



together
we are
**GREATER
MANCHESTER**

Standing Together

Deputy Mayor's Annual Report

2024/25

GMCA GREATER MANCHESTER
COMBINED AUTHORITY

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Foreword by the Mayor, Andy Burnham

In December 2024, I published my new Police and Crime Plan, Standing Together, setting out our priorities for building safer and stronger communities across Greater Manchester. We want to ensure that we have a police service which continues to improve and ultimately achieve the goal of being good or outstanding across the board, whilst delivering for all our communities.

Our new Plan, more than ever before, connects our ambitions for policing and safer and stronger communities, to our wider ambitions within the Greater Manchester Strategy (GMS). We recognise that building safe, resilient, and cohesive communities, where people have the opportunity to live free of crime and anti-social behaviour, has to be at the heart of what we do. This is central to my vision for Greater Manchester.

We recognise and acknowledge the impact that the unrest of Summer 2024 has had on our communities and how this has led to feelings of uncertainty and concerns around safety within them. We are committed to continuing to address this and to have a city region in which everyone feels safe and welcome.

I continue to express my support for, and commitment to, frontline police officers and staff - recognising the work they do and the risks which they take every day to reduce crime and keep communities across Greater Manchester safe. Their dedication is inspiring and allows us to deliver on our priorities and ambitions. In July 2024, the Deputy Mayor and I visited three officers following a horrendous knife attack on them whilst on duty. Their bravery and determination to subdue the offender in the light of the immediate danger prevented further harm to others and underlines their commitment and that of their GMP colleagues to keeping our streets safe.

It is clear to me that safety and how we see one another is at the heart of everything I want to achieve for Greater



Manchester. It is encouraging to see Greater Manchester values on show throughout the achievements detailed in this report.

Our community-led programmes continue to be a credit to our Violence Reduction Unit within the wider system and I am proud that this report highlights Wigan's as exemplary. The Worsley Hall Alliance brings together a range of organisations to help young people stay on the right path. This is achieved through community sport and a range of mentoring to help them navigate challenges. The innovative way these programmes empower our residents to tackle community issues characterises the way we should be working right across our public services, and our emerging Live Well model will build on this.

Neighbourhood policing has been supported through the delivery of a new neighbourhood policing model, ensuring local officers and PCSOs are protected from being drawn to other duties and are visible within our communities. Greater Manchester Police (GMP) are building on the successes of the international award-winning Operation Vulcan in Cheetham Hill and expanding their successful problem-solving, preventative approach to other

areas of Greater Manchester. We are tackling crime and anti-social behaviour robustly to make local communities feel safer. We have seen Vulcan methodology deployed in Piccadilly Gardens, on the Bee Network and, more recently, in Derker in Oldham. This wide range of deployment further highlights the potential of this innovative approach to change communities, places and systems.

We know that safety whilst travelling around our city region is important to people. This year we have launched the Vision Zero road safety strategy, aiming for zero road fatalities and serious injuries by 2040. In addition, our TravelSafe Partnership has continued to tackle crime and anti-social behaviour (ASB) on the Bee Network and planning work has commenced to strengthen this approach. This has included the launch of a new TravelSafe LiveChat facility, ensuring the public can report issues of concern directly to an operator through any mobile device whilst travelling on the Bee Network. Over the next 12 months we will build on this work by introducing a new integrated command, providing resources and strategic focus to the transport network to support the public and keep them safe as they travel across Greater Manchester.



Andy Burnham
Mayor of Greater Manchester

Foreword by the Deputy Mayor, Kate Green

It has been a busy and challenging year for my Safer and Stronger Communities directorate and the wider Greater Manchester Combined Authority.

We have been working hard this year to set out our ambitions and priorities for the future. Following the Mayor's re-election, we published our refreshed Standing Together: Police and Crime Plan for Greater Manchester 2024-2029, setting out our priorities for building safe, resilient, and cohesive communities. Greater Manchester Fire and Rescue Service (GMFRS) published its new Fire Plan which outlines the way they will protect residents through targeted prevention activity and effective response. By delivering property checks as part of the Mayor's commitment to a Housing First approach, and working in local neighbourhoods with other public services and community safety partnerships, we support Greater Manchester's wider ambitions to allow everyone to Live Well¹.

We have also seen a change of Government and, with it, a refresh of national priorities. We work across Government to address the issues that impact our communities and residents. The Government's Safer Streets mission set out the importance of feelings of safety in a well-functioning society. This has been clear to us in Greater Manchester for some time, and the work covered by this report provides a robust foundation for our contribution to the Safer Streets mission.

A key part of our shared ambition with Government is halving gender-based violence, a priority in our strategy for Greater Manchester. For some time, we have been confronting this endemic issue head on, from our award-winning #IsThisOK campaign, spearheaded by the Mayor, which calls on men and boys to be allies in confronting abuse and harassment of



¹ Further information on the GMFRS Fire Plan and annual delivery plans and reports can be found on the website - [Fire Plan - Greater Manchester Fire Rescue Service](#)

women and girls, to the vital work of GMP in tackling domestic violence. This report also highlights the publication of Dame Vera Baird’s review into police custody practices, with particular reference to the treatment of women and girls in Greater Manchester. This important review set out recommendations for Greater Manchester Police (GMP) and Greater Manchester Combined Authority (GMCA) to better protect vulnerable people in custody. Vera’s work was only made possible by the courage of those who came forward to share their experiences, and I remain grateful to them for participating in this process.

This report also describes other important areas of work to protect the public. We have piloted Operation Wage – GMP’s new approach to tackling fraud and cyber-crime. By embedding specialist fraud officers in neighbourhood policing teams, we’re bringing expert advice to those most at risk of fraud to prevent this cruel and exploitative crime and protect pockets. GMP has an exemplary track record in tackling the serious and organised criminal gangs who bring misery to communities and exploit vulnerable people. And we continue to work in and with our communities to tackle knife crime and serious violence, offering young

people pathways to achieve their aspirations and stay clear of harm and criminality.

We’re pleased with our progress, but we must and will continue to innovate. As we review the lessons, successes and challenges from this year, we are excited to look to the year ahead and how we can go further and faster to improve the safety of our residents. With our new Police and Crime Plan, our new Fire Plan, and a refreshed Greater Manchester Strategy, I am confident that safety will remain right at the heart of the Mayor’s ambition for the city-region, and will drive our priorities for the year ahead.



Kate Green
Deputy Mayor

Foreword by Chief Executive, Bury Council, Lynne Ridsdale

As lead Greater Manchester Chief Executive for both the Equalities and the Safer Stronger Communities portfolio, I am delighted to comment on the progress made against our Standing Together Greater Manchester Police and Crime Plan this year.

As the title suggest, there has never been a more important time for us to Stand Together in Greater Manchester and be united against hate and intolerance and I know that this will be an even greater focus for us as we look forward to our next year of delivery.

When this plan was launched at the start of 2025, I was delighted to see the prominence of 20 tangible 'equality actions' across the priorities. It is great to see the progress of these actions including for example: the launch of the Live Chat system on public transport to help women and girls feel safe; progress by Greater Manchester Police in their positive action approach to attract a more diverse workforce; to work on fraud to protect vulnerable older victims.

I am particularly pleased to see how lived experience is built in to help codesign solutions where possible. This ranges from the proactive engagement of the Greater

Manchester Race Equality Panel in helping GMP design positive action schemes to the role of Gender Based Violence Lived Experience Group in shaping the #IsthisOK campaign and transport priorities.

I am also pleased to see the fantastic work done at a local level in the Investing Communities sections of the report. This is just a snapshot of grass roots investment in projects that bring communities together, tackle hate crime, provide activities, support and diversionary work for young people and help victims of violence to name a few. It also helps us to recognise the role that our Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations have played to support our ambitions.

As we look ahead to 2025/26, we will continue to strengthen those partnerships and embed tackling inequality at the centre of everything we do.



Lynne Ridsdale
Chief Executive, Bury Council

Section 1: Responding to challenges and success



GMP performance and workforce improvement

GMP has continued to improve its service to the public, placing its neighbourhood model and problem-solving policing at the heart of their approach.

Responding to incidents and emergencies

GMP continues to strengthen its emergency response, ensuring the public receives help quickly when it matters most. GMP remains among the fastest in the country for answering 999 calls, with 92.9% of emergency calls answered within 10 seconds, an improvement we continue to build on year-on-year. Attendance at urgent incidents has also improved. These results reflect investment in call handling, resource management, and a relentless focus on neighbourhood policing and responsiveness.

Headline figures:

92.9%

999 calls
answered
in 10 seconds

↑ 0.8%

92.7%

Grade 1 attendance,
those calls that
need an immediate
response, within
15 minutes

↑ 1.1%

70.9%

Grade 2 attendance
within 1 hour

↑ 2.3%



Preventing and reducing crime, harm, and anti-social behaviour (ASB)

GMP's focus on prevention, problem-solving, and partnership working has delivered real results for communities. Total recorded crime fell by 6% (with significant reductions in residential burglary, vehicle offences, and personal robbery). Anti-social behaviour incidents also dropped by 3.5%. While shoplifting rose slightly by 0.5%, the solved rate improved significantly, demonstrating better investigative outcomes. These reductions are the product of targeted operations, neighbourhood policing and innovative initiatives such as Operation Vulcan and the Safe4Summer campaign, which have disrupted criminal networks and improved community safety.



Headline figures:

321,298

Total recorded crime

↓ 6.0%

82,042

Antisocial behaviour incidents

↓ 3.5%

10,393

Residential burglary

↓ 21.3%

3,844

Personal robbery

↓ 7.8%

17,539

Vehicle offences

↓ 10.3%

Investigating and solving crime

GMP's commitment to improving investigative standards and outcomes for victims is reflected in a rising solved rate across key crime types. The overall solved rate for all crime increased to 13.3% (up 2.5%), with notable gains in shoplifting (up 6.5% to 27.0%), residential burglary (up 1.1% to 9.4%), and domestic abuse (up 1.6% to 12.6%). While the solved rate for rape remains stable at 10.3% (down 0.2%), the service continues to invest in specialist training, victim support, and partnership work to drive further improvement. These results demonstrate the impact of focused leadership, investment in detective capability, and a culture of continuous improvement.



Headline figures:

42,732
of 321,928

Total
crimes solved

13.3%

↑ 2.5% or **8,032 more**
solved compared
to previous year

977
of 10,393

Residential burglary
crimes solved

9.4%

↑ 1.1% or **115 more**
solved compared
to previous year

5,966
of 22,097

Shoplifting
crimes solved

27.0%

↑ 6.5% or **1,436 more**
solved compared
to previous year

6,658
of 52,841

Domestic abuse
crimes solved

12.6%

↑ 1.6% or **846 more**
solved compared
to previous year

429
of 4,159

Rape
crimes solved

10.3%

↓ 0.2% or **8 fewer**
solved compared
to previous year

Stop and search and arrests

GMP has increased its use of stop and search as a proactive tool to keep communities safe, with 50,762 encounters conducted in the past year. The positive outcome rate where a search leads to an arrest, warning, or other sanction rose to 25.7%, reflecting more targeted and effective use of these powers. Separately, GMP made 67,559 arrests from all police activity, demonstrating robust enforcement across a range of operations.

There is racial disparity in searches conducted. People from a Black ethnic background are 2.4 times more likely to be searched compared with White people, and Asian people are 1.4 times more likely compared to White people. These figures have remained the same as previous years and GMP has overall relatively lower rates of disproportionality compared to England and Wales averages. However, this is an area of continual scrutiny via both the Independent Scrutiny Panels that dip sample stop and search encounters and by the Deputy Mayor. A comprehensive set of data is published in the GMP Achieving Race Equality Report².

50,762

Stop and search
encounters

↑ 11%

25.7%

Stop and search
positive outcome rate

↑ 4%

67,559

Arrests
(all sources)

↑ 4%



2 GMP Achieving Race Equality Report 2023-2024: achieving-race-equality-report-2024.pdf

Diversity, Equality and Inclusion

GMP is committed to building a workforce that reflects the diversity of Greater Manchester, with Diversity, Equality and Inclusion (DEI) objectives³ and the work of its Positive Action Team (PAT) continuing to drive progress. The PAT engaged 6,027 young people aged 13–24 in the last quarter, with engagement rates for Asian (33.7%) and Black (9.1%) communities exceeding their representation in the local population. It is hoped that this activity will encourage more members of these communities to consider a career with GMP.

GMP continue to undertake 'Stay interviews' to review the reasons why people may be looking to leave the organisation, and to work to resolve concerns. Through this process, retention remains high at 68%, particularly among underrepresented groups.

Community confidence in GMP performance and responsiveness is above the Greater Manchester average among Black and Asian residents, and GMP is implementing a comprehensive action plan to improve service to victims of hate crime and further embed the DEI objectives across all areas of the organisation.

Headline figures:

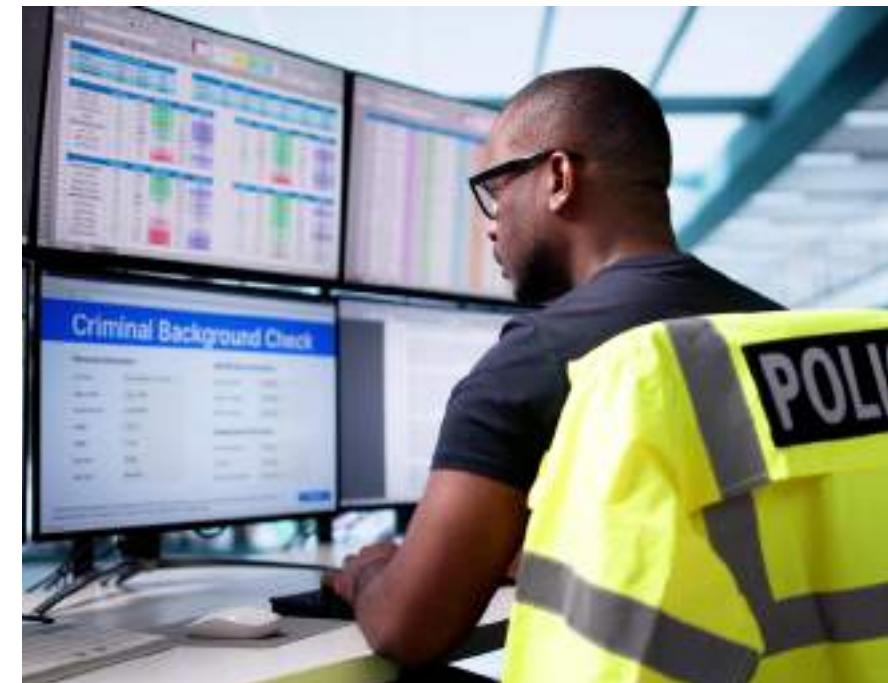
6,027
Young people (aged 13–24)
PAT engagement
(May–July 2025)

2,028
Asian
33.7%
of engagement,
vs. 12% of GM population

551
Black
9.1%
of engagement,
vs. 4% of GM population

397
Other
6.6%
of engagement,
vs. 2.4% of GM population

68%
Stay interview
retention rate



³ DEI objectives can be found in the GMP Diversity, Equality and Inclusion Strategy - [gmp-dei-strategy-and-objectives---issue-1---corporate-template.pdf](https://www.gmp.gov.uk/gmp-dei-strategy-and-objectives---issue-1---corporate-template.pdf)

Public trust and confidence

Public trust and confidence in GMP is essential if people are to feel safe and able to rely on GMP when they need them, and that they will be treated fairly and with respect. We measure this through our Policing and Community Safety Survey, which is demonstrating encouraging results.

Headline figures:

	2024-25	2023-24
Feelings of safety	88%	88%
Trust GMP	60%	56%
Confidence - good job	56%	53%
Confidence - emergency	63%	59%
Confidence - non-emergency	44%	40%
Satisfaction in GMP - those who have had contact	56%	52%

88%

Most residents feel safe where they live, with nearly **9 in 10** respondents feeling safe in their local area

60%

Public trust in GMP has risen in the last year **to 60% from 56%**

56%

Public confidence that GMP are doing a good job has **risen from 53% to 56%**

63%

Public confidence that they can get help from GMP in an emergency has **risen from 59% to 63%**

GMP improvement and HMICFRS inspections 2024/25

GMP is continuing its progress towards becoming an outstanding police service, looking to sustain and further improve on His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) PEEL inspection findings in 2023 which looked at Police Effectiveness, Efficiency and Legitimacy.

