

# **GREATER MANCHESTER POLICE AUTHORITY**

## **REPORT OF THE CHIEF CONSTABLE TO THE GREATER MANCHESTER POLICE AUTHORITY 20<sup>th</sup> JUNE 2011**

### **UPDATE ON THE FORCE'S COST REDUCTION PROGRAMME 2011 - 2015**

#### **1. PURPOSE OF REPORT**

1.1. This report updates Members of the progress made to date with the Priority Based Budgeting (PBB) review of Support to Policing functions and activities.

#### **2. EXECUTIVE SUMMARY**

2.1. The Police Authority has a statutory duty to set a balanced budget. Following the 2010 Comprehensive Spending Review (CSR), the Force put in place a savings plan to meet the predicted shortfall of £133.7 million over the four year period 2011/12 – 2014/15. In February 2011 the Police Authority set the Force's budget for 2011\12 and approved the savings plan.

2.2. The Force savings plan is designed to protect frontline services as far as possible. It also looks to protect pay budgets by maximising the level of savings, which can be made in non pay budgets. Nevertheless, the Force will see a significant reduction in the size of the workforce over the four year period of the CSR.

2.3. The 2011\12 and 2012\13 components of the savings plan target reductions in the Back Office and Support to Policing functions. Priority Based Budgeting (PBB) is being used to identify savings by applying a business focused approach that prioritises resources against the service levels that best achieve the Force's objectives. The savings plan is phased in a way, which ensures that the Force is able to manage the significant level of change, which will inevitably need to take place.

2.4. The first phase of the savings plan targeted a review of the Back Office and has delivered savings of £30.4 million with effect from 1 April 2011. The second phase of the savings plan will focus on a review of the Force's Support to Policing functions. The savings plan which the Police Authority approved in February 2011 assumed an implementation date of 1 December 2011 for the outcomes of the Support to Policing review, with projected savings of £ 10.1 million in 2011\12 with a full year effect of £ 30.7 million

2.5. Since February 2011 the Force has both updated its financial projections and progressed the review of its Support to Policing functions. The updated four year financial forecasts have not resulted in a significant change in total to the financial estimates, which were reported to the Police Authority in February 2011. The predicted shortfall for the four year period of the CSR currently stands at £134.4 million, an increase of £0.7 million. Within the four year period, however, there is an increased requirement for savings of £1.6 million in 2012/13.

2.6. During the planning phase of the Support to Policing review the Force extended the scope of the project. This created greater opportunity for savings but resulted in a one month delay in commencing the work. Taking both these factors into account the Force amended its financial projections in March 2011. As a result the target for savings in 2011\12 was reduced to £ 8.3 million however the full year effect was increased to £ 34.1 million.

2.7. The PBB process applied to Support to Policing has assessed the funding requirements of forty-seven functions, referred to as Budget Subject Areas (BSAs), within eight Branches and twelve Territorial Divisions. Each BSA has identified efficiency improvements (Method), workload changes (Volume), and potential changes to services provided (Service). The savings identified have arisen predominantly from Method and Volume changes, i.e. £ 22.6 million (68 %) versus £ 10.7 million (32 %). This represents a similar Service Level reduction to that achieved in the Back Office.

2.8. The PBB project has resulted in the identification of significant reductions, in cost, resulting from Method improvements and Volume changes. It has also identified, for each BSA, the most appropriate Service Level to meet the needs of the Force. The number of BSAs funded at each Service Level is shown below.

Service Level	No. of BSAs funded
Enhanced	4
Current	8
Intermediate 2	11
Intermediate 1	22
Minimum	1
Staged Interim	1
<b>Total</b>	<b>47</b>

2.9. Based on the decisions taken during PBB, and approved by Chief Officers, the forecast levels of savings and reductions in workforce are:-

<b>Support to Policing Savings</b>	<b>£ (millions)</b>	<b>Officers</b>	<b>Staff</b>
Method	22.6	177	424
Volume	2.0	38	21
Service	8.7	55	171
<b>Total</b>	<b>33.3</b>	<b>270</b>	<b>616</b>

2.10. The level of savings identified is slightly below target, which means that the Force will need to find cost reductions in other areas of £ 0.2 million during 2011/12 and £ 0.8 million during 2012\13.

2.11. Taking the latest progress on the Back Office and Support to Policing reviews into account the table below demonstrates the Force's current financial projections.

<b>Financial Projections</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Savings Gap (Latest)	£49.6m	£91.2m	£110.6m	£134.4m
Total Cumulative Savings	£48.4m	£83.8m	£107.8m	£132.0m
<b>Shortfall / (Surplus)</b>	<b>£1.2m</b>	<b>£7.4m</b>	<b>£2.8m</b>	<b>£2.4m</b>

2.12. In preparation for the delivery of its savings programme the Force has not undertaken any recruitment of police officers since October 2009. Similarly police staff recruitment has been limited to essential, specialist posts since March 2010. This action continues to produce an under spend against pay budgets which will enable the Force to bridge the 2011\12 funding shortfall of £1.2million.

2.13. The biggest financial pressure arises in 2012/13 when there is currently a predicted cumulative shortfall of £7.4 million. The Force will continue to look at ways of bridging this gap and depending upon the progress of the implementation of the Support to Policing review, it might be prudent to release some of the Force's reserves in this year to assist with the transition. It is considered that to deliver any greater levels of reductions within the Support to Policing Review at this time will potentially compromise service delivery and that it may be more prudent to fund the gap through the appropriate use of reserves and other measures for example: Regulation A19.

2.14. The Force has in place robust policies and procedures to address the personnel challenges resulting from the implementation of its savings plan. These have proven successful during the implementation of the Back Office review and, having been further improved based upon experience to date, will be fully applied during the coming period of change.

2.15. During the PBB review of Support to Policing the Force has engaged with Unison, the Police Federation and the Superintendents' Association. As part of the ongoing communication with officers and staff the Chief Constable, in conjunction with the Chair and Vice Chair of the Authority, will hold briefings for all employees within scope of the review at the Reebok Stadium on June 27<sup>th</sup> 2011. Following this briefing a ninety day statutory consultation period with Unions will commence on the 28<sup>th</sup> June 2011. Aligned to this statutory period, a meaningful consultation exercise will also be undertaken with the public and our partners on the provision of public enquiry counters and policing support to partnership working in order to

help to shape the future vision of service delivery in these key areas. As directed by the Police Authority, the consultation will include appropriate representations to the Association of Greater Manchester Authorities Leaders and Chief Executives and other relevant stakeholders will be identified as part of a comprehensive engagement and communication plan. Consultation will conclude on the 27<sup>th</sup> September 2011 and the outcomes will be reported to the Police Authority on the 7<sup>th</sup> October 2011.

2.16. The Police Authority is committed to minimising the number of compulsory redundancies required to achieve the Force’s savings plan. The Force has therefore reopened its voluntary redundancy scheme for police staff. Although there will be a reduction of 616 police staff posts as a consequence of the Support to Policing review, the Force currently has 122 applications for voluntary redundancy which were deferred from the Back Office review. These applicants will be reconsidered for redundancy once statutory consultation has concluded. The Force also has 319 vacancies, which will be used, where possible, for the redeployment of staff.

