Chief Constable,
Greater Manchester Police

Figures 1-3: Force-wide improvement in performance

Implementation period across all Divisions: July 2009 – January 2011

Figure 1: Percentage of incidents responded to in target time, by grading

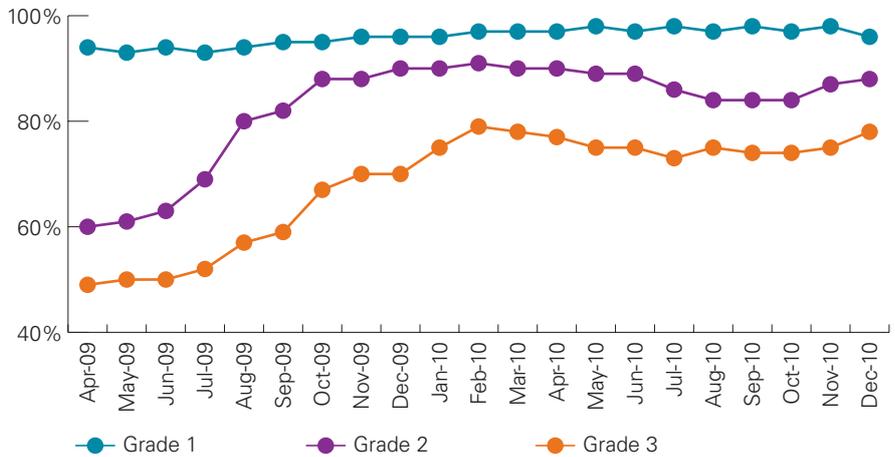


Figure 2: Crime backlogs

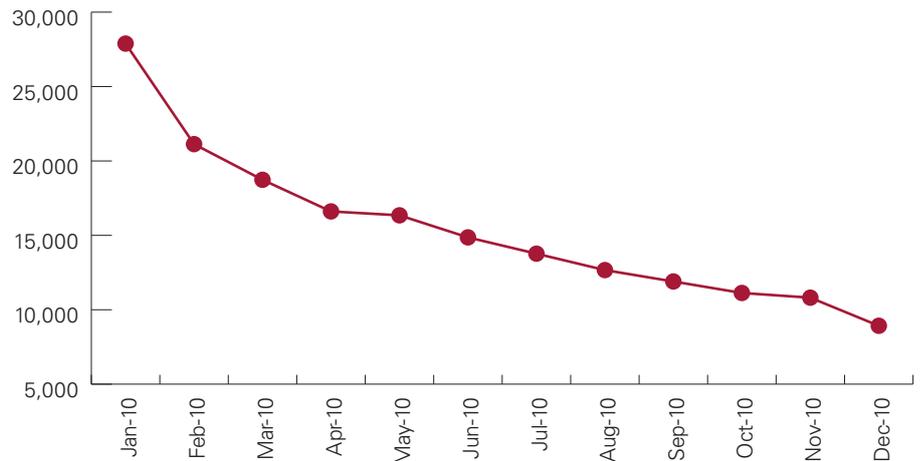
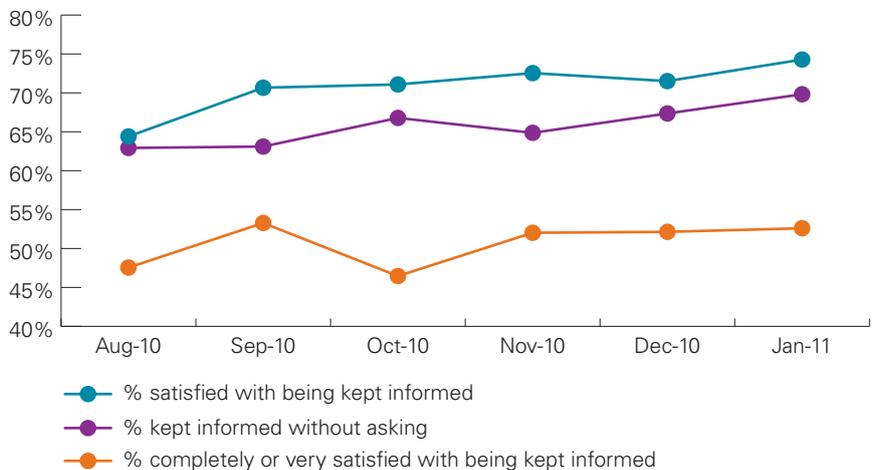


Figure 3: Citizen satisfaction with follow-up



Lessons Learned

GMP's implementation of the QUEST program highlighted a number of important lessons for police forces around the world.

- **Be prepared to change the cultural norms:** By improving efficiency, GMP was able to reinvest significant resources into neighborhood policing and intelligence and customer service 'hubs' that created a step-change in the way the force interacted with the local community.
- **Create an evidence-based case for change:** Through the QUEST program, GMP was able to quickly identify and quantify the improvement opportunities and use that evidence to build support for change from both divisional commanders and frontline staff.
- **Demonstrate benefits to build support:** To build momentum and stimulate support for the program, GMP methodically published key performance information and success stories to help divisional commanders see the benefits of the program and motivate them to drive behavioral change.
- **Build a critical mass of skilled people:** Sustained performance improvement and cost efficiency takes strong leadership and continued focus at all levels. Behavioral change management is required to coach and support senior leadership and create a core team of employees with the appropriate skills and capabilities to maintain momentum past the implementation phase. This is a long-term solution.

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