In 2024/25 HMICFRS conducted GMP's National Child Protection Inspection, as well as several national thematic inspections in which GMP were positively highlighted. Inspection themes included: Investigation of Rape and Serious Sexual Offences, Activism and Impartiality in Policing and How the Police Investigate Crime. A summary of these can be found below:

GMP National Child Protection Inspection

In December 2024, HMICFRS published their National Child Protection Inspection report for GMP. GMP were rated Good for leadership of child protection arrangements and for working with safeguarding partners. There were ratings of Adequate for responding to children at risk of harm, risk assessment and referrals and investigating child abuse, neglect and exploitation.

GMP have responded to HMICFRS's feedback and have put in place a comprehensive action plan to address the identified Areas for Improvement.

National operating model for RASSO (Rape and Serious Sexual Offences) investigations

GMP has been one of the second-stage pilot services for the National Operating Model (Operation Soteria) for rape and other serious sexual offences investigations. There has been a significant investment in resources and activity, working with the Greater Manchester's Gender-Based Violence Board, to significantly transform the investigation and prosecution of rape, and dramatically improve the outcomes for victims.

Op Soteria represents a significant opportunity to transform the way in which

those who are subjected to these appalling crimes are treated and served by the police and wider agencies. It also offers a potential model for how other offences, such as domestic abuse, stalking and harassment, could be addressed.

Inspection into Activism and Impartiality in Policing

HMICFRS reviewed how the police deal with politicised and contested matters and whether the police are allowing politics or activism to unduly influence policing decisions.

GMP were highlighted positively for a number of actions, including the consideration given to staff, ensuring different voices are heard in the development of their policies, and the way in which Equality Impact Assessments are embedded within processes in the planning of an event or development of a new policy.

How effectively the police investigate crime

In this inspection, GMP were highlighted positively for the work they have already done to improve crime recording and investigation processes. This included improved quality assurance and review processes, the integration of Single Online Home reports into its command and control system, and the co-location of victim support services and GMP call handlers to offer quicker and better support to victims.



Greater Manchester Fire and Rescue Service

Greater Manchester Fire and Rescue Service (GMFRS) has continued to implement its Fire Plan 2021-25, while also supporting the delivery of the Police and Crime Plan. The new Fire Plan 2025-29 can be found on the GMFRS website, as well as a full analysis of the Service's performance over the last 12 months. Over the 12 months of this report, the Service is proud to have driven deliberate primary fires down by almost 12% compared to the previous year. Deliberate secondary fires have been reduced by 22% compared to three years ago.



Youth engagement

GMFRS has a range of youth engagement and resilience programmes including Fire Cadets; King's Trust Programmes; Atlas and Achilles (which address firesetting behaviours); and the Moss Side Boxing Club. The Service has continued to expand its offer to help reduce crime and provide opportunities and qualifications for our young people. The Service's Safer Communities and Interventions Manager was named 'Youth Champion of the Year' at the Excellence in Fire and Emergency Awards for her work supporting young people through programmes like Apollo and Athena.



Apollo is a new initiative that provides one-off sessions based around a single theme, such as car crime, knife crime, ASB, or water safety. The project works with partners to target a specific cohort who have had some involvement in these areas. The initiatives aim to reduce re-offending; build strength and resilience through education; and support individuals to develop purpose and see a positive future.

The Service's King's Trust team delivered nearly 8,000 hours of community service across Greater Manchester this year. Projects included garden makeovers, renovations at youth clubs, support for adults with special educational needs

and disabilities, and wellbeing initiatives at fire stations. As well as building resilience and providing skills and qualifications, these programmes are strengthening local connections and improving lives through practical, hands-on support.

The Mini Blue Light Project is a new multi-agency initiative that brings together GMFRS, GMP, the North West Ambulance Service (NWAS), and the Wigan Community Safety Partnership. Designed for Year 6 pupils from the Higher Folds estate in Wigan, the programme aims to promote positive behaviour change by building resilience, knowledge, and self-esteem. As well as focusing on collaborative seasonal campaigns such as Safe4Summer and Operation Treacle, aimed at preventing and tackling anti-social behaviour, criminal damage and deliberate primary and secondary fires during the Halloween and Bonfire period, sessions from blue light services have looked how to treat a burn and 'Stop the Bleed'; knife crime; online safety; child exploitation; road safety; and water safety sessions in the local swimming pool, teaching students how to float to live. This helps support children to develop strengths and skills to prepare them for adult life, whilst building relationships between blue light services and the local community.



Safer communities

GMFRS supported road safety across Greater Manchester through the launch of the £1 million Vision Zero Innovation Fund, aimed at eliminating serious injuries and deaths by 2040. In Rochdale, crews partnered with GMP for 'Op Considerate', targeting unsafe driving behaviours. GMFRS was part of the Safe Drive Stay Alive programme, which reached nearly 6,800 young people with powerful, real-life road safety messages. The Service's Biker Down programme delivered targeted motorcycle safety sessions in partnership with GMP, including public events at the Training and Safety Centre in Bury to promote key road safety messages.



GMFRS has partnered with the British Red Cross to designate fire stations as safe spaces for individuals in crisis. These locations provide immediate refuge for those experiencing harm, distress, or isolation. Fire crews offer a calm, secure environment and contact a Red Cross volunteer to provide further support. This initiative builds on an established partnership and reinforces GMFRS's commitment to community safety through compassionate and collaborative care.

The Service's Prevention in Prisons Programme was established to address cell fires, anti-social behaviour, and violence in our prisons. The team have utilised learning from academics and criminal behaviour experts to develop a programme that promotes behaviour change and reduces risk. The overarching priorities are to protect prisoners, prison staff and the public; prevent people becoming victims; reduce re-offending; and reduce demand on blue light and health services. HMP Hindley has since reported a 60% reduction in deliberate fires. Another of the prisons involved reported back on its effectiveness – "The feedback from all prisoners that attended the course was outstanding." The prison went on to say that the programme had resulted in a reduction in fires, self-harm, and isolation.



Case study: **GMFRS Takeover Project**

In partnership with GMCA, Programme Challenger, and a range of other partners, GMFRS delivered the Takeover Project at its Training and Safety Centre in Bury. The project engaged over 100 young people from across Greater Manchester, identified through local complex safeguarding teams. Delivered in partnership with youth services and safeguarding teams, the project aimed to build resilience, raise awareness of key risks, and strengthen trust between emergency services and young people. Central to the experience was a fictional case study following the story of 'Ben', a young person navigating the risks of criminal exploitation. Participants were immersed in Ben's world – his home, his street, and the social environments that shaped his journey – while learning about fire safety, child criminal exploitation, knife crime, substance misuse, and first aid. The sessions were co-designed and delivered by GMFRS Prevention Instructors, Complex Safeguarding Teams, youth workers, social workers, and representatives from organisations such as Catch 22, Street Doctors, and Transport for Greater Manchester.

Feedback from participants was overwhelmingly positive, with 70% reporting they would change their behaviour as a result. Many expressed a deeper understanding of safety issues – from the dangers of charging phones under pillows to recognising signs of exploitation and knowing where to seek help. Catch 22 have since reported a 15% increase in referrals

to support services in 2024. The Takeover Project has received national recognition, reaching the final shortlist in the Local Government Chronicle Awards under the Children's Services category. Funding has now been secured to develop a filmed version of the tour, extending its reach.



Section 2: Working together to achieve our priorities

Our mission is to:

- Keep people safe and support victims
- Reduce harm and offending
- Strengthen communities and tackle inequality

We deliver this through our ten priorities, which are outlined within this section.

Priority 1: Improving public trust and confidence in policing

Building trust and confidence is crucial if the police service is to operate effectively and with the support and consent of the public. As well as capturing our public survey data to assess levels of confidence and public perception, this priority includes actions on police standards, ethics, training, recruitment, as well as the effectiveness of disciplinary investigations and complaints handling.

Building public trust and confidence

The Deputy Mayor commissions a quarterly survey of residents to understand how safe they feel, their experiences of crime and their satisfaction with services. Over 13,000 Greater Manchester residents responded to this quarterly survey on policing and community safety in 2024/25, which was first commissioned in 2019.

This information helps shape how Community Safety Partnerships (CSPs) and GMP work together to tackle crime and ASB and is an important feature of their decision-making and allocation of resources to tackle the problems that matter most to local people.

Public trust in GMP continues to grow, with both victim satisfaction and confidence in GMP rising year-on-year. Victim satisfaction for those people who have had contact with GMP now stands at 56%, while public confidence in GMP's ability to help in an emergency has increased to 63%, and confidence in non-emergency situations is up to 44%. Whilst these improvements reflect the Force's focus on procedural justice, community engagement, and a commitment to delivering outstanding service, both the Deputy Mayor and Chief Constable recognise there is still much more to do in sustaining and driving up further these improvements. The new Police and Crime Plan very much speaks to this endeavour.

56%

Victim satisfaction

 **4%**

from last year

63%

Public confidence (emergency)

 **4%**

from last year

44%

Public confidence (non-emergency)

 **4%**

from last year

Training and supervision to improve standards and to support police officers

GMP are improving the training and support offered to new recruits to improve standards and wellbeing in a demanding policing environment.

GMP is the only police service to offer training in the nine policing skills (relationship management, communicating and influencing, performance management, use of IT, change management, planning, managing people, managing resources and problem solving)⁴. Training has been developed to ensure staff and supervisors are equipped with the skills necessary to perform their roles.

Improve the quality of police complaints handling

The GMP Professional Standards Directorate (PSD) received 6,788 public complaints in 2024/2025, compared to 3,406 in 2023/2024. This increase can be accounted for due to the integration of the Single Online Home portal into PSD. This ensures that all complaints are now recorded centrally, rather than some complaints being routed through to the Force Contact Crime and Operations (FCCO) Branch, which meant

they had previously not been included in the total count.

There are two ways in which a police complaint can be handled. Firstly, informally which are those more minor issues that can be handled outside Schedule 3 of the Police Reform Act 2002, this is usually carried out by means of service recovery and there is no right to appeal or review.

Secondly, there are those that are formally recorded inside Schedule 3 of the Police Reform Act. These matters may be handled by way of investigation, which is usually for the most serious of allegations/issues such as death or serious injury, or for those less serious matters, these are handled Other Than By Investigation (OTBI). Both of these methods must be responded to in writing and carry a right of appeal (or review).

Complaints handled OTBI are not investigated in the formal sense of the word, but the complaint handler will carry out certain reasonable enquiries to establish what has occurred. OTBI does not mean that the complaint is taken any less seriously.

The PSD holds a monthly performance meeting which is attended by the operations

superintendent from each district and officials from the Deputy Mayor's team, where scrutiny is applied to their oldest locally handled other than by investigation complaints, with a view to improving timeliness through governance and accountability. This approach has seen an improvement to the timeliness of cases from recording to finalisation from an average of 153 days in May 2024 to 123 days in April 2025.

The Chief Constable remains committed to tackling misconduct and poor standards within GMP, removing officers who do not uphold the values and integrity of policing. Following formal misconduct investigations and hearings, 47 officers were dismissed in 2024, up from 32 in 2023. Police staff dismissals rose from 11 to 17 for the same period.

In addition to routine formal scrutiny processes, the Deputy Mayor exercises scrutiny in respect of complaint and misconduct investigations through a dedicated quarterly meeting with the Deputy Chief Constable.

Joint enterprise framework

In response to public concern, GMCA has begun to develop a Framework for how Joint Enterprise will be applied in Greater Manchester. Whilst the proposed framework cannot and does not create any routes for Mayoral intervention in ongoing investigations or court proceedings, 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 concerns about disproportionate impact on young Black males.

Workstreams include developing a suite of open and transparent data on its usage, community engagement and prevention, the process by which investigations are conducted and engaging with parliamentarians on the issue.

Independent Custody Visiting

The purpose of the Independent Custody Visiting (ICV) scheme is to allow members of the local community to observe, comment and report on the conditions under which persons are detained at police stations. It also allows members of the public the opportunity to secure a greater practical understanding of the statutory

and other rules governing the welfare of those in custody and to speak to those detainees who accept a visit to ensure their entitlements are being met. These arrangements enable ICVs to make sure that police/custody officers have the means at their disposal to ensure maximum safety and welfare of detained persons.

The total number of detainees in GMP custody rose from 64,998 in 2023/24 to 67,562 in 2024/25. Between April 2024 and March 2025 the ICV scheme undertook 363 visits across GMP's eight active police custody suites, visiting 1,139 detainees.

Any matters that needed urgent attention were raised immediately, with other matters logged for further follow-up via a new strategic oversight process between GMCA and GMP.



Spotlight: **The Greater Manchester Independent Police Ethics Committee**

The Greater Manchester Independent Police Ethics Committee, chaired by Dame Robina Shah, brings together an appointed group of community members to review, discuss and advise on ethical challenges that police officers face in the course of their duties. Committee members need to weigh up many factors to provide the best advice to GMP and the Deputy Mayor on ethical issues that impact on public trust and confidence.

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 purposes, live facial recognition technology trials, the application of dispersal orders, and police pursuits.

The Committee recently published its [Annual Report for 2024-25](#) to detail their findings and to encourage people to submit further ethical topics for their consideration.

In addition to this, GMP have developed an Internal Ethics Committee to consider ethical 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.



Spotlight: **Dame Vera Baird inquiry**

Since the Dame Vera Baird Inquiry report into the 'treatment of women and girls arrested and taken into custody in Greater Manchester' was published in July 2024, GMP have delivered on all 40 recommendations made by Dame Vera. During our Greater Manchester Police and Crime Plan consultation, people told us that fulfilling the inquiry recommendations was key to confidence.

Implementation of the recommendations has resulted in an end to strip search for welfare purposes, training for officers,

and new measures to protect the dignity of detainees. Progress made by GMP to improve custody has been positively referenced by HMICFRS who removed all causes of concern back in November 2024, and GMP has since, in many regards, been looked upon by other police services as an area of emerging good practice.

GMCA have set up independent scrutiny panel for arrest and custody to increase our oversight of this area and wider issues in the Baird Inquiry report.



Priority 2: Increasing police accessibility, consistency, responsiveness and outcomes

Ensuring that the public can access the police when needed and receive a swift and effective response is essential to provide consistent and meaningful outcomes for victims.

Responding to incidents and emergencies

GMP continues to strengthen its emergency response, ensuring the public receives help quickly when it matters most. GMP remains among the fastest in the country for answering 999 calls, with 92.9% of emergency calls answered within 10 seconds, an improvement of 0.8% year-on-year up to March 2025.

Attendance at urgent incidents has also improved: 92.7% of Grade 1 (immediate) incidents are now attended within 15 minutes (up 1.1%), and 70.9% of Grade 2 (priority) incidents are attended within 1 hour (up 2.3%).

As a snapshot of performance, in February 2025 the average time for answer for 999 calls was 2 seconds and the average Grade 1 response time was 7 minutes 48 seconds.

These results reflect investment in call handling, resource management, and a relentless focus on neighbourhood policing and responsiveness.

Developing community engagement

A new community messaging system, 'Bee in the Loop', was launched in 2024 and enabled those who registered to choose what information they would like to receive from GMP, including on crime and incidents in their local area and opportunities to take part in engagement activities. Bee in the Loop is a key part of neighbourhood policing. It provides communities with direct access to their local policing teams and promotes ongoing communication. It enables the provision of information and updates to communities and, in turn, intelligence and details of local concerns and priorities that the police can use and discuss with partners

to tackle crime and ASB. Bee in the Loop now has over 30,000 subscribers.

Increase outcomes and charge rates for domestic abuse, stalking and harassment, sexual offences, and rape

GMP have made improvements year on year to bring those committing Domestic Abuse (DA) offences to justice. This has improved from 7.9% in 2023 to 12.1% in 2025. In 2024/25, 4,143 DA cases were prosecuted at court compared to 4,012 the year before (3% increase) and 1,185 DA offences resulted in an Out of Court Disposal compared to 1,063 the previous year (11% increase).

The use of new Domestic Abuse Protection Orders is proving to be extremely successful and popular with victims, with 329 issued so far. Greater Manchester have delivered the first indeterminate order controlling a prolific high harm, high risk perpetrator.