2.17. The table below illustrates that 94 police officer posts have been removed from the Back Office establishment in 2011\12. A further 270 posts will be removed as a consequence of the Support to Policing review. The table further shows that in order for the Force to achieve its financial targets over the four year period the police officer strength will need to reduce by 1,269. Given that the current plans will take 511 posts out of the Back Office and Support to Policing functions by 2014/15, the Force will either have to identify reductions in frontline establishments of 758 posts or make further reductions in the Back and Middle Offices. In 2011\12 the Force will need to decide where to hold 37 vacancies.

<b>Police Officer Impact</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>
Back Office Establishment Reduction	94	125	157	157
Support to Policing Establishment Reduction	270	270	270	354
<b>Establishment Reduction</b>	<b>364</b>	<b>395</b>	<b>427</b>	<b>511</b>
Reduction in Police Officer No.s	401	692	967	1269
<b>Vacancies</b>	<b>37</b>	<b>297</b>	<b>540</b>	<b>758</b>

2.18. The original scope of the Support to Policing review comprised functions that are closely aligned to frontline service delivery. The subsequent expansion of scope added a number of functions that deliver front line services. In recognition of these links to frontline service delivery a comprehensive impact assessment has been undertaken on all activities to ensure that due regard has been taken of both the Equality Act 2010 and impact upon service to the public.

2.19. The Equality impact assessment identified that there were three areas of potential concern, Public Enquiry Counters, Partnership Support and Witness Care. Witness Care has subsequently been funded at its current service level and

is therefore at no additional risk of adverse service impact. Public Enquiry Counters and Partnership support have been funded at reduced service levels and therefore some degree of increased risk has been recognised.

2.20. The Force recommends that as part of the statutory, public and partner consultation exercises on the impact of proposed changes to the provision of public enquiry counters and policing support to partnership working, that all potential risks are fully identified and evaluated.

### **3. RECOMMENDATION(S)**

Members are asked to:

3.1. Endorse the approach which the Force is taking towards the delivery of financial savings;

3.2. Approve the Chief Constable's decision to commence meaningful consultation with trade unions and staff associations, commencing 28<sup>th</sup> June 2011, for a period of ninety days. Alongside this the Force will undertake a public and partner consultation exercise on its intention to move to 21 Public Enquiry Counters and the proposed changes to the way partnership working is carried out.

**P. FAHY**  
**CHIEF CONSTABLE**

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**DATE:** 10<sup>th</sup> June 2011

## **4. IMPLICATIONS**

### **Resources:**

The adoption of the proposals which are set out in this report will generate savings of £ 8.3 million in 2011\12 with a full year effect of £ 33.3 million in 2012\13.

The Force's financial strategy is to maximise the resources, which are spent on frontline policing, in accordance with the Police Authority's objective of delivering efficient and effective services.

The adoption of the proposals which are set out in this report will result in reductions to the establishment of 270 police officer posts and 616 police staff posts.

Although not an option at this stage, the Support to Policing review has identified a number of roles and functions that may be suitable for future civilianisation should the financial situation allow for further changes to the workforce mix.

### **Policing Priorities:**

The Optimus Programme is focussed on both reducing and reshaping the Force. By 2015 the total workforce will have reduced, both in terms of police officer and police staff numbers, yet the proportion of police officers in frontline roles will have increased. This will help to minimise and mitigate the impact of the necessary cuts on frontline service delivery.

The Support to Policing review will return police officers to frontline roles. The majority of the areas under review will have some impact on frontline service delivery or on the services that support this. Those, which have notable impacts, are highlighted below. Appendix A to this report provides an overview of each service level. Further details are available to Members on any/all of these should they be required and these will be provided during the 90 day consultation period.

Neighbourhood Policing has benefitted from significant enhancement over the last two years and local Neighbourhood Policing Teams (NPTs), working closely with partners and communities are continuing to deliver reductions in crime and anti-social behaviour. A number of the planned service levels are designed to build on the improved local policing service NPTs provide. This will include how partnership working and offender management is carried out within Divisions.

All areas of intelligence collection and development have been considered. Although some changes to service levels have been identified, the importance of intelligence in tasking and co-ordinating the operational policing effort is recognised and changes planned are designed to maximise their impact whilst focussing on the reduction of threat, harm and risk. Due to the operational sensitivity of some of these areas, the service level descriptions in the Appendix to this report are high level. Further detail will be provided to the Authority as required.

The proposals will see a reduction in Crime Scene Investigators and some reductions to the types and volumes of crime scenes attended. However, attendance will be carefully monitored to maximise CSI attendance to the scenes of serious and volume crimes.

The Mounted Unit will be reduced under this review. The service level selected will still provide the appropriate level of resourcing to the majority of major and sporting events. Police horses will be carefully and sensitively re-homed where necessary.

The growing burden of internet and financial fraud enquiries will be resourced from a newly formed centralised specialist team. This will be funded by top-slicing Divisions and does not require any growth funding.

### **Governance/Legal:**

Within Force, responsibility for the delivery of efficiency improvements and service level changes required to achieve a balanced budget rests with the Chief Constable. He executes this responsibility through the Optimus Programme Board.

Within the Programme, Assistant Chief Constable Dawn Copley is the Senior Responsible Officer (SRO) for the Support to Policing Review. Assistant Chief Officer Lynne Potts is the SRO for the Force's Back Office review. The Deputy Chief Constable has chaired the PBB Panels for both reviews.

The Chair of the Police Authority's Value for Money Committee has attended all the PBB Panels. The Authority has also established a Strategic Workforce Development Group, which provides scrutiny of the work undertaken.

In accordance with section 15(2) of the Police Act 1996 the Chief Constable is responsible for the direction and control of persons employed by the Authority to assist GMP.

As a result of the actions which the Force is undertaking to operate within a balanced budget the Chief Constable will start a 90 day redundancy consultation on 28<sup>th</sup> June 2011 in accordance with S188 of the Trade Union and Labour Relations' Act 1992. In doing so the Chief Constable is consulting on behalf of the Greater Manchester Police Authority.

The Force's redundancy policy complies with statutory requirements. Redundancy pay will be calculated using the Statutory Redundancy Pay Ready Reckoner applying actual salary.

### **Criminal Justice and Partnerships:**

To support the extensive improvement plans already underway within the Custody Modernisation programme, an enhanced service level is to be funded to provide the central Criminal Justice and Custody team with adequate resources to maximise the opportunities for streamlining criminal justice processes. This will

include increasing the use of technology across agencies and exploring a future role for working with the NHS on commissioning medical services within custody. A separate funding stream has been identified to support a 'Bail Back' pilot to implement learning acquired during a recent GMPA/GMP visit to Cleveland. Enhanced supervision and improved processes within Prisoner Processing Units have been designed to increase the number of offenders brought to justice and their conviction rates at Court.

With the significant investment in Neighbourhood Policing Teams over the last 2 years there is now greater partnership working as part of the core role of local teams. In the future they will be supported by a standardised partnership support structure within each BCU. The overall resource currently dedicated to partnership working will be reduced. These reductions will coincide with reductions across other public services and statutory partnership agencies and the cumulative impact on service delivery and crime and disorder reduction will need to be carefully mitigated.

### **Outcomes/Performance Inputs:**

The Force has utilised benchmarking and other comparative data, where available, to ensure that the level and quality of services which it provides is consistent with a highly performing organisation. These comparisons included visits to high performing organisations, in the private and public sectors, to compare methods of working, e.g. British Airways and Railtrack.

