

PURPOSE

This document is for the information of the Police and Crime Commissioner in order to inform him of the current position regarding complaints from members of the public and the work undertaken by the Professional Standards Branch in seeking to make the complaints system as responsive to the public as possible. In addition, the report highlights initiatives undertaken by the PSB to raise the standards of professional behaviour across the force and provides examples of how GMP seeks to strengthen integrity.

PROFESSIONAL STANDARDS BRANCH (Investigations) (PSBI)

The PSBI is responsible for the recording, investigation and resolution of complaints and internally identified misconduct matters relating to police officers, police staff and special officers.

It is also responsible for investigating those incidents which may involve serious harm or death relating to police contact with the public and those incidents of such a critical nature where the actions or involvement of the police may be called into question. Some of these incidents may require referral to the Independent Police Complaints Commission.

The Branch has the strategic objective of increasing the legitimacy of GMP in the eyes of the communities that we serve. We work to enhance professional standards of behaviour and increase public confidence. PSB work with a variety of partners including the IPCC, CPS, HM Coroners, Police Federation, Unison, Superintendents Association and Divisional/Branch Leadership Teams.

The wider force Professional Standards Branch incorporates the PSBI (overt Investigations); Counter Corruption Unit, Legal Services and Vetting.

The IPCC have now updated their performance schema therefore enabling comparisons with GMPs most similar force group, which is included within this report for the 6 month period 01 April to 30 September 2014.

CURRENT DEMAND AND RELATED PERFORMANCE

Force SUMMARY 01 11 12 to 31 10 14				
SUMMARY OF COMPLAINTS				
	2013-14	2012-13	Diff	% Diff
Total Number of Public Complaints	1845	1439	406	28.2%
Number referred to IPCC	79	43		
% Referred to IPCC	4.3%	3.0%		
SUMMARY OF ALLEGATIONS				
	2013-14	2012-13	Diff	% Diff
Serious Non-Sexual Assault	41	31	10	32.3%
Sexual Assault	5	2	3	150.0%
Other Assault	351	292	59	20.2%
Oppressive Conduct or Harassment	94	67	27	40.3%
Unlawful/Unnecessary Arrest or Detention	151	99	52	52.5%
Discriminatory Behaviour	69	68	1	1.5%
Irregularity in relation to Evidence / Perjury	13	24	-11	-45.8%
Corruption or Malpractice	65	48	17	35.4%
Mishandling of Property	146	145	1	0.7%
Breach Code A PACE: Stop & Search	5	3	2	66.7%
Breach Code B PACE: Premises Search & Property Seizure	92	89	3	3.4%
Breach Code C PACE: Detention, Treatment & Questioning	116	76	40	52.6%
Breach Code D PACE: ID Procedures			0	0.0%
Breach Code E PACE: Tape Recording	0	1	-1	-100.0%
Lack of Fairness and Impartiality	311	236	75	31.8%
Breaches which cannot be allocated to a specific code	15	25	-10	-40.0%
Other Neglect or Failure in Duty	847	564	283	50.2%
Other Irregularity in Procedure	38	23	15	65.2%
Incivility, Impoliteness and Intolerance	704	573	131	22.9%
Traffic Irregularity	22	31	-9	-29.0%
Other (including Criminal Conduct)	29	36	-7	-19.4%
Improper Access and/or Disclosure of Information	79	73	6	8.2%
Other Sexual Contact	6	4	2	50.0%
Direction and Control	14	5	9	180.0%
Service Recovery	2	0	2	100.0%
TOTAL	3215	2515	700	27.8%