Support partners to reduce court backlogs

The Greater Manchester Local Criminal Justice Board (LCJB), chaired by the Deputy Mayor, brings together criminal justice partners to identify priorities, address cross cutting issues and improve the experiences of victims and witnesses. The Board considers how it can manage court backlogs and delays.

The demand into and through the criminal justice system is significant but an increase in court sitting days in 2024/25 led to reductions in the outstanding cases in the Crown Court with a disposal rate of over 100% in the final quarter of the year.

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Demand continues to increase in the Magistrates Courts despite changes to the listing schedules, a trial blitz, additional sentencing courts and the expansion of the proof in absence pilot in 2024/25. In 2025/2026 the court will stand up more first hearing courts to meet demand with eight additional courts per month to be scheduled and additional domestic abuse trial courts will be introduced to reduce the delay to listing domestic abuse bail trials.



Spotlight: **Police Perpetrated Abuse (PPA) specialist IDVA Service**

The rationale behind this project was to acknowledge the vulnerability experienced by people who were victims of abuse perpetrated by serving police officers.

The Independent Domestic Violence Advisor (IDVA) has observed that clients engage positively with the service. Victims who are engaged with GMP have expressed appreciation for the independence of the support provided. Acting as an independent service enables the IDVA to build trusting relationships, which in turn helps these victims feel more confident and supported when deciding to make formal reports of domestic abuse.

For civilian victims experiencing abuse perpetrated by a GMP employee, the IDVA's collaborative approach with the police has been valued, as it has contributed to rebuilding trust in law enforcement. Additionally, the IDVA provides crucial emotional support to victims throughout the criminal justice process, including attendance at police interviews and achieving best evidence (ABE) interviews.

Feedback from a Detective Superintendent in the Professional Standards Directorate:

"I've had some really positive feedback about the worker from the police IDVA scheme; we are using her for a client and she's taking away a lot of the needs that victims have

and need someone to answer but the police aren't always the best people to answer them. The first case in here that I've used them for and it's been successful – success breeds success so hopefully we'll use them more."

Text message received from a GMP officer (victim) accessing support:

"I always feel better after talking to you"

Response received from a Housing Provider Support Worker:

"We received a MARAC [Multi-Agency Risk Assessment Conference] transfer from the PPA IDVA who I understand is a member of your team. I just wanted to pass on my thanks for the really good quality. It clearly outlined the client's current situation and provided accurate background information. It ensured that we had the necessary context to offer the appropriate support. This approach not only reflected a strong understanding of the situation but also showed genuine care for achieving the best possible support outcome."

Priority 3: Keeping children and young people safe and preventing them from becoming involved in crime

Greater Manchester's Violence Reduction Unit (VRU) has made significant strides in 2024/25 towards keeping children and young people safe. The VRU's comprehensive, whole-system approach encompasses education, early intervention, and community-led initiatives that address the root causes of youth violence.

Education and school

In October 2024, a landmark Primary School Summit took place bringing together over 200 senior school leaders to address pressing issues around youth violence.

The summit focused on three critical themes: online harms, parent and carer relationships, and student self-worth and aspirations. This event marked the launch of our innovative Education Hive, an online platform that has already engaged 200 schools and 100 system partners across Greater Manchester. The Hive offers multiple levels of engagement, from staying informed about VRU initiatives to actively shaping our programme of events.

The BLOCKS programme continues to deliver exceptional results, providing one-to-one support for young people transitioning from primary to secondary school. Co-designed with young people, parents, and teachers, BLOCKS operates in 10 primary schools across Greater Manchester. The programme's evaluation by Manchester Metropolitan University has shown statistically significant positive outcomes, with mentors working both in school environments and communities during holidays to provide structured support and social skills development.

Community-led programmes and community sports

Community-led programmes are active in all 10 boroughs of Greater Manchester,

ensuring communities are at the heart of violence prevention. These programmes, delivered through alliances of local voluntary, community, faith and social enterprise organisations, target individuals, families, schools and communities with the highest need. The Worsley Hall Alliance exemplifies this approach, bringing together Wigan Athletic Community Trust, Leigh Leopards Foundation and others to deliver youth clubs, sports provision, outreach and mentoring.

The VRU's community sport provision, delivered through our commissioned partner Streetgames, has engaged thousands of young people aged 10-17 across the city region, particularly in areas of highest need. These sport-based interventions combine physical activities with 'Sport Plus' opportunities that develop pro-social behaviours and identity. Young people benefit from mentoring, volunteering opportunities, leadership development, and practical skills training, all grounded in Child First principles.

Spotlight: **Community led programme - Wigan Alliance**

The Worsley Hall Alliance is made up of Wigan Athletic Community Trust, Leigh Leopards Foundation, 1Message, Smart Body Sports and Wigan Youth Zone, delivering a youth club, sports provision, outreach and mentoring.

All partners have been engaged with the community, developing positive relationships, forging exciting opportunities and creating new experiences for the young people of Worsley Hall. The mentoring offer for Worsley Hall is made up of three different strands, including group and one-to-one mentoring, universal delivery outside of school, outreach work and family support and training sessions.

“I always make sure I am in school on a Wednesday so I can do the session with Mick and Carlie, they treat us like adults and listen to what we have to say, we have learnt some really helpful stuff.” (supported young person).

“We have seen a positive change in the group both in behaviour and outlook and have noticed for a small number of pupils that struggled with self-control that they have been able to control their aggression a lot better which has resulted in less exclusion from lessons or school in general. For one pupil who was a constant truant from school it has engaged her so well that her truancy has reduced by nearly 50% since the course started and beyond the end of the programme.” (Carlie – mentor).



Navigator programme

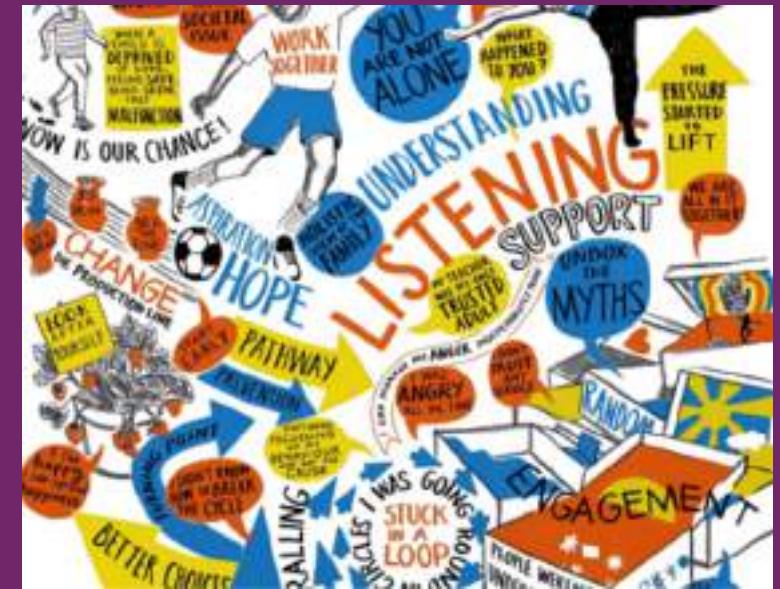
The Navigator Programme exemplifies our trauma-responsive approach to violence reduction. Working with young people aged 10-25 who have experienced violence as either victim or perpetrator, the programme has received over 2,500 referrals since launch in 2021. Uniquely, the Greater Manchester model works across hospital, police custody and community settings, supporting individuals or groups following an incident, and working with schools to help prevent violence.

Early intervention and diversion through PIED

The PIED (Prevention, Intervention, Education, Diversion) process has transformed how we identify and support young people at risk of criminality and harm. In 2024, 3,027 children across Greater Manchester were referred to PIED panels. This consent-based service ensures every child named as a suspect is treated as a child first, promoting trauma-responsive approaches and reducing the likelihood of re-offending. The process involves multi-agency collaboration, with police, children's services, Early Help, and various support services working together to provide appropriate interventions. This model has now been adopted by the Home Office under its 2024 Young Futures programme and is being tested across England.

Spotlight: Amy (Navigator Project)

Amy was 15 when she was referred from the Police Custody Suite to the Navigator Programme. Amy had been arrested and was facing multiple charges including possession of an offensive weapon, violent disorder, and assaulting an emergency worker. Following her arrest, Amy developed anxiety and fear around her involvement in the legal process and her future. The Navigators supported Amy and her family, providing guidance throughout the crime during court hearings. Amy was continuing to assist her in establishing boundaries at home and school by supporting her transition into college. Amy expressed her desire to return to the community and be referred to the Parent and Caregiver programme with her own support worker. Amy made a commitment to change, expressing a desire to move away from further involvement with the criminal justice system.



Priority 4: Improving support for victims of crime, including vulnerable victims, and tackling emerging crime types

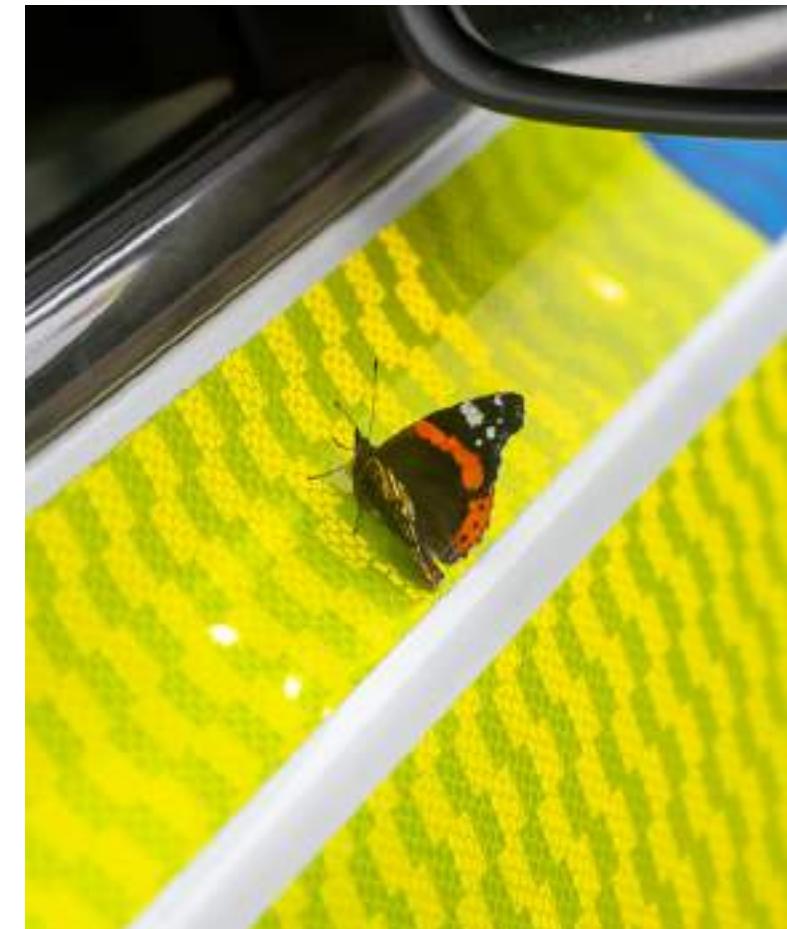
This section details the work undertaken by our commissioned Victim Support Service, our work to protect vulnerable people from exploitation and the support we offer to victims of sexual assault, domestic abuse and serious violence. We also cover the work of our new Hate Crime Strategy and fraud protection work. This all supports our dedication to supporting victims in every way that we can – a central pillar of this Plan.

Victim support services

The Greater Manchester Victims' Service (GMVS) continues to evolve, offering practical and emotional support to victims of crime and managing referrals into specialist services. The newly established Greater Manchester Victims Strategy Board oversees service accountability, compliance

with the Victims and Prisoners Act 2024, and scrutiny of victim satisfaction and service quality.

A recent 'Call for Evidence' has been commissioned to identify gaps, best practices, and inform future commissioning decisions for victim support services. A digital portal has been developed and recently launched to centralise victim referrals, information, and self-referral options, enhancing accessibility regardless of whether or not a victim has reported a crime to the police. Awareness campaigns and stakeholder engagement continue to raise the visibility of the service.



Spotlight: **Greater Manchester multi-crime victim service**

The Greater Manchester Victims' Service (GMVS) is a police integrated multi-crime assessment and referral victims' service. The service is the baseline offer to all victims in GM, and is commissioned by the Deputy Mayor. The service has been designed to be victim centred, and to work with existing local support offers.

GMVS provide support and care for all victims of crime - offering practical and emotional support, and referrals to other specialist support. The service is free, confidential and is open to all victims of crime (over the age of 4) whether they have reported a crime or not. GMVS is co-located at GMP headquarters to improve information sharing and referrals to support, while remaining independent from police.

GMVS Features:

- **Thematic Leads providing victims with informed advice** - Victim Care Coordinators (VCCs), positioned within the service, provide comprehensive and tailored support to individuals

affected by crime, ensuring they receive the care and assistance they deserve during their journey towards recovery. The VCCs specialise in crime types such as violent assault, hate crime and fraud

- **Onward referral pathways** - GMVS have referral pathways into many local services across Greater Manchester, providing a starting point for victims navigating the support sector
- **Addressing vulnerability** - The service is designed to ensure that victims are supported to cope and recover and that the most vulnerable victims are recognised and receive an enhanced service
- **End-to-end service** - Where victims have reported their crime to police, the service is designed to give them greater confidence and understanding throughout their whole journey through the criminal justice system (CJS) – from reporting a crime through to attending court.

- **Dedicated police hotline** - The service includes a dedicated hotline for GMP staff and officers to seek advice when supporting victims
- **Digital transformation** - An innovative digital self-referral case management system has recently been launched enabling victims to access their own records and manage their own support and engagement.

Recent feedback from a service user:

"I'm slowly getting more confident and comfortable in my own opinions and reactions again."

"You have been so supportive and I'm grateful you have connected me with them. Thank you for being there for me."

Support for victims of domestic abuse, sexual assault, and serious violence victims

GMP maintains close collaboration with the Sexual Assault Referral Centre (SARC) at St Mary's and other commissioned services to address the complex needs of victims of rape, sexual assault, and domestic abuse. A £600,000 commitment from the Deputy Mayor supports therapeutic services amid court delays, while an independent review of child and young person therapeutic support has been launched.

Protecting vulnerable people from exploitation

The Greater Manchester Complex Safeguarding Hub leads multi-agency efforts to safeguard children and young people from exploitation. Improvements have been made following the HMICFRS Child Sexual Exploitation review, including multi-agency audit tools, peer review panels, and enhanced wellbeing provision for specialist investigators. GMP is reviewing 68 historic child sexual exploitation cases under Operation Hydrant.

The Challenger Partnership provides victim support and place of safety facilities for modern slavery survivors, along with a victim navigator service that bridges

police investigations and survivor support, contributing to 14 convictions since 2020. Greater Manchester has seen a record number of National Referral Mechanism submissions in 2024/25, though local victim identification remains stable.

Hate crime

The Greater Manchester Hate Crime Plan was launched in October 2024 with over 60 organisations coming together at an event at Manchester Cathedral. The Plan has six priorities:

1. Improving education around hate crime
2. Prevention and early intervention to tackle hate crime
3. Bring communities together to tackle hate crime
4. Increase communication and awareness of hate crime and its consequences
5. Increase the confidence to report hate crime
6. Improve support for victims of hate.

The Deputy Mayor and the Police, Fire and Crime Leads in Greater Manchester's ten local authorities have continued to provide each district with £10,000 each year to

support local activities to tackle hate crime throughout the year. This funding was used to support local community-led events and activities through small grants, with hundreds of events having taken place, engaging with tens of thousands of people.

In addition, a Greater Manchester wide hate crime awareness campaign was undertaken in February 2025. The theme for the campaign was to encourage reporting of hate crime, with the aim of building people's confidence to report and seek support.

Tackling fraud

The GMP Economic and Cyber Crime Unit continues to investigate fraud reports and recover assets, protecting vulnerable victims.

Fraud Reporting and Outcomes - Victim Reports have decreased from 14,153 (2023/24) to 12,177 (2024/25) – a 14% reduction. Positive outcomes (judicial and resolved cases) have improved significantly over the past five years with a rate between 2-9% between 2019 and 2022 to 16% in 2023/24 and 11% to date for 2024/25, with that number likely to rise as cases recorded in that year are completed and closed. Across enforcement routes GMP has managed to recover assets worth over £17m in 2024/25.

