

## GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

**DATE:** Thursday, 21st March, 2024

**TIME:** 1.00 pm

**VENUE:** The Tootal Buildings - Broadhurst House , 1st Floor, 56  
Oxford Street, Manchester, M1 6EU

### AGENDA

1. **Apologies**
2. **Chairs Announcements and Urgent Business**
3. **Declarations of Interest** 1 - 4  
To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.
4. **Minutes of the Meeting of 30 January 2024** 5 - 14  
To consider the approval of the minutes of the meetings held on 30<sup>th</sup> January 2024.
5. **Police Fund Budget Report** 15 - 44  
A report of Steve Wilson, GMCA Treasurer
6. **Operation Wildflower - Financial Implications** 45 - 48

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|---------------|-------------------|-----------------|------------------|-----------------|
| <b>BOLTON</b> | <b>MANCHESTER</b> | <b>ROCHDALE</b> | <b>STOCKPORT</b> | <b>TRAFFORD</b> |
| <b>BURY</b>   | <b>OLDHAM</b>     | <b>SALFORD</b>  | <b>TAMESIDE</b>  | <b>WIGAN</b>    |

A report of Assistant Chief Constable Chris Sykes

7. **Neighbourhood Policing Update** 49 - 54  
A report of Chief Superintendent Collette Rose
8. **HMICFRS Inspection and Thematic Inspection Summary Report** 55 - 64  
A report of DCFO Ben Norman.
9. **Annual Feedback from LGA Fire Commission Members (Verbal Update)**
10. **GM Police, Fire and Crime Panel Independent Members Appointment Process** 65 - 70  
A report of Samantha Stabler, Interim GM Community Safety Lead

#### **For Information**

**Deputy Mayor Decision Notices in the Period January 2024 - March 2024** 71 - 82

For copies of papers and further information on this meeting please refer to the website

[www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following

Governance & Scrutiny Officer: Lee Teasdale

✉ Lee.Teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 18<sup>th</sup> March 2024 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

**POLICE FIRE AND CRIME PANEL – 21 MARCH 2024**

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

| <b>Minute Item No. / Agenda Item No.</b> | <b>Nature of Interest</b> | <b>Type of Interest</b>                                   |
|--|---------------------------|---|
|  |                           | <b>Personal / Prejudicial /<br/>Disclosable Pecuniary</b> |
|  |                           | <b>Personal / Prejudicial /<br/>Disclosable Pecuniary</b> |
|  |                           | <b>Personal / Prejudicial /<br/>Disclosable Pecuniary</b> |
|  |                           | <b>Personal / Prejudicial /<br/>Disclosable Pecuniary</b> |
|  |                           | <b>Personal / Prejudicial /<br/>Disclosable Pecuniary</b> |
|  |                           | <b>Personal / Prejudicial /<br/>Disclosable Pecuniary</b> |

Please see overleaf for a quick guide to declaring interests at meetings.

## QUICK GUIDE TO DECLARING INTERESTS AT MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

**You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:**

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

### **FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE**

#### **STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA**

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or 'Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

#### **STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?**

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

#### **FOR A NON PREJUDICIAL INTEREST**

##### **YOU MUST**

- Notify the governance officer for the meeting as soon as you realise you have an interest
- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

##### **TO NOTE:**

#### **FOR PREJUDICIAL INTERESTS**

##### **YOU MUST**

- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting)
- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

**YOU MUST NOT:**

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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# Agenda Item 4

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL  
MINUTES OF A MEETING HELD ON 30 JANUARY 2024 IN THE COUNCIL CHAMBER,  
MANCHESTER CITY COUNCIL**

**PRESENT:**

|                            |                          |
|----------------------------|--------------------------|
| Councillor Janet Emsley    | Rochdale Council (Chair) |
| Councillor Aalaina Khan    | Bolton Council           |
| Councillor Amy Cowen       | Bolton Council           |
| Councillor Richard Gold    | Bury Council             |
| Councillor Luthfur Rahman  | Manchester City Council  |
| Councillor Dave Arnott     | Oldham Council           |
| Councillor Barbara Bentham | Salford Council          |
| Councillor Tom Morrison    | Stockport Council        |
| Councillor Vimal Choksi    | Tameside Council         |
| Councillor Simon Thomas    | Trafford Council         |
| Councillor Dane Anderton   | Wigan Council            |
| Majid Hussain              | Independent Member       |

**Also in attendance:**

|              |                 |
|--------------|-----------------|
| Andy Burnham | GM Mayor        |
| Kate Green   | GM Deputy Mayor |

**Officers Present:**

|                           |  |
|---------------------------|--|
| Ian Cosh                  | Chief Finance Officer, GMP   |
| Lee Rawlinson             | Chief Resources Officer, GMP   |
| Chief Supt. Nicola Spragg | GMP  |
| DCC Terry Woods           | GMP  |
| CFO Dave Russel           | GMFRS  |
| Sarah Scoales             | Head of Service Excellence, GMFRS  |
| Tracey Read               | Head of Corporate Support, GMFRS   |
| Samantha Stabler          | Interim Advisor to Panel & Head of Community Safety, Manchester City Council |
| Neil Evans                | Director of Police, Crime, Fire & Criminal Justice, GMCA                     |
| Sandra Stewart            | Tameside Council   |

Lee Teasdale

Senior Governance & Scrutiny Officer,  
Governance and Scrutiny, GMCA

Gwynne Williams

Deputy Monitoring Officer, GMCA

Steve Wilson

Treasurer, GMCA

### **PFCP/01/24 APOLOGIES**

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Chris Goodwin (Oldham), Councillor David Lancaster (Salford), Councillor Rosemary Barratt (Stockport), Councillor Rose Thompson (Trafford) and Independent Member Angela Lawrence.

### **PFCP/02/24 CHAIRS ANNOUNCEMENTS & URGENT BUSINESS**

The Chair opened by paying tribute following the passing of Sir Tony Lloyd. Sir Tony had been the Police & Crime Commissioner for Greater Manchester between 2012 and 2017 and throughout his life had fought for the rights of vulnerable and powerless people. His vision as Commissioner had been for all of Greater Manchester to work together to build the safest communities in the country. The Panel held a minutes silence in his memory.

### **RESOLVED/-**

1. That the tribute to Sir Tony Lloyd be recorded.

### **PFCP/03/24 DECLARATIONS OF INTEREST**

No declarations were received.

### **PFCP/04/24 MINUTES OF THE MEETING OF 20<sup>TH</sup> NOVEMBER 2023**

Members considered the minutes of the previous meeting. Points highlighted included:

- In reference to PFCP 59/23 AM Jim Willmott has advised that the presentation papers need context and that he is happy to arrange a teams presentation on them should members so wish.



- In reference to PFCP 60/23 the Safer Streets funding update had been circulated to members.
- In reference to PFCP 64/23 information pertaining to third party reporting avenues in districts has now been circulated to members.

**RESOLVED/-**

1. That the minutes of the meeting held on 20 November 2024 be agreed as a true and correct record.

**PFCP/05/24            2024/25 PCC BUDGET AND PCC COMPONENT OF THE  
MAYORAL PRECEPT**

Andy Burnham, Mayor of Greater Manchester, presented a report notifying Panel Members of the proposed PCC budget for 2024/25 including the latest expected budget numbers for Greater Manchester Police and to seek a report on the Mayor’s proposals for the PCC component of the Mayoral precept for 2024/25. The Mayor highlighted the following points:

- The current budget had been prepared and proposed with a full awareness of the difficulties still being faced by many residents of the region through the ongoing cost-of-living crisis. Due to this, the Mayoral General Precept for the year had been frozen. However, due to under inflation increases in government funding, it was deemed necessary to ask for a modest increase in the precepts for Fire & Rescue and Policing.
- The work addressing the damage done to policing numbers over the past 14 years remained an area of concern that required ongoing support. In 2010, GMP had just over 8500 police officers, by the mid-2010’s this had fallen by 2000 to approximately 6500. A process to increase these numbers had commenced in 2019 and was supplemented by the national policing uplift programme. Today, there were 1620 extra officers compared to 2019 – at 8160 officers. This was still several hundred away from the number in 2010.
- The policing grant from government announced just ahead of Christmas was a disappointing number, being significantly below inflation, and even if the maximum precept were to be factored in – the increase in funding would only sit at 2.6% - still

significantly below inflation. This would mean that there was still a difficult scenario with a funding gap of circa £40.7m that would still need to be addressed. It was therefore considered that it would be irresponsible of the Mayor to risk jeopardising all the progress made by GMP in recent years by not asking for the full allowable precept and putting that progress at risk with a higher still funding gap.

- The Mayor highlighted the many recent improvements seen at GMP. Particularly since being removed from special measures in 2022. Including the implementation of dedicated neighbourhood policing teams and reductions in numerous crime statistics.
- Specific reference was made to the success of Operation Vulcan in Cheetham Hill which had now been expanded into Piccadilly Gardens – an example of truly proactive root and branch policing.
- Reference was made to the results of the precept consultation process that had taken place throughout January 2024. The response in many ways reflected the financial climate in which this request was being made. 758 responses had been received, with just over a quarter of those responding supportive of the proposals, with 68% saying they did not. It was difficult as, despite this being a very small percentage of GM residents, there was a wish to take into account consultations, as seen in the changes made following the GM Fire Cover Review, but in this instance, the precept would not just be paying for discretionary elements that could be put on hold, this was about minimising the impact of a serious financial burden faced by GMP.

Deputy Mayor Kate Green was then invited to address the Panel with further detail on the pressures faced. Points highlighted included:

- Conversations with other PCC's throughout the country had made it clear that the funding from government appeared to be calculated on the basis that they expected all PCC areas to ask for the maximum allowable precept of £13 per year for a Band D property. It was apparent that nearly all PCC's across the country would be asking for the maximum precept in this year to ensure that local policing did not have to return to a series of harmful cuts.
- It was made clear that whilst a Band D property would see a £13 increase, the majority of households in GM fell into Bands A-C and would see a smaller increase. It was also noted that even with the increase, the region would still have one of the smallest policing precepts in the country.

- Reference was made to the additional policing pressures being faced in the current climate. Including additional resources required due to the rises seen in both antisemitism and islamophobia due to the ongoing crisis in the middle east, and crime related to the cost-of-living crisis including the rise in exploitative gangs looking to take advantage of vulnerable people.
- It was advised that Senior Officers at GMP had been undertaking significant work to see where efficiencies could be found in relation to the £40.7m gap. The work so far had now brought this down to £24m which still needed to be addressed and it was hoped that a balance budget could be brought to the next meeting of the Panel.

### **Comments and Questions**

The Chair then invited Members of the Panel to address their comments and questions to the Mayor and Deputy Mayor.

- Members referenced neighbourhood policing – stating the absolute need for stability and consistency of personnel – which was a particular issue at present in the City of Manchester. It was stated that this issue was absolutely recognised and that the model, which required deep and meaningful relationships with a locality would not work unless this stability could be offered, and that this was in the process of being addressed in the City of Manchester.
- Members referenced efficiency savings that would be required as part of the £24m gap remaining. Would this result in a recruitment freeze? It was advised that there was a commitment, and indeed an obligation for GMP to retain officer numbers under the terms of the government settlement. Therefore, there was a requirement for officer numbers to be kept above the uplift numbers, and there would absolutely not be any recruitment freeze on serving officers – and the current budget did allow for the recruitment of a further 30 officers on top of the current number.
- Members commended the good work being done within these constrained budgets, stating that this would not be the right time to risk undoing a lot of the progress GMP had made by refusing the precept increase at this time.
- Members stated that whilst it was frustrating to have to commit to increases in precept in the current climate – it was felt that the residents of the region's

communities would not wish to see services that support community safety compromised through cuts.

- Members reflected further upon the consultation, that whilst a very small sample size, did strongly indicate that an increase was not sought, was the method by which the consultation was carried out the right way in which to 'sell' the need for an increase to the public? The Mayor agreed that the whole process was suboptimal. The government would announce the funding available to police authorities towards the end of December, allowing very little time to draft a consultation based upon that. It was felt that PCC's should come together to call for a reform to the current funding system that was clearly not fit for purpose – and it was considered that the Panel itself could make a recommendation to the next government following the election to look at the principles that underpin the process.
- Members emphasised the importance of preventative measures that stop crime happening in the first place – as the cost of combating crime continued to rise, preventative measures provided a much cheaper solution. The Deputy Mayor agreed, stating that this upstream prevention on tackling the causes of crime was an equally important focus within her work. This was best done in partnership with other organisations. This was why close working took place with community safety partnerships across all ten districts to devise community led solutions. Work took place within crime hotspots to fully understand the root causes of the issues in those neighbourhoods and what needed to be done to address them. The Mayor advised that as part of his plans around the Manchester Baccalaureate – he wished to work with the violence reduction unit to offer accelerated pathways to young people at most risk of being drawn into crime networks.
- Members asked about the future role of PCSO's going forward. It was advised that there had been a number of unfilled posts for some time and that the neighbourhood policing model was investing in more warranted officers due to their additional powers. Importantly there was now a clearer delineation of the warranted officer role and the PCSO role. PCSO's would play an important role in a more clearly community engagement-based position going forward and there was a commitment to ensuring a named PCSO allocated to every ward in GM.

The Chair thanked all for their contributions and put the Mayor's proposed policing precept increase to the vote. Members subsequently voted unanimously to **approve** the proposal.

**RESOLVED/-**

1. That the Panel notes that the Mayor seeks to increase the police precept by £13 per year for a band D property (£10.11 for a Band B property) with effect from 1 April 2024 and proposes that this precept level can be issued.
2. That the Panel notes the budget assumptions relating to the budgets for 2024/25, including the proposals for the Community Safety Fund.

**PFCP/06/24                    GREATER MANCHESTER FIRE AND RESCUE SERVICE  
REVENUE AND CAPITAL BUDGET 2024/25**

Deputy Mayor Kate Green introduced a report that informed panel members of the proposed budget for Greater Manchester Fire and Rescue Service (GMFRS) for 2024/25 and the updated medium term financial plan. The precept proposals for GMFRS for 2024/25 would form part of the Mayoral general budget and precept proposals report to the GMCA on 9th February 2024. Points highlighted included:

- It was advised that the Mayor would be seeking approval for a £5 per year increase in the Fire Authority budget at the GMCA meeting due to take place on Friday 9<sup>th</sup> February.
- The fire service had been performing well over the last few years and it was important to continue to invest in that continued performance.
- It was noted that CFO Dave Russel had received the King's Fire Service Medal in the New Year's Honours list which was a clear indication of the successful progress at GMFRS under his leadership.
- The £5 increase would allow for the investment in a 52<sup>nd</sup> pump for the region and to release funds for other preventatives and protective programmes.
- Additionally the Fire Service was put under further pressure by the increases in climate related call outs – such as the significant increase in wildfires being seen.
- There was also a need for continued capital investment in the fire estate. Bury Training College was now fully open and there were plans to modernise a number of stations that were no longer deemed fit for purpose.

CFO Russel commented, reiterating the importance of investment, as this would allow for more prevention, more protection and to provide an overall better emergency response service.

