

Greater Manchester Police and Crime Panel

Date: 10th June 2025

Subject: Priority 1: Improving public trust and confidence in policing

Report of: Kate Green, Deputy Mayor for Safer and Stronger Communities

Purpose of Report

This is the first of the new Greater Manchester (GM) Police and Crime Plan 2024-2029 highlight reports on Priority one – improving public trust and confidence in policing.

This is a new priority reflecting the actions that the public and stakeholders told us was important during the Police and Crime Plan consultation to improve trust and confidence. It includes actions on police standards, ethics, training, recruitment, as well as the effectiveness of disciplinary investigations and complaints handling.

This first section of this report (part a) is the highlight report - providing a summary of progress against all the actions outlined under this priority, so that the Panel can assess progress against this priority in its totality.

The second section (part b) provides a spotlight on a few areas that warrant further detail - Public Standards Investigations and Police Complaints. Two areas critical to trust and confidence. The report also includes a copy of the Baird Inquiry closure report for information only.

Recommendations:

The Police, Fire and Crime Panel is requested to:

1. Note the Priority 1 highlight report progress update.
2. Note the Priority 1 spotlight report on improving the quality of police complaints handling.
3. Note the Priority 1 spotlight report on ensuring fair, high quality disciplinary investigations and outcomes.
4. Note the Priority 1 spotlight on the Baird Inquiry closure report (for information only)

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Equalities Impact, Carbon and Sustainability Assessment:

Updates on equality actions are included within this report.

Risk Management

N/A

Legal Considerations

No legal considerations – this report is an update on progress of delivery of the new Standing Together: Police and Crime Plan 2024-2029.

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

Standing Together: Police and Crime Plan

[Standing Together Our plan for policing and safer and stronger communities in Greater Manchester 2024-2029](#)

Tracking/ 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?

No

Bee Network Committee

N/A

Overview and Scrutiny Committee

N/A

Part a.

1. Executive summary

- 1.1 This is a new priority reflecting the actions that the public and stakeholders told us was important during the Police and Crime Plan consultation to improve trust and confidence. It includes actions on police standards, ethics, training, recruitment, as well as the effectiveness of disciplinary investigations and complaints handling.
- 1.2 In summary, the GM Police and Crime Survey is showing positive signs that trust and confidence in the police is improving. In the recent wave we saw 65% of survey respondents saying that they had confidence that they could get help from GMP in an emergency (compared to 62% and 61% in the two previous waves). In addition, 46% had confidence in GM in a non-emergency compared to 43% and 44% in the previous waves).
- 1.3 We are seeing improvements across this priority though there are still areas that will require further work.
- 1.4 GMP are dealing more effectively with complaints than previously.
- 1.5 All GMP and GMCA led recommendations in the Baird Inquiry have been delivered including improvements in training on domestic abuse and trauma informed practice.
- 1.6 GMCA have developed its first iteration of a draft Framework for Joint Enterprise.
- 1.7 GMP continue to take a positive approach to Ethics including working with the Independent Police Ethics Committee.
- 1.8 GMP are improving the training and support offered to new recruits to improve standards and wellbeing though this remains a challenge in a demanding policing environment.
- 1.9 GMP continue to experience challenges in recruiting and retaining a diverse workforce and particularly Black and Black heritage police officers but have refreshed the work of their positive action team and continue to promote the stay interview process to drive improvements.

2. Priority 1: Improving public trust and confidence – commitment updates

2.1. Ensure that GMP have quality training and supervision to improve standards and to support police officers, particularly those that are young in service.

2.1.1 To ensure GMP offers the best possible training for new officers, GMP is currently 'out to market' for degree training. GMP utilises a 70:20:10 model. 70% - on the job training (district based), 20% - learning through others (time with tutor) and 10% - formal learning (Sedgley Park/University). GMP has a College of Policing (CoP) licencing panel approved leadership offer for all staff. It is called Leading for Greater Manchester. There are 5 stages;

- Stage 1 – Foundation – Leadership for All approved and being delivered
- Stage 2 – First Line Leaders - approved and being delivered
- Stage 3 – Middle Line Leaders course - written and awaits CoP sign-off
- Stage 4 – Senior Leaders - in creation - due to go-live in November 2025
- Stage 5 – Executive Leaders

2.1.2 GMP is the only police force to offer the 9 policing skills (relationship management, communicating and influencing, performance management, use of IT, change management, planning, managing people, managing resources and problem solving). These have all been created to ensure staff and supervisors are equipped with the skills necessary to perform their roles.