Spotlight: **Operation Wage**

Operation Wage, piloted in Stockport and Trafford in early 2024, created a local Fraud Prevention Hub, led by a Fraud Protection Officer, and supported by locally recruited Fraud Volunteers. The Hub works with local partners to raise awareness and provide education to residents about the different types of fraud and cybercrime.

Since the start of the pilots, financial losses on the most common types of fraud, such as phishing emails and

investment scams, have fallen by 57% in Stockport when compared to figures from the year before, with a 24% decrease in victim numbers. In Trafford, financial losses on volume fraud have reduced by 62% with a decrease in victim numbers of 41%. We are now working to expand this model across Greater Manchester, to recruit more volunteers and support more local people.



Priority 5: Reducing and preventing neighbourhood crime, retail crime and anti-social behaviour

Tackling crimes within our communities and town centres continues to be a priority, and we have made some positive steps over the last 12 months. The number of neighbourhood crimes (burglary, robbery and vehicle crime) has continued its downward trend, falling 17% between the quarter ending March 2024 and quarter ending March 2025.

Operation Vulcan

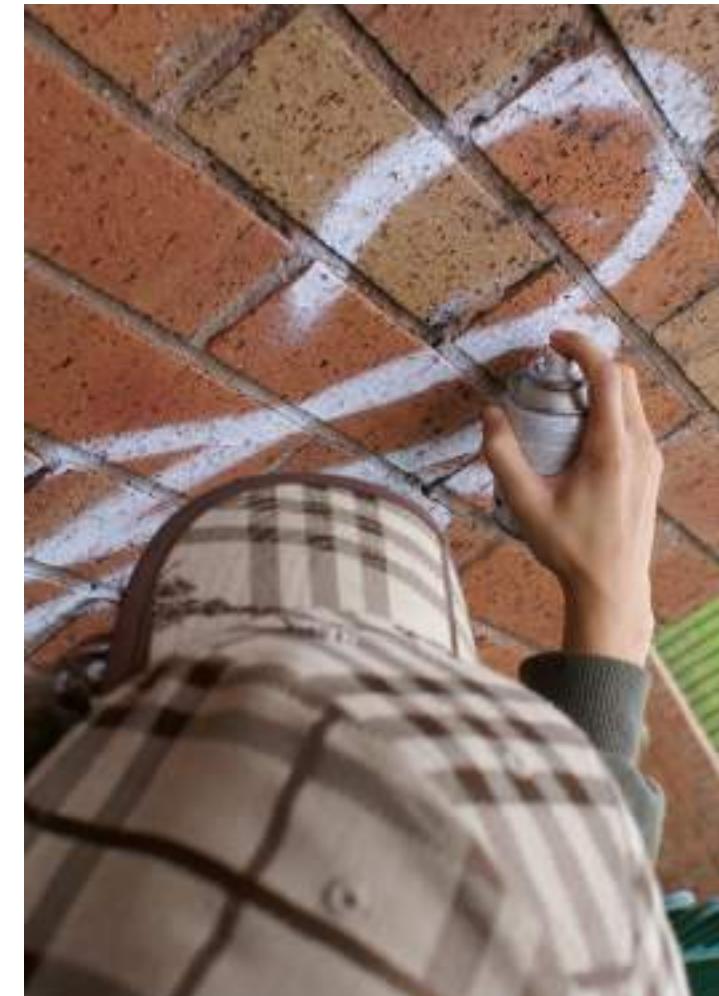
Operation Vulcan is the operational name for the multi-agency action plan designed to target and respond to complex local problems. Vulcan follows the Government strategy of Clear, Hold, Build in which partners clear a specified area of criminal activity, hold it so other criminal gangs cannot get a foot-hold and ultimately look to build it into a more safe and resilient area.

Following the success of the initial Op Vulcan in Cheetham Hill, the approach was replicated in Piccadilly Gardens to tackle anti-social behaviour, drug dealing, theft from a person and violent crime. The results in both areas were significant, with Cheetham Hill now entering the 'build' phase

with positive regeneration and investment in housing, business and greenspace proposed.

Work has already taken place at the Trafford Centre, with the dedicated policing team there seeing overall crime come down 20% in the year to date. In addition, work has commenced in Rochdale to tackle crime and ASB impacting the town centre, under Operation Tetbury.

Operation Vulcan remains on track to provide a meaningful intervention in each of the ten Greater Manchester districts over the next 12-18 months with contact having been made with respective areas to identify the challenges and risks of most concern.



Spotlight: **Operation Vulcan: Derker**

Most recently, Vulcan was deployed to Derker in Oldham at the beginning of March. Key issues impacting the Derker community were Anti-Social Behaviour; Drug Crime; Cuckooing; Vehicle Nuisance and Crime; Child Criminal Exploitation; Violent Crime.

To help support the hold stage of the work, a multi-agency command structure has been developed along with Operational Delivery Groups which cover:

- Housing, public realm and place
- Community safety and problem solving
- Intervention and prevention – children and young people
- Live Well – linked to the GM Strategy.

There is also an embedded meeting forum with leads from schools in the area, alongside a bespoke communications forum. Key statistics following the commencement of the operation in Derker (between March 2025 – November 2025):

- Between 15/11/2024 – 16/01/2025, there were five firearms discharges between opposing groups linked with Derker. Thanks to Vulcan activity there have been no further firearms discharges in the mapped area or linked with any associated groups.
- Violent crime has reduced by 25% (compared to same period in 2024).
- ASB has reduced by 26% (compared to same period in 2024).
- Stop searches have increased by 600% (compared to same period in 2024).



Anti-social behaviour

Through the Police and Community Safety survey, we know that over the last 12 months public awareness of anti-social behaviour has remained by some distance the biggest factor as to why individuals feel unsafe both in and away from their local area.

We also know that incidences of anti-social behaviour remain high, with 82,042 incidents in 2024/25. This compares with 85,089 incidents in the previous 12 months. Common incident types recorded by the police include:

- Rowdy or inconsiderate behaviour
- Neighbour issues
- Malicious/Nuisance Communications
- Vehicle Nuisance/Inappropriate Use of Vehicles
- Abandoned Vehicles

Below are some of examples of how we are tackling ASB:

- In June 2024 GMP launched a new operation to provide a co-ordinated response to tackle and reduce anti-social behaviour on motorbikes, ebikes and quadbikes. This followed a rise in the

number of incidents relating to these vehicles both on and off the road. This has led to the introduction of Operation Hurricane which provides specialist policing off-road bike support across the county. In June and early July 2024 Operation Hurricane seized 38 bikes and made 6 arrests.

- GMP continue to work with local partners to identify and target known offenders. This has led to excellent work in Oldham whereby up to October 2024 a total of 37 Criminal Behaviour Orders had been issued to prevent repeat offenders from entering the town centre.
- On bonfire night officers responded to 507 calls for service around ASB, of which 203 were firework related. 11 arrests were made on the night for a number of offences, ranging from violent disorder to drugs and possession of a bladed article.
- Work by Longsight's neighbourhood team saw an 80% reduction in callouts to a bail hostel which was causing a problem for local residents, with reports of street drinking, ASB and noise issues, and fighting. Officers worked closely with the local authority and the

community to ensure the best outcome for all involved, including evictions and rehousing. Subsequently, the robust plan by officers ensured a significant reduction in offences and callouts. The property saw 55 callouts in the period 1 July to 1 October – dropping to 11 between 1 October and 31 December 2024.

Retail crime

The latest survey conducted by the British Retail Consortium has shown that violence and abuse reported by their members has risen by 340% nationally since 2020. With now over 2,000 incidents every day, the total cost of retail crime including crime prevention now reportedly sits at £4.2 billion, of which £2.2 billion is a direct result of customer theft. Across Greater Manchester the number of retail crime incidents reported in GMP continues to rise in line with the national trend.

Through an updated GM Retail Crime Delivery Plan, clear lines of reporting via 999 and 101 have been established. GMP's response times to shoplifting have improved and as of July 2025 were above target with 94.8% of Grade 1s (emergency) and 87% of Grade 2s (priority) attended within target time, with average attendance times of

7.46 minutes and 33 minutes respectively. GMP's Initial Investigation Unit continue to investigate all online reports, amounting to 80% of all shoplifting. This provides a consistent approach with 20% returned to neighbourhood teams with positive lines of enquiry to pursue. This is further evidenced by GMP's solved outcomes proportion, which as of July 2025 stood at 28%, equating to 2,000 more crimes solved per year.

The engagement offer with retailers has been developed further to facilitate the sharing of intelligence about prolific offenders. Each district now has a Business Crime Reduction Partnership, Business Improvement District, Economic Alliances or a local channel such as Shop Watch.

In addition, the use of digital advancements remains a focus. A dedicated Digital Evidence Management System (DEMS) lead is working with retailers to develop solutions that will enable them to transfer evidence via secure online links. This work identified that retailers did not have the capacity to keep up with evidential requests. In response, work is ongoing with their leads, for example Tesco have now nominated two dedicated CCTV officers to Greater Manchester.



Spotlight: **Safer Business Action Day**

In November 2024 as part of the Safer Business Action Week (SaBA), the Deputy Mayor joined officers for a patrol of Manchester city centre on Friday afternoon, to view the continued positive partnership between multiple agencies to tackle retail crime. The Deputy Mayor was joined by Superintendent Nicola Williams for the walkabout, in addition to PC Luke Ellwood, the local business liaison officer.

Numerous retailers were visited across the city centre, with managers and shop workers detailing issues they have had, their work with officers in identifying the individuals responsible, and how GMP can further assist them going forward.

This includes drop-in sessions with stores, proactive patrolling, and arrests of outstanding wanted offenders. Within the city centre, officers regularly work with stores to identify offenders and ensure the appropriate action is taken. This can include arrests, charges, Criminal Behaviour Orders, imprisonment and the use of out of court disposals.

Officers are also keen to help vulnerable people – and their work also includes working with charities and the council, to signpost them to services including charities and food banks.

This engagement work has seen a marked reduction in certain offences, with stores seeing the benefit of the multi-agency approach to the issue.

The Deputy Mayor said: "I was happy to be able to support Safer Business Action Week by joining GMP to visit businesses across Manchester City Centre. It was important to learn how initiatives and partnerships between our businesses and GMP have improved how they respond to incidents and make retail staff feel safer and more able to report incidents. It was also useful to hear how this work has helped to flag when people are vulnerable and ensure they get help."



Priority 6: Improving road and transport safety, so people can travel around our city region safely

In Greater Manchester we have an ambition to make the transport system the safest in the world, aligning with the Vision Zero approach to eliminate all transport-related deaths and serious injuries.

The perception of safety on public transport has been improving. A recent TfGM passenger survey indicated that 78% of passengers are satisfied with safety on the network, compared to 74% in 2023. However, the rolling 12-month rate of incidents (per million passenger journeys) for combined bus and Metrolink has risen during 2024/25 from 41 to 46.

A strategic programme, led by the Deputy Mayor and involving GMCA, GMP, and TfGM, is continuing and will transition the current partnership model into a fully integrated joint command structure between GMP and TfGM.

The first phase of this work has seen the launch of a TravelSafe LiveChat service to improve real-time support for passengers, followed by the introduction of a new integrated command during 2025/2026.

TravelSafe partnership

The TravelSafe Partnership (TSP) is jointly led by TfGM and GMP and is comprised of Greater Manchester transport operators, British Transport Police, local authority partners, GMCA and Foundation 92 (a charity delivering detached youth work provision). The TSP works to a three-year strategy and the following strategic aims:

- Improve the perception of safety and security across public transport.
- Address and deter instances of crime and ASB occurring on the transport network.
- Promote and encourage ethical travel behaviours, including making public transport a hostile environment for gender-based violence and hate crime.

Educational and community outreach has continued to be a priority area of work. During 2024/25, the Partnership educational outreach programme delivered inputs at 510 schools and colleges, engaging 31,059 young people, whilst community outreach reached 10,917 people.

A virtual reality offer is now well established within the educational programme with the video produced to highlight the impact of throwing 'missiles' at vehicles, 'A Victimless Crime', shown to over 1,000 young people across GM. External funding has been secured to continue to grow this offer.

Collaboration with Foundation 92 has continued to provide a front-line youth, diversion/signposting and education capability, through which 5,132 young people have been engaged across 17 locations.

Spotlight: **Operation AVRO**

Operation AVRO (Network) days of action have continued to be held throughout the year, bringing partners together for a targeted day of action across the roads and public transport network.

In the July 2024 AVRO over 6,700 passengers were checked, 12 Starling Bank Bikes recovered, 240 Metrolink fines issued, 307 vehicles stopped and checked and 17 arrests made.

On 20 December 2024, TravelSafe Partners once again deployed Operation AVRO across the city region. Starting with a briefing led by the Chief Constable at Manchester Convention Centre, the operation deployed a variety of police and partner resources in and around the city on the busiest day of the year. This year the deployment started later, at noon, and ran into the early hours, supporting Operation North Star and a safe nighttime economy.

In the December AVRO over 6,000 passenger were checked, 213 Metrolink fines issued, 22 e-bikes seized, 11 mobile phone offences and 3 arrests made.

This operation also saw the first roll-out of Operation Deck which involves the use of an out of service Bee Network Bus to identify 'Fatal 4' behaviours, helping make Greater Manchester's roads safer. This may include spotting drivers using mobile phones.





Vision Zero

Almost 10,000 people have been killed or suffered life-changing injuries on Greater Manchester's roads in the last 10 years. Provisional data indicates a 13.3% increase in road fatalities in 2024 compared to the previous year.

GMCA has now endorsed its Vision Zero Strategy for the city region. It aims to eliminate road death and life-changing injury by 2040, with a target to achieve a 50 per cent reduction by 2030. The intention is to increase safe, healthy, equitable mobility for all.

The strategy looks to adopt the Safe System approach to road safety, where

people, vehicles and the road infrastructure interact in a way that secures a high level of safety for all. While it is inevitable that there will always be road traffic collisions, adopting the Safe System approach means that the impact of a collision can be minimal, saving lives and preventing life-changing injuries.

Development of the Greater Manchester Vision Zero Strategy and Action Plan

been led by Safer Roads Greater Manchester Partnership, made up of the GMCA, the 10 Greater Manchester local authorities, TfGM, GMCA, GMP, GMFRS and National Highways.

Some key milestones have been attained in the last 12 months, including the completion of 130 km of the Bee Active Network and over 1500 submissions to GMP's Operation Snap (a dashcam submission portal) between January and March 2025 - over 900 of these reports were actioned.

A £1 million Vision Zero Innovation Fund was launched in November 2024, with twelve applications granted funding for a variety

of engineering, education and engagement work across Greater Manchester.

Several policing operations continue to take place to keep road users and pedestrians safe, including:

- Operation Considerate - roadside checks are being undertaken on a weekly basis through a rolling cycle of all 10 local authorities. These will utilise both roads policing and neighbourhood police officers to tackle traffic matters and the criminal use of vehicles.
- Operation Hurricane - GMP's motorcycle operation continued to run daily throughout the summer to tackle the criminal and antisocial use of motorcycles across all local authorities.
- Operation Close Pass - running on a regular basis to take positive action against motorists who place cyclists at risk. There are also plans to run a campaign to make female cyclists and pedestrians safer.
- Mobile speed enforcement continues to take place at sites of community concern, this includes the volunteer-led Community Speedwatch Schemes.

Spotlight: **Vision Zero – 'Community Mile'**

Schoolchildren were among crowds of people to walk a collective 173 miles for road safety awareness in Greater Manchester.

More than 150 people took part in the 'community mile' at Heaton Park in May 2024 as part of the RoadPeace Challenge, an annual awareness-raising and fundraising week of action during Global Road Safety Week.

Around 120 Year 5 and 6 pupils from the E-ACT Blackley Academy were joined on the walk by bereaved families and

representatives from the Greater Manchester Safer Roads Partnership, including Active Travel Commissioner Dame Sarah Storey and Deputy Mayor Kate Green.

Each of the participants walked at least a mile in memory of the 173 people killed as a result of fatal road traffic collisions in the northwest of England in 2022.

As part of Road Safety Week, pupils at E-ACT Blackley Academy also took part in road safety activities.