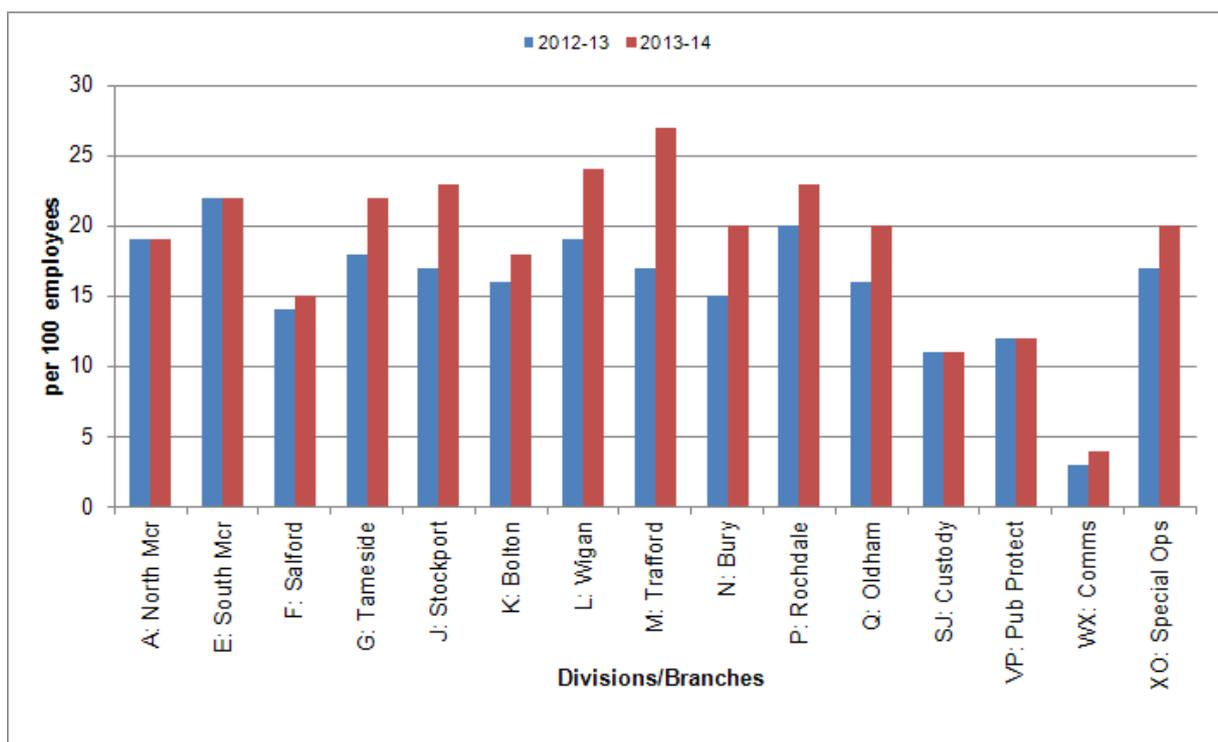
Referrals to IPCC	2013-14	2012-13
A: Death or Serious Injury	18	6
B1: Serious Assault	29	16
B2: Serious Corruption		1
B3: Arrestable Offences		1
B4: Sexual Offences	1	1
B5: Criminal Offences or Behaviour aggravated by Discrimination	14	3
C: Voluntary	17	15
Total	79	43

Mode of Investigation	2013-14	2012-13
Independent	1	4
Supervised	8	2
Local	66	37
Referred Back to Force	1	
Awaiting Decision	3	
Total	79	43

Complaints

Division/Branch	2013-14	2012-13	Diff	% Diff
A: North Manchester	148	148	0	0%
E: South Manchester	165	169	-4	-2%
F: Salford	87	79	8	10%
G: Tameside	95	78	17	22%
J: Stockport	105	79	26	33%
K: Bolton	93	82	11	13%
L: Wigan	117	90	27	30%
M: Trafford	100	64	36	56%
N: Bury	76	57	19	33%
P: Rochdale	95	81	14	17%
Q: Oldham	92	73	19	26%
SJ: Centralised Custody	47	46	1	2%
VP: Public Protection	66	66	0	0%
WX: Communications	28	24	4	17%
XO: Specialist Operations	188	159	29	18%
Other	175	167	8	5%
Unidentified	449	234	215	92%
TOTAL	2126	1696	430	25%