2.2. Ensure that our police officers and staff feel valued and supported and are recognised for the work they do.

2.2.1 Ensuring the wellbeing of police officers and staff in such a complex policing environment remains a challenge for all police forces. GMP has a new Wellbeing Strategy with enhanced mental health and occupational health services in place. A support "app" is available for all staff to access various means of support at their fingertips. The Wisdom app provided by the Health Assured EAP contract provides a full range of support, advice and guidance.

2.2.2 GMP has been proactive at developing an offer aimed at high-risk roles. A national wellbeing strategy is being developed and will be compared with the GMP policy to assess any gaps.

- 2.2.3 GMP are fortunate to have 10 well established staff support networks which offer valuable support for GMP colleagues.
- 2.2.4 GMP undertake regular staff engagement activities to understand and support the workforce. The Oscar Kilo national wellbeing survey launched in May 2025. Being able to receive the workforce views is of critical importance and the feedback helps inform and shape strategic plans.
- 2.2.5 Each district and branch hold regular staff awards which feed into the annual Chief Constable awards, providing recognition of the vast amount of positive work undertaken by staff.
- 2.2.6 in addition, the annual appraisal system allows for feedback to be provided for individuals and an opportunity to formally recognise the work that they do.
- 2.2.7 In spring 2025, the national police staff recognition event took place. There was an opportunity for officers and staff to publicly give praise to police staff colleagues, which was published on the Force intranet.
- 2.2.8 With a focus on continuous improvement, GMP is continually assessing and reviewing the support offered to colleagues. There is a wellbeing Silver and Gold structure that supports this aim.

2.3. Improve the quality of police complaints handling by working closely with GMP's Professional Standards Directorate.

- 2.3.1 In response to declining public trust and high-profile misconduct cases, GMP has implemented significant reforms to the police complaints service it provides to the public. These changes aim to enhance accountability, streamline processes, and ensure that police officers always uphold the highest professional standards.
- 2.3.2 This work forms part of a spotlight report that can be found in part b.

2.4. Ensure fair, high quality disciplinary investigations and outcomes.

- 2.4.1 GMP's Professional Standards Directorate (PSD) is committed to providing the highest quality investigations in a complex legal disciplinary regime, by providing a well-trained and well-resourced department to tackle police misconduct. There is a particular focus on investigation timeliness to improve confidence in victims and subject officers, and there is also now greater Mayoral oversight in the area of disciplinary proceedings, which has been strengthened through new police regulations in 2024.

2.4.2 This work forms part of a spotlight report that can be found in part b.

2.5. Work with the Greater Manchester Independent Police Ethics Committee to advise GMP on ethical issues and support GMP to roll out the new College of Policing Code of Ethics.

2.5.1 The Greater Manchester Independent Police Ethics Committee, chaired by Dame Robina Shah, is focused on the ethical dilemmas that police officers face where they need to weigh up many factors to make the best decisions and importantly to retain public trust and confidence.

2.5.2 In the past year the Committee has made recommendations to GMP, and to the Deputy Mayor, on the development and implementation of Right Care: Right Person, the potential use of the Clean Air Zone ANPR technology for policing and live facial recognition technology trials, the application of dispersal orders and police pursuits. The Committee is due to publish an annual report detailing their findings this summer and to encourage people to submit further ethical topics to them for their consideration.

2.5.3 GMP have developed an internal Ethics Committee to consider internal issues that are fed up into the Independent Committee and to ensure that officers are aware of the Code of Ethics and how this should govern standards and behaviours.

2.6. Deliver on the Baird Inquiry recommendations on the treatment of people arrested and taken into police custody with a focus on women and girls and recommendations that may be made in the current Child Sexual Exploitation review that closely relate to trust and confidence.

2.6.1 On 18 November 2024 a progress report was presented to the Police and Crime Panel on the implementation of the recommendations outlined in the Baird Inquiry. This report outlined that 24 out of 26 GMP-led recommendations had been discharged by the Mayoral Oversight Board. **Since then, the Mayor has signed off the outstanding GMP and GMCA-led Baird Inquiry recommendations, and a copy of that closure report is enclosed in the papers for the Panel as an information item.**

2.6.2 On 13 December 2024 HMICFRS published the interim findings of their inspection of GM's multi-agency safeguarding peer review process which was described as a 'unique city regional collaboration'. The final report is due in the summer of this year.

2.7. Work with GMP, the Crown Prosecution Service and the Government to review how Joint Enterprise is used in criminal investigations.