Priority 7: Reducing high harm repeat offending, taking a preventative and diversionary approach

In Greater Manchester, we're working together to make our communities safer by helping people turn their lives around after offending. The Reducing Reoffending Reform framework brings together Greater Manchester Probation Service, local councils, police, charities, and national partners to provide joined-up support. This means acting early to address the root causes of reoffending, connecting people to the right services, and finding practical solutions tailored to individual needs.

We focus on what works best by regularly reviewing our progress and listening to feedback from those affected. By investing resources where they make the biggest difference and encouraging strong partnerships, we aim to prevent crime, improve lives, and offer everyone in Greater Manchester the chance to contribute positively to their community.

Whole system approach

Greater Manchester has introduced a Whole System Approach specifically for women, aiming to offer support at every stage and help divert women away from the justice system. This approach seeks to increase the

use of community sentences, reduce short prison terms, and improve outcomes for those who do enter custody.

At key points such as arrest, sentencing, or release, women are identified and referred to dedicated women's centres. Here, they receive tailored and ongoing support designed to prevent reoffending and help them build more stable lives.

During a visit to Tameside Women's Centre, the Deputy Mayor witnessed first-hand the transformative effect these services can have. She listened to a woman who, after leaving an abusive relationship and

coming into contact with the justice system, was supported by the centre to regain her confidence, resolve housing difficulties, and access crisis help when needed. Thanks to this support, the woman was able to continue her education, complete her degree, and has now moved into full-time employment. Hearing this personal story highlighted the vital, often complex work carried out by women's centres in Greater Manchester.

This joined-up approach, closely aligned with the Mayor's Live Well programme, means that people on probation or leaving prison have more opportunities to access the right help, whether it's support with health, employment, or settling back into the community. Thanks to this success, funding for innovative support has been extended for 2025/26, ensuring these life-changing programmes will continue to benefit people across Greater Manchester.

Greater Manchester Rehabilitative Services

Greater Manchester Rehabilitative Services (GMIRS) is a programme committed to supporting individuals to make positive changes in their lives. We provide a range of locally designed services across six important areas: women's services, accommodation, peer support, education, training and employment (ETE), support for dependency and recovery, and overall wellbeing. These services are tailored to address the factors that can lead to reoffending and have been developed in partnership with the Greater Manchester Probation Service to ensure they meet local needs effectively. In 2024/25, the team supported over 16,000 individuals through referrals, with an impressively low rate of non-compliance showing that most people are engaging positively with the support offered.

The Wellbeing Service

Following a successful pilot in 2023, a wellbeing service has been co-commissioned across Greater Manchester with His Majesty's Prison and Probation Service (HMPPS). The aims of this service are to help a person on probation to move away from offending by providing the support to help them address their needs regarding emotional regulation and decision-making, wellbeing support and healthy choices, behaviour change, family support and mediation and finance issues.

Spotlight: The Wellbeing Service

Mo was referred to a wellbeing service initially for financial support but was found to need broader assistance, including social integration and routine-building.

Through cooking activities and close collaboration with probation and support workers, Mo overcame barriers related to his conviction, regained confidence, and secured employment in the catering sector.

Initially Mo faced social isolation, mental health struggles, and language barriers, with no prior community support and doubts about employment prospects due to his conviction. He was referred to the Wellbeing Service and showed interest in cooking activities.

A bespoke agreement managed risks related to Mo's offence. Support workers and probation helped explore catering job pathways, and additional specialised services boosted Mo's motivation and routine.

Mo completed a catering course with qualifications, secured part-time paid restaurant work, and has begun to volunteer as a kitchen porter at the Wellbeing Hub, demonstrating significant personal growth and community integration.

As a result of the programme Mo gained confidence, employment, skills, and community roles, transitioning from hopelessness to active participation and contribution in the community.



Greater Manchester's Integrated Offender Management

Greater Manchester's Integrated Offender Management (IOM) programme is leading the way nationally for helping people turn away from crime. By working closely together, probation and police teams have made over 4,000 joint home visits, supporting individuals to make positive changes. Thanks to this hands-on, joined-up approach, 91% of those involved have not gone on to reoffend, and 76% have met all the programme's requirements. The region has set the standard for supporting people into safe homes and helping them access education, training, and employment. In the final quarter of 2024/25 alone, Greater Manchester's IOM saved the public £1.3 million by reducing the cost of crime, with results getting better every month. This success shows how Greater Manchester is making communities safer and giving people the chance to build better lives.

Greater Manchester Electronic Monitoring Service

The Greater Manchester Electronic Monitoring Service (EMS), also known as tagging, places a requirement on individuals to remain at a specified place for a set period. The operation of the scheme in Greater Manchester has been recognised as a top performer in key public protection measures for 2024/25.



Priority 8: Tackling drug, alcohol and wider addictions

The illegal drug market causes significant and multiple problems – including drug related crime, drug related deaths, anti-social behaviour, and the impact on addiction and mental health. We want to make life better for people, focusing on solving these problems and providing support to help those who need it.

Treatment and care services for those who are addicted

The GMCA Substance Misuse Team continue to convene regular coordination meetings with commissioners, providers and partners to drive performance through sharing data analysis and best practice. GMCA produce the Greater Manchester Combatting Drugs Partnership Annual Strategic Delivery Plan, Outcomes Framework and Needs Assessment, as required by government.

Between 2020/21 and 2024/25, overall GM numbers in treatment increased by 24% from 19,182 to 23,728; surpassing the pre-austerity 2010/11 total of 22,629.

However, for Greater Manchester opiate numbers in treatment, there was only a 1%

increase from 9,162 in 2020/21 to 9,252 in 2024/25, far below the pre-austerity total of 11,548 in 2010/11.

Work is ongoing with commissioners to better retain those opiate users engaging with treatment because around a quarter of them unsuccessfully leave treatment within a year, often within three months. Joint work is progressing with NHS GM to begin improving services for those with co-occurring substance misuse and mental health needs.

A notable success has been the increase in numbers of people engaging with treatment services in the community following release from prison. In 2021/22, 46% (443) of those referred subsequently re-entered treatment

after release. By 2024/25, this had increased to 72% (1,067 people), which is the highest on record and compares very favourably with the national rate of 57% (13,165 people).

Working in partnership to disrupt organised criminal drugs offenders

Drug intelligence, gathered through GMCA commissioned GM TRENDS research and the GM Drugs Early Warning System contributes directly to the GMP Drug Market Profile and supports the commitment to focusing resources on those Organised Crime Groups (OCGs) posing the highest threat to communities.

Recorded disruptions of OCG drug activity have increased significantly, from 394 in 2022/23 to 717 in 2024/25. County Lines closures have increased over the last three years with GMP exceeding closure targets each year. As a result of OCG disruption activity, a total of 71 individuals (27 adults, 44 children) were safeguarded in 2023/24, increasing to a total of 206 individuals (77 adults, 129 children) in 2024/25.

GM TRENDS and GM Drugs Early Warning System

GMCA continues to commission a comprehensive GM Drugs Intelligence System that reports to the GM Drug and Alcohol Transformation Board. It is recognised as the most comprehensive system in the country and comprises three elements; the GM Drug and Alcohol Related Deaths Surveillance System, the GM Drugs Early Warning System, and GM TRENDS – a drug testing and research project.

The GM Drugs Early Warning System (GM EWS) works in tandem with MANDRAKE (MANchester Drug Analysis and Knowledge Exchange), a joint GMP and Manchester Metropolitan University initiative that enables drugs to be tested rapidly when incidents occur. MANDRAKE has a Home Office Controlled Drug Licence to possess, supply, and produce controlled drugs as part of its research activities, which includes the analysis of non-evidential samples for public health purposes. An important recent development has been the successful piloting of a new MANDRAKE pathway for testing samples associated with drug-related Special Procedure Investigations (SPI) as reported on by the police coroner's office representative. This enables the rapid

testing of drugs that are found at the scene of a death.

GM TRENDS (Greater Manchester: Testing and Research on Emergent and New DrugS) is a multi-method annual study, also delivered by Manchester Metropolitan University, which aims to provide up-to-date drugs intelligence to professionals across

GM. It gathers information from a variety of sources on the latest drug market trends, including user reports on the current quality and availability of drugs and stakeholder concerns related to drug harms. GM TRENDS also reports on the routine analysis of seized non-evidential drug samples transported by GMP for testing by MANDRAKE.



Spotlight: **Think Ketamine – GM TRENDS**

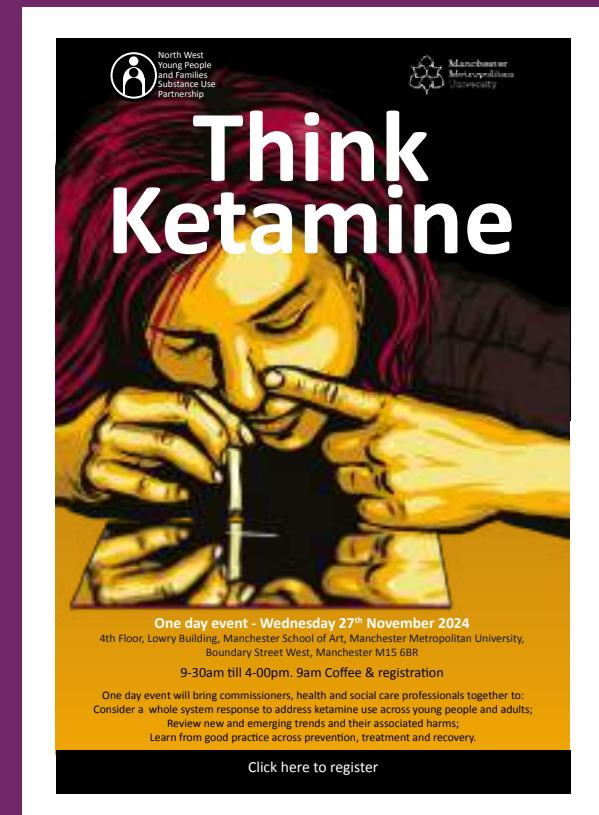
The Think Ketamine event, held on 27 November 2024 at Manchester Metropolitan University, marked a key milestone in addressing emerging concerns around young people's ketamine use. Originating from the GM TRENDS Ketamine Focus and the North West Young People and Families Substance Use Partnership, the event built on years of collaborative learning and data sharing across Greater Manchester and the wider Northwest.

The partnership, reporting to the GM Drug and Alcohol Transformation Board, identified a growing trend in ketamine use among young people from 2021 onwards. In the absence of national guidance, services adapted adult treatment protocols so that they could be used for young people—highlighting a critical gap in tailored support. This led to the commissioning of focused research and the development of recommendations to inform future practice.

The event brought together 160 delegates from across disciplines including Public Health, Primary Care, Urology, Addiction Psychiatry, NHS, the Office for Health Improvement and Disparities, and Home Office Joint Combating Drugs Unit. With over 210 expressions of interest, the event sold out rapidly, demonstrating strong sector engagement.

Feedback highlighted the value of cross-sector networking and knowledge exchange. The event catalysed ongoing meetings to implement recommendations and strengthen prevention systems. Managed by Early Break and hosted by Manchester Metropolitan University, the event showcased a collective commitment to improving responses to ketamine-related harm among young people.

The full evaluation and GM TRENDS reports are available via [GM TRENDS](#).



Priority 9: Reducing and preventing gender-based violence and all forms of serious violence

Our Greater Manchester Gender-Based Violence Strategy sets out a comprehensive programme to effectively prevent and respond to gender-based violence (GBV) across the city region. While anyone can become a victim of gender-based violence, it is predominantly women and girls who are affected. The Strategy is a multi-agency approach, led and delivered by a range of partner agencies from across the public, private and voluntary, community, faith and social enterprise (VCFSE) sector across Greater Manchester.

Lived experience

Lived experience is at the heart of our approach, ensuring the insights of victims and survivors are involved in development of policy, the effective design of services, and the relevance of our interventions across all areas of delivery. During 2024/25 the Gender-Based Violence Lived Experience Panel has been involved in informing the focus and messaging of public engagement campaigns including the Mayor's #IsThisOk? campaign focused on tackling coercive controlling behaviour and has shaped communications regarding the safety of women and girls on public transport. The

Panel is involved in codesigning projects to increase the uptake of Housing Occupation Orders in Greater Manchester to help victims to remain in their own homes, the redesign of Victims' Services and the design of qualitative research into why some victims of domestic abuse do not report to the police or another statutory agency.

#IsThisOK? campaign

The first iteration of the gender-based violence public engagement campaign, #IsThisOk? launched in 2021, addressing GBV behaviours that occur in public, such as unwanted jokes, comments and sexual harassment, recognising that these are

the most common everyday behaviours experienced. That campaign phase had significant reach, with over 4.1 million views of the launch film, three-part film series, and a podcast series. Evaluation showed that over half of men surveyed reported that they had seen at least one of the campaign materials and over half of respondents (53%) said the campaign had made them think, feel, or want to do something differently as a result.

The latest campaign tackles coercive and controlling behaviour. During 2024/25, significant research and engagement to shape the campaign approach and content took place including working with a range of Greater Manchester stakeholders such as criminal justice partners, local authorities, domestic violence organisations, women's groups and survivors with lived experience. Insight work identified several types of behaviours commonly found within a coercive and controlling relationship and worked with stakeholders to agree how best to present the cumulative impact of

behaviours such as gaslighting, control of technology and finances, and isolating people from friends and family. The campaign, 'It's not a game, boy' runs in two phases, the first raising public awareness of coercive controlling behaviour and the second targets both people who care about victims, suggesting safe options to intervene, and specifically targets people using harmful behaviour in a relationship to encourage them to seek help. To date the campaign has seen a total of 14.6 million times by audiences across Greater Manchester and evaluation to understand the impact of the campaign is ongoing.

Serious violence

Reducing all forms of serious violence across our city region was a key focus of the Violence Reduction Unit (VRU) throughout 2024/25. Further to the programmatic interventions detailed under priority 3, the VRU's preventative approach to reducing violence saw it continue to work to break down system barriers to ensure that serious violence was front and centre of everyone's agenda, whether in the NHS, GM Probation, all 10 local authorities, GMP, Youth Justice services and schools and colleges.

To assess this system-wide impact, the

VRU commissioned an implementation and impact evaluation of the VRU model within the Greater Manchester system, both as a retrospective of VRU delivery to date and prospectively aligned with our 10-year Greater Than Violence strategy. This seeks an understanding of how the VRU has affected change across the system in the local landscape and will conclude in 2025/26.

This will incorporate several streams of work:

- A retrospective look at the shape and development of the VRU over a defined period, including desk-based review of documentation and delivery, and headline outcomes measures to date.
- Mapping of the development and contents of the ten-year strategy and implementation plan, plotting the people, policies and organisations engaged in the delivery of the strategy.
- Review and update of the overarching VRU Theory of Change to account for learning and changes to delivery over the past five years.
- Identifying the availability of baseline data and outcomes data for the future tracking of the strategy and VRU model.



Spotlight: **Domestic abuse crisis worker**

A pilot to test new models of support to victims of abuse has been commissioned by the GMCA and piloted in Bolton and Salford. Domestic abuse workers are funded to join Greater Manchester Police when attending reports of domestic abuse to provide wraparound emotional and psychological support and signpost to support services.

To date, both pilots have achieved better outcomes for victims of abuse and, in particular, have seen considerably higher proportions of victims supporting pursuing a police investigation against the perpetrator. In Bolton 88% of victims went on to access wider services including Independent Domestic Violence Adviser services, counselling and victim support programmes and 77% of these stated that they had not needed to report to the police again.

In Bolton, Michelle was supported by the Fortalice Domestic Abuse Crisis Worker. The worker visited Michelle, who had three children. She had rung the police over a domestic abuse incident. Her ex-partner had turned up at the house shouting and threatening and making threats to take his own life. The relationship had been abusive for many years including emotional, physical and coercive control and had ended three months ago. Michelle shared how living with her ex had affected her mental health, her finances and her confidence in being a parent. She presented with low mood and was often tearful. The crisis worker was able to give her time to talk and to process her feelings and discussed the support available. Michelle had not accessed any domestic abuse support services before.

After the visit the Crisis Worker liaised with a Health Visitor and Children’s Services to discuss the youngest child’s specific support

needs. Michelle was supported to access a food parcel and linked into support for utility bill payments as well as benefit advice to respond to her difficult financial situation.