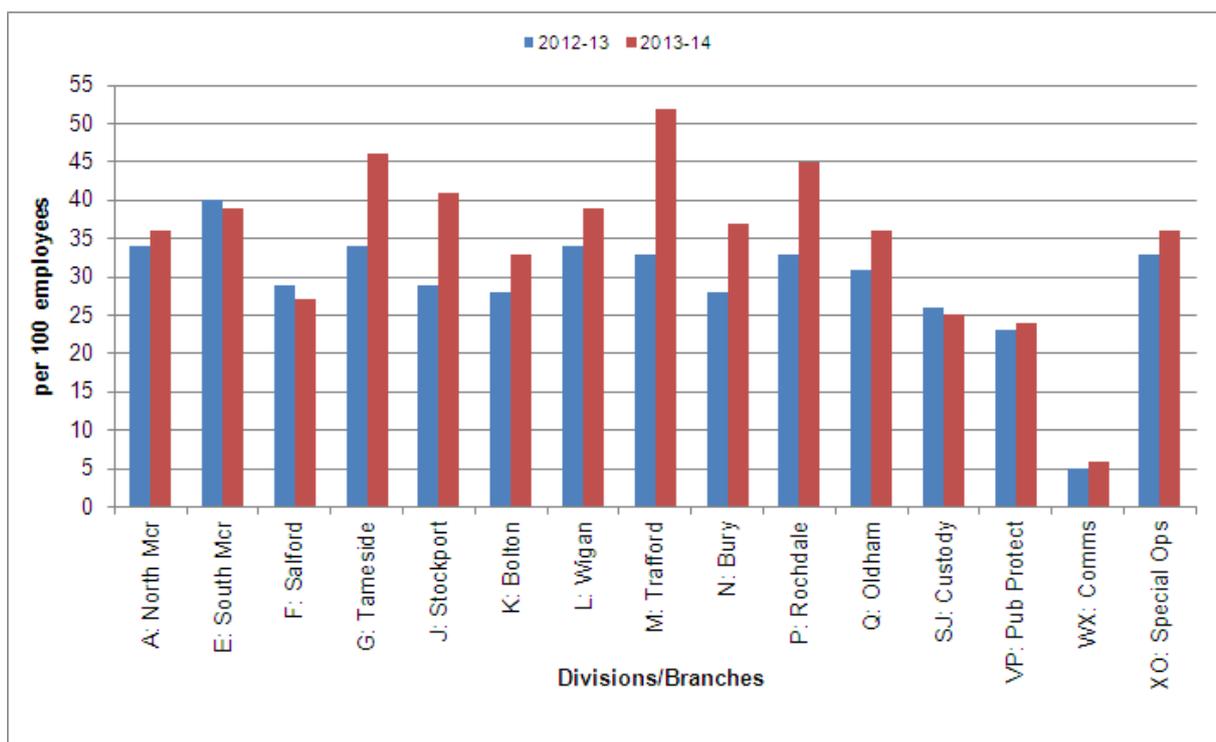
Complaints per 100 employees (01 November 2012 to 31 October 2014)



Allegations

Division/Branch	2013-14	2012-13	Diff	% Diff
A: North Manchester	282	273	9	3%
E: South Manchester	297	302	-5	-2%
F: Salford	156	165	-9	-5%
G: Tameside	202	149	53	36%
J: Stockport	189	134	55	41%
K: Bolton	174	144	30	21%
L: Wigan	187	163	24	15%
M: Trafford	190	122	68	56%
N: Bury	140	104	36	35%
P: Rochdale	185	135	50	37%
Q: Oldham	165	141	24	17%
SJ: Centralised Custody	105	109	-4	-4%
VP: Public Protection	131	125	6	5%
WX: Communications	43	34	9	26%
XO: Specialist Operations	334	302	32	11%
Other	130	112	18	16%
Unidentified	725	380	345	91%
TOTAL	3635	2894	741	26%

Allegations per 100 employees (01 November 2012 to 31 October 2014)



Characteristics of Complainants

Ethnicity	2013-14	2012-13	Total	% of Total
White	1621	1294	2915	66.7%
Black	95	85	180	4.1%
Asian	221	183	404	9.2%
Mixed	27	25	52	1.2%
Other	15	18	33	0.8%
Unidentified	370	382	752	17.2%
Declined	9	25	34	0.8%
Called Away	0	1	1	0.0%
Business Victim	0	2	2	0.0%
TOTAL	2358	2015	4373	100.0%

Ethnicity	2013-14	2012-13	Diff	% Diff
White	1621	1294	327	25.3%
Black	95	85	10	11.8%
Asian	221	183	38	20.8%
Mixed	27	25	2	8.0%
Other	15	18	-3	-16.7%
Unidentified	370	382	-12	-3.1%
Declined	9	25	-16	-64.0%
Called Away	0	1	-1	-100.0%
Business Victim	0	2	-2	-100.0%
TOTAL	2358	2015	343	17.0%