### **Equalities, Diversity and Human Rights:**

The Equality Act 2010 places a statutory duty on the Force to have due regard to the equality impact of its plans. Throughout the PBB process the Panel have received advice on the requirements of the Act and an Equality Impact Assessment has been completed.

The Assessment identified that three areas were considered to have a high level of potential impact. These were Public Enquiry Counters, Partnership Support and Witness Care. Witness Care will now be funded at the current service level and, therefore, there is no additional risk of service failure. However, the other two areas remain likely to have a high level impact unless effective mitigation is in place. It is proposed that public consultation exercises on the impact of these two areas will take place and feedback will inform implementation plans.

### **Risk:**

There are three main areas of risk, which arise out of this paper, financial, service delivery and workforce.

Financial risks arise because of the high level of savings, which the Force needs to deliver. Any slippage in the implementation of plans could cause significant financial pressures.

Mitigation of the risk has been achieved in two ways. The implementation of plans will be subject to rigorous governance arrangements, which will ensure timely

delivery. In the eventuality that unavoidable slippage does occur, the Force would be able to draw on the use of reserves to ease any financial pressures.

The Force has actively built up reserves in 2010/11 by stopping recruitment and slowing down expenditure.

Service delivery risks arise because the areas, which have been subject to the current review, are closely aligned to and include front line service delivery. Mitigation of the risk has been achieved by undertaking comprehensive equality and service impact assessments to determine where there is a risk to operational delivery. Public consultation exercises will be undertaken with respect to public enquiry counters and policing support to partnership working where the risk is deemed to be greatest.

Workforce risks arise because the level of organisational change is so great that staff morale could be seriously affected.

The mitigation is achieved through a comprehensive communication and staff engagement strategy to ensure that, where possible, staff are always aware of the Force's plans. The Force has a dedicated section within its intranet for the Optimus programme and ACC Copley provides regular updates on the Support to Policing review as it progresses.

### **Vulnerable People:**

The Force is currently making significant changes to the way Public Protection duties are carried out and in 2010 the Public Protection Division was created. The planned service levels will continue to provide the current levels of service to Case Conferences and reviews, will discharge all statutory Safeguarding responsibilities and will provide a Missing from Home Co-ordinator for each BCU to review all cases, identify vulnerability and develop intervention and support plans for vulnerable people.

Offender Management will continue to be delivered at the current service level, with dedicated teams within each BCU. Work is ongoing to review how Youth Offending Teams operate and to deliver increasingly effective support and intervention to young people on the brink of criminality.

## **5. DETAIL OF THE REPORT**

### **Background**

5.1. On 20<sup>th</sup> October 2010 the Chancellor announced the results of the Comprehensive Spending Review (CSR), setting out headline spending totals for the Police Service for the next four years. At that time it was announced that during the four years to 2015 the Central Government contribution to policing would reduce year on year by 4%, 6%, 2% and 1%, respectively, which after taking account of Central Government inflation predictions, equates to a real terms reduction of 20%.

5.2. In the report entitled 2011/12 – 2014/15 Strategic Financial Outlook and Implications for Future Policing Services in Greater Manchester dated 22<sup>nd</sup> November 2010 the Force set out its initial estimates of the impact of CSR. These are shown in Table 1 below:-

<b>Impact of CSR – November 2010</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Funding				
2010/11 Formula Grant	453.6	426.4	417.9	413.7
Precept (note 1)	116.1	120.1	124.2	128.4
Council Tax Surplus	0.5	0.5	0.5	0.5
<b>Total Funding</b>	<b>570.2</b>	<b>547.0</b>	<b>542.6</b>	<b>542.6</b>
Budget Requirement	622.3	636.6	654.9	676.3
<b>Cumulative Savings Gap</b>	<b>52.1</b>	<b>89.6</b>	<b>112.3</b>	<b>133.7</b>

5.3. The Police Authority has a statutory duty to set a balanced budget. Following the 2010 Comprehensive Spending Review the Force, therefore, put a savings plan in place to meet the predicted shortfall of £133.7 million over the four-year period. In February 2011 the Police Authority set the Force's budget for 2011\12 and approved the savings plan.

5.4. The Force's savings plan is designed to protect frontline services as far as possible. It also looks to protect pay budgets by maximising the level of savings, which can be made in non-pay budgets. Nevertheless, the Force will see a significant reduction in the size of the workforce over the four-year period.

5.5. The 2011\12 and 2012\13 components of the savings plan are therefore focussed on making reductions in the Back Office and to Support to Policing functions. Priority Based Budgeting (PBB) is being used to identify savings by applying a business focused approach that prioritises resources against service levels to best achieve the Force's objectives. The plan is phased in a way, which will ensure that the Force is able to manage the significant level of change, which will inevitably need to take place.

5.6. The first phase of the savings plan targeted a review of the Back Office, which has delivered savings of £30.4m with effect from 1 April 2011. The second phase of the savings plan will focus on a review of the Force's Support to Policing functions. The savings plan which the Police Authority approved in February 2011 assumed an implementation date of 1 December 2011 for the outcomes of the Support to Policing review, with projected savings of £ 10.1 million in 2011\12 with a full year effect of £30.7 million.

5.7. Since February 2011 the Force has both updated its financial projections and progressed the review of its Support to Policing functions. The updated four-year financial forecasts have not resulted in a significant change in total to the financial estimates, which were reported to the Police Authority in February 2011. The predicted shortfall for the four-year period of the CSR currently stands at £ 134.4 million. Within the four period, however, there is an increase requirement for savings of £1.6 million in 2012/13. This is shown in Table 2 below:-

<b>Impact of CSR – June 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Savings Requirement (November)	52.1	89.6	112.3	133.7
Savings Requirement (Latest)	49.6	91.2	110.6	134.4
<b>Increase (decrease)</b>	<b>-2.5</b>	<b>1.6</b>	<b>-1.7</b>	<b>0.7</b>

## **Progress to Date – Review of the Back Office**

5.8. The Back Office review concluded during May 2011 and has delivered savings in 2011/12 of £ 30.4 million. As a result of this initial work stream the Back Office establishment has been reduced from 19% of the Force’s total expenditure base to 16% for the 2011/12 financial year.

5.9. Years 2 and 3 will see further reductions in the size of the Back Office as the Force undertakes further transformational change and introduces alternative operating models. It is anticipated that these changes will alter the way in which services are provided and will allow a rationalisation of the Estate as the size of the Force reduces.

5.10. Current plans will result in the Force reducing its Back Office costs by £49.4m (38%) over the four-year period of the CSR.

## **Review of Support to Policing**

5.11. During the planning phase of the Support to Policing PBB the Force extended the scope of the project. This created greater opportunity for savings but resulted in a one-month delay in commencing the work. Taking both these factors into account the Force amended its financial projections. As a result the target for savings in 2011\12 has been reduced to £ 8.3 million however the full year effect has increased to £ 34.1 million

5.12. The Priority Based Budgeting review commenced in January 2011 and focussed on all or part of the following areas, which provide support to frontline policing.