## **RESOLVED/-**

1. That the Panel notes the following:

- The overall budget proposed for GMFRS
- The proposed £5 increase in the level of the Mayoral fire precept to fund cost pressures and investment in front line services including a 52<sup>nd</sup> fire engine for GM to £81.20 for a Band D property.
- The use of reserves to support the revenue and capital budgets
- The proposed fire service capital programme and proposals for funding
- The medium-term financial position for GMFRS covered by the Mayoral precept

## **PFCP/07/24            GREATER MANCHESTER POLICE – FORCE PERFORMANCE UPDATE**

Deputy Chief Constable Terry Woods presented a report providing the Board with an executive summary describing the performance of GMP over the most recent year to December 2023, and how this compared to performance in the previous year.

- The investments in phone call response time had been used to good effect. With continuing improvements in this area.
- Officer response time to incidents continued to improve. When public need was at it's highest this was vital. The national target was set at 15 minutes, and the GMP average was now under 10 minutes.
- More proactive policing was now being carried out, a lot of which was only able to be done due to the extra funding previously agreed for specialist operations, road policing, tactical aid units and neighbourhood policing.
- An example of this was the 74% increase in the number of stop and searches carried out during 2023.

- There had been a 24% reduction in the number of victims of domestic burglary in GM during 2023 – part of an overall 3% reduction in recorded crime over the year – which resulted in 11,000 fewer victims.
- There had also been a significant drop in the number of road deaths seen in the region. Numbers of officers dedicated to road policing had been doubled and it had also been made a key priority within neighbourhood teams – this had resulted in 20 fewer people being killed in 2023 – a 31% reduction. 11,000 uninsured vehicles had also been seized during this period.
- However, there were still some areas where increases had been seen, and work was taking place to address these, including robbery from a person and shoplifting.

## **RESOLVED/-**

1. That the contents of the report be noted.

## **PFCP 08/24                    GREATER MANCHESTER FIRE & RESCUE SERVICE – MID-YEAR PERFORMANCE REPORT APRIL-OCTOBER 2023**

Sarah Scoales (Head of Service Excellence, GMFRS) presented a report to Panel highlighting the Greater Manchester Fire and Rescue Service (GMFRS) mid-year performance review. The report identified the progress made against the delivery of the current Annual Delivery Plan between April and September 2023. Points highlighted included:

- Overall, the portfolio was making good progress, with just some delays highlighted around digital solutions for planning projects and performance. Monitoring of all areas would continue through the internal governance processes.
- The average response time to risks had increased slightly – currently at 7mins 35secs against a target of 7mins 30secs. The main driver of this increase had been ‘special service calls’ rather than fires (which remained just under 7mins) – so work was taking place on call handling procedures for special service calls. It was considered that these types of calls may be segmented in future KPIs to provide an extra level of clarity.
- Accidental fires in the home had seen a slight increase – largely down to cooking related incidents but also an emerging theme around E-Bikes and E-Scooters. So a

number of campaigns and local initiatives had taken place for extra education on how to appropriately charge these.

**RESOLVED/-**

1. That the contents of the paper and the GMFRS Mid-Year Performance report found at Appendix A be noted.





## **GREATER MANCHESTER POLICE, CRIME AND FIRE PANEL**

**Date:** 21st March 2024

**Subject:** Greater Manchester Police Fund Revenue and Capital  
Budget 2024/25

**Report of:** Mayor of Greater Manchester

### **PURPOSE OF REPORT**

To inform Panel members of the Greater Manchester police fund revenue and capital budget for 2024/25, revised three-year medium term financial Plan to 2024/25 to 2026/27 and the projected position on general and earmarked reserves.

### **RECOMMENDATIONS**

The Panel is requested to note the contents of the report and approve the budget proposals

## **Background papers presented to the Police and Crime Panel:**

20 November 2023 – 2024/25 Police and Crime Precept Setting Process

30 January 2024 – 2024/25 PCC Budget and PCC Component of the Mayoral Precept

## **CONTACT OFFICERS**

Steve Wilson, Treasurer

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**GREATER MANCHESTER  
POLICE FUND  
REVENUE BUDGET AND  
CAPITAL PROGRAMME  
2024/25**

## 2024/25 REVENUE BUDGET AND CAPITAL PROGRAMME

### CONTENTS

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| 3              | Precept funding 2024/25                                 |
| 4              | Revenue Budget 2024/25 and Medium-Term Financial Plan   |
| 5              | Capital Investment 2024/25                              |
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| Appendix 1     | National Police Settlement Data 2024/25                 |
| Appendix 2     | Formula Funding and Specific Grants                     |
| Appendix 3     | 2024/25 revenue budget compared to 2023/24              |
| Appendix 4     | Medium Term Financial Plan 2024/25 – 2026/27            |

## **BACKGROUND DOCUMENTS**

Background documents to this report are:

- (i) Government Settlement letters, reports and precept referendum letters
- (ii) Precept report to the Police Fire and Crime Panel 30<sup>th</sup> January 2024
- (iii) Guidance note on Local Authority Reserves and Balances - Chartered Institute of Public Finance and Accountancy (CIPFA)
- (iv) Local Government Finance Act 1992
- (v) Local Government Act 2003
- (vi) Localism Act 2011
- (vii) Police Reform and Social Responsibility Act 2011
- (viii) The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017

## 1. **INTRODUCTION AND BACKGROUND**

- 1.1 The Police and Crime Commissioner (PCC) within each force area has a statutory duty and electoral mandate to ensure an efficient and effective police service and to hold the Chief Constable to account on behalf of the public. For Greater Manchester the PCC functions were transferred to the Greater Manchester Mayor in May 2017. The Mayor (PCC) is the recipient of funding relating to policing and crime reduction, including government grants, the council tax precept and other sources of income. How this money is allocated is a matter for the Mayor (PCC) in consultation with the Chief Constable, or in accordance with any grant terms.
- 1.2 The provisions of Section 32 of the Local Government Finance Act 1992 require the Mayor (PCC) to set a balanced budget. In addition, Section 26 of the Police Reform and Social Responsibility Act 2011 establishes the PCC as a precepting authority for the purposes of the 1992 Act. Which means the Mayor (PCC) decides how much local people pay for policing through their council tax. For Greater Manchester, the precepting authority is Greater Manchester Combined Authority with the Mayor setting the PCC precept.
- 1.3 In December 2023 the 2024/25 Provisional Settlement was announced in Parliament and details were released to Police and Crime Commissioners. Funding for the police comes both directly from a Central Government grant (75%) and from the police precept (25%).
- 1.4 In accordance with Schedule 5 of the Police Reform and Social Responsibility Act 2011 (“the Act”) and Part 2 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (“the Regulations”), several reports were presented to the Police and Crime Panel, with the final proposals presented and agreed at the panel meeting held on 30<sup>th</sup> January 2024.
- 1.5 On 28<sup>th</sup> February 2024 the Mayor published the decision that confirmed:
- The 2024/25 Mayoral Police and Crime Commissioner precept would be set at £256.30 for a Band D property.
  - The issuing of an appropriate overall precept requirement of £206.919m on the ten billing authorities in the Greater Manchester area, to be incorporated as

part of the Council Tax for the purposes of Police and Crime for the financial year beginning 1 April 2024 and ending 31 March 2025.

- A 2024/25 Police Fund revenue budget of £816.827m.

## **2. NATIONAL FUNDING SETTLEMENTS 2024/25**

2.1 The Home Office issued an updated provisional settlement for 2024/25 on 14<sup>th</sup> December 2023 this included:

- £150m announced at Spending Review 2021 to ensure the maintenance of officers for the Police Uplift Programme;
- £185m of funding provided to support forces with the additional cost of the police officer pay award in 2023/24, which is the full year effect of 2023/24 funding announced in July 2023;
- £259m to cover the increased costs of police employer pensions contributions;
- £26.8m one-off top-up funding amount of to be provided in recognition of the software development and administrator costs associated with the delays to the implementation of the McCloud (pensions) remedy.

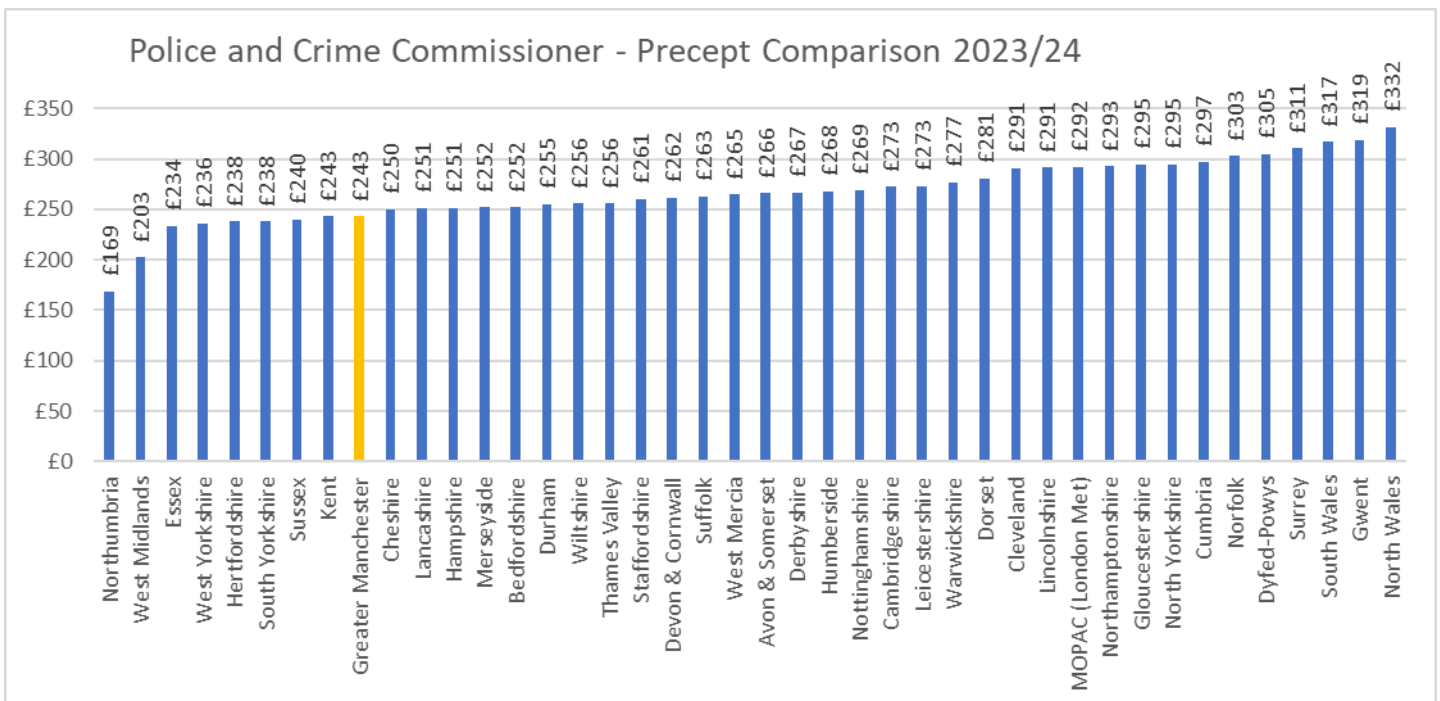
2.2 Whilst additional grant funding is welcome to meet unavoidable existing pay and pensions costs, in real terms this provides a below inflation increase of 1.5% for GMP to meet pay and price pressures in 2024/25.

2.3 To ensure forces maintain the additional 20,000 police officers, £425m of the 2024-25 national PCC allocation will be ringfenced. For GM this is £24.6m plus an additional £7.6m for forces, such as GMP, that volunteered to recruit above their uplift target as an 'additional recruitment top-up grant'. The ringfenced grant will be paid if GMP has maintained its overall officer headcount of 8,101, inclusive of the additional recruitment agreed on 31 March 2023. Access to ringfence funding shares will be based upon headcount levels recorded at data collection points on 30 September 2024 and 31 March 2025 and paid in January and July 2025 following the publication of police workforce statistics.

2.4 The Spending Review 2021 initially confirmed that for every year of the three-year Spending Review, PCCs would be given a £10 precept flexibility. However, the Government has decided that given the inflationary pressures facing forces, a £13 precept flexibility would be given for 2024/25.

2.5 Assuming every force takes the £13 precept, the weighted average band D police precept in England and Wales would be £280.95, the equivalent amount for GM in 2024/25 would be £256.30. With 80% of households in GM being Bands A to C properties, the majority will pay less than this.

2.6 Due to historic differences in council tax the proportion that £13 represents can vary significantly between force areas. Greater Manchester is in the lowest quartile in England for the precept, in 2023/24 on average, 34% of Police budgets were made up from Council tax, for Greater Manchester this was 25%. The spread of precepts across police authorities in England and Wales in 2023/24 is shown in the graph below:



2.7 In 2024-25 the national top slices made against total police funding total £1,038m, a £76m reduction over last year (£1,114m). The biggest changes in funding relate to the reduction in Police Technology Programmes, Crime Reduction Capabilities and National Crime Capabilities. A breakdown of the national priorities is shown in Appendix 2.

2.8 The provisional settlement confirmed continued funding to PCCs for priority crime programmes funded from the national top slice as follows:



- £92.8 million to support activity designed to combat anti-social behaviour and serious violence of which continued funding for GM has been confirmed at £2.888m.
- £15 million on Safer Streets Round 5, to supplement the funding already provided for 2023-24 with expected funding of around £350k to be confirmed.
- £47 million to continue to support the work of Violence Reduction Units, for which continued funding of £4.342m has been confirmed for GM in 2024/25.
- £46 million to continue the County Lines Programme and Project Adder, further details for GM will be confirmed in due course.

2.9 At least £1 billion for Counter-Terrorism Policing is also included within the headline settlement. Force level funding allocations for Counter-Terrorism Policing will be confirmed separately and will not be made public for national security reasons.

### 3. **PRECEPT 2024/25**

3.1 As part of the overall funding for policing in 2024/25, the Government gave PCCs the ability to raise the police element of council tax by up to £1.08 a month - £13 a year for an average Band D property and 84 pence a month - £10.11 a year for an average Band B property.

3.2 At the Police, Fire and Crime Panel on 30 January 2024 the Mayor took the proposal to set the PCC element of the Mayoral precept at £256.30 for a Band D property. With 80% of households in GM being Bands A to C properties, the majority will pay less than this. The table below shows the impact for each Council Tax band of the increase:

| Policing Precept         | Council Tax Bands |        |        |               |        |        |        |        |
|--------------------------|-------------------|--------|--------|---------------|--------|--------|--------|--------|
|                          | A                 | B      | C      | D             | E      | F      | G      | H      |
| 2023/24 Precept (£)      | 162.20            | 189.23 | 216.26 | <b>243.30</b> | 297.36 | 351.43 | 405.50 | 486.60 |
| 2024/25 Precept (£)      | 170.86            | 199.34 | 227.82 | <b>256.30</b> | 313.25 | 370.21 | 427.16 | 512.60 |
| Change (£ per year)      | 8.66              | 10.11  | 11.56  | <b>13.00</b>  | 15.89  | 18.78  | 21.66  | 26.00  |
| Proportion of properties | 45%               | 20%    | 18%    | <b>10%</b>    | 5%     | 2%     | 1%     | 0%     |

3.3 This precept increase will provide an additional £13.9m based on the Greater Manchester council tax base. With this increase the Greater Manchester police and

crime precept will remain one of the lowest out of the 42 police and crime areas of England. It is important to note that Greater Manchester is more dependent than other areas on changes to government grant funding due to the lower council tax base in the region. The national £13 maximum increase will therefore raise significantly less funds for GM per head of population than in many other areas of the country.