Age	2013-14	2012-13	Total	% of Total
0-17	100	65	165	3.8%
18-59	1663	1373	3036	69.4%
60+	160	121	281	6.4%
Not Known	435	456	891	20.4%
TOTAL	2358	2015	4373	100.0%

Age	2013-14	2012-13	Diff	% Diff
0-17	100	65	35	53.8%
18-59	1663	1373	290	21.1%
60+	160	121	39	32.2%
Not Known	435	456	-21	-4.6%
TOTAL	2358	2015	343	17.0%

Gender	2013-14	2012-13	Total	% of Total
Male	1435	1313	2748	62.8%
Female	921	695	1616	37.0%
Not Known	2	7	9	0.2%
TOTAL	2358	2015	4373	100.0%

Gender	2013-14	2012-13	Diff	% Diff
Male	1435	1313	122	9.3%
Female	921	695	226	32.5%
Not Known	2	7	-5	-71.4%
TOTAL	2358	2015	343	17.0%

Characteristics of Employees

Ethnicity	2013-14	2012-13	Total	% of Total
White	2316	2158	4474	82.4%
Black	15	16	31	0.6%
Asian	76	80	156	2.9%
Mixed	31	29	60	1.1%
Other	14	11	25	0.5%
Unidentified	451	234	685	12.6%
TOTAL	2903	2528	5431	100.0%

Ethnicity	2013-14	2012-13	Diff	% Diff
White	2316	2158	158	7.3%
Black	15	16	-1	-6.3%
Asian	76	80	-4	-5.0%
Mixed	31	29	2	6.9%
Other	14	11	3	27.3%
Unidentified	451	234	217	92.7%
TOTAL	2903	2528	375	14.8%

Context

Notwithstanding the increase of recorded complaints confidence levels for the Force have remained between 94% and 95% for the reporting period. (Source – External Relations & Performance Branch)

GMP uses a system called WebFocus for recording of complaints as opposed to a system called Centurion which was used by 41 of the 42 remaining forces.

Centurion records complaints against the 10 Standards of Professional Behavior and the 23 IPCC complaint categories.

GMP however has sub categories of the IPCC categories which means that more than 1 allegation can be recorded under the same category, this enables a far more detailed analysis. Centurion, however only records 1 allegation under each category.

To enable direct comparisons GMP allegation numbers in this report have been adjusted to Centurion criteria.

The Wigan division has previously featured in previous PCC reports as being an outlier in terms of complaints and developed a detailed complaint reduction action plan. Although this has not yet impacted upon yearly figures a comparison between quarter 4 2013/14 and quarter 1 2014/15 there has been a 26% reduction in recorded complaints.

In response to the increase of complaints on the Trafford division a bespoke profile has been produced and shared with the Trafford SLT.

Further analysis has been commissioned to review the increases in Other Neglect or Failure in Duty and Breach of Code C PACE: Detention, Treatment and Questioning.

The increase in the number of serious non sexual assaults is mainly attributable to the change in definition by the IPCC around dog bites which have increased by 6,

In 2013 GMP introduced an outward facing Professional Standards Branch internet site which includes information on how to make complaints. In conjunction with other I.T. based access e.g. via the IPCC website it means that we are now more accessible than before to the public. This openness and the subsequent ability to submit a complaint other than through the traditional conversation with a duty Inspector or Sergeant who can then gain all the relevant information is the overriding factor in the rise of complaints made against unidentified officers.