2.7.1 An early draft Framework is being developed and discussions are taking place with GMP and the Crown Prosecution Service in the first instance. The aim of the Framework is to, where possible, address and provide accountability and assurance with regards to the use of Joint Enterprise in criminal trials, recognising that its use is seen to have a disproportionate impact on young Black males. Workstreams include open and transparent data on its usage, community engagement and prevention, the process for investigations and influencing national legislation. It will not create any routes for Mayoral intervention in ongoing investigations nor court proceedings.

3. Equality actions

3.1. Equality action: Increase representation and the diversity of the police workforce with a long-term plan for positive action on recruitment, retention, and progression and with a focus on recruitment and retention of those communities least represented, particularly Black and Black heritage people.

- 3.1.1 9.04% of GMP police officers and staff are from an ethnic minority group. This has remained stable over the past year. 5.6% of officers and staff are from Asian backgrounds, 1% are Black, 2% are Mixed ethnicities and 0.5% are from wider ethnic groups.
- 3.1.2 The Positive Action Team (PAT) forms part of the wider recruitment function within GMP. The PAT primarily serves as an attraction team, aiming to create interest in GMP as an employer of choice. The team has initiated the development of strategic partnerships with professional football and cricket clubs across Greater Manchester and continues to engage with schools and colleges. Although this partnership work is still in its early stages, initial feedback has been positive, the team has successfully engaged with young people who may not have previously considered a career with GMP.
- 3.1.3 It is anticipated that this initiative will expand significantly over the next 12-months, as additional sports clubs become involved and the outreach extends further. The Church of England is already participating, and it is expected that more faith-based and community organisations will also become engaged.

- 3.1.4 The PAT focuses on working with young people aged approximately 13 to 24. While those aged 13 to 16 are not yet eligible to apply to become police officers (some staff roles are available 16yrs +), it is vital to begin shaping their career aspirations early, highlighting the benefits of pursuing a clear and achievable career path. Individuals aged 17 and above are eligible to apply and can receive additional support during the applicant stage. The PAT offers group coaching sessions for candidates currently progressing through the recruitment process, however, all successful applicants have to reach the same, consistent standard for employment in GMP. Given the lead time involved in the recruitment process, the impact of these efforts may not be immediately visible and is likely to become evident after approximately 12-months.
- 3.1.5 To measure effectiveness, the team is developing QR codes to track how many young people seek further information via the careers website following events.
- 3.1.6 Stronger links must be established between the PAT and the broader recruitment team to ensure that candidates from underrepresented backgrounds, who may enter the recruitment pipeline through alternative routes, are connected with the additional support available through the PAT.
- 3.1.7 It is also important to note that overall representation within GMP is influenced not only by recruitment but also by retention. The stay interviews (for all officers) continue to be offered in GMP and have historically proved to be a successful retention method particularly for underrepresented groups. However there continue to be challenges in progress to improving workforce representation. This remains firmly on the Deputy Mayor's agenda and progress will continue to be closely monitored.
- 3.1.8 Workforce Development is developing career pathways for employees to ensure staff can develop within the organisation and the Learning and Development Branch recently had its leadership programme signed off by the College of Policing ensuring that there is clear personal development opportunities within GMP.

3.2. Equality action: Ensure robust training is in place in GMP to support equality objectives including domestic abuse matters training, trauma informed and responsive practice, community engagement and cultural awareness.

- 3.2.1 Given impetus by the Baird Inquiry recommendations, progress had been made on implementing consistent training products that support equality and vulnerability. This includes the neuroscience of trauma (trauma informed policing) as well as vulnerability packages on sex work, substance misuse, domestic abuse, hate crime, grooming, homicide, modern slavery, stalking and harassment, child sexual exploitation, radicalisation and hate crime, forced marriage and officer wellbeing. GMP also recently launched the Rape and Serious Sexual Assault College of Policing training.
- 3.2.2 The majority of GMP Response Officers have already, for example, received Domestic Abuse (DA) Matters, Rape and Serious Sexual Assault training. The majority of GMP Public Protection specialists have been DA Matters trained and/ or have received specialist victim focussed training and this will be rolled out throughout the force.

3.3. Equality action: Ensure that the use of technology in policing, for example artificial intelligence and facial recognition, is fair, appropriate, ethical, and accountable and does not disproportionately impact any group.

- 3.3.1 GMP are preparing for the roll out of Live Facial Recognition (LFR) technology through a national Home Office programme. As detailed above, the GM Independent Police Ethics Committee has reviewed plans for GMP to utilise facial recognition technology to ensure that any application is ethical. GMP have engaged heavily with both South Wales and the Metropolitan Police, who have extensive use and experience of LFR, as well as the national team. It is also proposed that an independent assurance review will be undertaken in 2025/26 of the LFR policies and deployment practices.