Michelle was advised about the The Freedom Programme as a way to learn about the abuse and the effects on her and the children. Michelle attended all sessions of the programme, which enabled her to understand the dynamics and effects of her ex-relationship. She also began to recognise the impact the abuse had on her children and how she can best support them. A counselling appointment was arranged to address Michelle’s low mood and legal helplines and drop in details were given.

After three months Michelle reported that the children doing well at school and she was no longer in an abusive relationship. Michelle was ready to move forward and develop employment skills and volunteer.

One of the crisis workers gave this insight on the project:

“Victims aren’t always able to make a statement or to go ahead with a criminal conviction; either because they’re frightened of the process or it’s a family member or they’re in a position where they don’t want to prosecute the perpetrator. Being able to offer some alternatives when this situation arises, to talk about safety plans, or being able to offer some sort of intervention that doesn’t form part of that process has been really worthwhile. They really appreciate that they have been listened to and offered options that are not a one size fits all solution.”

Spotlight: **Support service for people experiencing domestic abuse who have no recourse to public funds**

This project, funded by the 10 local authorities and the GMCA, and delivered by Greater Manchester Immigration Aid Unit (GMIAU), provides specialist legal services and support to minoritised individuals across Greater Manchester who have no recourse to public funds (NRPF). Some of these people will have been subjected to domestic abuse, gender-based violence, forced marriage, immigration abuse, female genital mutilation (FGM), so-called honour-based violence and modern slavery. For those victims with No Recourse to Public Funds, the choice can be as stark as staying with their abuser or leave and face homelessness, destitution and even deportation. This is in addition to the fear, shame and trauma that are barriers to so many victims of abuse getting the help they need. To date, the service has supported many complex cases involving men, women and children whose experience as victims of abuse was exacerbated by their legal status.

One woman supported by GMIAU was subjected to transnational marriage abandonment, a form of domestic abuse where a spouse is abandoned abroad by their partner and often without resources, and had been separated from her 2-year-old child for 5 months due to the abuse. The intensity of the victim’s trauma, including that arising from the separation from her child, meant that urgent steps were needed to address this as the primary issue. GMIAU have now supported her to

secure a specialist family lawyer to bring legal proceedings to reunite with her son who remains overseas.

They also identified that the client may have been wrongly refused Universal Credit and supported her to make representations to DWP to request mandatory reconsideration to challenge the refusal of benefit. GMIAU identified that the victim needed financial assistance to meet her essential living needs and provided information for her housing and domestic abuse support workers to enable them to draw on food and financial assistance support.

Priority 10: Reducing and tackling serious and organised crime

Programme Challenger continues to enable proactive development of key areas of work to tackle Serious and Organised Crime (SOC) in partnership. 2024/25 has seen significant increases in the number of disruptions delivered to tackle SOC against the 4P objectives of Prepare, Prevent, Pursue and Protect. It supports city region wide and local activity in delivery of the Standing Together Police and Crime Plan.

Management of SOC Offenders - Operation Monitor

This is a strategic initiative by GMP designed to track and manage high-risk individuals involved in SOC throughout their custodial sentence and reintegration into the community.

Programme Challenger enhances the management of individuals convicted of serious and organised crime by applying a coordinated, multi-agency approach that spans the entire criminal justice process—from conviction through sentencing and reintegration into the community. This includes the use of legal tools such as Serious Crime Prevention Orders (SCPOs)

and other ancillary orders to restrict offenders' activities and support sentence planning. Close collaboration with Youth Justice providers ensures that individuals have access to tailored interventions aimed at reducing reoffending.

GMP's Operation Monitor plays a key role in tracking and managing high-risk individuals throughout their custodial sentence and post-release period, maintaining oversight and disrupting potential re-engagement with criminal networks.

Programme Challenger also promotes victimless prosecutions, particularly in cases involving exploitation, to ensure accountability even when victims are unable

to testify. Additionally, the programme leverages the powers of regulatory partners such as HMRC, Trading Standards, and the Environment Agency to disrupt criminal activity through civil and criminal legislation. Integrated safeguarding support, including partnerships with adult social services and voluntary sector organisations, further strengthens the reintegration process and helps protect vulnerable individuals from being drawn back into SOC.

Raising awareness and developing shared responses

In 2024, GMCA co-commissioned a review of Greater Manchester's partnership approach to modern slavery and human trafficking across the Safer and Stronger Communities and Public Service Reform teams (homelessness, migration and asylum). This was intended as a 'stock take' of our approach after ten years of activity.

Modern Slavery and Human Trafficking (MSHT) remains a primary SOC threat in Greater Manchester, and the review provided

valuable feedback and direction in relation to how a range of partners in Challenger work together across prevention, identification, safeguarding and enforcement. The review engaged with organisations operating across Greater Manchester, both in localities and across the city region or nationally, that were connected into existing partnerships and work in relation to MSHT, migration and asylum, homelessness, or all three.

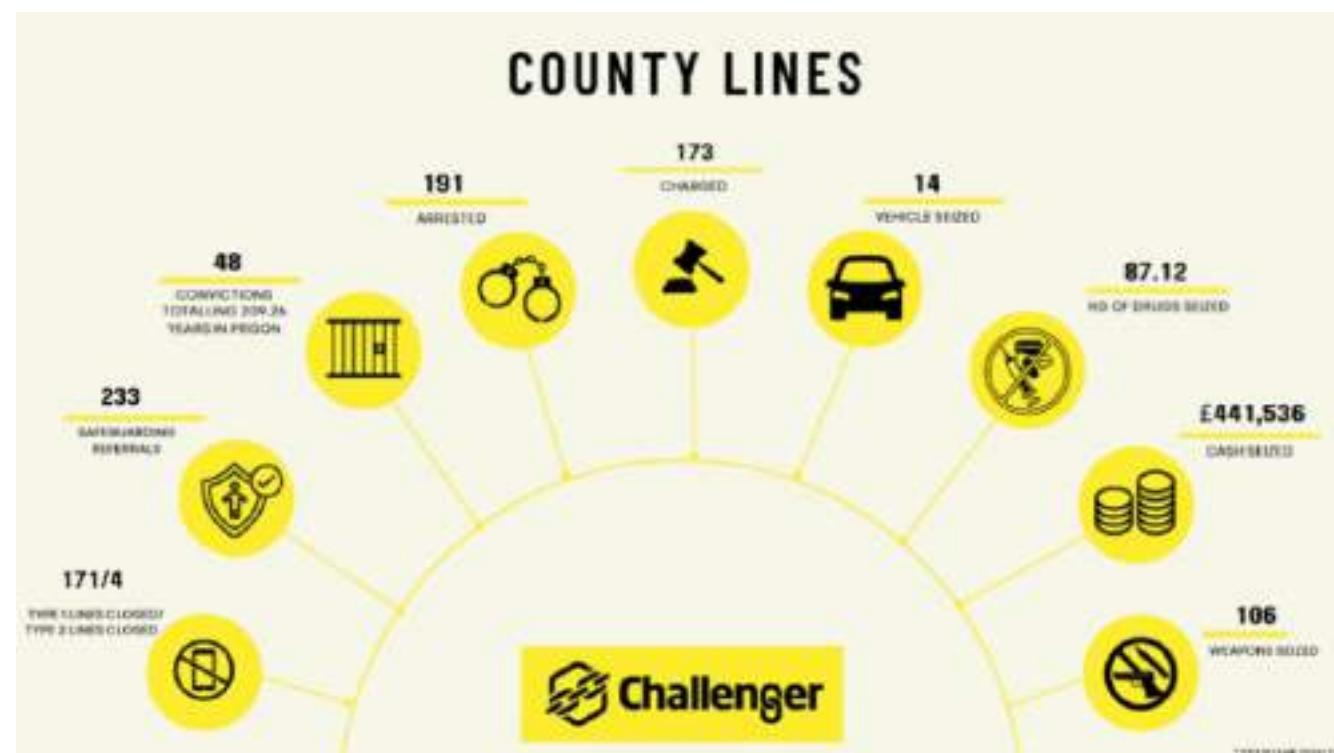
It was highlighted that Greater Manchester has made positive and meaningful efforts in its MSHT work, with a commitment to collaboration and learning from one another. Six recommendations were identified to drive future work:

- Develop a vision and clear objectives for MSHT partnership work across Greater Manchester.
- Establish formalised governance structures to lead MSHT work in Greater Manchester.
- Identify and engage named individuals in local authorities to support MSHT coordination.
- Ensure a consistent positive experience for victims and survivors of MSHT across Greater Manchester.

- Include people with lived experience in developing services and responses to tackle MSHT.
- Develop a stronger MSHT partnership with the private sector.

Work is ongoing to develop meaningful activity to deliver on these recommendations, including engaging with the key Mayoral and Greater Manchester Strategy programme areas of Live Well, Housing First and the economic trailblazer.

Disruptions recorded by county lines team, 2024/25



Spotlight: **Operation Surrender**

Operation Surrender was launched in response to the growing threat posed by converted top-venting blank firing guns, particularly four Turkish brands that can be easily modified into viable firearms. These weapons have been linked to multiple homicides nationally and are a significant issue in Greater Manchester.

A multi-agency partnership, including the NCA, NABIS, registered firearms dealers, gun clubs, and the CPS, facilitated an enhanced amnesty. This resulted in the recovery of 76 weapons, the highest in the region, and GMP became one of the first services to secure charges and convictions under new legislation effective from 1 March 2025, which reclassified certain blank firers as firearms without needing conversion.

Since April 2021, GMP recovered 315 viable firearms, with at least 119 being converted blank firers. During this period, 20 firearms discharges were directly linked to these weapons, three of which caused serious injuries, including one to a 16-year-old. Each of the 20 incidents had the potential to result in a fatality.



An aerial photograph of a residential area, likely in the UK, showing a dense cluster of terraced houses. The houses are built in a traditional style with dark roofs and light-colored walls. They are arranged in a grid pattern, with narrow streets and alleys between the buildings. The overall scene is a typical urban or suburban neighborhood.

Section 3: Investing in communities

The Police and Crime Plan recognises that working together with victims, communities and partnerships is a crucial priority. In 2024/25 the Deputy Mayor devolved almost £10m to Community Safety Partnerships (CSPs), to provide and enhance services and develop programmes and initiatives to tackle crime and disorder. Within this sum, the Deputy Mayor continues to ring-fence over £1.1m of funding for communities and voluntary sector organisations to enable them to stand together in tackling the crime and incidents that affect them.

The following section provides a number of case studies to outline how, in each local authority area, the CSPs are working together, using the funding that is provided by the Deputy Mayor, to invest in their communities, shaping and delivering initiatives and projects to improve community safety. CSPs are statutory partnerships located in each of the districts and made up of representatives from the local authority, GMP, GMFRS, Probation, health, Youth Justice, housing providers, and representatives from the VCFSE sector. Partners work together to reduce crime, tackle ASB, and make their borough a safer place to live, study, work, and visit. They undertake an assessment of crime and ASB across the borough which helps to inform their priorities. Each CSP’s overarching priorities are aligned with those of our Police and Crime Plan.



Bolton

Bolton Wanderers Against Hate -

Educational workshop on hate crimes followed by matchday experience for at-risk teenagers.

Bolton Wanderers in the Community uses the power of the football club to engage, inspire and deliver positive change across Bolton. They deliver a wide range of projects to improve conditions in Bolton, from mother-and-baby play groups to Premier League Kicks football sessions for young people, from men's mental health groups to companionship for isolated elderly residents. Bolton Wanderers is particularly effective at engaging hard-to-reach young people in the town due to their love of football and the status of the club.

The club was provided with some hate crime funding to deliver a hate crime workshop to young men. The workshop educated participants on the statutory definition of hate crime, with particular emphasis on the protected characteristics monitored within Greater Manchester. It outlined that any crime can be classified as a hate crime if motivated by prejudice, and that hate

is recognised as an aggravating factor in sentencing. The input was contextualised through reference to the summer 2024 riots, which were partly driven by misinformation circulated online. This was particularly relevant given the age group of the participants and their increased risk of engagement in criminal activity. A facilitated discussion on the impact of hate crimes, both on individuals and the wider Bolton community, encouraged reflection on the influence of harmful attitudes encountered both offline and online. This supported participants in recognising the damage caused by such attitudes and promoted the rejection of negative stereotyping.

The workshop also covered methods for reporting hate crime, aiming to empower individuals to challenge prejudice wherever it is encountered. Given the prevalence of negative perceptions of the police among the target audience, raising awareness of third-party reporting mechanisms was especially significant. This approach helped build confidence in reporting and contributed to broader efforts to improve the understanding of hate crime across Greater

Manchester communities.

Bolton complex safeguarding and youth justice service – Youth Diversion Support Worker

Bolton is committed to an approach to prevent and reduce serious violence which recognises the importance of early intervention across the life cycle but particularly amongst children and young people.

Established in 2021, the Youth Diversion Support worker, based within the Youth Justice and Complex Safeguarding Team, provides targeted bespoke support to young people identified as at risk, or involved in, youth violence.

The officer combines communicating the consequences of violence with support for developing positive routes away from it, providing bespoke support to develop the social skills to think before they act, understand other people's perspectives and how to communicate effectively.

Since the role was developed, the officer has directly supported more than 110 young

people and their families, building trusted relationships and providing tailored support to address risky behaviour and help the young people to build resilience and take steps to realise their potential.

The Youth Diversion Worker provides not only tailored mentoring support for young people and their wider family network but also engages young people through a series of group work programmes, attended by approximately 30 young people:

- Maverick Sounds Music Project
- Fishing Project
- I am Greater than Violence Project
- Programme for those not in education, employment or training (NEET) 16-18yr olds in conjunction with the local Boxing club
- Sting Like a Bee Boxing
- Gym project-Group activity.

Case study:

When 'R' was first referred to me he was on bail for some serious offences and was using cannabis daily. This was affecting his motivation, mental health and ability to focus. He said to me in the past he had been interested in boxing and the gym but had lost interest due to not being able to afford the sessions anymore.

'R' reluctantly agreed to attend the boxing sessions that we run alongside the local boxing club, although due to his cannabis use, he had little motivation to join in and sat and watched at first. Over the next few weeks 'R' would join in for small periods of the session, gradually gaining confidence and fitness.

Six weeks after first attending 'R' was completing the full sessions and really enjoying boxing and his newfound fitness. He started attending the weekly Gym project I had started and 3 extra boxing sessions. The impact on his mental health was massive and because he had started taking his boxing seriously, he quit cannabis.

He joined a Friday project I ran in conjunction with the club where he learned about nutrition, how to cook and prepare healthy meals and was mentored on exploitation and decision making. 'R' excelled on this programme and was rewarded with a 6-month gym membership. This has helped 'R' focus and do something positive in his evenings and he has not reoffended.

We then started looking for employment for 'R' which we found, and he has now been in a full-time job as a forklift truck driver for over 12 months.

He is enjoying this but due to his new love for physical activities he has applied to join the army and aspires to be a personal trainer once he is in the forces. His parents have been overwhelmed by his transformation!



Bury

Hello Buddy, a newly established Community Interest Organisation, successfully secured Standing Together funding to run a free holiday club activity in partnership with the Maccabi Sports Centre, Prestwich, to build strong interfaith connections between children from all communities.

The first session, held in February 2025, welcomed 20 children from different schools and faiths. Through interactive games and creative activities like making friendship bracelets, they built new connections while learning about diverse cultural traditions, celebrating difference whilst realising we have more in common than not. Many children were inspired to become 'Hello Buddy Ambassadors,' sharing their experiences with classmates and fostering friendships beyond the club. This has seen attendance double during summer 2025 sessions and 6 different local faiths represented.

This funding helped Hello Buddy establish a presence in Bury, and with ongoing support from Bury VCFA, they've strengthened their policies and operations. Their success has now led to National Lottery funding, enabling them to expand their programme across the borough and maintain sessions free of charge, removing financial barriers to access. The funding has also helped Hello Buddy connect with broader VCFSE organisations and groups including Rainbow Surprise, Faith Network 4 Manchester, Council of Christians and Jews; the Muslim and Jewish Forum of Greater Manchester; and Community Futures Trust.



Supporting Sisters is a Community Interest Company (CIC) in the Moorside Ward of Bury who were successful in securing Standing Together investment for their project – 'Together we Thrive.' The project focused around two key events, each of which had a focus in its own right but were designed to engage local communities on the work and support offer of the organisation. This is designed to be a safe and supportive environment run by women with the aim to support women and people in communities to become more independent, building their self-esteem and confidence, building a better life for themselves, and reaching their goals. One event was centred around International Women's Day and featured 94 local women predominantly from the Asian community, raising awareness of positive role models, of empowerment, of how to report (and the support offer in relation to) gender-based violence, including domestic abuse and hate crime awareness.