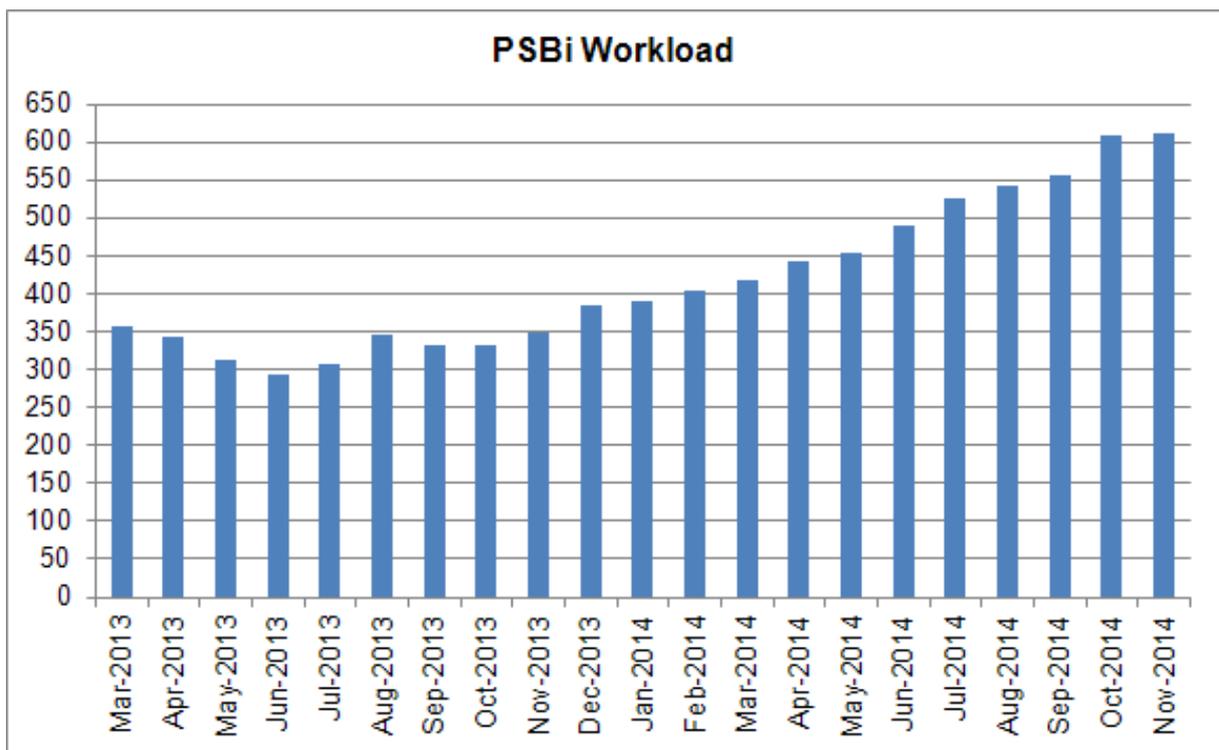
Despite the increased demand the PSBI are still in part operating in a more responsive way to public complaints, investigating more complaints in less time and although the figures below show a decrease in the average number of days a number of external factors which impact this performance need monitoring.

- Since the decision was made by the Home Secretary to grow the capacity and capability of the IPCC by allocating additional funds from provincial force budgets, the PSB and experiencing an increase in terms of demand on the operational teams who are the points of contact to Supervised, managed or Independent investigations.
- By way of example, the increase from 2 to 8 Supervised investigations (+300%) is adversely affecting the operational teams responsiveness and timeliness in dealing with public complaints efficiently. The degree of the 'Supervision' by the IPCC is minimal in terms of organisational rigour or review of the investigation and consists mainly of multiple administrative tasks such as photocopying and forwarding material to them.
- This increasing administrative burden will only increase as the IPCC grow in number. Their rationale for choosing to 'Supervise' so many investigations is that this is a stop gap until their full capacity is established and they can undertake more independent investigations (all of which bring a considerable administrative burden to GMP)
- With the increase in capacity the Home Secretary directed that the IPCC should investigate all 'serious and sensitive' complaints though the exact definition of 'serious and sensitive' has yet been defined. To help inform this definition GMP has been working with the appointed consultants in both statistical research and fieldwork.
- IPCC performance also adversely impacts on the Force time taken to investigate performance as the data includes IPCC independent investigations and of the 24 currently open IPCC Independent investigations 19 are over 120 days old with the 2 oldest being open for 1670 and 696 days.

Open PSB investigations and Timeliness

Open Professional Standards Branch Investigations						
	Public Complaints	Internal Misconduct	Miscellaneous Matters	Total Files in PSBi	Divisions / Branches	Total Files
04 November 2013	212	94	28	334	430	764
03 November 2014	374	153	47	574	594	1168

Timeliness		
	Average Days to Locally Resolve	Average Days to Investigate Complaints
October 2013	40	193
October 2014	64	113



MSF Comparison (01 April to 30 September 2014)

Percentage of Allegations Locally Resolved (01 April to 30 September 2014)				
	%	Count	MSF Average	National Average
West Yorkshire	11	70	32	34
West Midlands	16	77	32	34
Merseyside	17	115	32	34
South Wales	18	89	32	34
Northumbria	21	208	32	34
South Yorkshire	46	78	32	34
Cleveland	55	67	32	34
Greater Manchester	70	229	32	34

