

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 16 September 2025

Attendees		Apologies
Chief Constable Lucy D'Orsi	Head of Transformation - Harriet Harvey	Federation - Stuart Cowan
Chief of Staff - Mike Furness	Head of IT and Technology Portfolio Delivery – Caroline Sparks	Dir People and Culture – Rachael Etebar
ACC Charlie Doyle	Head of Justice and Public Contact – Simon Graham	
Dir Corporate Governance - Steff Sharp	Head of Internal Communications – Kirstie Watson	
ACC Ian Drummond-Smith	Head of A&I – Ashley Auger	
T/Dir People and Culture – Vanita Patel	Head of Information Management - Helen Edwards	
ACC Sean O'Callaghan	Iain Metcalf – Strategic Delivery Lead	
B Div Ch/Supt – Chris Casey	Head of Audit and Assurance – Mel Morton	
C Div Ch/Supt – Sandra England	DD Wellbeing, Health & Safety - Kayad Dualeh	
D Div Ch/Supt – Lorna McEwan	Head of PSD – Brett Walker	
E Div Ch/Supt – Mark Cleland	Operational Lead Ch/ Supt – Will Jordan	
DD Financial Control – Harriet Andrews	D/Ch Supt Crime – Pete Fulton	
DD Decision Support - Richard Dronfield	DD P&C - Clare Conie	
DD Commercial - Ian Currie		
Head of Estates Transformation - Naweed Mazhar	Special Chief Officer – Nathan Turner	

1. Chief Constable's Introduction

- 1.1 The meeting began with a significant milestone: the first in-person gathering of the Financial Executive Board (FEB), where LDO extended a warm welcome to all attendees.

2. Minutes and Actions from previous meeting

- 2.1 August Minutes were checked and approved. There were no outstanding actions.

3. Finance update

- 3.1 SS presented an overview of the Medium-Term Financial Plan (MTFP), noting the Authority's requirement for a detailed three-year plan. Key challenges include limited capacity for major budget changes due to annual approval cycles and past underinvestment. The proposed settlement includes budget increases of 8% in year one, 5% in year two, and 1% in year three, along with a target of 3% cashable efficiencies, amounting to £18–19 million by year three. Achieving these efficiencies will require targeted investments, not just service cuts, and clear communication of the establishment reset's impact is essential.
- 3.2 Concerns were raised about staff uncertainty amid restructuring. In response, a three-year strategy is being developed to clarify direction and improve communication, with encouragement for members to rebuild team confidence.
- 3.3 RD reported a current forecasted underspend of around £0.5 million, with well-managed pay budgets and potential cost recovery for unfilled roles. Non-pay savings have been realised through reduced electricity use and improved estate management, and overtime spending is £1 million below budget, though external factors may influence this. Unspent external training funds were noted, with a recommendation to invest in staff development. RD also highlighted data reliability issues in travel, hotel, and annual leave forecasting, urging staff to schedule leave and training to support planning and well-being.

4. Performance Update

- 4.1. AA reported a 6.6% increase in recorded crime, attributed mainly to rises in violence without injury and public order offences. However, crime rates per million passenger journeys have either remained stable or improved compared to last year. Additionally, there is a positive trend in the resolution rates for serious crimes. It was also noted that disruption incidents have increased by 2.7%, although the total lost minutes due to trespassing have decreased as a result of fewer high-impact incidents.
- 4.2. Discussion took place around the current operational challenges, including resource allocation, officer fatigue, and maintaining targeted patrols in high-crime areas. Members are encouraged to adjust asset deployment, relocate staff as needed, and focus on high-impact areas, with a strong emphasis on utilising data to improve resource planning and compliance.

****Action: VP to review officers in non-frontline and restricted roles for redeployment opportunities.****

5. ARIC Update

- 5.1. MM reported that the assessment of firearms and Taser management indicates substantial assurance, although some risks related to access control in Manchester are being addressed. MM also stated that the property management is rated as having limited assurance due to governance and process issues, particularly in cash handling and the archiving of legacy CCTV footage and mentioned that to improve this situation, an action plan is in place to increase the number of trained staff for cash management and enhance process compliance. She also stated that ongoing efforts are being made to reconcile and archive both legacy physical and digital property, with reminders issued to all departments to ensure adherence to compliance measures.
- 5.2. It was reported that there were 23 reports of fraud, resulting in one case that led to a final written warning, alongside attempts to recover lost funds, and there have also been salary overpayments amounting to £23.8K, primarily due to delays in updating sickness and recruitment data, with instances of underpayment as well. Compliance checks regarding delegation have been completed for all individuals, but expectations for future deadlines will be more stringent.

****Action: Divisional Commanders to increase the number of trained cash management roles and report back at the next month's meeting.****

6. All People Survey – Anonymity of Comments

- 6.1. KW initiated a discussion around the latest All People Survey the highlighting of maintaining anonymous comments in CultureAmp to ensure honest feedback. However, members raised concerns about the potential for offensive language and the impact it has on staff. NT suggested it would be feasible going forward to use AI for redacting harmful language in survey comments.