The second element was a Community Garden Mural. The mural on the community garden wall on Cateaton Street represents the diverse communities of the Moorside area. The wall promotes and celebrates the south Asian heritage and creates a legacy for 20-25 years. To commemorate the

completion, a garden party was held bringing the Moorside community together. The event saw 90-120 attendees and featured a henna artist, face painting, and a gardening workshop led by a local resident who taught children how to plant and care for the garden. Bury Council and Greater Manchester Police supported the event, providing positive engagement and opportunity to further develop dialogue with the community on capturing community sentiment on national tensions and updating on the wider work of the Partnership. Pride in place through the garden is being used as a common bond to further cohesion in the area.

Manchester

Remedi work with young people, enabling them to make good choices that achieve positive outcomes for themselves and others. Young people are empowered to reflect on different perspectives and equipped with the tools that they need to make better choices, dealing with situations of conflict restoratively rather than violently or aggressively. The key aim is to reduce the criminalisation of children and young people on the periphery of the Youth Justice system. This is achieved through a restorative approach, getting to the underlying concerns, and focusing on strengths, with work tailored around the young person.

X, a young person, was referred to Remedi following two incidents where he had gone missing. His mother was concerned for his emotional wellbeing, noting that he was struggling significantly with his parents' separation. She reported that he had previously threatened self-harm and had posted a troubling message on social media, where he expressed a desire to end his life. He attributed much of his distress to his mother, holding her responsible for the family breakdown.

In addition, X and his siblings had experienced domestic abuse in the home, which had a marked impact on his behaviour. He had begun using aggressive language, and there were instances where he exhibited physical aggression toward his parents. X's mother hoped that structured support would help him through this difficult period.

Upon engaging with X, Remedi developed a tailored support plan to address his immediate emotional needs and provide long-term guidance. Their focus was on building a foundation of trust and understanding, recognising that his behaviours were manifestations of deeper emotional struggles. The key areas Remedi worked on with X included:

Healthy relationships:

- Understanding parental separation
- Anger, anxiety management, and building resilience
- Self-esteem and confidence building
- Future aspirations

Over time, X showed significant improvement. His transition to a new school was a positive step, and he soon settled in well, making friends and beginning to enjoy school. He also developed a more empathetic perspective toward his parents' circumstances, realising that they, too, were navigating a challenging time. His improved behaviour and understanding demonstrated his growing maturity and resilience.

This is what the young person, and his mum, said:

"I have seen a massive difference in [him], and he has really come along – I can't thank you enough."

X, too, expressed his growth and appreciation for the support he received:

"I have improved on how I can cope with anxiety and anger. Things have improved at home. I have really enjoyed the sessions with you."

To celebrate X's progress and mark his final session, Remedi organised a trip

to the Manchester United Stadium and Museum funded by Turnaround. As a football enthusiast, X was thrilled by the experience. For X, this was his first visit to a football stadium, and he was filled with excitement throughout the tour.

Prison Advice and Care Trust (PACT)

PACT provides interventions to people on probation in Manchester who have been in the care system and/or suffer racial discrimination or unfair treatment resulting in trauma that is preventing them from moving on with their life. This aids the resettlement, reintegration, and ultimately, reduction in reoffending by people on probation by delivering trauma responsive behaviour change solutions.

F was referred to the service due to trauma he had experienced before and after his prison sentence. He had been involved in organised crime and as a result lost a family member during a shooting while being shot at himself. He spent just under four years in prison which also resulted in him missing his mother's funeral. PACT referred F to a bereavement counsellor for his current issues with dealing with grief. PACT also delivered 1:1 intervention around parenting, good relationships, and managing worry and anger.

F spent a long time leading a criminal lifestyle which created lots of financial benefits for himself and his family. After his release, he struggled with not being able to provide for his family financially and was eager to engage with employment services to help him to get a job. PACT provided support and assistance in many ways:

- F's Probation Practitioner referred him to a construction training programme.
- F was given an interview for a role at a football club overseeing some work that was being completed at the club. F explained that if he got the job, it would be a life-changing moment for him moving on with his life and providing for his family.
- PACT helped F to access a welfare grant to obtain clothing for his interview. F felt the interview went well, he was able to disclose his offences in a safe environment, and he got the job.
- F was also able to get a grant for work clothes and boots. Since starting work, F continued to engage with the interventions and is going to start engaging with bereavement services.

Oldham

District youth work case study - 1-1 intervention work

Targeted youth work sessions happen within different settings informed by the young people/schools/parents. Each Intervention session with the young person is bespoke to their individual needs; however, the sessions do rely on voluntary participation as this encourages the young person to positively engage in the sessions. The bespoke 1-1 intervention work sessions have a variety of themes including mental health, substance misuse, dreams and aspirations, hate crime, knife crime awareness, relationships, and consent.

The staff work with the young people each week, and sessions run for 1 hour each time. This establishes a routine of engagement, and the young person is included in the planning of the sessions so that they know what they will be doing each week.

At the start of the intervention work, the young people score themselves on a youth outcome wheel, this is then repeated at the end of the interventions to see where improvements have been made.

The intervention programme is usually around 6-8 weeks, with a view to then integrate the young person into the Youth Service universal offer.

Outcomes:

- Skills around positive communication and active listening.
- Understanding of crime and consequences and how to be an active bystander.
- An increase in their own confidence.
- Development of new skills which help make more positive life choices.
- Feeling empowered to act on their build aspirations and dreams.
- Achieved AQA accredited outcomes for their participation and commitment in the programme.
- Positive reflective skills and understood how their previous behaviour has affected them and other people.

Feedback:

Male aged 14

"I realised that I sometimes need chance to think about how I respond to situations and the youth workers have helped me do this".

Male aged 14

"I realised the people I was hanging around with inside and outside of school have peer pressured me into making bad decisions and now I have the confidence to be myself".

Female aged 15

"I was struggling with going into lessons but now I do these sessions I make sure I try in my sessions to see the youth workers".

Oldham youth team - Climb and Build Project

This project was aimed at teenage boys who were previously identified as needing support and guidance with their personal development. The Climb and Build project was delivered over 8 weeks, enabling the young people to work with positive role models, in partnership with the Castleshaw Outdoor Education Centre, ending with a residential at Castleshaw.

The aim of the programme was to engage young people, identified through youth service work and partner organisations, who were at risk of involvement in youth violence or criminal activity within the community, but who did not meet the threshold for complex safeguarding, or intervention by the Youth Justice Service. The project enabled them to take part in self-reflection and skills building, helping them realise their true potential.

Outcomes obtained:

- Each young person achieved 18 AQAs for the project, as a recognised accreditation. This will be of benefit in future education or employment settings.

- Improved young people's determination and resilience; this was proven with the 'never give up attitude'.
- Improved communication skills.
- All young people said they felt more confident to deal with everyday things.
- Learning to reflect on some of their past experiences and speak openly and honestly about the risks they have been exposed to and how they will reduce these in the future and keep themselves safe.
- Improved creativity skills - looking at different ways to approach problems.
- Young people developed transferrable skills, many even finding a new hobby or passion.
- Positively engaged with the community by listening to instructions and guidance given by external staff.

All the young people involved in the project have continued to access the Youth Service, which has enabled sustained engagement with the team.



Rochdale

Domestic abuse: Talk Listen Change

Rochdale is committed to adopting a public health approach to improve the health and safety of all individuals to identify and understand the root cause of serious violence used in our communities, including gender-based violence.

Rochdale Council have commissioned the Organisation Talk, Listen, Change to deliver a new service in Rochdale in 2025, called Encouraging Healthy Relationships. The programme is designed for children and young people (CYP).

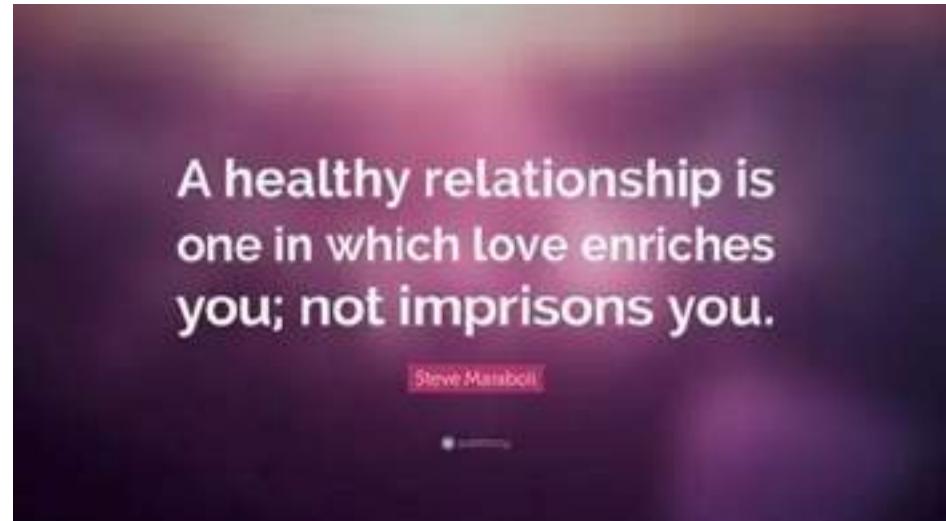
Encouraging Healthy Relationships Programme, delivered by Talk, Listen, Change comprises of 12 sessions for young people aged 13-19 years old who are displaying harmful behaviours towards their partners, ex-partners, peers or siblings. It works with young people on a 1-1 basis and is designed to explore what a healthy, happy and safe relationship is.

ASB: Foundation 92

Over the past year, Foundation 92 have continued their work around the borough, engaging with youths in school mentoring sessions as well as targeting ASB hotspots with their mobile youth centre outreach bus.

Using the financial resource from the Deputy Mayor, the Community Safety and Resilience Service have been able to commission Foundation 92 – a local Not For Profit Organisation - to provide dedicated outreach to support young people.

This resource is extremely valuable to the Community Safety Team as it allows for referrals for extra work to be conducted to be made around problematic youths (especially following any significant incidents) This vital work ultimately leads to a reduction in ASB across the borough.



Salford

Salford city radio

The project with Salford City Radio is going well and includes shows produced with local organisations and health professionals discussing services and healthy living campaigns. For example, national No Smoking Day, heart health and breast screening.

Further shows in production have involved personal accounts of what people do to manage their health conditions to have a healthier lifestyle, and what they think a healthy lifestyle is.

The project has benefitted the community, both in terms of the people involved in the production by learning new skills, and the information shared with participants and radio listeners about the various campaigns and ways to stay healthy.

Salford community upskilling

The Christmas 2024 celebration brought together people from all walks of life. Getting together raised everyone's spirits and was a good way of reducing social isolation and loneliness.

Everyone enjoyed the food, music, dance and the company. It was an opportunity to celebrate and enjoy life, supporting our community and helping foster community cohesion.

Friends of Green Grosvenor Park summer event

The Friends of Green Grosvenor Park held a community event during the school summer holidays. Providing a free/low-cost day out for all local families that was open to everyone.

The aim was to increase the feeling of 'community', using the park as a focal point in the area, with families from all backgrounds mixing and their children having fun on the park.

There was a marquee with a stage for local dance group performances, and a DJ for children to dance to after the performances.

There were fair rides from the local fair provider, which is just across the road from Green Grosvenor Park. There was also a petting farm for the children.



It was a really successful day with around 400 people attending, including lots of families.

The Wednesday Boothstown Kurling Club

The local senior Kurling group has grown significantly since receiving a grant for the Community Safety Partnership to replace their Kurling equipment. Originally, they had 20 regular members meeting weekly. The group's popularity has now expanded to a second group meeting on Fridays to accommodate new members.

Many of the participants live alone or are widowed, and three members are now in their 90s. For many, this weekly gathering is their only opportunity to leave their homes, engage in light physical activity, and socialise. As all members are retired, curling represents their main weekly activity.

As well as new equipment, the grant funding also enabled them to treat members to a Christmas meal. For many who live alone, this was a rare chance to enjoy a festive meal with friends, fostering a sense of community and belonging.

Participation in Kurling helps keep our members physically active and socially connected, combating isolation and

loneliness. Attendees report improved mood and look forward to the sessions, where they have formed meaningful friendships. When members miss a session, the group reaches out to check on their wellbeing, providing support as needed.

Thanks to the grant, they have been able to sustain and grow this valuable community activity, which has a profound positive impact on the health and wellbeing of members.



Stockport

Warm spaces

We identified a room to provide a warm space for children living in the Reddish area – this provision has grown week by week. At our last session on Monday 3 February, we had 21 young people attend (all teenagers aged 13+). Going into Reddish Vale School on a Monday to highlight this offer, as well as delivering detached work in the area, has enabled us to develop positive relationships with young people and encourage them to attend these sessions. For the last few weeks our focus has been on raising awareness of Hate Crime and encouraging young people to use the App to report any incidents that they experience. The young people have really enjoyed participating and sharing their thoughts.

We have also used parts of this funding to deliver a warm spaces project in Brinnington, held at the Lighthouse building on a Thursday evening (4.30 – 7.30 pm) – this project is targeting young people from St. Bernadettes and Westmorland Primary Schools who school staff have identified as likely to struggle with the transition from

primary to secondary school. R-Time youth workers have spent time in schools getting to know the young people (10 in total) and continue to work with this group until the end of March, focusing on hopes and fears, making new friends, taking ownership of behaviour and managing change. Once the warmer and lighter nights return, we continue to do outreach in this area, as well as maintaining our links in primary school and then linking back up with the young people once they start secondary school in September. This is a pilot project for us, made possible by the funding secured from the OSSP.

Funding from this project has also enabled us to provide a warm space and food for children and young people living in Lancashire Hill. We provide one session a week on a Thursday evening – offering activities, hot food (hot dogs), juice and tea/coffee for parents and biscuits. This provision is well attended by the local community and is an effective partnership – Stockport Homes offer use of the building for free, R-Time provide staff to cover the session and funding from OSSP has enabled

us to feed the local youth. We secured additional funding from Offerton Councillors for activities in this area.

- Lancashire Hill warm space – approximately 30 young people per week
- Brinnington transition project - 10 young people per week
- Reddish warm space - 21+ young people per week

PIE – L!STEN Network

We have a core steering group made up of 19 young people from across Stockport. They represent a mix of ages (12-19), geographical locations, schools/ colleges/ NEET young people, a diversity of cultures and religions, a broad range of gender identities and a variety of SEND needs.

Our dream for the future of Stockport is to be able to make Stockport a safe place for young people where they can thrive, be happy and be successful. We want Stockport to be a place where young people can be themselves and where they feel heard and valued. Our steering group has

grown massively since the end of year one. The group has grown as a result of both last year’s youth summit and a recruitment drive last summer, expanding from 5 members to almost 20.

The L!STEN network undertake surveys with the young people. One of the surveys focused on Hate Crime with 484 responses.

As a result of the feedback the Young People have produced a list of actions

- Make young people aware of how to ‘officially’ report a hate crime
- Designate safe spaces where young people can go if they feel unsafe in public
- Target key areas in Stockport where hate crimes take place most, with the aim to reduce it.

Tameside

Tameside Community Safety Partnership

hold an annual Community Grant based on the participatory budgeting model where the audience decide which projects receive funding. The "Resilient Communities Tameside Fund in 2024-25" had four events across Tameside where Community Groups came together for the evening and presented their project. Below are two projects that were awarded funding.

Self defence boxing sessions – Samson's community gym

A referral-based programme designed to offer diversionary activities for young people who are engaging in anti-social behaviour or on the verge of low-level criminality was delivered at Samson's Community Boxing Gym, based in Ashton-under-Lyne. The project delivered in 2024 in two towns in Tameside, was highly successful and highlighted the need that this be continued.

The project aims to prevent and deter young people from risky behaviour and crime and break down barriers. Sessions provide an individual training plan which will set out

goals and aspirations as well as highlighting any issues.

The project develops discipline, emotional resilience, and other life skills. It aids reducing crime and tackling anti-social behaviour by empowering individuals through structured boxing and engagement in weekly 1-1 training sessions.