Number of Allegations per 1000 Employees (01 April to 30 September 2014)			
	Count	MSF Average	National Average
Northumbria	215	145	147
Cleveland	179	145	147
Greater Manchester	173	145	147
Merseyside	160	145	147
South Wales	129	145	147
South Yorkshire	112	145	147
West Yorkshire	98	145	147
West Midlands	94	145	147

Av Num of Days to Finalise Local Investigations (01 April to 30 September 2014)			
	Count	MSF Average	National Average
South Wales	262	176	141
West Midlands	212	165	141
Cleveland	192	156	141
Greater Manchester	176	181	141
South Yorkshire	172	173	141
Northumbria	160	179	141
Merseyside	149	169	141
West Yorkshire	124	184	141

Av Num of Days to Finalise Supervised Invs (01 April to 30 September 2014)			
	Count	MSF Average	National Average
West Yorkshire	440	150	444
West Midlands	260	219	444
Greater Manchester	176	110	444
Cleveland	0	103	444
Merseyside	0	125	444
Northumbria	0	156	444
South Wales	0	196	444
South Yorkshire	0	121	444

A critical factor in improving efficiency has been the ongoing development of the PSB Customer Service Desk team that manages the less complex cases and deals with general complaint enquiries and has dealt with over 3,400 calls alone in 2014.

By addressing this demand at the point of entry into the system and focusing upon speedy service recovery the PSB have created capacity for progression of the more complex and demanding inquiries.

Command approval is being considered to mainstream the seconded posts within PSB which allow the CSD to be staffed.

Discussions have begun with the OPCC for staff collaboration to further expand the CSD and to develop the capability for speedy service recovery and resolution.

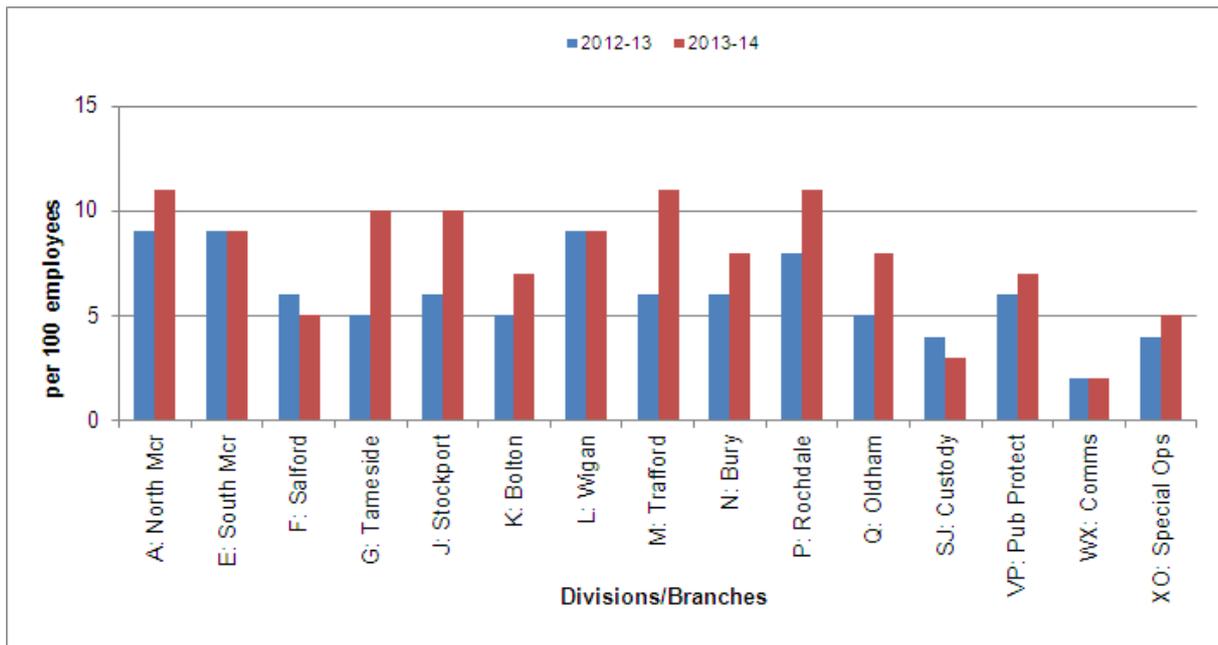
The last quarter has also been a particularly demanding period in relation to ongoing and new critical investigations that have required significant investment of time and resources and disable performance e.g. 5 complex investigations on behalf of other Forces and PCCs and a number of high profile IPCC investigations requiring intensive GMP assistance e.g. Operation Poppy.