- Territorial Division support functions, e.g. Administration, Resource Management and Offender Management
- Criminal Justice and Custody
- Counter Terrorism Branch
- Force Intelligence Branch
- Forensic Services Branch
- Operational Communications Branch
- Public Protection Department
- Serious Crime Division
- Specialist Operations
- Corporate Communications and Health and Safety Officers

5.13 The PBB process applied to Support to Policing has assessed the funding requirements of forty-seven functions, referred to as Budget Subject Areas (BSAs), within eight Branches and twelve Territorial Divisions, see above. Each BSA has identified efficiency improvements (Method) workload changes (Volume) and potential changes to services provided (Service).

5.14 Divisions and Branches were divided into Budget Subject Areas, each owned by the Divisional / Branch Commander, who was supported by a Budget Subject Manager(BSM), typically a Divisional / Branch SLT member, who was responsible for the service area throughout the process.

Priority Based Budgeting utilises three challenge and decision making reviews, referred to as Panels. Each Panel has a specific format and purpose within the process, i.e.:-

**Panel 1:** (9<sup>th</sup> – 11<sup>th</sup> February 2011)

In advance of the first Panel, each area prepared a standard set of financial and staffing information. This identified the costed establishment for each area and related non-staff costs. They also outlined the services each area provided to the Force and the relative cost of these services in both Full Time Equivalent (FTE) and financial terms. In addition BSMs were tasked with presenting initial cost reduction opportunities. At the conclusion of Panel 1 the baseline costs, FTEs and services had been agreed for each of the areas and Panel members had provided guidance to all BSMs.

**Panel 2:** (21<sup>st</sup> – 23<sup>rd</sup> March 2011)

Panel 2 reviewed draft cost reduction proposals structured around the three types of potential cost reduction opportunities:-

- **Volume Changes:** changes in demand and relative costs or savings due to external events or influences beyond the direct control of the area concerned. E.g. a change in Force policy or a legislative change
- **Method Changes:** savings that would reduce cost by doing things differently, but which do not affect the level of service experienced by the recipients. E.g. changes to organisational structures, process improvements or improved use of technology.
- **Service Level Changes:** savings achievable from changing the level of service provided. Services are defined using a range, from Minimum, through one or two Intermediate levels, to the Current level provided and potentially an Enhanced service level, where the benefits can be shown to be greater than the cost of provision.

Service Level	Description
Enhanced	An improvement on the current level of service
Current	The current level of service provided
Intermediate 2	A lower level of service to the current
Intermediate 1	A higher level of service than the minimum
Minimum	The statutory or lowest possible level of service. This could potentially be “stop service”.

During Panel 2 panel members reviewed and discussed draft proposals with Branch / Divisional Commanders and BSMs and provided further guidance in preparation for Panel 3.

**Panel 3:** (9<sup>th</sup> – 1<sup>st</sup> May 2011)

Proposals presented to Panel 3 were fully costed and provided details of each proposed Volume and Method change, together with a full range of Service Level options, including an analysis of the impact and risks associated with each level.

5.15 The Panel reviewed each Budget Subject area in turn to, confirm or reject each proposed Volume and Method change and then, using the table set out below, ranked each Service Level for its importance, i.e. priority, to the force.

Score	Assessment of Service Level
10	Essential - unavoidable corporate or legal requirement
9	Critical - unavoidable without substantial loss or damage
8	Very important - valuable and productive level of service
7	Important - hard to see how they could be dropped
6	Significant benefits but could conceivably be discontinued
5	Desirable but first to be discontinued if funding curtailed
4	Marginal but first to be supported if funding available
3	Possible but only if significantly increased funding available
2	Doubtful - not sufficient justification at present
1	Unlikely ever to be funded

At the conclusion of Panel 3 panel members had assigned a priority score to each Service Level option for every Budget Subject.

**5.16. Drawing the Line 1; initial Assessment – 20<sup>th</sup> May 2011**

The Panel reconvened a week after the conclusion of Panel 3 to establish the Service Levels to be funded, in line with Force priorities. Service Level rankings assigned during Panel 3 were used to create a single priority list. Using the priority list panel members agreed, following extensive discussion, which Service Levels would be funded for 2012 / 13, i.e. where to “draw the funding line”.

**5.17. Impact Assessment - 20<sup>th</sup> May – 6<sup>th</sup> June 2011**

Following the initial “Drawing the Line” session representatives from all impacted areas, including Union and Staff Association representatives, undertook a detailed Impact Assessment to fully evaluate how the proposed Service level choices, would impact the Force and its stakeholders.

## 5.18 Drawing the Line 2; 'Final Decision' – 7<sup>th</sup> June

The results of the Impact Assessment were presented to all Chief Officers and final Service Level decisions were made. This concluded Design stage of the PBB. Final funding decisions were distributed across Service Levels as per the table below.

Service Level	No. of BSAs funded
Enhanced	4
Current	8
Intermediate 2	11
Intermediate 1	22
Minimum	2
<b>Total</b>	<b>47</b>

Final savings and reductions in workforce, as approved by Chief Officers, are set out in the table below.

	£ (millions)	Officers	Staff
Method	22.6	177	424
Volume	2.0	38	21
Service	8.7	55	171
<b>Total</b>	<b>33.3</b>	<b>270</b>	<b>616</b>

## 5.19 Service Levels

The Equality Act 2010 places a statutory duty on the Force to have due regard to the Equality Impact of its plans. An Equality Impact Assessment has been completed which has carefully considered the impact the planned service levels will have on different communities and groups.

This assessment identified that three areas were considered to have a high level of potential impact. These were Public Enquiry Counters, Partnership Support and Witness Care. Witness Care has now been funded at the current service level, and therefore there is no additional risk of service failure. However the other two areas remain likely to have a high level impact unless effective mitigation is in place.

To improve public contact and accessibility the Force, with the support of the Police Authority, has invested heavily in Neighbourhood Policing Teams and Customer Service Desks over recent years. There are now 500 more officers in Neighbourhood Policing Teams, PCSO funding has been ring-fenced and customer re-contact is undertaken for victims of crime. Work is also on-going to improve the Force's accessibility through the internet and other social media.

In a customer driven world many people appreciate prompt advice and resolution over the phone. Building on this the introduction of the Single Non-Emergency number '101' in November will provide the public with an easy to remember number for contacting the police. These improvements, together with the

Neighbourhood appointment system, will offer the public of Greater Manchester the opportunity to arrange a suitable time for their local officer/PCSO to call to see them about crimes or incidents. Overall these changes represent a modernised and enhanced service offer to the public and they have all been taken into account when considering the current provision and configuration of Public Enquiry Counters across Greater Manchester.

There are currently 55 Public Enquiry Counters across the Force area. Some are well attended and utilised by the public, others are not. The current model is uneconomic and in many locations under-utilised. The Force is proposing concentrating its Public Enquiry Counter facility in 21 police stations across the conurbation, which analysis shows experienced the greatest demand and footfall. This will result in the closure of 34 Enquiry Counters. It is stressed that the proposals are for the counters to close, not the Police Stations. Public access, via the front office of a local police station is a traditional and important part of frontline policing services. It is acknowledged that the availability and opening hours of local police station enquiry counters is hugely important and needs to be considered not just on the basis of demand alone. Therefore the Force recommends that a meaningful public and partner consultation exercise now be commenced on the intention to deliver Public Enquiry Counter services from 21 sites. This consultation will be completed within the timeframe for statutory consultation with the Trade Unions over how the proposals affect staff and will be reported back to the Authority on 7th October 2011.