#### 4. **REVENUE BUDGET 2024/25 AND MEDIUM TERM FINANCIAL PLAN**

4.1 For 2024/25 this is an overall funding package for Police and Crime in Greater Manchester of £816.9m revenue an increase of £48.2m, of which £26.2m relates to funding for additional unavoidable costs compared to 2023/24. Excluding the new funding to meet additional costs, this is an increase of 1.5% in Government grant funding and 7.2% in funding from the proposed Precept, which is an overall below inflation increase in funding of 2.9%.

4.2 The table below sets out the funding position for 2024/25 compared to 2023/24:

| <b>GM PCC Revenue Funding</b>                        | <b>2023/24<br/>£m</b> | <b>2024/25<br/>£m</b> | <b>Change</b> |             |
|--|-----------------------|-----------------------|---------------|-------------|
|  |                       |                       | <b>£m</b>     | <b>%</b>    |
| <b>Council Tax funding</b>                           |                       |                       |               |             |
| Precept @ £13 (Band D)                               | 193.0                 | 206.9                 | 13.9          | 7.2%        |
| Collection Fund (Surplus/-Deficit)                   | 1.9                   | 1.3                   | -0.6          |             |
|  | <b>194.9</b>          | <b>208.2</b>          | <b>13.3</b>   |             |
| <b>Government grant funding</b>                      |                       |                       |               |             |
| Core Grants  | 524.7                 | 524.7                 | -             |             |
| Ring fenced Police Uplift grant                      | 15.9                  | 24.6                  | 8.7           |             |
| 2023/24 Pay award - part year grant                  | 19.0                  | 19.0                  | -             |             |
| Pension contribution grant                           | 6.6                   | 6.6                   | -             |             |
|  | <b>566.2</b>          | <b>574.9</b>          | <b>8.7</b>    | <b>1.5%</b> |
| <b>Sub-total Revenue Funding</b>                     | <b>761.1</b>          | <b>783.1</b>          | <b>22.0</b>   | <b>2.9%</b> |
| <b>Government grant funding for new costs</b>        |                       |                       |               |             |
| 2023/24 Pay award - full year grant                  | -                     | 10.7                  | 10.7          |             |
| Additional pension contribution grant                | -                     | 15.5                  | 15.5          |             |
| Additional officer recruitment grant                 | 7.6                   | 7.6                   | -             |             |
|  | <b>7.6</b>            | <b>33.8</b>           | <b>26.2</b>   | <b>n/a</b>  |
| <b>Total Revenue Funding (including new funding)</b> | <b>768.7</b>          | <b>816.9</b>          | <b>48.2</b>   |             |

4.3 The majority of the Police Fund budget is delegated to the Chief Constable for Greater Manchester Police and a proportion is retained to fund PCC

functions and capital financing costs for the GMP capital programme. The budget is supplemented by specific grants received throughout the financial year, reserves and income.

### **Police and Crime Commissioner 2024/25**

4.4 The PCC net budget for 2024/25 is £30.5m, which is an increase of £17.4m compared to 2023/24 in relation to increases in capital financing costs and use of reserves. The PCC budget reflects the following assumptions for 2024/25:

- The pay award estimated for 2023/24 was 4%. For 2024/25 as with other GMCA budget assumptions a pay award of 3% has been estimated.
- Capital financing costs based on the latest capital programme from GMP. The budget for 2024/25 has an increase of £8.9m compared to 2023/24.
- Changes in use of earmarked reserves included in the PCC budget such as:
  - Police infrastructure reserve of £20m continues to be applied to GMP budget to support the implementation of the Police Uplift Programme at £5m per year over the four year period 2021/22 – 2024/25.
  - Use of £0.8m of Sexual Assault Commissioning reserve to support St Mary's Sexual Assault Referral Centre (SARC) for Victims of Rape and Sexual Assault in Greater Manchester and Operation Soteria.
  - Use of £0.8m of PCC Transformation and Commissioning reserves to support Gender Based Violence strategy.
- Income and expenditure in relation to specific grant funded programmes such as:
  - Serious Violence Home Office grant of £4.6m
  - Victims Services Ministry of Justice grant £5.3m
  - GM Integrated Rehabilitation Services grant of £8.9m from HM Prison and Probation Service

### **Budget for Greater Manchester Police 2024/25**

- 4.5 Greater Manchester priorities for policing for the next financial year will be met from the funding received for 2024/25. The GMP budget for 2024/25 will be £786.2m which is an increase of £57.2m compared to 2023/24. This increase is met from the additional funding from government grant and the approved precept increase.
- 4.6 It should be noted that as £26.6m of this overall GMP budget increase relates to mainstreaming of specific 2023/24 additional grants, which were confirmed after the budget was set in 2023 and now form part of the core Government grant settlement for 2024/25. These grants are in respect of funding additional officer recruitment agreed for 2023/24 (£7.6m) and to meet the 2023/24 additional cost of the 2023 nationally agreed pay award (£19m). These grants meet specific additional costs that were agreed after the 2023/24 GMP budget was set and therefore leave only £30.6m of the overall £57.2m GMP budget increase as new funding available to meet new 2024/25 budget pressures.
- 4.7 When the precept was agreed in January it was recognised to be critically important that GMP had the level of funding required to sustain the significant improvements made to date and to continue to strengthen public safety. The panel also received details of the Greater Manchester priorities for policing for the next financial year based on the increases in precept, along with the central government grant, which will enable GMP to:
- Remain one of the best police forces in the country in answering 999 and 101 calls.
  - Further improve response times for emergency and non-emergency incidents.
  - Retain investment in neighbourhood policing and crime prevention teams to further reduce neighbourhood crimes.
  - Invest a further 50 police officers into front line policing roles in 2024/25.
  - Increase policing of the transport network through the launch of Operation Vulcan Network with increased policing presence in and around Piccadilly and Victoria stations.
  - Invest in locking up more criminals and providing swifter and better services for victims and witnesses through investment in investigations and criminal justice units.
  - Invest in prosecuting offenders with a focus on increasing arrests for sex offenders and ensuring justice for vulnerable victims.

- 4.8 As previously reported to Police, Fire and Crime Panel in January there are 3 key drivers of expenditure pressures which reflect GMP's improvement journey over the last 2 financial years and which can be broadly categorized across the following 3 areas which resulted in an initial reported combined PCC/GMP policing budget gap of £40.7m:
- (i) Unavoidable cost pressures arising from national decision making and the requirement to continue to deliver improved services;
  - (ii) the impact of the removal of one-off funding used to "pump prime" critical investments, which is no longer available to support these investments;
  - (iii) The financial impact of service improvements arising from the Plan on a Page (POAP) improvement plan.
- 4.9 Work undertaken by GMP and the GM Mayor's office at that point had identified savings of £16m which could, without impacting on frontline policing, be used to reduce the overall policing (PCC/GMP) funding gap to £24.7m. In addition, it was reported that work was advanced between the Mayor's office and GMP to ensure further savings are identified to deliver a balanced budget for 2024/25 and to set out a sustainable funding strategy over the medium term.
- 4.10 The work is now complete and involved a detailed review of all service budgets, income generation and provisional service improvement investment plans. It has resulted in a balanced 2024/25 police budget as follows.
- 4.11 The PCC budget is discussed in 4.4 above. The new unavoidable GMP budget pressures for the 2024/25 Police budget have been reviewed and confirmed below, totaling £44m, leaving a gap before any new investment in service improvement of £13.4m after taking into account the additional £30.6m GMP budget increase available for 2024/25 versus 2023/24 (Para 4.6 refers).
- 4.12 Unavoidable Cost Pressures
- I. **Police Officer Uplift (PUP) (£6m)** – Whilst 2022/23 was the final year of the PUP programme, during which GMP exceeded its additional recruitment targets, in 2023/24 a further 189 Officers above the force allocation were delivered by GMP (including 30 agreed after the 2023/24 budget was set) increasing the total GMP Officers to 8,131 and this level will now be further increased in 2024/25 to 8,151 supported by a continuation of additional grant funding from the national programme. The costs of maintaining officer

numbers are rising above the level of funding as the officers recruited as part of the PUP programme become more experienced, which is reflected in their pay.

- II. **Impact of 2023/24 Pay Awards (£13m)** – The nationally agreed police officer and police staff pay awards in 2023/24 and effective from September 2023 were higher than expected when the budget was set. Funding was received in 2023/24 (£19m, para 4.6 refers) to meet the additional in year cost and further funding will be received in 2024/25 to meet the additional full year impact of £13m in 2024/25 bringing the total ongoing annual cost to £32m.
  - III. **2024/25 Pay awards (£8m)** – These were provisionally forecast to be 3%, however, the Policing Minister has indicated that any increase beyond 2.5% may be considered by the Home Office for additional funding. Therefore, whilst there is a degree of risk associated with this, we have reduced the budgeted allowance to 2.5% to assist in closing the final budget gap.
  - IV. **Employers Pension Contributions (£12m)** – Both police officer and staff pension schemes are subject to regular review. From 1 April 2024 the nationally set employers' contribution rate for the police officer scheme will increase by 4.3% to 35.3% and the Government has provided an initial one-year grant to cover the increased cost in 2024/25.
  - V. **Other pressures from 2023/24 (£2m)** – Several other unavoidable items, including specific inflation related issues add further pressure on the 2024/25 budget.
  - VI. **Use of reserves for specific projects (£3m)** – The PCC has previously made contributions from reserves to specific areas such as investigations into historic Child Sexual Exploitation. Now PCC reserves have been exhausted ongoing costs will need to be maintained within the GMP core budget from 2024/25.
- 4.13 Savings and Efficiencies - In order to sustain service improvements and manage pressures described above, the work undertaken by GMP and the Mayor's office has identified net savings and efficiencies totaling £21m, which, in line with the Mayor's Office and GMP budget review objective, can be delivered in 2024/25 without

impacting on frontline policing. These savings will be delivered from across the whole range of support service budgets with the most notable cost reductions including; Information Technology contract savings and efficiencies, Reductions in Fuel and Utility costs, PFI savings, Reduced support staffing costs to be delivered through pro-active vacancy management, and removal of temporary additional project implementation funding allocated to the Force Contact Centre now that stability and ongoing high performance has been achieved.

4.14 Income Generation: The budget review exercise also identified additional income targets totaling £5m, to be delivered via an increase in the activity carried out to improve road safety and to reduce the numbers Killed and Seriously injured through speed enforcement and the seizure of uninsured vehicles, which remains a key Force priority. In addition, a bid for additional funding to support GMP's over achievement of agreed Police Uplift Programme targets (4.12 (i) refers) has been successful for 2024/25.

4.15 Sustaining Service Improvements – The identification of the above £26m in combined Savings, Efficiencies and Income generation opportunities not only covers the original gap after unavoidable cost pressures but also allows for a total of £13m in new Service Improvements:

| <b>Summary of Spending Pressures - GMP</b>               | <b>£m</b> |
|--|-----------|
| Additional budget available                              | 31        |
| Unavoidable cost pressures                               | -44       |
| Savings and Efficiencies Identified                      | 21        |
| Income Generation Opportunities                          | 5         |
| <b>Total Available for Service Investment Priorities</b> | <b>13</b> |

4.16 Since the precept was set in January further work has also been undertaken to determine the priority GMP investment needs and this now reflects an additional funding requirement of £13m across the following areas:

- **Digital Policing Programme (£3.2m)** – The Decision to replace the Force's Records Management System known as Police Works was taken in 2022. Work is now well underway to secure a replacement system. This a significant project with many key interdependencies. The investment requirement reflects the level of additional capacity required in terms of specialist internal and external resources

to deliver this programme. and supports an associated Capital Programme commitment to deliver a best in class solution that will deliver significant future efficiency and effectiveness benefits.

- **Crime, Vulnerability, Intelligence and Forensic Services modernisation and improvement Programme (£4m)** – The main purpose of this investment is to provide GMP with a sustainable, long term operating model across our forensics digital capability, which encompasses; Digital Forensics Investigation Unit (DFIU); Cyber – Serious Crime Division (SCD); Digital Media Investigators (DMI); CCTV – Forensic Services Branch; and Visual Evidence and Recovery and Analysis Unit (VERA) – Serious Crime Division (SCD). The emphasis is on introducing changes to existing internal processes and organisational structures, providing greater efficiencies, productivity and services that will capture future demand, as well as current. This will not only enhance GMP as an organisation, but importantly, will help to deliver an outstanding service to victims of crime.
- **Custody Staffing Investment (£1.2m)** – Increase to Custody staffing levels to meet current and projected future demand resulting from the significant front line performance improvements that have been achieved.
- **IT and Digital Investment/Infrastructure Re-platforming (2.8m)** – Policing in the 21st century is underpinned by a digital infrastructure which supports the delivery of critical operational systems. The systems need to be robust to ensure that they withstand the risk of security compromise and deliver support to operational policing delivery. The investment will ensure that these two priorities are delivered and supports an associated Capital Programme commitment to maintain a stable, secure, and reliable infrastructure.
- **Child Protection Team Investment (£0.5m)** – To enable an uplift of 11 Case Management Officers and 1x Case Management Lead to match increases in child protection case conference demand, which is a statutory responsibility and a priority area for GMP .



- **Mental Health Tactical Advice Service (£0.5m)** – GMP is committed to the continued provision of this service aimed specifically at supporting members of the public with mental health issues who come in contact with GMP.
- **Business as usual Investment requirements (£0.8m)** – there are several investments which are required to improve service delivery and statutory compliance across a range of areas.

4.17 Taking account of the above, GMP and PCC budgets for 2024/25 are shown below, with a comparative breakdown of specific grants of £215.7m provided in Appendix 2 and comparison of the change in budget between 2023/24 and 2024/25 provided in Appendix 3.

| <b>Police Fund Revenue Budget 2024/25</b> | <b>GMP<br/>£m</b> | <b>PCC<br/>£m</b> | <b>Total<br/>£m</b> |
|---|-------------------|-------------------|---------------------|
| <b>Budget Requirement</b>                 |                   |                   |                     |
| Employee Related                          | 737.0             | 2.4               | 739.4               |
| Pensions                                  | 139.3             | 0.4               | 139.7               |
| Premises Related                          | 41.0              | 0.0               | 41.0                |
| Supplies & Services                       | 79.4              | 36.5              | 115.9               |
| Agency Payments                           | 23.2              | 0.0               | 23.2                |
| Transport Related                         | 11.0              | 0.1               | 11.1                |
| Capital Financing                         | 0.0               | 23.2              | 23.2                |
| Transfer to/from Reserves                 | -5.7              | -7.9              | -13.6               |
| Specific Grants                           | -193.9            | -21.8             | -215.7              |
| Income & Sponsorship                      | -45.1             | -2.3              | -47.5               |
| <b>Net Budget Requirement</b>             | <b>786.2</b>      | <b>30.6</b>       | <b>816.8</b>        |
| <b>Funding</b>                            |                   |                   |                     |
| Home Office Grant                         | 0.0               | -608.6            | -608.6              |
| Precept/ Council Tax Surplus              | 0.0               | -208.2            | -208.2              |
| <b>Total Funding</b>                      | <b>0.0</b>        | <b>-816.8</b>     | <b>-816.8</b>       |

4.18 The medium-term financial plan for 2024/25 to 2026/27 has been revised to reflect the latest planning assumptions and is shown in Appendix 4. This includes an estimate of GM's share of Government grant funding and take up of maximum flexibility in the precept increase of £13 in 2024/25. This is purely indicative at this stage but does present the financial challenges over the medium term. In order to address this GMP will develop a range of options to maintain a sustainable financial position over the medium term.

