



Inspecting policing  
in the public interest

## **Valuing the Police: Preparedness Inspection**

**Greater Manchester Police  
July 2011**

## Purpose of the review

The Police Service, along with all other parts of the public sector, is facing its biggest financial challenge in a generation. This could be seen either as an opportunity to innovate and refresh – or as a reason to continue as is and see services cut back.

Her Majesty's Inspectorate of Constabulary (HMIC) has been heavily involved in monitoring the Service's reaction and preparedness for cutting crime while reducing costs. As part of this, in Spring 2011 we carried out an inspection of all 43 forces and authorities in England and Wales, to assess:

- how they are planning to meet the financial challenge; and
- what the impact will be on the service they provide to the public.

This report summarises the findings for Greater Manchester Police. A thematic report, *Adapting to Austerity*, which brings together findings from all 43 forces, is also available from [www.hmic.gov.uk](http://www.hmic.gov.uk).

## Findings for Greater Manchester Police

### What is the financial challenge in Greater Manchester?

Greater Manchester Police and Greater Manchester Police Authority reported that they are facing a **£133.7m** cash reduction to their budget over the four years of the comprehensive spending review (2011/12–2014/15). In real terms (ie when inflation is taken into account), this equates to 17% of their gross revenue expenditure.

### Are the force and authority prepared to meet this financial challenge?

The force and authority clearly showed that they understood the scale of the challenge facing them, and have considered a full range of options in developing a plan to meet it. This plan forms part of a broader transformation agenda, which aims to deliver change in a co-ordinated and consistent manner, and to build a force fit for the future.

A full, costed plan outlined savings to be made from the workforce budget in year one of the comprehensive spending review period (2011/12). Detail beyond this year was due to be reported to the authority in June 2011. The force and authority were also actively engaged in exploring the potential for savings from local collaboration. However, progress towards effective regional collaboration is slower than both would have hoped.

Programme and project management principles were in place. In addition, where savings options have been approved, the plans included timescales and savings milestones; the force and authority have clear governance arrangements in place to oversee progress against these.

## What will be the impact on the number of police officers and staff?

Greater Manchester Police planned to make the following changes to its workforce numbers.

	Police Officers	Police Staff	PCSO
31 March 2010 (actual)	8,148	4,199	842
31 March 2015 (proposed)	6,556	3,116	828

March 2010 figures have been used as the baseline, because most forces began a recruitment freeze in that year, and as a result workforce numbers started to fall. The proposed figures shown for March 2015 were provided to HMIC by the force in June 2011.

The force and authority's plans for the workforce will continue to be refined as the change programme progresses.

## What will be the impact on service to the public?

The force and authority have a clear vision for policing over the next four years, which prioritises local policing, officer visibility and delivery of service to the public. The force recognised the potential impact of the proposed changes on achieving this vision, and assessed the risks around this at every stage of implementing the plan.

The public have been consulted on the proposed savings, and there is evidence that feedback from this has influenced the change programme.

## Does the force have targets to reduce crime and ASB?

The first job of the police is to reduce crime and keep the peace; and in 2010, Theresa May, the Home Secretary, stated that she expects forces and authorities to make financial cuts while still reducing crime and without damaging the front line.

Greater Manchester's *Policing Plan* includes targets to reduce crime and ASB in the coming year.