In relation to Partnership Support, this area is to be funded at the Intermediate 2 level. With the significant investment in Neighbourhood Policing Teams over the last 2 years there is now greater partnership working as part of the core role of local teams. They will be supported by a standardised partnership support structure within each BCU.

The overall resource currently dedicated to partnership working will be reduced. These reductions will coincide with reductions across other public services and statutory partnership agencies and the cumulative impact on service delivery and crime and disorder reduction will need to be carefully mitigated.

Although not flagged as a high risk area under the Equality Impact Assessment, Chief Officers have identified that the planned reductions in service levels within Call Handling and Command and Control present the Force with a significant challenge in terms of the amount of change to be delivered within a relatively short timeframe in an area which is not only public facing but also operationally mission critical.

The complexity associated with this area will be subject of an appropriately resourced and supported implementation and project management team. It is important to note that although the resources within these areas are to reduce, the target for answering 999 calls will remain the same. The target for non-emergency calls will reduce from 80% within 30 seconds to 75% within 30 seconds. Abandonment targets will remain the same at 5%.

## 5.20 Current Financial Projections

Taking the latest progress on the Back Office and Support to Policing reviews into account the table below demonstrates the Force's current financial projections.

<b>GMP savings plan</b>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>
	£m	£m	£m	£m
Savings				
<b>Back Office</b>				
Police Officers	5.1	5.8	7.3	8.3
Police Staff	12.8	17.0	21.4	21.4
Non-Staff	12.5	15.7	19.3	19.7
<b>Total Back Office</b>	<b>30.4</b>	<b>38.5</b>	<b>48.0</b>	<b>49.4</b>
<b>Support to Policing</b>				
Police Officers	3.7	14.8	14.8	19.3
Police Staff	4.0	15.9	15.9	21.0
Non-Staff	0.6	2.6	2.6	3.4
<b>Total Support to Policing</b>	<b>8.3</b>	<b>33.3</b>	<b>33.3</b>	<b>43.7</b>
Police Officer Vacancies	3.9	8.1	22.5	34.8
Other Budget Adjustments	5.8	3.9	4.0	4.1
<b>Total Cumulative Savings</b>	<b>48.4</b>	<b>83.8</b>	<b>107.8</b>	<b>132.0</b>
<b>In year Savings</b>	<b>48.4</b>	<b>35.4</b>	<b>24.0</b>	<b>24.2</b>
<b>Savings Gap (Latest)</b>	49.6	91.2	110.6	134.4
<b>Total Cumulative Savings</b>	48.4	83.8	107.8	132.0
<b>Shortfall / (Surplus)</b>	<b>1.2</b>	<b>7.4</b>	<b>2.8</b>	<b>2.4</b>

The shortfall has arisen in 2011\12 because of slippage in the start of the Support to Policing Review.

In preparation for the delivery of its savings programme the Force has not undertaken any recruitment of police officers since October 2009. Similarly police staff recruitment has been limited to essential, specialist posts since March 2010. This action continues to produce an under spend against pay budgets which will enable the Force to bridge the 2011\12 funding shortfall.

The biggest pressure arises in 2012\13 when there is currently a predicted cumulative shortfall of £7.4 million. The Force will continue to look at ways of bridging this gap and depending upon the progress of the implementation of the Support to Policing review, it might be prudent to release some of the Force's reserves in 2012\13 to assist with the transition.

## 6. WORKFORCE PLANNING

6.1. Police officer and police staff employment costs make up some 82% of GMP's total expenditure budget. To achieve the level of cost reductions required to stay within anticipated future funding regimes will require significant reductions in the number of GMP employees. Staff numbers are anticipated to reduce by 2,773 during the next four financial years, i.e. a 22% reduction in staff numbers from the 2010/11 level.

6.2. The Table below shows the anticipated change in the Back and Middle Office establishments over the four-year period.

<b>Project Optimus Establishment Reduction</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>
<b>Back Office</b>				
Police Officers	94	125	157	157
Police Staff	404	535	673	673
<b>Total Back Office</b>	<b>498</b>	<b>660</b>	<b>830</b>	<b>830</b>
<b>Support to Policing</b>				
Police Officers	270	270	270	353
Police Staff	616	616	616	812
<b>Total Support to Policing</b>	<b>886</b>	<b>886</b>	<b>886</b>	<b>1,165</b>
<b>Total Establishment Reduction</b>	<b>1,384</b>	<b>1,546</b>	<b>1,716</b>	<b>1,995</b>

6.4. The Force savings plan will result in the Force's establishment being reduced from 12,800 in 2010\11 to 10,030 a reduction of 22 %. The focus of the Force's savings plan on Back Office and Support to Policing activities will result in a larger proportion of the Force's workforce being dedicated to frontline policing activities.

## 7. ORGANISATIONAL DESIGN AND MANAGEMENT COSTS

7.1 Throughout Optimus there has been a focus on protecting service delivery levels where possible, reducing bureaucracy and duplication and rationalising management and supervision ratios. Following the 'drawing the line' session detailed organisational design and structure charts have been created which will support the implementation of the agreed service levels across all 47 areas.

7.2 In relation to management and supervision ratios the design phase worked on the basis that management posts would be reduced by at least the same amount as service delivery posts. Overall, the new Support to Policing structure will see a reduction in management ranks and posts (Inspector to Superintendent ranks and M-0 grades) of 32% and a reduction in service delivery and first line

supervisor posts of 21%. This will increase the spans of control of managers and reduce tiers.

7.3 A further review of senior police posts within divisions and branches is under way. This will report at the end of July and is expected to identify further opportunities to rationalise roles and reduce the number of posts. These findings will be reported to Members in due course.

## **8. HUMAN RESOURCE PLANNING**

### **Achievements to Date**

8.1 The Comprehensive Spending Review and GMP's response to it will have significant implications for the workforce. The Police Authority is committed to minimising any compulsory redundancies. It therefore agreed to open a voluntary redundancy scheme for all police staff in November 2010. The Force sought expressions of interest in the scheme and received 347 applications of which 176 were approved and 122 were deferred to be considered as part of the Support to Policing Review.

8.2 Discussions around the implications of the CSR have been ongoing with the recognised Unions, since June 2010. These discussions have addressed the Force's financial situation and the potential implications for staffing levels and employment.

8.3 A Recognition Agreement, setting out the principles for negotiation and consultation on issues that have staffing implications, was signed by the Police Authority and Unison in June 2010. In addition a revised Redundancy and Redeployment Policy setting out the process for handling redundancies and redeployment was agreed by the Police Authority on 5th November 2010. The policy will be reviewed annually.

8.4 The Force has in place robust policies and procedures to address the personnel challenges, which will result from the implementation of its savings plan. These have proven successful during the implementation of Back Office savings. Nevertheless a lessons learnt exercise has been undertaken, with the full involvement of Unison, and a number of changes and improvements have been identified. The enhanced policies and procedures will be used to implement the change, which will arise from the Support to Policing Review.

8.5 Of the 1,900 posts within the scope of the Back Office review, 156 redundancy notices were issued on 22nd February 2011. Following redeployment and a skills matching exercise, 53 people were still at risk of compulsory redundancy. Of these, 33 requested payment in lieu of notice (PILON) and left GMP, 10 gave counter notice to leave and 7 expressed no desire to be redeployed leaving only 3 people who were still actively seeking redeployment on 21st May 2011. In addition, 122 voluntary redundancies were approved. Final notices for redundancy expired on 21st May 2011, and the first phase of the Optimus programme was officially concluded.