4.19 The 2024/25 financial year is the final year of the Government's 2021 three-year Comprehensive Spending Review which provided national funding allocations for Policing for 2022/23 – 2024/25. Planning assumptions for 2025/26 and 2026/27 therefore remain subject to significant uncertainty around future national funding allocations for Policing.

**5. CAPITAL INVESTMENT 2024/25**

5.1 The key capital spending priority continues to be the Plan on a Page portfolio which includes information services transformation to improve contact with the public and improve officer and staff productivity, fleet replacement including a number of specialist vehicles and a revised estates strategy which includes capital investment for the planned re-opening of the Longsight Custody Suite. The investment also includes refresh of critical policing operational infrastructure such as body worn video and officer radio and taser replacement. The programme includes significant investment into Serious Crime and Forensics, Automatic Number Plate Recognition (ANPR) and additional Freezer Capacity within property stores which continues to be a key risk for the Force.

5.2 A summary of the of the 2024/25 planned capital programme is shown in the table below:

| <b><u>Capital Programme</u></b> | <b>2024/25</b> |
|---------------------------------|----------------|
|                                 | £m             |
| <b>Capital Expenditure:</b>     |                |
| Estates                         | 2.794          |
| Fleet                           | 6.979          |
| ICT                             | 1.461          |
| Other / Plan on a Page (POAP)   | 26.359         |
|                                 | <b>37.593</b>  |
| <b>Funded by:</b>               |                |
| Borrowing                       | 36.256         |
| Grant                           | 1.077          |
| Capital Receipts                | 0.26           |
| Revenue                         | 0              |
|                                 | <b>37.593</b>  |

5.3 A more detailed breakdown of the 24/25 Capital Programme is shown in the table below. The total planned investment is £48.5m however, based on historical trends

in previous years, an amount of assumed slippage has been included giving a more realistic expected spend in year of £37.6m:

| <b>Planned Capital Investment 2024/25</b>     | <b>£m</b>     |
|---|---------------|
| Digital Policing Programme                    | 5.000         |
| Force Contact Centre Telephony Transformation | 0.826         |
| IT Infrastructure Investment                  | 11.293        |
| Serious Crime & Forensics                     | 3.065         |
| Estates                                       | 3.542         |
| Longsight Custody refurbishment               | 6.800         |
| General Estates requirements                  | 4.000         |
| Standard Fleet                                | 8.156         |
| Specialist Fleet                              | 1.374         |
| ANPR/CCTV                                     | 0.644         |
| Digital Fleet Project (Fleet Logistics)       | 0.250         |
| Taser and Firearms                            | 2.080         |
| Additional Freezer Capacity                   | 0.280         |
| Miscellaneous Capital Upgrades                | 1.185         |
| <b>Total Investment</b>                       | <b>48.495</b> |
| Assumed Slippage                              | -10.902       |
| <b>Funded Programme</b>                       | <b>37.593</b> |

## 6. COMMUNITY SAFETY BUDGET

6.1 Since 2019/20 over £4m has been delegated to Community Safety Partnerships (CSPs) to support delivery of the Police and Crime Plan, collectively making communities safer and more resilient. For 2024/25 the budget reflects an increase to PCC funding for Safeguarding Boards totaling £35k. The funding for each local authority is set out in the table below:

| Local Authority | Community Safety Grant | Children's Safeguarding Board | Adult's Safeguarding Board | Delegation of grants to Voluntary sector | Hate Crime    | TOTAL            |
|-----------------|------------------------|-------------------------------|----------------------------|--|---------------|------------------|
|                 | £                      | £                             | £                          | £  | £             | £                |
| Bolton          | 304,523                | 19,263                        | 19,263                     | 100,000                                  | 5,000         | <b>448,049</b>   |
| Bury            | 157,973                | 13,198                        | 13,198                     | 100,000                                  | 5,000         | <b>289,369</b>   |
| Manchester      | 694,584                | 35,491                        | 35,491                     | 200,000                                  | 5,000         | <b>970,565</b>   |
| Oldham          | 262,287                | 14,367                        | 14,367                     | 100,000                                  | 5,000         | <b>396,021</b>   |
| Rochdale        | 234,000                | 13,532                        | 13,532                     | 100,000                                  | 5,000         | <b>366,064</b>   |
| Salford         | 239,306                | 15,036                        | 15,036                     | 100,000                                  | 5,000         | <b>374,377</b>   |
| Stockport       | 218,973                | 15,370                        | 15,370                     | 100,000                                  | 5,000         | <b>354,712</b>   |
| Tameside        | 243,703                | 14,702                        | 14,702                     | 100,000                                  | 5,000         | <b>378,106</b>   |
| Trafford        | 200,800                | 14,367                        | 14,367                     | 100,000                                  | 5,000         | <b>334,534</b>   |
| Wigan           | 247,614                | 16,038                        | 16,038                     | 100,000                                  | 5,000         | <b>384,690</b>   |
|                 |                        |                               |                            |  |               |                  |
| <b>TOTAL</b>    | <b>2,803,763</b>       | <b>171,362</b>                | <b>171,362</b>             | <b>1,100,000</b>                         | <b>50,000</b> | <b>4,296,487</b> |

6.2 Building on the work of previous years, CSPs have continued to work closely on both GM and local priorities and are using Community Safety funds to support targeted work in neighbourhoods. Oversight and governance is managed through local partnership arrangements and the Deputy Mayor is informed of spending profiles through an initial proposal followed by a mid-year update on progress. The Community Safety Grant provides CSPs with local autonomy to direct funds at key police and crime priorities.

6.3 The Deputy Mayor has continued to delegate voluntary and community sector grants following consultation and feedback from CSPs who provide a mid-year progress update detailing the allocation of funds to local groups and voluntary sector organisations. The grants are being used to support communities to tackle grass

roots issues of concern whilst developing resilience and cohesion as local people are contributing to achieving Standing Together priorities.

6.4 A summary of the types of schemes and initiatives that the Voluntary and Community Sector grants have funded are set out below:

- Tackling anti-social behaviour and improving behaviour through early intervention and diversionary work with young people
- Support for victims of domestic and sexual abuse, including victims from minority communities and provide prevention interventions in schools
- Advice and awareness regarding healthy relationships for young people
- Reducing the risk of exploitation of vulnerable young people
- Reducing the risk of offending and re-offending
- Community cohesion and hate crime
- Keeping children and young people safe
- Interventions and awareness to prevent serious violence and promote awareness of the consequences
- Supporting vulnerable adults and reducing isolation.

## 7. **FINANCIAL RISK ASSESSMENT**

7.1 A key requirement of any budget setting process is the assessment of risk and how this is reflected in the financial strategy. An assessment of the major financial risks associated with the 2024/25 budget has been undertaken. These are highlighted below:

### Improvement Programme

7.2 GMP has made significant improvement over the last 2 years in its journey to deliver effective policing services to the residents of GM. However, there are still changes that are required to sustain and where necessary improve services. The delivery of this in an ever-challenging public sector financial environment increases the risk. However, the clear and strong governance arrangements which are in place will act to ensure that a sustainable and robust financial plan is in place to manage these risks, including, wherever possible, securing recurring efficiency improvements from within existing budget and income generation opportunities.

### Police precept

- 7.3 Overall Police funding is dependent on Government grant and the PCC precept. The £13 precept increase for 2024/25 is an opportunity given by the Home Office which is over and above the £10 flexibility that was set out in the Spending Review from October 2021. Planning assumptions for 2025/26 and 2026/27 are subject to significant uncertainty around future spending reviews and long anticipated funding formula review.

### Council Tax Collection Fund

- 7.4 The 2023/24 Collection Fund surplus is estimated to be £1.26m which has been included in the funding for the 2024/25 budget. There is a risk the final position is not as favourable and surpluses are not available in future years.

### Inflationary risk

- 7.5 There is a general risk around cost inflation because of the challenging global economic environment. The police officer and police staff pay awards for 2024/25 are subject to agreement and the allowance in the budget of 2.5% may be insufficient. For every 1% increase in pay the additional cost is c£6m for the budget.

### Pensions

- 7.6 In 2019/20 the Home Office provided funding of £8.5m which has now been included in core grant and a further £6.6m in specific grant to cover these additional costs. The funding in core grant for 2024/25 has rolled forward again and the specific grant of £6.6m has once again been provided, however there is a risk that the grant may not continue in future settlements.

## 8. **RESERVES**

8.1 Total reserves as at 31 March 2023 were £98.3m, and are predicted to be £67.5m at 31 March 2024. Based on the 2024/25 planned budget to apply £30.8m of earmarked reserves during the year, the forecast reserves at 31 March 2025 is expected to be £55.4m. These figures include a General Fund balance of £15.375m which is not available for planned use. Section 25 of the Local Government Act 2003, requires the Treasurer of the GMCA to be satisfied that the level of the general fund is adequate (see section 9 below).

8.2 Planned use of PCC reserves includes release of the PUP infrastructure funding received in 2020/21 at £5m a year over the four year period 2021/22 to 2024/25 which is included as part of the GMP revenue budget.

8.3 GMP earmarked reserves at March 2024 reflected a newly created reserve in 2023/24 to fund investment in police officer uniform and protective equipment. The previously created POAP reserve will continue to be held to manage risk relating to the POAP programme of work in year but a release has not been included within the budget.

8.4 The table below provides a breakdown of all Police reserves as at 31 March 2023 and projections for balances at end of financial years 2023/24 and 2024/25.

| <b>Police Reserves</b>               | <b>Closing Balances 31 March 2023</b><br>£m | 2023/24<br>Planned<br>Use of<br>Reserves<br>£m | <b>Forecast Balances 31 March 2024</b><br>£m | 2024/25<br>Planned<br>Use of<br>Reserves<br>£m | <b>Forecast Balances 31 March 2025</b><br>£m |
|--------------------------------------|---|--|--|--|--|
| <b>General Reserve - Police Fund</b> | <b>-15.375</b>                              |  | <b>-15.375</b>                               |  | <b>-15.375</b>                               |
| Transformation reserve               | -1.829                                      | 1.829  | 0.000  | 0.000  | 0.000  |
| Commissioning reserve                | -8.929                                      | 7.047  | -1.882                                       | 1.403  | -0.479                                       |
| Community Crime Fund reserve         | -0.819                                      | 0.091  | -0.728                                       | 0.091  | -0.637                                       |
| Justice and Rehabilitation reserve   | -1.838                                      | 0.929  | -0.909                                       | 0.442  | -0.467                                       |
| Sexual assault commissioning reserve | -3.500                                      | 0.815  | -2.686                                       | 0.798  | -1.888                                       |
| Youth aspiration / diversion reserve | -0.093                                      | 0.000  | -0.093                                       | 0.000  | -0.093                                       |
| Legal costs reserve                  | -1.855                                      | 1.192  | -0.663                                       | 0.000  | -0.663                                       |
| Health and Justice reserve           | -0.079                                      | 0.000  | -0.079                                       | 0.000  | -0.079                                       |

|   |                |               |                |               |                |
|---|----------------|---------------|----------------|---------------|----------------|
| Traffic Enforcement & Road Safety reserve | -0.083         | 0.025         | -0.058         | 0.000         | -0.058         |
| Capital Financing reserve                 | -5.982         | 4.895         | -1.088         | 0.000         | -1.088         |
| CF Smoothing reserve                      | -1.520         | 1.520         | 0.000          | 0.000         | 0.000          |
| RASSO                                     | -0.776         | 0.350         | -0.427         | 0.000         | -0.427         |
| Infrastructure HO reserve                 | -10.471        | 5.000         | -5.471         | 5.000         | -0.470         |
| Police Property Act reserves              | -1.222         | 0.383         | -0.838         | 0.121         | -0.718         |
| <b>Total PCC Earmarked Reserves</b>       | <b>-38.997</b> | <b>24.076</b> | <b>-14.921</b> | <b>7.854</b>  | <b>-7.066</b>  |
| Operational Contingency Fund              | -1.900         | -0.238        | -2.138         | 0.000         | -2.138         |
| Chief Constable's Insurance reserve       | -13.743        | 0.000         | -13.743        | 0.000         | -13.743        |
| PFI Residual reserve                      | -8.926         | 1.019         | -7.908         | 1.085         | -6.823         |
| Other Earmarked reserves                  | -19.375        | 5.919         | -13.456        | 3.216         | -10.240        |
| <b>Total GMP Earmarked Reserves</b>       | <b>-43.944</b> | <b>6.700</b>  | <b>-37.244</b> | <b>4.301</b>  | <b>-32.943</b> |
| <b>Total Police Reserves</b>              | <b>-98.316</b> | <b>30.776</b> | <b>-67.540</b> | <b>12.155</b> | <b>-55.384</b> |

## 9. GENERAL FUND RESERVE

- 9.1 A General Fund level has to be set annually based on an assessment of risk. There is no prescriptive guidance on the minimum (or maximum) level of general reserves required, either as an absolute amount or a percentage of the budget.
- 9.2 When recommending a minimum level of the General Fund level the Treasurer takes account of the strategic, operational and financial risks, and that level can be expressed in cash terms or as a percentage of the budget.
- 9.3 The General Fund is held to provide a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing and act as a contingency to cushion the impact of unexpected events or emergencies
- 9.4 Factors to be considered in setting the level of General Fund are:
- cash flow requirements
  - treatment of inflation and interest rates
  - estimates of the level and timing of capital receipts
  - the treatment of demand-led pressures
  - the treatment of planned savings/efficiencies
  - financial risks inherent in any significant new funding partnership, major outsourcing arrangement or major capital development



- the adequacy of other funds, e.g. insurance provision

9.5 A risk assessment has been undertaken to establish what the minimum General Fund level should be. The assessment is not an exact science and views may differ on what constitutes key financial risks and their evaluation. The reserves figure of £15.4m represents 1.9% of turnover is considered to be adequate for 2024/25 given there has been a significant increase in funding which is simply a “pass through” payment for pension costs. It is likely, however, that this will need to increase over the next couple of years but this will be done in a graduated way so as to avoid a detrimental impact on front line services. The 2024/25 budget and future year’s estimates do not include any use of General Fund balances.