Community Safety and other agencies referred young people identified as causing anti-social behaviour or currently working with the Youth Justice Service. Four individuals have continued to train weekly and engaged with parents to relieve tensions. Due to its success, the project has now been commissioned by the Community Safety Partnership and funded by the Serious Violence grant, will be rolled out Tameside wide on a larger scale.

Feedback from youth justice worker:

"Samson and Chelsea were fantastic with the young people who we referred through YJS and we are very grateful for their hard work at YJS."

Our young people had an engaging and intensive 1:1 training experience with Samson. Samson responded to their varying needs effectively and responded to their complex behavioural needs.

One of our young people is planning on carrying on with the gym beyond the free 5-week period and we know of other young people who expressed interest, however we are aware that there are financial barriers in achieving this for many of our young people which may prevent them from continuing with the gym."

Fairfield Outdoor Adventure Centre CIC – "Schools out bushcraft" project

The project provided a safe and structured environment for 120 young people from the Droylsden community to explore and engage in a wide range of recreational and educational activities throughout the school holidays. The programme fostered self-confidence and personal growth by

encouraging participants to undertake new challenges and develop practical skills through both outdoor and Science, Technology, Engineering and Mathematics (STEM) based experiences.

Each day began with a campfire session, where children learned essential outdoor skills that varied daily such as chopping wood with a hand axe, how to make a fire, shelter building using natural materials and tarpaulins, outdoor cooking, soft archery, indoor climbing, mini raft construction, bottle rocket launching, parachute-making, and a range of team-building games. The day ended with campfire songs, which were especially popular, fostering a strong sense of group participation and fun. Healthy refreshments, including drinks and fruit snacks, were provided throughout the programme.

Each participant received a Certificate of Achievement, acknowledging the activities they completed and the skills they acquired. A formal presentation ceremony marked the conclusion of the programme, celebrating their accomplishments.

Recognising that not all families have access to outdoor space, this initiative offered young people the opportunity to develop independence and confidence within a secure and supportive setting.



Trafford

Grip Adventure – Safe Space Project

Grip Adventure, a Trafford-based community organisation, received VCSE grant funding to deliver its Safe Space Project. Since its launch in January 2025, the project has provided a safe, structured environment for local young people. On average 12 young people attend each week, engaging in positive activities and building supportive relationships. The initiative is already showing positive outcomes, reducing risks linked to anti-social behaviour and giving young people a trusted space and role



models. Photo evidence demonstrates active participation, and the safe, inclusive setting created.

Impact: The project is helping to divert young people from potential risks, while promoting resilience, wellbeing, and community cohesion.

Street Angels – Altrincham town centre

Altrincham BID, in partnership with ROC Angels, launched the Street Angels initiative to enhance safety and reassurance in Altrincham town centre. Community-focused volunteers patrol during busy weekend evenings, providing a visible, approachable presence. They offer practical help, emotional support, or simply a friendly chat, improving feelings of safety for residents and visitors. Six volunteers have been recruited, with ambitions to expand to 12 volunteers. Each volunteer has received training in conflict awareness, first aid, and safeguarding.

Street Angels provide reassurance and early intervention in the night-time economy, supporting both public safety and

Altrincham's evening economy.

Together, projects like Grip Adventure and Street Angels show how VCSE grants are enabling grassroots organisations to deliver practical, visible improvements in community safety and wellbeing across Trafford.



Wigan

BLOCKS Leigh

In response to increased reports of anti-social and violent behaviour in the West Leigh area, the Complex Safeguarding Team reached out to Salford Foundation to look at delivering their primary school mentoring programme BLOCKS in some primary schools in the area. The ultimate aim is to intervene early and prevent the younger generation from engaging in these behaviours in the future.

For three months from January 2024 – March 2024, the BLOCKS programme supported 20 young people across three primary schools in the local area. This was weekly 1-1 mentoring sessions delivered both in school during term time and out of school during half term. Specifically, support was given around four key areas – 'My identity', 'My relationships', 'My environment', and 'my future'.

In addition, Wigan further commissioned Salford Foundation to provide the STEER Project which supports young people to divert them from criminal behaviour through approaches to diversion, personal growth, and education.

The work continues and the partnership regularly receive positive outcome reports. From a recent update, 86% of young people reported an increase in understanding their emotions and how they affect them, 71% reported an increase in having positive ways of managing how they feel, 57% reported an increase in liking school, feeling they are doing well, are more confident to make new friends and think more positively about themselves, and 50% reported they are more well behaved in their local community.

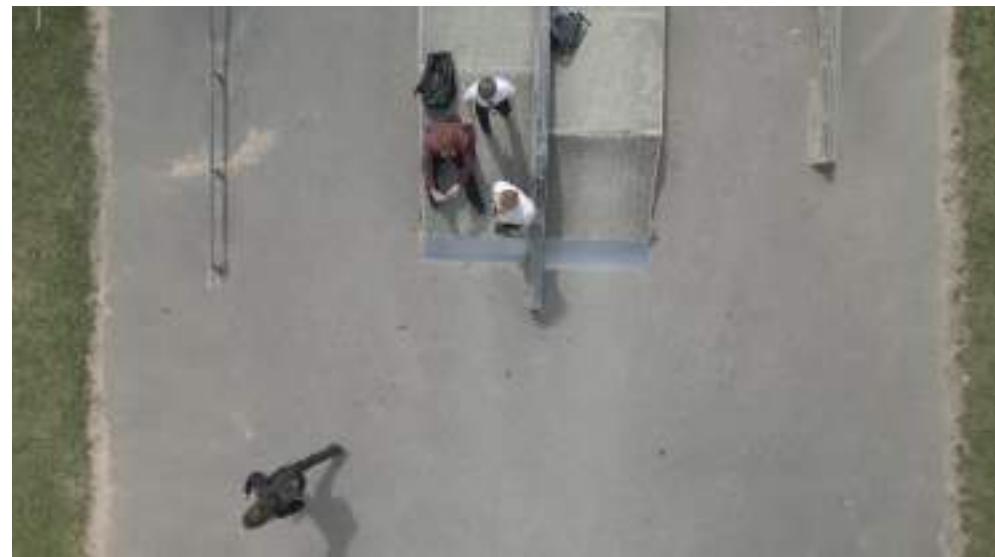
Oddarts grey area workshops

Many young people are navigating relationships where technology is used to control, monitor, or isolate them. From constant messaging and location tracking to pressure around sharing passwords or intimate content, digital tools can become instruments of coercion. It's vital we help teens recognise unhealthy behaviours and build awareness around digital boundaries, consent, and respect in relationships.

To support this, Wigan Community Safety Partnership commissioned Oddarts to deliver further workshops in high schools

following the success of their interactive performance, Grey Area, which explores consent and healthy relationships. Feedback from over 1,200 young participants was eye-opening, with disclosures made and students expressing how the session helped them reflect on their own experiences. One student shared, 'I have done things I didn't like, because I didn't dare say no,' while another said, 'I know loads of guys that act like him (the perpetrator).'

In response to the powerful impact of these sessions, Oddarts will also produce an interactive teaching video to ensure this vital resource can be used sustainably across schools. The partnership will continue to work with Oddarts, after the success of Grey Area (for college/University age), they have co-developed a high school version of the play and workshop with young people in Wigan, called 'A Question of Consent'.



Section 4: Budget: grant and expenditure



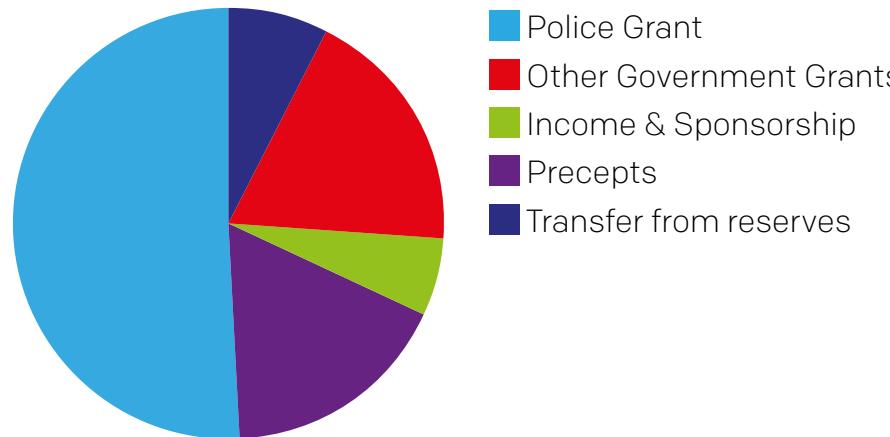
In 2024/25, GMP and the Deputy Mayor received a core grant of £608.6m from the Home Office, an increase on 2023/24 of £42.4m. The annual precept for a Band D property in 2024/25 was set at £256.30, an increase of £13 over 2023/24 levels, which raised £206.8m in locally raised precept income. This provided a total resource for 2024/25 of £814.4m.

The budget was supported by £20m infrastructure funding for new police officers, which was included in the 2020/21 settlement. In each year, £5m has been drawn from the reserve to support the costs of delivery. 2024/25 will be the final year this funding is available to support infrastructure costs associated with the new officers.

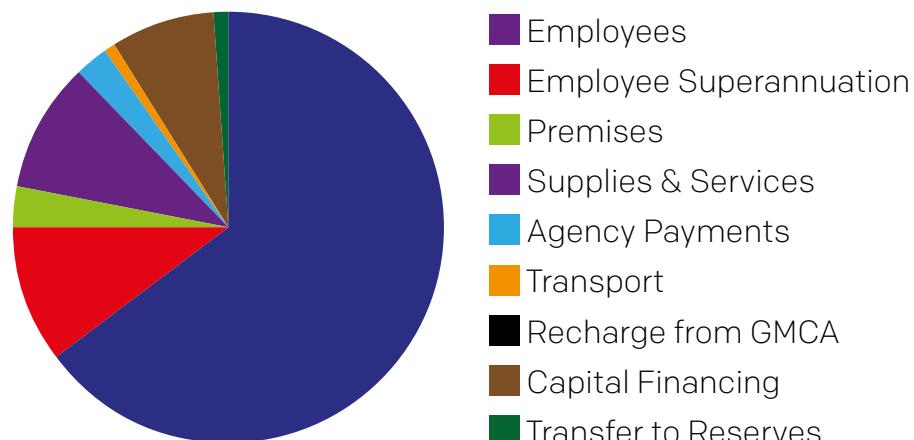
The precept increase supported improvements in:

- 999 and 101 answering times, with further improvements in response times for emergency and non-emergency incidents.
- Investment in an additional 30 front line policing roles in 2024/25.
- Increased policing of the transport network through Operation Vulcan Network with increased policing presence in and around Piccadilly and Victoria stations.
- Crime recording.
- Reductions in neighbourhood crime through the retention of investment into neighbourhood policing and crime prevention teams.
- Investment in provision of swifter and better services for victims and witnesses.

Income 2024/2025



Expenditure 2024/2025



Police Fund Resources 2024/25	Police Fund Expenditure 2024/25
Police Grant (£608.6 million)	Capital Financing (£92.1 million)
Other Government Grants (£224.6 million)	Employees (£778.5 million)
Income & Sponsorship (£70 million)	Employee Superannuation (£124.8 million)
Precept (£206.7 million)	Recharge from GMCA (£1.6 million)
Transfer from Reserves (£92.2million)	Supplies & Services (£116.8 million)
	Transfer to Reserves (£11.6 million)
	Transport (£11.4 million)
	Agency Payments (£29.3 million)
	Premises (£36.3 million)
Total Income (£1,202.2 million)	Total Expenditure (£1,202.2 million)

Section 5: Forward look



2025/26 will continue to be both an exciting and challenging time for delivery of our Standing Together Plan.

Financial and efficiency challenges

Budget pressures will continue to challenge Greater Manchester Police. The pressures from policing protests and operating in a large and demanding city region will continue to put an additional budget pressure on policing, and we will continue to lobby Government for additional resources. GMP have a significant internal operation to maximise staff efficiencies to meet budget pressures.

We received a reduction in some funding streams including a 4.2% reduction in Victims Funding and increased pressures on budgets through National Insurance changes. We will continue to protect frontline and vital commissioned services.

Negotiating a new programme with the Ministry of Justice to divert people away from the criminal justice system

The criminal justice system has long been the default mechanism for dealing with individuals who engage in criminal activities. However, evidence shows that punitive measures alone are not effective in reducing reoffending and can perpetuate cycles of criminal behaviour.

In 2025 we hope to secure an expansion of our devolution deal with the Ministry of Justice to deliver an exciting new programme to reduce pressure on the criminal justice system, with a particular focus on developing a whole system approach to diversion including addressing the 'revolving door' cohort of offenders through a 'Protect; Enforce; Change' model. The proposal has received extremely positive feedback from Government and it is hoped that we will be able to take this forward in 2025/2026.

A new Youth Justice transformation framework

Our new Police and Crime Plan prioritises keeping children and young people safe and delivering our Greater Manchester Youth Justice Transformation programme of work as part of this.

In September 2025 we approved a new Greater Manchester Youth Justice Framework which will guide our work for the next 3 years. Further work in 2025/26 will look at the establishment of a Greater Manchester Youth Justice Coordination Hub

which will oversee and support delivery of the priorities within the new Framework.

Operation Vulcan expansion and multi-agency problem solving at its best

In 2025/26 we will see further expansion of the international award-winning Operation Vulcan designed to target and respond to complex local problems.

Vulcan was deployed to Derker in Oldham at the beginning of March 2025 and has had a huge impact on addressing Anti-Social Behaviour; Drug Crime; Cuckooing; Vehicle Nuisance and Crime; Child Criminal Exploitation; and Violent Crime. Towards the end of 2025 Operation Vulcan will move on to a new site in Greater Manchester.

Delivering safer streets

With its strong neighbourhood policing offer and history of multi-agency problem solving Greater Manchester is in a strong position to tackle neighbourhood crime, ASB and retail crime.

In April 2025 Greater Manchester delivered a comprehensive plan to Government on how it would 'Keep Town Centres Safer This Summer' and this has delivered impressive results. This activity will build further throughout 2025/26 and into the darker nights.

Transport safety

Our focus on making Greater Manchester one of the safest transport systems in the world will continue to grow in 2025/26, including the launch of the new Live Chat system for people to report issues on public transport. We will also see GMP and TfGM coming further together to develop a common command structure for the transport network as GM's '11th District' and, following consultation, will take forward plans for GMP to receive primary use of the clean air zone ANPR technology to tackle crime and ASB.

Tackling hate crime and building cohesive communities

In 2025 we will see further delivery of our GM Hate Crime Plan including the launch of a new Hate Crime Standard in early 2026 to ensure consistent and thorough handling of incidents.

Building cohesive and resilient communities has always been in our DNA but we will increase this activity in 2025/2026 across the city region with a focus on bringing communities together and building trust and confidence.

Continuing to tackle violence

For the first time we have been successful in gaining additional funding from retained business rates to expand our delivery of our 10-year Gender Based Violence Strategy. In 2025/2026 we will see:

- GM employers sign up to our new Gender-Based Violence Employers scheme.
- Implementation of more Domestic Abuse Protection Orders as these continue to be rolled out.
- A new scheme with housing providers to increase the use of occupation orders so that victims and their families can remain in their homes.
- A new phase of the #IsthisOK campaign focussed on coercive and controlling behaviour.

The Violence Reduction Unit will continue to prioritise the involvement of communities in setting local priorities and finding place-based solutions to preventing and tackling violence. This includes maintaining and building upon our groundbreaking VRU community-led programme and ensuring it features as an integral part of the emerging

Greater Manchester LiveWell programme. Priorities will also include working with schools and colleges to ensure pupils are safe and receive education and awareness about the root causes of violence, including gender-based violence, as well as continuing to deliver the pioneering Stop the Bleed campaign. Where there are acute issues with violence and in particular knife crime, the VRU will work closely with GMP and the wider criminal justice system to ensure our response is swift, effective and that evidence-based disposals and interventions are delivered to the right people.

Responding to legislation and guidance

In 2025/26 we will need to consider how we respond to new legislation and Government guidance including compliance with the Victims and Prisoners Act 2024 which includes the scrutiny of a new Victims Code and a new 'duty to collaborate' for commissioners of victims and domestic abuse services.

The Government's Crime and Policing Bill is also making its way through parliament which will have an impact on our tools to tackle crime and ASB.