## Support to Policing Review

8.6 The Human Resources Plan will now concentrate on the people issues affecting the staff whose roles are in scope in the Support to Policing Review. These staff will be informed of the outcomes of the PBB exercise at an event to be held at the Reebok stadium on 27th June 2011. Staff will then have a one-to-one meeting with their line manager on 28th June to inform them of their personal implications. Training has been provided to all line managers to ensure that the one-to-one meetings are undertaken in a consistent and professional manner.

8.7 A ninety-day period of statutory consultation will commence with Unison on 28th June, to conclude in September 2011. Following consultation, and subject to Police Authority approval, police staff redundancies will, almost certainly, be announced. However, as with the Back Office review, every effort will be made to avoid compulsory redundancies.

8.8 The Force has, therefore, reopened its voluntary redundancy scheme for police staff. Although the police staff establishment will reduce by 616 posts as a result of the current review, the Force currently has 122 applications for voluntary redundancy, which were deferred from the Back Office review. These applicants will be reconsidered for redundancy once statutory consultation has concluded. The Force also has 319 vacancies, which will be used, where possible, for redeployment of staff.

The Force's workforce plan assumes 308 police officers will retire or otherwise leave the Force during 2011\12. The table below illustrates that 94 police officer posts have been removed from the Back Office establishment in 2011\12. A further 270 posts will be removed as a consequence of the Support to Policing Review. This will mean that the Force will need to decide where to hold the remaining 37 vacancies as at 31<sup>st</sup> March 2012.

<b>Police Officer Impact</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>
Back Office Establishment Reduction	94	125	157	157
Support to Policing Establishment Reduction	270	270	270	353
<b>Establishment Reduction</b>	<b>364</b>	<b>395</b>	<b>427</b>	<b>510</b>
Reduction in Police Officer No.s	401	692	967	1269
<b>Vacancies</b>	<b>37</b>	<b>297</b>	<b>540</b>	<b>759</b>

8.9 Alongside formal consultation with Unison, there will be full engagement of the Federation and Superintendents Association to consider how redeployment of police officers can best be achieved.

8.10 At its meeting on 13th May 2011, the Police Authority's Strategic Workforce Development Group, agreed that staff subject to compulsory redundancy will, regardless of their statutory entitlement, receive three months notice. It was also agreed, to support the Police Authority's desire to reduce compulsory redundancies, to seek further applications for voluntary redundancy from members of police staff. Expressions of interest are currently being sought and all applications will be considered alongside those "deferred" from the Back Office review.

### **Helping Staff through the Process**

8.11 GMP has retained the services of Penna ([www.penna.com](http://www.penna.com)) to provide outplacement support to help redundant staff prepare for re-entering the job market. As with the Back Office review, all redundant staff will be offered the opportunity to attend a one-day workshop, aimed at giving practical advice on CV preparation, marketing skills and an overview of the jobs market in the North-West. As part of this staff will be given access to an online tool called Penna Sunrise. This offers an unrivalled breadth of information resources, job search tools, networking opportunities and self-assessment exercises. A telephone support line is also provided.

8.12 Job Centre Plus will also provide information seminars to advise on the benefits of registration, including Job Seekers' Allowance, Tax Credits, and support for business start-ups and funded training. Job Centre Plus will also provide details of the range of roles that they promote on behalf of a range of major North West employers, e.g. BSKyB, British Gas, Vodafone, RBS.

## **9. CONCLUSIONS**

9.1 GMP is currently in the first year of a challenging four year period as it attempts to both improve the standard of policing within Greater Manchester and significantly reduce costs. Crime and Anti Social Behaviour levels remain too high. The Force is determined to address this despite the consequences of the shrinking workforce.

9.2 To address cost reduction challenges, the Force is using Priority Based Budgeting (PBB) techniques to ensure that all areas of potential efficiency and service improvement are rigorously investigated and addressed. The approach the Force is taking is designed to minimise any adverse impact on the provision of policing services.

## Appendix A - Service Level Changes

The tables below outline all those service levels that were changed as a result of the PBB process.

### Divisional Areas

Area	Service Level	Key Points
Administration of Justice & Prisoner Processing Units (PPU)	Inter 2	<ul style="list-style-type: none"> <li>• Delivery of PMIT model for PPU</li> <li>• Supervision of both investigations and CPS liaison</li> <li>• Video interview unit</li> </ul>
Administration	Inter 2	<ul style="list-style-type: none"> <li>• Comprehensive local support to Divisional and Branch Senior Leadership Teams (SLTs)</li> <li>• Support to Neighbourhood Policing Teams (NPTs)</li> <li>• Provision of taped interview (ROTI) transcription services</li> <li>• Central disposal of property to maximise income generation opportunities</li> <li>• Revised policies around dangerous dogs</li> </ul>
Finance	Inter 1	<ul style="list-style-type: none"> <li>• Provision of financial reporting packs</li> <li>• Business support from Strategic Financial Advisers (SFAs) to Divisions (BCUs)</li> <li>• Value for Money work to identify potential areas for savings</li> <li>• Base budget reviews</li> </ul>
Divisional Hubs	Inter 2	<ul style="list-style-type: none"> <li>• Management of intelligence on a real time basis identifying opportunities and mitigating threat, harm and risk.</li> <li>• Divisional tasking from pacesetter meetings.</li> <li>• Quality assurance/assessment of primary investigations-</li> <li>• Real time crime management and wanted persons management</li> <li>• Recall of all bronze/silver/gold victims</li> <li>• Tasking and co-ordination of staff real time using Automated Resource Location System (ARLS)</li> <li>• Operational support to Offender Management</li> </ul>
Offender Management	Current	<ul style="list-style-type: none"> <li>• Offender Management including enforcement and prevention aligned to current demand</li> <li>• Intelligence gathering and action plans for up to 150 cohort on all divisions</li> <li>• Conduct drug testing and work with drugs workers in relation to cohort offenders</li> <li>• Detailed intelligence provision on high risk offenders</li> <li>• Input into license conditions for offenders released from prison</li> </ul>
Partnerships	Inter 2	<ul style="list-style-type: none"> <li>• All elements of current partnership working to be managed</li> <li>• Centrally based Crime Reduction Team supporting divisionally based Crime Reduction Advisors</li> <li>• Engagement with diverse communities</li> <li>• Support to watch schemes and volunteering</li> </ul>

Area	Service Level	Key Points
		<ul style="list-style-type: none"> <li>Daily engagement with partners and Community Safety Teams to combat crime and Anti Social Behaviour (ASB)</li> </ul>
Performance Management	Inter 1	<ul style="list-style-type: none"> <li>Local Performance Information support</li> <li>Support local performance meetings at divisional level</li> <li>Provision of audit/diagnostic function to allow BCUs to investigate and react to exceptional local emerging trends</li> </ul>
Resource Management	Current	<ul style="list-style-type: none"> <li>Strategic overview of resources on divisions</li> <li>Management of Special Constabulary duties and act as point of contact</li> <li>Involvement in planning of events including advice and attendance at planning meetings</li> <li>Management of logistic functions on divisions e.g. CS spray, PSU kit etc</li> </ul>