## Appendix 1

| <b>Police Funding Settlement</b>                 | <b>2023/24</b> | <b>2024/25</b> | <b>Change</b> |
|--|----------------|----------------|---------------|
|  | <b>£m</b>      | <b>£m</b>      | <b>£m</b>     |
| <b><u>National Top Slice</u></b>                 |                |                |               |
| Arm's Length Bodies                              | 74.7           | 65.7           | -9.0          |
| Crime Reduction Capabilities                     | 18.4           | 0.0            | -18.4         |
| Cyber Crime                                      | 14.1           | 13.1           | -1.0          |
| Drugs / County Lines                             | 30.0           | 30.0           | 0.0           |
| Forensics  | 20.6           | 13.0           | -7.6          |
| Fraud  | 18.1           | 18.1           | 0.0           |
| National Policing Capabilities                   | 69.3           | 49.8           | -19.5         |
| NPCC (National Police Chiefs Council) Programmes | 9.5            | 7.7            | -1.8          |
| PFI (Private Finance Initiative)                 | 71.6           | 71.2           | -0.4          |
| Police Productivity and Innovation               | 0.0            | 11.0           | 11.0          |
| Police Technology Programmes                     | 526.4          | 500.9          | -25.5         |
| Regional and Organised Crime Units               | 39.5           | 31.6           | -7.9          |
| Serious Violence                                 | 45.6           | 45.6           | 0.0           |
| Special Grant                                    | 50.0           | 34.0           | -16.0         |
| Tackling Exploitation and Abuse                  | 21.3           | 17.6           | -3.7          |
| Capital Reallocations                            | 104.9          | 128.7          | 23.8          |
| <b>Total National Top Slice</b>                  | <b>1,114.0</b> | <b>1,038.0</b> | <b>-76.0</b>  |

## Appendix 2

| <b>FORMULA FUNDING AND SPECIFIC GRANTS</b> |                |                |               |
|--|----------------|----------------|---------------|
|  | <b>2023/24</b> | <b>2024/25</b> | <b>Change</b> |
|  | <b>£m</b>      | <b>£m</b>      | <b>£m</b>     |
| <b>Formula Grant Funding</b>               |                |                |               |
| Core Grant Funding                         | 524.7          | 524.7          | 0.0           |
| Ring Fenced Uplift Grant                   | 15.9           | 24.6           | 8.7           |
| Pay award                                  | 19.0           | 29.7           | 10.7          |
| Pension Grant                              | 6.6            | 22.1           | 15.5          |
| Additional Recruitment Top Up              |                | 7.6            | 7.6           |
| <b>Total</b>                               | <b>566.2</b>   | <b>608.7</b>   | <b>42.5</b>   |
| <b>Specific Grants</b>                     |                |                |               |
| Local Council Tax Support Grant            | 0.0            | 0.0            | 0.0           |
| Pension Top-Up Grants                      | 115.4          | 127.1          | 11.6          |
| Private Finance Initiative (PFI)           | 5.3            | 5.3            | 0.0           |
| Asset Incentivisation                      | 3.5            | 3.6            | 0.1           |
| Special Grants                             | 42.4           | 42.8           | 0.4           |
| PCC Commissioning Fund                     | 0.0            | 0.0            | 0.0           |
| Other Revenue Grants                       | 28.4           | 36.9           | 8.5           |
| <b>Total</b>                               | <b>195.0</b>   | <b>215.7</b>   | <b>20.7</b>   |

### Appendix 3

| <b>2024/25 REVENUE BUDGET COMPARED TO 2023/24</b> |                |                |               |
|---|----------------|----------------|---------------|
|   | <b>2023/24</b> | <b>2024/25</b> | <b>Change</b> |
|   | <b>£m</b>      | <b>£m</b>      | <b>£m</b>     |
| <b>Budget Requirement</b>                         |                |                |               |
| Employee Related                                  | 700.8          | 739.4          | 38.6          |
| Pensions  | 130.2          | 139.7          | 9.5           |
| Premises Related                                  | 45.3           | 41.0           | -4.3          |
| Supplies & Services                               | 97.1           | 115.9          | 18.8          |
| Agency Payments                                   | 13.0           | 23.2           | 10.2          |
| Transport Related                                 | 12.6           | 11.1           | -1.5          |
| Capital Financing                                 | 14.3           | 23.2           | 8.9           |
| Additional POAP investment                        | 15.2           | 0.0            | -15.2         |
| Transfer to/from Reserves                         | -21.4          | -13.6          | 7.8           |
| Specific Grants                                   | -195.0         | -215.7         | -20.7         |
| Income & Sponsorship                              | -46.1          | -47.5          | -1.4          |
| Income and expenditure savings                    | -3.0           | 0.0            | 3.0           |
| Efficiency savings                                | -1.9           | 0.0            | 1.9           |
| <b>Net Budget Requirement</b>                     | <b>761.1</b>   | <b>816.8</b>   | <b>55.7</b>   |
| <b>Funding</b>                                    |                |                |               |
| Home Office / DHLUC Grant                         | -566.2         | -608.6         | -42.4         |
| Precept   | -193.0         | -206.2         | -13.2         |
| Collection Fund Surplus/-Deficit                  | -1.9           | -2             | -0.1          |
| <b>Total Funding</b>                              | <b>-761.1</b>  | <b>-816.8</b>  | <b>-55.7</b>  |

## Appendix 4

| MEDIUM TERM FINANCIAL PLAN 2024/25 – 2026/27 |              |              |              |              |              |              |               |               |               |
|--|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|
| Budget Heading                               | Total        |              |              | GMP          |              |              | PCC           |               |               |
|  | 2024/25      | 2025/26      | 2026/27      | 2024/25      | 2025/26      | 2026/27      | 2024/25       | 2025/26       | 2026/27       |
|  | £m           | £m           | £m           | £m           | £m           | £m           | £m            | £m            | £m            |
| Employee Related                             | 739.4        | 769.9        | 794.6        | 737.0        | 767.6        | 792.3        | 2.4           | 2.4           | 2.2           |
| Pensions                                     | 139.7        | 149.2        | 144.7        | 139.3        | 148.8        | 144.4        | 0.4           | 0.4           | 0.4           |
| Premises Related                             | 41.0         | 44.8         | 45.1         | 41.0         | 44.8         | 45.1         | 0.0           | 0.0           | 0.0           |
| Supplies & Services                          | 115.9        | 98.8         | 97.1         | 79.4         | 76.0         | 75.3         | 36.5          | 22.8          | 21.7          |
| Agency Payments                              | 23.2         | 23.5         | 23.8         | 23.2         | 23.5         | 23.8         | 0.0           | 0.0           | 0.0           |
| Transport Related                            | 11.1         | 11.3         | 11.4         | 11.0         | 11.2         | 11.3         | 0.1           | 0.1           | 0.1           |
| Capital Financing                            | 23.2         | 24.4         | 27.1         | 0.0          | 0.0          | 0.0          | 23.2          | 24.4          | 27.1          |
| Additional POAP investment                   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0           | 0.0           | 0.0           |
| Transfer to/from reserve                     | -13.6        | -1.7         | -2.0         | -5.7         | -1.0         | -2.0         | -7.9          | -0.7          | 0.0           |
| Specific Grants                              | -215.7       | -210.8       | -205.4       | -193.9       | -200.6       | -195.8       | -21.8         | -10.2         | -9.6          |
| Income & Sponsorship                         | -47.5        | -48.9        | -47.4        | -45.1        | -46.6        | -45.2        | -2.3          | -2.3          | -2.2          |
| Income and expenditure savings               | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0           | 0.0           | 0.0           |
| Efficiency savings                           | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0           | 0.0           | 0.0           |
| <b>Net Budget Requirement</b>                | <b>816.8</b> | <b>860.4</b> | <b>889.0</b> | <b>786.2</b> | <b>823.6</b> | <b>849.3</b> | <b>30.6</b>   | <b>36.7</b>   | <b>39.7</b>   |
| Government grant                             | -608.6       | -608.6       | -608.6       | 0.0          | 0.0          | 0.0          | -608.6        | -608.6        | -608.6        |
| Precept income                               | -208.2       | -217.1       | -225.3       | 0.0          | 0.0          | 0.0          | -208.2        | -217.1        | -225.3        |
| Total Funding                                | -816.8       | -825.8       | -833.9       | 0.0          | 0.0          | 0.0          | -816.8        | -825.8        | -833.9        |
| <b>Shortfall / Surplus(-)</b>                | <b>0.0</b>   | <b>34.6</b>  | <b>55.0</b>  | <b>786.2</b> | <b>823.6</b> | <b>849.3</b> | <b>-786.2</b> | <b>-789.1</b> | <b>-794.3</b> |

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## **GREATER MANCHESTER POLICE, FIRE & CRIME PANEL**

Date: 21<sup>st</sup> March 2024

Subject: Operation Wildflower – The Financial Implications.

Report of: Assistant Chief Constable Chris Sykes

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### **Purpose of Report**

The aim of this report is to provide the current financial implications of Operation Wildflower to the Greater Manchester Police, Fire and Crime Panel, as requested at the Deputy Mayor’s Executive on 17<sup>th</sup> January 2024.

### **Recommendations:**

The Panel is requested to note the content of the report and consider the continued resourcing and financial challenge posed by the ongoing policing operation.

### **Contact Officers**

Chief Superintendent Mark Dexter - Mark.Dexter@gmp.police.uk

Superintendent Gareth Parkin - Gareth.Parkin@gmp.police.uk

### **Equalities Impact, Carbon and Sustainability Assessment:**

No implications in the context of this report

### **Risk Management**

No implications in the context of this report

### **Legal Considerations**

No implications in the context of this report

## **Financial Consequences – Revenue**

There are significant costs associated with the operation and Greater Manchester Police (GMP) has forecasted significant spend between October 2023 and March 2024.

The cost to policing is significant, both in actual financial impact but also in the less visible abstraction of staff resulting from increasing the visibility of patrolling and changes in duties to police short notice protest.

## **Financial Consequences – Capital**

There are no capital implications.

## **Number of attachments to the report:**

N/A



# 1. Executive Summary

On Saturday 7th October, the proscribed organisation Hamas launched a terrorist attack in Israel; this generated widespread international condemnation. The Jewish communities of Greater Manchester (GM) were significantly impacted, with many families affected. Israel responded to the attack with a military operation to target Hamas, in Gaza.

Since the attack, there continues to be a series of rallies, protest demonstrations and vigils across the country, including in Greater Manchester. These take place on a regular and sometimes daily basis and have been predominantly linked to pro-Palestinian support, with numbers in Manchester City Centre approaching 5000+ on occasions. GMP’s assessment is that, outside of London, Manchester has seen the most significant protest activity.

Wider events across the GM area continue to take place, which include other unrelated demonstrations and sporting fixtures.

# 2. Detail

The policing response to rallies, protest demonstrations and vigils across GMP has been managed through a dedicated Public Order Public Safety command structure. This has brought consistency in approach focused on maintaining safety, community cohesion and minimising disruption. Where possible, resources have been drawn from duty time staff, including the utilisation of Specialist Operations Officers to minimise the financial impact on the Force.

There is no allocated budget for this additional cost, and it is likely to be drawn from the Force Operational Policing reserves.

The actual and projected costs to the 31<sup>st</sup> March 2024 are as follows:

Op Wildflower - actual overtime costs to 24 February 2024 and forecast costs to 31st March 2024

|  | Oct            | Nov            | Dec            | Jan            | Feb           | Mar           | Total          |
|--|----------------|----------------|----------------|----------------|---------------|---------------|----------------|
|  | £              | £              | £              | £              | £             | £             | £              |
| Actual overtime 7th October 2023 to 24th February 2024 | 183,374        | 258,040        | 149,975        | 107,187        | 70,706        | -             | 769,282        |
| Forecast overtime costs 25th February to 31 March 2024 |                |                |                |                | 26,117        | 92,926        | 119,043        |
| <b>Total overtime costs to 31st March 2024</b>         | <b>183,374</b> | <b>258,040</b> | <b>149,975</b> | <b>107,725</b> | <b>99,823</b> | <b>78,500</b> | <b>877,437</b> |

Op Wildflower - duty time costs to 24 February 2024 and forecast costs to 31st March 2024

|   |        |        |       |        |       |       |         |
|---|--------|--------|-------|--------|-------|-------|---------|
| Duty time 7th October 2023 to 31 March 2024 | 17,598 | 50,017 | 7,026 | 12,151 | 4,824 | 8,488 | 100,104 |
|---|--------|--------|-------|--------|-------|-------|---------|

### **3. Conclusion**

The conflict continues and the reporting the situation in Gaza and Israel continues to concern communities across GM.

GMP expect to maintain its policing response under Operation Wildflower for the first quarter of 2024 and this decision is continually reviewed at the Wildflower Gold Group.

Whilst there appears to be a stabilisation of community concerns, tensions are still very much dependant on international events which are difficult to predict.

The cost to policing is significant, both in actual financial impact but also in the less visible abstraction of staff resulting from increasing the visibility of patrolling and changes in duties to police short notice protest.

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL**

Date: March 2024

Subject: Strengthening Neighbourhood Policing

Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice services and Fire

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**PURPOSE OF REPORT**

To provide a brief update on the strengthening of neighbourhood policing in Greater Manchester and how this is working in practice with partners.

Whilst this report provides a brief update on the structural and operational changes (in terms of vacancy levels and abstractions etc) its primary focus is to explore how the neighbourhood policing model is working in practice with partners including the work of neighbourhood crime teams, prevention and problem solving and communications. It will also focus on outcomes – including reductions in neighbourhood crime levels.

**RECOMMENDATION:**

Panel members are asked to: -

1. Consider the report.
2. Feedback on the model and discuss how we can create consistency across Greater Manchester.

**CONTACT OFFICERS:**

**Vicky Sugars** - Assistant Director – Police, Crime, Criminal Justice and Fire

[vicky.sugars@greatermanchester-ca.gov.uk](mailto:vicky.sugars@greatermanchester-ca.gov.uk)

**Colette Rose** - Chief Supt, Trafford Division and lead for Neighbourhood Policing.

[Colette.rose@gmp.police.uk](mailto:Colette.rose@gmp.police.uk)

## **1. STRENGTHENING NEIGHBOURHOOD POLICING**

The Neighbourhood model is continuing to strengthen.

All district areas have in place Neighbourhood Policing Teams (NPT's) that align to the model with phase 2 work seeking to focus on consistency, culture, and performance.

### **Vacancy levels and abstractions**

Vacancy levels across Neighbourhood Policing Team continue to be held under scrutiny. Neighbourhood Tasking Teams have been established as have specialist neighbourhood roles within the Neighbourhood Policing Model, supporting communities by targeting localities and offenders who are causing the most harm on districts.

The Sergeant and Inspector establishment are now at full strength with no long term vacancies across the force (churn through role change, retirement and promotion will always remain a factor). There has been a continued reduction of constable vacancies across the force, with a further reduction in the last quarter to a 16.2% vacancy rate in the Neighbourhood Constables as of March 24, this has been enhanced by the establishment of specialist neighbourhood roles.

When combined GMP are 15.4% under strength for neighbourhood constables with plans continuing to be followed to increase capacity in line with GMP's workforce profile.