### Corporate Communications

Area	Service Level	Key Points
Communication Coordinators	Minimum	<ul style="list-style-type: none"> <li>Centralised internal communications</li> <li>Planned internal communication for Force priorities including information releases and staff engagement and evaluation activities</li> </ul>

### Criminal Justice and Custody

Area	Service Level	Key Points
Central Team	Enhanced	<ul style="list-style-type: none"> <li>Point of contact for advice and national policy on Case Build</li> <li>Strategic work on Case management</li> <li>Development and implementation of two way electronic transfer of files and transfer of digital evidence</li> <li>Maintain and monitor standards of custody across divisions</li> <li>Management of contract for Medical and Interpreter Services</li> <li>Provision of information and training for custody staff</li> <li>Support for staff, projects and branches on Restorative, Transforming and Community Justice</li> <li>Strategic link with Home Office on Drugs Intervention programme</li> <li>Provision of bail back administration to support divisions</li> <li>Development and implementation of Performance Framework</li> </ul>
Identification	Inter 1	<ul style="list-style-type: none"> <li>Full ID procedures for priority crimes</li> <li>Provision of CCTV based evidence for all offences</li> <li>Line management and specialist knowledge in relation to priority crimes</li> <li>Technical and tactical advice with regard to ID procedures and production of CCTV evidence for volume crime</li> </ul>

Area	Service Level	Key Points
Witness Care	Current	<ul style="list-style-type: none"> <li>Provides updates to all victims and witnesses for all crime types at key stages</li> <li>Notification of trial outcome and sentence/appeals</li> <li>Post trial support to all victims/witnesses of all crime types</li> <li>Work with CJ partners to develop protocols for integrated working</li> </ul>

### Counter Terrorism Unit

Area	Service Level	Key Points
Counter Terrorism Branch	Inter 1	<ul style="list-style-type: none"> <li>Minimal levels of Business Services</li> <li>Manage Internal Visitor Registration Office</li> </ul>

### Force Intelligence Branch

Area	Service Level	Key Points
Analysis	Inter 2	<ul style="list-style-type: none"> <li>Provision of research and analytical capability</li> <li>Support Force tactical assessments and subject profiles</li> <li>Support to MIT investigations</li> <li>Analytical support to investigations in respect of serious or complex crimes</li> <li>Support to covert units and investigations and delivery of products to support deployment</li> </ul>
Central Authorities Bureau	Inter 1	<ul style="list-style-type: none"> <li>RIPA compliance for the Force in relation to Directed Surveillance</li> <li>Intelligence research on request</li> <li>Management data to enable effective tasking and co-ordinating</li> <li>Management of risk and operational security, protecting the force from threat of litigation due to operational security and risk management threats</li> </ul>
Communications Data	Current	<ul style="list-style-type: none"> <li>Confidential</li> </ul>
Dedicated Source Handling Unit	Current	<ul style="list-style-type: none"> <li>Provision of Covert Human Intelligence Source (CHIS) coverage for GMP to address criminality</li> <li>Generation of intelligence geared to Force priorities with source and staff placement focused on highest risk areas</li> <li>Performance review meetings with divisional commanders</li> <li>Representation at divisional TCG, Intelligence coordination of Priority Crime Governance meetings</li> <li>Formation of Force CHIS Recruitment Unit</li> </ul>
Intelligence Development	Inter 1	<ul style="list-style-type: none"> <li>Threat identification and intelligence development</li> <li>Identification and management of medium-longer term threats</li> <li>Intelligence support to divisions in high risk cases</li> </ul>
Intelligence Management	Inter 2	<ul style="list-style-type: none"> <li>All Organised Crime Groups (OCGs) reviewed and management of scoring process</li> <li>Regular liaison with Regional Intelligence Unit (RIU) and the Serious and Organised Crime Agency (SOCA)</li> </ul>

Area	Service Level	Key Points
		<ul style="list-style-type: none"> <li>• Training and support to divisions and branches</li> <li>• Management of FTTCG/SCD Tasking and FORM meeting for the Force</li> <li>• DI Lead on Kidnap and Extortion including training and support</li> <li>• Support and training on use of ANPR</li> </ul>

### Forensic Services Branch

Area	Service Level	Key Points
Crime Scene Investigation	Inter 1	<ul style="list-style-type: none"> <li>• 24hr/7 day service</li> <li>• 18% attendance at all crime types including serious and major crime (currently 19%)</li> </ul>
Forensic Hub	Inter 1	<ul style="list-style-type: none"> <li>• Receipt and triage of all submissions</li> <li>• Management of forensic budget and contracts</li> <li>• Urgent samples in serious/major crime where suspect is in custody or is a significant risk to the public</li> <li>• Coordination of mandatory training and customer satisfaction</li> </ul>
Forensic Identification	Inter 1	<ul style="list-style-type: none"> <li>• Examination of recovered scene marks</li> <li>• Attendance at meetings to provide fingerprint strategy advice</li> <li>• Footwear coding and screening service</li> </ul>
Technical Services – eForensics	Enhanced	<ul style="list-style-type: none"> <li>• Provision of computer examinations and investigation clinic</li> <li>• CCTV decoding and enhancement</li> <li>• Mobile phone examinations</li> <li>• Advice on recovery of critical business systems</li> <li>• Recovery of CCTV images</li> </ul>
Technical Services – Imaging	Inter 1	<ul style="list-style-type: none"> <li>• Scene imaging at major and serious crimes</li> <li>• Post mortem photography</li> <li>• Production of facial composites for serious crime and robbery cases</li> <li>• Pre-court scene images provision</li> <li>• Production of court albums for criminal and coroners courts</li> </ul>
Technical Services – Laboratory	Inter 1	<ul style="list-style-type: none"> <li>• Attendance at major and serious crimes</li> <li>• Single, most effective treatment for all volume crime cases with subsequent treatments for serious cases</li> <li>• NaBIS database and submissions completed as per SLA</li> </ul>

### Human Resources

Training Area	Service Level	Key Points
Health & Safety Coordinators	Inter 1	<ul style="list-style-type: none"> <li>• Internal service ensuring the H&amp;S legislation is interpreted and applied in a cost effective way across the Force</li> </ul>

## Operational Communications Branch

Area	Service Level	Key Points
Call Handling	Inter 2	<ul style="list-style-type: none"> <li>• 999 service 90% in 10 seconds (as currently provided) with reconnection of abandoned calls where disturbance is heard</li> <li>• Switchboard and Call Handling (5050 and SNEN) service 75% in 30 seconds (currently 80%)</li> <li>• Switchboard answer and deal with 30% of calls at first point of contact with no onward transfer(current level)</li> <li>• Crime Recording unit with RTC reporting at service level of 70% in 30 seconds (current level)</li> <li>• Provision of internal directory services function</li> </ul>
Command and Control	Inter 1	<ul style="list-style-type: none"> <li>• Provision of two airwave channels per division with single channels where demand allows</li> <li>• Provision of ANPR, Vanguard and TNS on Force channel 24/7</li> <li>• Support to 40% of planned events</li> <li>• Initial investigations for complaints and enquiries</li> </ul>
Enquiry Counters	Staged Interim	<ul style="list-style-type: none"> <li>• Introduction of single non-emergency number (101) to enhance access to local neighbourhood policing teams by appointment</li> <li>• Concentration of public enquiry counter service to 21 sites of high demand in key locations</li> <li>• Meaningful public and partner consultation exercise to inform the development of future service.</li> <li>• To continue a 24 hour, public enquiry counter service 7 days a week in the city centre and public enquiry counter service in each area open between 0800 - 2300</li> </ul>
OCB Hub	Inter 1	<ul style="list-style-type: none"> <li>• OCB Resource Management</li> <li>• Communications event management services</li> <li>• Provisions of performance metrics including individual data for call handling staff</li> <li>• Provision of basic training courses</li> <li>• Assessment of quality of public contact in line with national standards</li> <li>• Management and investigation of complaints and reports of dissatisfaction</li> </ul>

## Public Protection Division

Training Area	Service Level	Key Points
Support to PPIU	Inter 2	<ul style="list-style-type: none"> <li>• Undertaking referrals to partner agencies</li> <li>• Production of reports for court</li> <li>• Central coordination of guidance and support to Missing from Home (MFH) investigations including advice on problem solving and review in high risk cases</li> <li>• Coordinated delivery to and attendance of Multi Agency Risk Assessment Conferences (MARACs) including pre and post meetings</li> <li>• Management of multi-agency response to individuals whose behaviour results in repeat demand</li> </ul>

Training Area	Service Level	Key Points
SVPU	Current	<ul style="list-style-type: none"> <li>• Attendance at 100% of initial case conferences and 15% of reviews (high risk cases)</li> <li>• Undertake research on systems to assist in preparation of initial documentation for case conference staff</li> <li>• Single point of contact in relation to statutory provision of information to partner agencies</li> <li>• Notification and appropriate referral of all child deaths</li> <li>• Provide Local safeguarding Children's Boards with further assessment, analysis and information to assist decision making at Serious Case Reviews</li> </ul>

### Serious Crime Division

Training Area	Service Level	Key Points
Covert Policing	Current	<ul style="list-style-type: none"> <li>• Confidential</li> </ul>
Drugs & Firearms Licensing	Enhanced	<ul style="list-style-type: none"> <li>• Management and processing of applications for the grant and renewal of firearms, shotgun and explosives certificates, firearms dealers and other permits, including home visits to applicants</li> <li>• Deal with enquiries in accordance with HO, ACPO and HMIC guidelines</li> <li>• Checking of controlled drug records at pharmacies, hospitals, GP practices etc to ensure safe management of controlled drugs including witness of safe destruction (costs recovered from NHS)</li> </ul>
Economic Crime	Enhanced	<ul style="list-style-type: none"> <li>• Central and local support for financial investigations</li> <li>• Central assessment and evaluation of major and volume fraud reports for the Force based on the application of the fraud investigation policy</li> <li>• Provision of forensic accounting to facilitate money laundering and financial investigations</li> <li>• Investigations into seized cash</li> </ul>
Holmes	Inter 2	<ul style="list-style-type: none"> <li>• Management, oversight and quality assurance of all HOLMES activity</li> <li>• Management of all homicides via the HOLMES system</li> <li>• Typing support to homicide investigations</li> <li>• Provision of Casualty Bureau, MIRweb, CASweb and National Mutual Aid Telephony for response to large scale incidents in GMP, the region and beyond</li> </ul>
Major incident Team	Inter 1	<ul style="list-style-type: none"> <li>• Administration of GMP systems for reporting of deaths to HM Coroner</li> <li>• Attend scenes of coronial deaths and gather information and evidence</li> <li>• Support SIOs in suspicious deaths and confirmed homicide cases, SPI fatal RTC investigations and conduct enquiries on the coroners behalf</li> <li>• Conduct Body ID including use of DNA, fingerprints and odontogoly where necessary</li> <li>• CCTV investigation providing service to homicide and/or complex investigations</li> </ul>

Training Area	Service Level	Key Points
Support services to 'V' branches	Inter 1	<ul style="list-style-type: none"> <li>• Central support for four branches</li> <li>• Performance Management and reporting</li> <li>• Resource Management</li> <li>• Business support – crime policy and operational business support</li> <li>• Operational research and analysis of databases to support operations across Serious Crime Division</li> </ul>

### Specialist Operations

Training Area	Service Level	Key Points
CTO and Investigation	Inter 1	<ul style="list-style-type: none"> <li>• Processing and administration of officer issued Road Traffic and Disorder Fixed Penalties</li> <li>• Camera Enforcement across Greater Manchester</li> <li>• Provision of Diversionary Training (funded via income generation)</li> <li>• Processing and administration of Camera Related offences including centralised summons process providing full case preparation for GMP</li> </ul>
Force Events Planning	Inter 1	<ul style="list-style-type: none"> <li>• Centralised planning for events with logistical support</li> <li>• Planning of Force response to the Olympic Games</li> <li>• Planning of Police led security operation in support of political party conferences including accreditation for GMP events and to other Forces</li> <li>• Pro-active pursuit of football banning orders</li> <li>• GMP VIP coordination</li> <li>• Provision of secretariat support to Gold/Silver Commanders</li> </ul>
Forensic Collision Reconstruction Unit	Inter 1	<ul style="list-style-type: none"> <li>• Provision of vehicle examinations to support investigations of serious and fatal road traffic collisions</li> <li>• 24/7 Forensic Collision Reconstruction Unit cover</li> <li>• Family Liaison Officer (FLO) coordination by Roads Policing Senior Investigating Officers (SIOs)</li> <li>• Examination of vehicles suspected of being stolen through SIO managed tasking process</li> <li>• Traffic management service provided to command on police interest issues only</li> </ul>
Hub and PACT	Inter 1	<ul style="list-style-type: none"> <li>• Centralised allocation of resources to core functions and FTTCG deployments</li> <li>• Central management of training</li> <li>• Branch performance management support</li> </ul>
Mounted Policing Unit	Inter 1	<ul style="list-style-type: none"> <li>• Provision of twenty seven horses</li> <li>• Support at CAT CIR football matches during season</li> <li>• Support at up to three simultaneous Cat A to Cat C football matches (18 horses)</li> <li>• Support to public disorder events</li> <li>• Full initial and regular training of mounted officers</li> <li>• Neighbourhood patrol</li> <li>• Coordination, management and delivery of training courses</li> </ul>

Training Area	Service Level	Key Points
Operational Planning	Inter 1	<ul style="list-style-type: none"> <li>• Support in mitigating 'high' civil risks and adoption of revised/new civil risk guidance</li> <li>• Olympics resilience</li> <li>• Coordination of casualty bureau function for GMP and NW region</li> <li>• Planning for hazards and Business Continuity plans</li> <li>• Provision of response assurance to first responders</li> <li>• CBRN respirator testing</li> </ul>
RTC Investigation	Inter 1	<ul style="list-style-type: none"> <li>• Investigate all fail to stop collisions and injury collisions where independent evidence indicates offences have been committed</li> <li>• Conduct enquiries in respect of 'No Trace' collisions which is cost recoverable</li> <li>• Deal with appeals generated by individuals and companies in respect of s165 seizures</li> <li>• Maintain force statistical records for injury collisions as required by DfT and process management information requests</li> <li>• Process civil requests by insurance companies</li> <li>• Deal with referrals made by officers and at public enquiry counters in respect of misuse of insurance policies</li> </ul>
Support to Firearms	Inter 2	<ul style="list-style-type: none"> <li>• Delivery of modular training on all current tactical capability</li> <li>• Provision of policy and compliance support</li> </ul>