### **Improvements to the Neighbourhood Performance Framework**

A significant investment has been made as part of Phase 2 of the Neighbourhood Review Project in relation to improving and aligning the GMP Neighbourhood Performance Framework to the national framework. GMP has been involved in both regional and national groups to review and build upon best practice. A proportion of this work has involved developing a more accessible product that seeks to measure in three key areas:

- 1. Engagement**
- 2. Problem Solving**
- 3. Targeting activity**

### **Prevention Hubs**

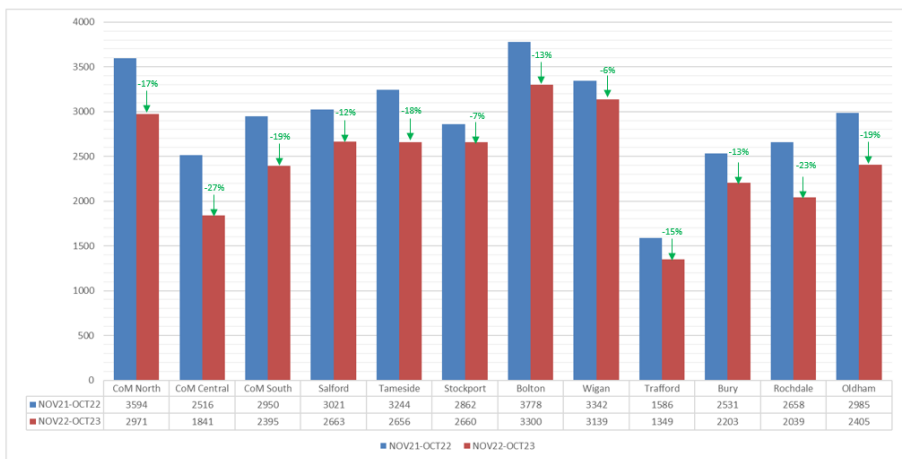
The neighbourhood model has delivered Local Prevention Hubs, these hubs house our specialist neighbourhood resources and collaborate closely with partners on the more complex cases/matters in that specific district.

Prevention hubs are data led, using the vast range of GMP data, combined with partner data where available to map and understand victims, locations, and offenders. Bespoke work is then conducted in efforts to target resources and subsequently reduce harm.

One area of focus has been repeat missing from home reports, an area of high risk often in relation to adult and child safeguarding. Significant results have been demonstrated through focused collaborative work across all districts within GM.

### Missing Events – District Breakdown

*Bolton, Wigan & CoM North remain the 3 districts with the highest MFH events, accounting for 31.8% of total MFH events.*  
*All districts have seen reductions in the previous year, with CoM Central (-27%) and Rochdale (-23%) seeing the largest decreases in MFH events.*



Partners across the force have provided excellent feedback in relation to the value of these hubs in effective collaborative working.

### Op Vulcan – Targeting Activity

The clear, hold, build methodology of Operation Vulcan will be the basis on which we now further enhance our neighbourhood offer in GMP, with similar methodology work recently being expanded into Rochdale, Stockport, Trafford and Bolton.

Cheetham Hill Past 12 months.

- 239 arrests.
- 943 stop searches,
- 206 counterfeit shops closed.
- 53% reduction in Crime Harm Index.
- 2.6 million tablets of illicit prescription medication recovered.
- £660k in cash seized and forfeited.
- 93 joint visits with over 400k illegal vapes seized.
- 1052 tonnes of counterfeit goods seized. This equates to £1.53 billion loss prevention to UK economy.
- Thematic MoRile score for area reduced from 2842 (highest in region at time) to 58.
- Clear/ Hold/ Build pilot area and Build has now started on large scale.

## **Op Vulcan Piccadilly**

Past 6 months.

- 137 arrest.
- 634 stop searches
- 46 care plans submitted.
- 79 seizures of drugs ranging from class A to C.
- A focus on Robbery since January 2024 has so far seen a positive outcome of 27% across the Micro hotspot (this is in comparison to previous 6 months where outcome was under 2%).
- Survey of retail premises in March 2024 has revealed 86% feel well supported by the police.
- This too is a Clear/ Hold/ Build pilot and we are working closely with MCC and design for security to map out crime prevention options for the space.

## **Op Vulcan Network** (currently Piccadilly station Metro).

Past 3 months.

Op Vulcan Network works differently as it is simply Vulcan methodology applied to a location and uses pooled resources to achieve results (in this case BTP/ Transport Unit/ student officers/ Metro link staff and other partners).

- 27 arrests.
- 134 stop searches.
- 21 care plans submitted.
- For the first time ever the station itself is now fully closed between 0200 and 0400 hours. This joint approach is already having positive impacts on ASB and crime levels.

## **Bee in the Loop and social media – Engaging Communities**

Bee in the Loop has 19,081 subscribers to date and districts continue to keep the momentum growing within our audiences. In the last 12 months 1,951 messages have been sent out to our communities across the districts ranging from crime prevention to updates from the local area and dates/ details of up-and-coming police surgeries.

The development and growth of Bee in the Loop to access a broader range of communities continues to be part of the Neighbourhood communications strategy, it is complemented by GMP's use of social media, as an example between November 23 and January 24 GMP social media had over 60 million interactions, a key part of engaging and delivering messages to our communities, these statistics are tracked and monitored for each district.

## Social Media Posts – Facebook and X (1 Nov 23 – 31 Jan 24)



| District  | Number of Posts | Reach | Impressions | Clicks | Comments | Likes  | Shares |
|-----------|-----------------|-------|-------------|--------|----------|--------|--------|
| Forcewide | 5.6k            | 41.8m | 60.3m       | 345.5k | 33k      | 177.5k | 62k    |

### Outcomes – Neighbourhood Crime

GMP has invested significantly in relation to Neighbourhood Crime, with dedicated investigate teams for these impactful and often life changing crime types.

During the past 12 months (data until Feb 24) we have seen as a direct comparator from the previous year:

- Recorded neighbourhood crime (personal robbery, domestic burglary, theft of vehicles and of the person) has reduced significantly this year by 13.8%, This year 45,545 – last year 52,812.
- Residential burglary has seen a significant reduction; 24.1% decrease, this year 12,649 – last year 16,662.
- Vehicle offences has seen a reduction of 13.8%, this year 21,508 – last year 24,938.
- Theft from person reported has seen an increase overall by 8.6%, however Jan 2024 showed 399 offences recorded compared against the average of 594 per month and January 2024 recording 626. This continues to remain a priority focus area for the force.
- Overall arrests have increased by 13.9% this year, which builds on a significant increase of 29% the year before.
- GMP are also solving more crimes. This year 5.3% of neighbourhood crime was solved, compared to 3.7% two years ago.
- Burglary solved rates have increased to 7.7% up from 5.9%, Personal Robbery solved rates have increased to 9.3% from 7.7% and vehicle offences are up to 4.3% from 3.4%.

### Antisocial Behaviour

A main drive of GMP's local policing is to build stronger communities where people feel safe through strengthening and remodelling its neighbourhood policing service to reduce demand and increase legitimacy, GMP recognises that a significant proportion of community concern and confidence relates directly to how effectively ASB is addressed.

GMP recorded 82,347 ASB incidents in the last 12 months, a 16.6% increase. The top

categories were rowdy behaviour, nuisance communications, neighbour issues, vehicle nuisance and abandoned vehicles.

The Government has pledged to provide financial support to police forces in England and Wales to use specifically to tackle ASB in hotspot locations. GMP has submitted an application and proposal for a spend of over £700k to the Home Office which will details our methodology to target ASB within communities. The allocated grant is required to be spent on Hot Spot Policing and will be intrinsically linked with GMP's Op Venture team who will be dedicated to patrolling and undertaking interventions in identified areas.

## **Summary**

GMP are making good, evidenced progress in relation to Neighbourhood Crime outcomes, we have adopted a proven methodology in Clear, Hold, Build evidenced by the work of Op Vulcan and continue to build on the strengths of this. There is continued work to undertake in relation to bringing the Neighbourhood Policing offer up established posts, developing further consistency with how effectively we engage with our communities, especially minority communities and how we track, measure and monitor our intervention and prevention work.



## Greater Manchester Police, Fire & Crime Panel

Date: 21st March 2024

Subject: HMICFRS Inspection and Thematic Inspection Summary Report

Report of: DCFO Ben Norman

Report Author: GM David Wilson – HMICFRS Service Liaison Officer

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### PURPOSE OF REPORT

The purpose of this report is to provide a summary of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Round 3 inspection of Greater Manchester Fire and Rescue Service (GMFRS) as part of their independent assessment of the effectiveness & efficiency and their Thematic Inspection on The Handling of Misconduct in Fire and Rescue Services.

### RECOMMENDATIONS

Members of the Panel are asked to note the contents of this report.

### CONTACT OFFICERS

DCFO Ben Norman – [ben.norman@manchesterfire.gov.uk](mailto:ben.norman@manchesterfire.gov.uk)

GM David Wilson, HMICFRS Service Liaison Officer [wilsond@manchesterfire.gov.uk](mailto:wilsond@manchesterfire.gov.uk)

## Equalities Impact, Carbon, and Sustainability Assessment:

N/A

## Risk Management

N/A

## Legal Considerations

N/A

## Financial Consequences - Capital

N/A

## Financial Consequences - Revenue

N/A

## BACKGROUND PAPERS:

- [HMICFRS Round 2 Inspection Report](#)
- [HMICFRS Round 3 Inspection Report](#)
- [Values and culture in fire and rescue services \(justiceinspectorates.gov.uk\)](http://justiceinspectorates.gov.uk)

|  |                               |    |
|--|-------------------------------|----|
| <b>TRACKING/PROCESS</b>  |                               |    |
| Does this report relate to a major strategic decision, as set out in the GMCA Constitution   |                               | No |
| <b>EXEMPTION FROM CALL IN</b>  |                               |    |
| Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency? |                               | No |
| TfGMC  | Overview & Scrutiny Committee |    |
| N/A  | N/A                           |    |

## EXECUTIVE SUMMARY

1. During the period from September 2023 and January 2024, GMFRS underwent two significant inspections conducted by HMICFRS:
  - Periodic Round 3 Inspections: These inspections covered all 44 fire and rescue services in England.
  - Thematic Inspection on The Handling of Misconduct: This specific inspection focused on the management of misconduct within fire and rescue services.
2. The subsequent report and feedback have provided an external assessment of the progress we have made since the last HMICFRS inspection in 2021, as well as the cultural improvements implemented since the appointment of CFO Dave Russel in September 2020.
3. Both the Round 3 inspection report and feedback from the thematic inspection have been overwhelmingly positive.
4. GMFRS has been graded as 'Good' against 10 of the 11 areas of assessment and as 'Adequate' in one area of assessment. Only 2 'Areas for Improvement' have been identified which is the lowest of any fire and rescue service in England (the average being over 16), one of which has already been addressed. GMFRS were also recognised by HMICFRS with 2 areas of 'Innovative Practice' and 4 areas of 'Promising Practice' – more than any other service in this round of inspections.
5. GMFRS has received one of the strongest, if not the strongest HMICFRS reports and is undoubtedly the most improved fire and rescue service. This underpins the recognition received when it was awarded the 'Emergency Service of the Year' at the 2023 FIRE Magazine annual Excellence in Fire and Emergency Awards.
6. A full review and scoping of our HMICFRS Round 3 report, is underway to identify further areas we can progress on our journey to becoming graded as 'Outstanding' in all areas.
7. The thematic inspection has provided informal feedback to GMFRS, which has suggested some areas for growth but overall has been very positive and which commends the case management, casefiles and focus on wellbeing of investigations. A national thematic inspection report based on the findings from all fire and rescue services is due to be published in June 2024.

8. GMFRS has been invited to host the first HMICFRS Positive Practice for fire and rescue services. This event will take place at our Bury Training and Safety Centre on 29<sup>th</sup> April. Invitations will be sent to all Chief Fire Officers plus 1 senior leader and CFO Dave Russel and Deputy Mayor Kate Green Have been invited to speak about the leadership and culture in GMFRS.

## **HMICFRS ROUND 3 INSPECTION**

9. Since 2018 HMICFRS has been undertaking inspections of fire and rescue services in England. In Round 3 the HMICFRS are assessing the progress made since the last round of inspections, and have indicated that, in general, they would like to see more progress made against areas identified for improvement across the sector.
10. The terms of reference for the Round 3 inspection included:
  - The operational service provided to the public.
  - The efficiency of the service.
  - How well the service looks after its people.
11. HMICFRS collect and triangulate data to provide a grading against eleven assessment areas. Gradings are split into five categories these are:
  - Outstanding
  - Good
  - Adequate
  - Requires Improvement
  - Inadequate
12. The HMICFRS inspection consisted of a staff survey; a review of GMFRS's strategies, policies, and procedures; performance data reviews; several desktop exercises and reviews; interviews with heads of department; focus groups with staff from different departments and our diverse employees; reality testing on fire stations and in departments and finally; interviews with union leaders, the deputy mayor and chief fire officer.
13. A hot debrief was conducted in November, with brief feedback provided with the full HMICFRS Round 3 Inspection report published for the public on the 8<sup>th</sup> March 2024.
14. The eleven assessment areas and gradings for GMFRS for the Round 3 inspection were:

| Outstanding | Good  | Adequate                      | Requires improvement | Inadequate |
|-------------|---|-------------------------------|----------------------|------------|
|             | Understanding fire and risk                 | Responding to major incidents |                      |            |
|             | Preventing fire and risk                    |                               |                      |            |
|             | Public safety through fire regulation       |                               |                      |            |
|             | Responding to fires and emergencies         |                               |                      |            |
|             | Best use of resources                       |                               |                      |            |
|             | Future affordability                        |                               |                      |            |
|             | Promoting values and culture                |                               |                      |            |
|             | Right people, right skills                  |                               |                      |            |
|             | Promoting fairness and diversity            |                               |                      |            |
|             | Managing performance and developing leaders |                               |                      |            |

15. GMFRS was issued with 2 'Areas for Improvement' (AFIs) one related to the numbers of fire safety audits and one due to GMFRS's reliance on a paper-based system for recording fire survival guidance on the incident ground.

16. **AFI - 'The service should make sure that the resources it allocates throughout its protection department lead to increased numbers of fire safety audits.'**

GMFRS has increased the size of its Protection department and Fire Safety Inspectors over the last two years with further recruitment planned for this year. We now have more qualified Fire Safety Regulators than at any point in the last 5 years with 58 staff qualified to undertake Fire Safety Regulation compared to 37 at the time of the last HMICFRS inspection.

17. The pace and scale of recruitment means that many Regulators are currently developing their skills and confidence and undergoing additional training. The support being provided by more experienced Fire Safety Regulators also reduces auditing numbers. Consequently, the number of inspections being undertaken by

many Regulators has been below expectations but is expected to increase significantly over the next 12 months.

**18.AFI - ‘The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.’** The Grenfell Tower Inquiry recommendations included the necessity for fire and rescue services to have electronic systems to record fire survival guidance information in the control room and display it simultaneously at the bridgehead and in any command units. At the time of the inspection, this recommendation was in development. This requirement was completed and went live in the service on 5<sup>th</sup> February 2024. As such, this ‘Area for Improvement’ is now closed.

19. GMFRS believes that this was the key driver in the Adequate grading in this area and that if we were inspected now, HMICFRS would grade GMFRS as ‘Good’.

20. GMFRS was recognised as having 4 ‘Promising Practices’, these are defined as: ‘Activities that we have found to be working well in a force or service where there are positive measurable outcomes which have been observed or monitored’. These are:

- Our Atlas programme for adult fire setters to rehabilitate and help them gain new skills.
- The establishment of a Programme Management Office, framework, toolkit and evaluation portal.
- Our provision of an effective ecological sustainability strategy with measurable outcomes.
- The service has put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

21. GMFRS was also recognised as having 2 ‘Innovative Practices’, these are defined as: ‘New ways of working in a force or service that may not have been formally evaluated but that have the potential to produce more positive outcomes but have not been subject to any testing or monitoring’. These are:

- Our state-of-the-art training and development suite for protection staff.
  - The establishment of our Culture First Board to oversee and scrutinise our approach to transforming organisational culture.

22. A full review and scoping of our HMICFRS Round 3 report, is underway to identify further areas we can progress on our journey to becoming graded as ‘Outstanding’ in all areas.

## HMICFRS THEMATIC INSPECTION INTO THE HANDLING OF MISCONDUCT

23. Following several negative reports on the culture within individual Fire and Rescue Services and themes identified during His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) periodic inspections, the Minister of State for Crime, Police and Fire commissioned a report into the culture within fire services in England. On the 30th March 2023, HMICFRS published the 'Values and Culture in the Fire and Rescue report'.
24. Subsequently, 13th July 2023, the Home Secretary commissioned HMICFRS to undertake a thematic inspection of the handling of misconduct in fire and rescue services in England. The aim of this commission was to build on the findings of the spotlight report on culture and values in the fire service and other high-profile reports of unacceptable behaviour.
25. The terms of reference for the thematic inspection included:
- the extent to which services are identifying and investigating misconduct.
  - the effectiveness of misconduct processes and how consistently they are applied.
  - how confident fire and rescue service staff are in raising concerns and in misconduct processes.
  - the role of fire and rescue authorities and other organisations in handling misconduct.
26. GMFRS were one of ten were fire services selected to enable evidence to be gathered across a range of services: large and small, rural and urban. This selection also covered different governance models that operate throughout England and were selected to avoid overlap with scheduled, round 3, inspections.
27. To support the inspection, additional data was requested from all 44 fire and rescue services (FRSs) through HMICFRS's regular autumn data collection and a staff survey was sent to all services. HMICFRS also reached out to people who had recently left FRSs via social media, the FBU and contact groups with the aid of fire services across the country. Follow up interviews were conducted to improve the qualitative data informing the final report.

28. Following a week reviewing GMFRS strategies and policies as well as gathering data from a national survey, HMICFRS inspected GMFRS between 8th and 26th January 2024.
29. GMFRS were required to submit a list of all discipline, grievance and complaints received over a two-year period and subsequently, full casefiles for 38 cases requested by inspectors. These cases were reviewed in depth as part of the inspection.
30. Whilst in service inspectors undertook reality testing at four stations which had previously had significant investigations as well as with non-uniformed and prevention and protection staff. Seven focus group sessions differentiated by role, rank, managerial responsibility, gender and diversity were also held.
31. A total of 11 interviews were held over the course of the inspection with staff having responsibility within Employee Relations, Culture, EDI and investigations; this included the Deputy Mayor, CFO and GMFRS union leads.

## **DEBRIEF & FEEDBACK**

32. Feedback in the form of a remote Powerpoint presentation was provided to the CFO, Assistant Director of People Services and the HMICFRS Service Liaison Officer on 9th February 2024 by Dean Rukas (HMICFRS Lead Inspector for GMFRS) and Paul Willis (HMICFRS Deputy Portfolio Director) who is writing the national thematic report.

Headline findings were:

- Senior leaders demonstrate service values and behaviours and have a focus on culture.
- Some staff lack confidence in the effective handling of discipline and grievance processes.
- There is a lack of knowledge and understanding of discipline and grievance policies and procedures.
- GMFRS carry out thorough investigations into discipline and grievance cases with wellbeing offered at several points throughout the process.
- Processes could be carried out in a timelier manner.
- Initial training regarding the handling of misconduct is sufficient but more could be done for established managers.
- The Service is tackling watch culture but recognise there is still a long way to go.



We were also told that GMFRS is one of the best FRSs regarding case management, casefiles and wellbeing and that other services could learn from us. Overall, they were very pleased with how we handle misconduct.

## **PUBLICATION OF THE REPORT**

33. There will not be a report written specifically on GMFRS, but a national thematic inspection report will be produced based on the findings of all the information they have gathered throughout the thematic inspection. This is due to be published in June 2024.

## **NEXT STEPS**

34. GMFRS is currently reviewing all aspects of the HMICFRS Round 3 inspection and the thematic inspection. Although both the report and the thematic debrief are undoubtedly positive, there is still much learning we can take from them and the wider inspection feedback from HMICFRS to other fire and rescue services. We have also undertaken a recent independent review of culture in GMFRS which has highlighted areas for further improvement.

35. GMFRS are also in the process of reviewing progress against each of the 16 Fire Standards (soon to be 17), published by the Fire Standards Board and National Fire Chiefs Council, to ensure that, not only do we meet the required standard in each but that we have a high level of maturity which is seen as best practice.

36. Following a peer review of West Midlands Fire Service last year, we have identified further opportunities to learn from within and beyond the fire sector in order to inform our journey to become outstanding across all areas of our work and culture.

37. We are absolutely committed to this journey and the recent HMICFRS results, feedback and the imminent HMICFRS Positive Practice event at our Bury Training and Safety Centre have laid the foundations for continued growth and innovation.

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## GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

**Date:** 21<sup>st</sup> March 2024

**Subject:** GM Police, Fire and Crime Panel Independent Members appointment process

**Report of:** Samantha Stabler – Interim GM Community Safety Lead

### Purpose of Report:

Under the terms of the Police Reform and Social Responsibility Act 2011 a minimum of two co-opted independent members are required to be appointed to serve on the Greater Manchester Police, Fire and Crime Panel (PFCP). Appointment of these mandatory members must be agreed by the PFCP itself.

In March 2022, the PFCP agreed to extend the term of officer for the existing Independent Members, to 31<sup>st</sup> October 2024.

The report sets out the proposed process for recruitment.

### Recommendations:

1. To agree to commence the process of recruitment for two new Independent Members to the Police, Fire and Crime Panel.
2. To agree to the process and timetable for the recruitment of new independent co-opted members as proposed in section 2 of this report.
3. To delegate to the Chair of the Panel and Lead Chief Executive (or their nominated representative) to conduct the interviews and to bring recommendations to the Panel on 18th September 2024 for confirmation.
4. To extend the grateful thanks of the Panel to Majjid Hussain and Angela Lawrence MBC for the important contribution that they have made to taking forward the work of the Police, Fire and Crime Panel in the capacity as independent co-opted members over the past six years.

## **Contact Officers:**

Sam Stabler, Strategic Lead Community Safety, Neighbourhoods Service,  
Manchester City Council

[www.samantha.stabler@manchester.gov.uk](mailto:www.samantha.stabler@manchester.gov.uk)

## **Equalities Implications**

N/A

## **Climate Change Impact Assessment and Mitigation Measures**

N/A

## **Risk Management**

N/A

## **Legal Considerations**

1.1 Under the terms of the Police Reform and Social Responsibility Act 2011 a minimum of two co-opted independent members are required to be appointed to serve on the Greater Manchester Police and Crime Panel (GMPFCP).

1.2 Appointment of these mandatory members must be agreed by the GMPFCP itself.

## **Financial Consequences – Revenue**

Each independent member receives an annual allowance of £930 per annum plus travel expenses. The Budget provided to the GMPFCP from the Home Office for the administration of the panel allows for this expenditure as part of its grant conditions and the panel receives sufficient funding to allow for this expenditure.

## **Financial Consequences – Capital**

There are no Capital financial implications associated with this report

## **Number of attachments to the report:**

1. Report to GMPCP in October 2018 recommending the appointments.
2. Recruitment pack
3. Roles and responsibilities of independent members.

## **Comments/recommendations from Overview & Scrutiny Committee**

N/A

## **Background Papers**

Police Reform and Social Responsibility Act 2011

## **FeTracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

## **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

The Police, Fire and Crime Panel undertakes the Scrutiny role relating to this work.

## **GM Transport Committee**

N/A

## **Overview and Scrutiny Committee**

The Police, Fire and Crime Panel undertakes the Scrutiny role relating to this work.

## **Introduction**

1.1 The Police Reform and Social Responsibility Act 2011 requires a minimum of two co-opted independent members be appointed to the Police, Fire and Crime Panel. Appointment of these mandatory members must be agreed by the Panel itself. In 2012 the Leaders previously agreed a targeted campaign, based on Nolan principles and delegated the recruitment of the two co-opted members to the Lead Chief Executive (or their nominated representative), working with the Chair.

1.2 In July 2018, the GMPCP approved a report setting out the process for recruiting 2 new co-opted independent members, delegating the recruitment to the Lead Chief Executive for Police and Crime in consultation with the Chair of the

GMPFCP (the then member of the GMPCP from Bury) and the GMPFCP member for Rochdale.

1.3 At the GMPCP meeting in October 2018 the GMPCP approved the appointment of Majjid Hussain and Angela Lawrence MBC for a period of 3 years commencing on the 1<sup>st</sup> November 2018. The report further confirmed that the independent members term could be extended for a further 3 years up to the maximum date of 31<sup>st</sup> October 2024. This is the maximum allowable term of tenure allowable within the legislation.

1.4 In light of the statutory requirement for the GMPFCP to have 2 independent members and the terms of office for the current members having already been extended for a further three years, it is necessary to undertake a recruitment process in order to appoint two new Independent Members who will take up office from the 1<sup>st</sup> November 2024 for a period of three years.

## 1. Proposed Recruitment Process

2.1 A targeted recruitment campaign was previously adopted with letters from the Chair being sent to partners in key roles across the criminal justice system, education and voluntary sector.

2.2 To support this a number of additional proactive activities are proposed:

- To ensure that information on the opportunities is publicly available, a press notice will be issued, and circulated to all local authority communications teams,
- To include information on the recruitment opportunity on the GMCA website and jobs recruitment page
- To promote the opportunity with Voluntary and Community Organisations across GM

| Action                 | Additional info |
|------------------------|-----------------|
| Advert on Greater.Jobs |                 |

|   |  |
|---|--|
| Blog on Greater.Jobs  | Could use video detailed below   |
| Social media posts to promote the role and encourage applications. Also providing social media pack to our partners for them to share on their own social | Facebook<br>Instagram<br>Twitter LinkedIn  |
| Paid for advert linking to role   | Facebook   |
| Paid for advert linking to role   | LinkedIn   |
| Video with chair / current board member on the benefits of the role   | Use on social media<br>Can be used on the job advert weblink depending on how quick it can be done |
| Short animation on role and achievements of committee – members of the panel can be part of this message  | Use on social media  |
| Internal comms – GMCA / GMFRS newsletters and intranet (also share with partners for their internal channels)   |  |
| Feature in GMCA external newsletter   |  |
| Programmatic advertising to targeted areas and groups (advertising online on sites like MEN)  |  |

2.3 It is anticipated that the recruitment process will commence in June 2024 and remain open for applications for a period of eight weeks, with interviews taking place in September 2024.

2.4 Following initial assessment of applications, a shortlisting panel will be convened made up of:

- Chair of the Police, Fire and Crime Panel
- Lead Chief Executive or their nominated representative
- A further representative to be confirmed

2.5 Appointments will be reported to the Panel on 18th September 2024, allowing sufficient time for those appointed to receive induction training to fully acquaint them on the role and work of the Panel in Greater Manchester, the important contribution that the independent co-opted members make to that work, and on the Joint Forward Plan.

2.6 Those appointed will receive an annual allowance of £920 per year and travel expenses, in support of their contributions to the work on the Panel, subject to their continued reasonable attendance and engagement.

### **3.0 Recommendations**

3.1 To agree to commence the process of recruitment for two new Independent Members to the Police, Fire and Crime Panel.

3.2 To agree to the process and timetable for the recruitment of new independent co-opted members as proposed in section 2 of this report.

3.3 To delegate to the Chair of the Panel and Lead Chief Executive (or their nominated representative) to conduct the interviews and to bring recommendations to the Panel on 18th September 2024 for confirmation.

3.4 To extend the grateful thanks of the Panel to Majjid Hussain and Angela Lawrence MBC for the important contribution that they have made to taking forward the work of the Police, Fire and Crime Panel in the capacity as independent co-opted members over the past six years.



## **GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL**

Date: 21<sup>st</sup> March 2024  
Subject: Deputy Mayor Decision Notices in the period January 2024 – March 2024  
Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice services and Fire

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### **PURPOSE OF REPORT**

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from January 2024 – March 2024.

### **RECOMMENDATIONS:**

The Panel is requested to note the decisions made and whether any further information is requested in relation to decisions made.

### **CONTACT OFFICER:**

#### **Neil Evans**

Director – Police, Crime, Criminal Justice and Fire

[neil.evans@greatermanchester-ca.gov.uk](mailto:neil.evans@greatermanchester-ca.gov.uk)

## 1. INTRODUCTION AND BACKGROUND

- 1.1 Under Section 28(6) of the Police Reform and Social Responsibility Act 2011 the Panel is obliged to review or scrutinise decisions made, or other action taken, by the Deputy Mayor in connection with the discharge of the police and crime functions and, where necessary make reports or recommendations to the Deputy Mayor with respect to the discharge of those functions.
- 1.2 The Deputy Mayor is under a statutory obligation under the terms of the Specified Information Order to publish details of decisions of significant public interest. In more general terms under Section 13 of the 2011 Act, the Deputy Mayor is obliged to ensure that she provides the Panel with any information that it might reasonably require to allow it to carry out its functions. This would include the provision of information regarding decisions and actions, irrespective of whether they were to be of “significant public interest”.
- 1.3 In this respect, the GMCA publishes decisions made.

## 2.0 DECISIONS MADE IN THE PERIOD JANUARY TO MARCH 2024.

- 2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period January 2024 – March 2024.
- 2.2 Decisions made are set out below:

|                              |  |     |
|------------------------------|--|-----|
| 11 <sup>th</sup> Jan<br>2024 | Youth Endowment Fund Another Chance programme – animated case studies<br><br>To award a contract to Carbon Creative to the value of £4,850 funded from the PCC’s YEF delivery phase funding. This funding will be used to produce animated case studies to show the impact of the Another Chance programme. The case studies will also be used as a way of encouraging young people to be part of the programme. | PCC |
|------------------------------|--|-----|

|                              |   |     |
|------------------------------|---|-----|
| 17 <sup>th</sup> Jan<br>2024 | For the publication of the Rochdale CSE Report, £7017 is made available to cover associated costs.  | PCC |
| 17 <sup>th</sup> Jan<br>2024 | Sattva are paid £2,100 plus travel and subsistence costs to deliver <i>Meeting facilitation</i> training which includes offering advice and support to team members during the practice sessions and training materials.<br><br>The training will consist of one full day and one half-day follow up session.   | PCC |
| 17 <sup>th</sup> Jan<br>2024 | Home Office Domestic Abuse Perpetrator Intervention Evaluation Round Table Event<br><br>That £1300.00 be allocated from the Home Office Domestic Abuse Perpetrator fund to host a round table event on 15th January 2024 at the Mechanics Institute in Manchester.  | PCC |
| 24 <sup>th</sup> Jan<br>2024 | Contract variation - Support service for Young Adult Males on Probation (VRU) - Extension to contract.<br><br>Following an Expression of Interest procurement process, in 2023 the GM VRU within GMCA commissioned Talk, Listen, Change to deliver a programme to provide a one-to-one specialist support service for Young Adults on Probation (age 20-25) who are a parent or live with/have contact with children or siblings (under the age of 18years old).<br><br>The VRU are not seeking to add any financial value to this contract- the value will remain the same at £49,999. | PCC |
| 24 <sup>th</sup> Jan<br>2024 | Programme Challenger funding – Victim Navigator<br><br>A total of £191,484 to be paid to Justice and Care to provide a modern slavery and human trafficking Victim Navigator service for Greater Manchester for 36 months. The service is embedded with the Modern Slavery Unit in Greater Manchester Police.<br><br>Year 1: January 2024 – December 2024, 70% contribution to total costs (£59,630)  | PCC |

|                           |   |     |
|---------------------------|---|-----|
|                           | <p>Year 2: January 2025 – December 2025, 70% contribution to total costs (£60,659)</p> <p>Year 3: January 2026 – December 2026, 80% contribution to total costs (£71,195).</p>  |     |
| 30 <sup>th</sup> Jan 2024 | <p>Lease for Unit A Central Park – Fujitsu</p> <p>GMCA have worked work with GMP Business Support Services to agree terms for the renewal of the lease of Unit A Fujitsu Central Park, with additional space added on the ground floor for Information Management</p> <p>GMP had already identified in the budget funding for the lease until end 25/26 to cover the lease progressing beyond the temporary lease end date of Dec 24. With the additional IM space, the budget deficit is a total of £25k until the end of 25/26.</p> | GMP |
| 6 <sup>th</sup> Feb 2024  | <p>Engagement of Lived Experience Consultants in Modern Slavery and Human Trafficking (MSHT) Partnership Review</p> <p>Up to £4,999 will be allocated to a provider to engage and support lived experience consultant(s) in delivery of a Greater Manchester wide review of our partnership approach to MSHT.</p>   | PCC |
| 6 <sup>th</sup> Feb 2024  | <p>Targeted hotspot activity to tackle organised crime</p> <p>£7,500 will be allocated to Manchester City Council to contribute to targeted activity in response to serious and organised crime (SOC) for 2023/24.</p>  | PCC |
| 6 <sup>th</sup> Feb 2024  | <p>Youth Endowment Fund Another - Chance programme –Comms materials.</p> <p>Following an Expression of Interest procurement process, the GMCA to award £15,000 to EY3 Media to fund a contract for the development of the Another Chance programme welcome pack and development of social media content and paid advertisements.</p>  | PCC |
| 6 <sup>th</sup> Feb 2024  | <p>StreetDoctors Stepwise programme.</p>  | PCC |

|                              |   |     |
|------------------------------|---|-----|
|                              | Allocation of £10,000 from the VRU Education 23/24 budget to commission StreetDoctors charity to deliver two 9-week programmes at Hindley Prison and Springboard alternative provision programme (Oldham).  |     |
| 6 <sup>th</sup> Feb<br>2024  | Venue Booking and Catering – Chambers of Commerce<br>A payment to be made of £702.00 to book a room for a full day at Chambers of Commerce in Manchester to host a VRU Delivery Plan Workshop for a maximum of 25 people on 18th March 2024.                        | PCC |
| 6 <sup>th</sup> Feb<br>2024  | Funding to support the delivery of the Brake National Road Victims Service 2023/24.<br>A grant of £14,125 to be allocated to ‘Brake’ for the delivery of the National Road Victims Service in 2023/24.  | PCC |
| 6 <sup>th</sup> Feb<br>2024  | Eventbrite to host Week Of Action Events – Serious and Organised Crime Related<br>Up to £100 be allocated to creating events on Eventbrite to support staff in promoting learning and development events during the upcoming WOA in March 2024.                     | PCC |
| 14 <sup>th</sup> Feb<br>2024 | Police custody Navigator pilot<br>Budget allocation of £36,000 from the VRU Criminal Justice 23/24 budget to extend the current Navigator service to include Police custody for a 12-month pilot.   | PCC |
| 14 <sup>th</sup> Feb<br>2024 | Grooming and Entrapment Workshop provided by The Reign Collective.<br>GMCA Complex Safeguarding to pay £600 for The Reign Collective to deliver a workshop on “Grooming and Entrapment” on March 4th as part of GM’s Week of Action Professional Development offer. | PCC |
| 14 <sup>th</sup> Feb<br>2024 | The Greater Manchester Violence Reduction Unit to fund travel & accommodation for the Violence Reduction Unit’s Programme Principal on 5th/6th Feb 2024 & 20th/21st March 2024:   | PCC |

|                           |  |     |
|---------------------------|--|-----|
|                           | <ul style="list-style-type: none"> <li>£384.19- 5th/6th Feb- London Violence Reduction Unit: Inclusive Education For All Young Londoners event</li> <li>£398.29- 20th/21st March 2024: Youth Endowment Fund conference- Engaging with Parents of Children at Risk of Violence</li> </ul>   |     |
| 14 <sup>th</sup> Feb 2024 | Deputy Mayor's Community Safety Event March 2024<br>Funding of up to £1500 for venue hire and catering associated with the Deputy Mayors Community Safety Event in March 2024.   | PCC |
| 14 <sup>th</sup> Feb 2024 | Deputy Mayor contribution to National Police Public Bravery Awards 2023.<br>£500 is paid to the Police and Crime Commissioner for South Yorkshire.   | PCC |
| 21 <sup>st</sup> Feb 2024 | Contract variation of Greater Manchester Integrated Rehabilitation Service – Women's Support. <ul style="list-style-type: none"> <li>To increase the 23/24 budget to the Greater Manchester Women's Support Alliance (GMWSA) by £7,352 to mobilise accommodation support for the unsentenced including those on remand and on reception into custody.</li> <li>To increase the 24/25 budget to GMWSA by £38,122 to provide accommodation support for the unsentenced including those on remand and on reception into custody.</li> </ul> | PCC |
| 21 <sup>st</sup> Feb 2024 | Contract variation of Greater Manchester Integrated Rehabilitation Service – Accommodation Support. <ul style="list-style-type: none"> <li>To increase the Greater Manchester Integrated Rehabilitation Support (GMIRS) budget for 23/24 by £100,315 to provide mobilisation for additional accommodation support for the unsentenced cohort including those on remand and on reception into custody.</li> </ul>   | PCC |

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|                           | <ul style="list-style-type: none"> <li>To increase the 24/25 budget for the GMIRS Accommodation contract by £796,027 to a total of £1,590,551.18 to increase the capacity of the service based on the ongoing demand and to include support for the unsentenced cohort including those on remand and on reception into custody.</li> </ul>  |     |
| 21 <sup>st</sup> Feb 2024 | <p>Violence Against Women and Girls (VAWG) By-and For Funding for a Consortium Hub model</p> <p>The GMCA to award £682,600 over 2 years to 6 organisations to deliver the Consortium HUB model. This will provide services for Black, Asian and other minoritised women and girls across Greater Manchester, including migrant women with no recourse to public funds (NRPF).</p> <ul style="list-style-type: none"> <li>£325,800 will be awarded to 6 organisations in financial year 2023/24</li> <li>£356,800 will be awarded to 6 organisations in financial year 2024/25</li> </ul> <p>Year 1 2023-24</p> <ul style="list-style-type: none"> <li>Safety4Sisters: £108,705.00</li> <li>NESTAC: £65,105.00</li> <li>Olive Pathway: £44,105.00</li> <li>Saheli: £27,905.00</li> <li>Rochdale Women’s Welfare Association: £39,980.00</li> <li>GM IAU: £40,000.00</li> </ul> <p>Total £325,800</p> | PCC |

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|                           | <p>Year 2 2024-25</p> <p>To be paid to each organisation in accordance with the percentage breakdown for year 1.</p> <p>Total £356,800.00</p>   |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| 21 <sup>st</sup> Feb 2024 | <p>Multi Agency Tasking and Co-ordination (MATAC) funding to each Community Safety Partnership in Greater Manchester 23/24</p> <p>The Deputy Mayor agrees to award each Greater Manchester Community Safety Partnerships (CSP's) the below funding to support the development and rollout of a MATAC model approach. The funding will be used from the Home Office Domestic Abuse Perpetrator Fund.</p> <p>2023/24</p> <table> <tr> <td>Manchester</td> <td>£30,000.00</td> </tr> <tr> <td>Salford</td> <td>£12,500.00</td> </tr> <tr> <td>Rochdale</td> <td>£12,500.00</td> </tr> <tr> <td>Oldham</td> <td>£12,500.00</td> </tr> <tr> <td>Bolton</td> <td>£12,500.00</td> </tr> <tr> <td>Wigan</td> <td>£12,500.00</td> </tr> <tr> <td>Trafford</td> <td>£12,500.00</td> </tr> <tr> <td>Bury</td> <td>£12,500.00</td> </tr> <tr> <td>Stockport</td> <td>£12,500.00</td> </tr> </table> <p>2023/24 Total funding amount to be devolved to CSPs:<br/>£127,500.00</p> | Manchester | £30,000.00 | Salford | £12,500.00 | Rochdale | £12,500.00 | Oldham | £12,500.00 | Bolton | £12,500.00 | Wigan | £12,500.00 | Trafford | £12,500.00 | Bury | £12,500.00 | Stockport | £12,500.00 | PCC |
| Manchester                | £30,000.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Salford                   | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Rochdale                  | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Oldham                    | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Bolton                    | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Wigan                     | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Trafford                  | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Bury                      | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| Stockport                 | £12,500.00  |            |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |
| 21 <sup>st</sup> Feb 2024 | <p>Engagement of Lived Experience Consultant(s) in Modern Slavery and Human Trafficking (MSHT) Partnership Review</p> <p>£4,179 will be awarded to Align Ltd to engage and support lived experience consultant(s) in delivery of a Greater Manchester wide review of our partnership approach to MSHT.</p>  | PCC        |            |         |            |          |            |        |            |        |            |       |            |          |            |      |            |           |            |     |



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| 21 <sup>st</sup> Feb<br>2024 | Association of Police and Crime Commissioner Chief Executives<br>annual APACE membership subscription 2023/24<br><br>To subscribe to the annual APACE membership subscription for<br>2023/2024 to the value of £1000.  | PCC |
| 21 <sup>st</sup> Feb<br>2024 | Venue Booking and Catering for VRU VCSE Workshop Feb 2024<br><br>A payment to be made of £570.00 to book a room at Friends<br>Meeting House, Manchester for the Violence Reduction Unit's<br>Greater Than Violence Strategy Implementation Plan VCSE<br>Workshop on Monday 26th Feb 2024.                                    | PCC |
| 21 <sup>st</sup> Feb<br>2024 | "Working in a Neuro-inclusive Way" – training workshop delivered<br>by KeyRing as part of Programme Challenger Week of Action<br>March 2024 at a cost of £350.   | PCC |
| 21 <sup>st</sup> Feb<br>2024 | Development of Victim journey interactive Timeline - Video Edits.<br>Developer of the Digital Victims Journey project, 'Project Simply'<br>to implement edits and alterations to the 14 videos depicting the<br>criminal justice system<br><br>Total Estimated Cost: £4,999.   | PCC |
| 27 <sup>th</sup> Feb<br>2024 | Police Complaint Reviews Cover - Sancus<br><br>To provide funding of up to £12,000 to provide resilience cover<br>and ongoing support for the continuation of the Police Complaint<br>Reviews function. The contract will operate on a call on call off<br>basis.  | PCC |
| 29 <sup>th</sup> Feb<br>2024 | Editing and publication of the Baird Inquiry report into the<br>treatment of women and girls who are arrested and taken into<br>police custody in Greater Manchester<br><br>Funding of £6,000 to pay for the editing, proof reading, report<br>designing, and publication costs associated with the Baird Inquiry<br>report. | PCC |
| 29 <sup>th</sup> Feb<br>2024 | Catering for MOJ Victims Commissioning Team visit to GMCA on<br>27 <sup>th</sup> February 2024. £58.00   | PCC |

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| 29 <sup>th</sup> Feb<br>2024  | <p>Violence Prevention presentations throughout January – May 2024</p> <p>Allocation of £25,000 from the VRU Education 23/24 budget to commission Alison Cope to deliver a series of sessions in schools across GM between January and May 2024. Schools in every borough of GM will be asked to take up this offer.</p>   | PCC |
| 29 <sup>th</sup> Feb<br>2024  | <p>Venue Hire and Catering for Out of Courts Disposals Partnership Event 18<sup>th</sup> December 2023.</p> <p>£1277.50 allocated for the Out of Courts Disposals Partnership Event took place on 18th December 2023 at Friends Meeting House.</p>   | PCC |
| 4 <sup>th</sup> March<br>2024 | <p>Community Insights:<br/>Home Office Community Insights Grant Funding 23/24 &amp; 24/25<br/>Manchester Metropolitan University (MMU) Funding Award-<br/>The GMCA awards Manchester Metropolitan University (MMU) the following funding amounts via a new contract following a successful bid to the Home Office for funding to understand more about the impact of GRIP visible hotspot policing on individuals and communities outside of the impact on crime:</p> <ul style="list-style-type: none"> <li>• £20,000 for financial year 23/24</li> <li>• £70,000 for financial year 24/25</li> </ul> <p>nb. The contract with MMU has been agreed by GMCA Chief Executive Eamonn Boylan. The Deputy Mayor, Kate Green holds the position of Governor for the MMU and has not taken part in this procurement process.</p> | PCC |
| 4 <sup>th</sup> March<br>2024 | <p>Community Insights:<br/>Home Office Community Insights Grant Funding 23/24 &amp; 24/25.<br/>DJS Research Ltd Funding Award- Variation of existing DJS Contract</p>  | PCC |

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|                                      | <p>The GMCA is seeking to award DJS Research Ltd the following funding via a variation of its existing contract. This follows a successful bid from GMCA to the Home Office for funding to understand more about the impact of GRIP visible hotspot policing on individuals and communities outside of the impact on crime:</p> <ul style="list-style-type: none"> <li>• £53,500 for financial year 23/24</li> <li>• £70,000 for financial year 24/25</li> </ul>  |            |
| <p>5<sup>th</sup> March<br/>2024</p> | <p>Greater Manchester Sex Offender Programme (ACCORD)<br/>GMCA, as lead commissioner, to award a grant to undertake a pilot sex offender programme with experienced providers We are Survivors and Back on Track.</p> <p>The evaluation from the pilot, led by a PhD graduate, will be used to commission a longer-term contract for a service in Greater Manchester.</p> <p>The cost of the pilot programme is set out below:<br/>Total for Year 1 to 3 for delivery</p> <p>GMCA (51%) £219,354.06<br/>HMPPS (49%) £210,751.94<br/>Total cost £430,106</p> <p>Total for Year 1 to 4 for evaluation (this is a 3.5-year evaluation)<br/>March 2024       £97,874.00<br/>September 2024 £100,337.00</p> <p>Agencies involved:</p> <ul style="list-style-type: none"> <li>• Greater Manchester Probation Service</li> <li>• Greater Manchester Police - Sex Offender Management Unit</li> </ul> | <p>PCC</p> |

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|  | <ul style="list-style-type: none"><li>• Greater Manchester Combined Authority – Justice and Rehabilitation</li><li>• Back on Track (BoT)</li><li>• We Are Survivors</li><li>• Community Services: GMIRS, VCSE</li></ul> |  |
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**3.0 RECOMMENDATIONS.**

3.1 Appear at the front of the report