Current Complaint Trends

The biggest volume contributors are:

- 1 Neglect or Failure in Duty (increase of 50%, +283 v 2012-13)
- 2 Incivility, Impoliteness & Intolerance (increase of 23%, +131 v 2012-13)
- 3 Other Assault (increase of 20%, +59 v 2012-13)

Other Neglect or Failure in Duty



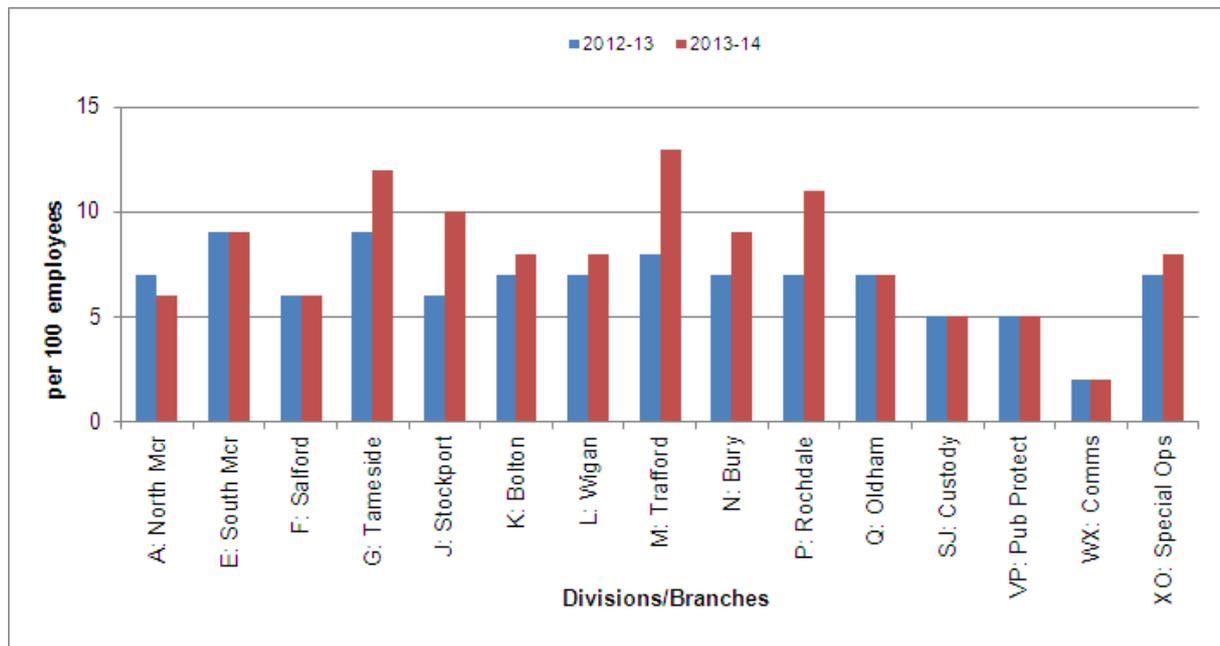
MSF Comparison (01 April to 30 September 2014)

Other Neglect or Failure in Duty (01 April to 30 September 2014)					
	%	Count	MSF Average	National Average	per 100 employees
Northumbria	28	346	27	33	6.9
Cleveland	28	98	27	33	6.7
Greater Manchester	28	474	27	33	4.8
South Wales	29	206	27	33	4.6
South Yorkshire	26	165	27	33	3.6
West Yorkshire	31	270	27	33	3.6
Merseyside	17	183	27	33	3.3
West Midlands	26	293	27	33	2.9

The vast majority of allegations in this category relate to failure to take action (more specifically – fail to keep informed) followed by failure to record information and are well under both MSF and national averages as a percentage of overall allegations.

The ethics committee have recently posed the question ‘To what extent is the current policing model contributing to the volume of complaints’ Analysis has been commissioned to present to the committee and will be reported on at a future meeting.

Incivility, Impoliteness and Intolerance



MSF Comparison (01 April to 30 September 2014)

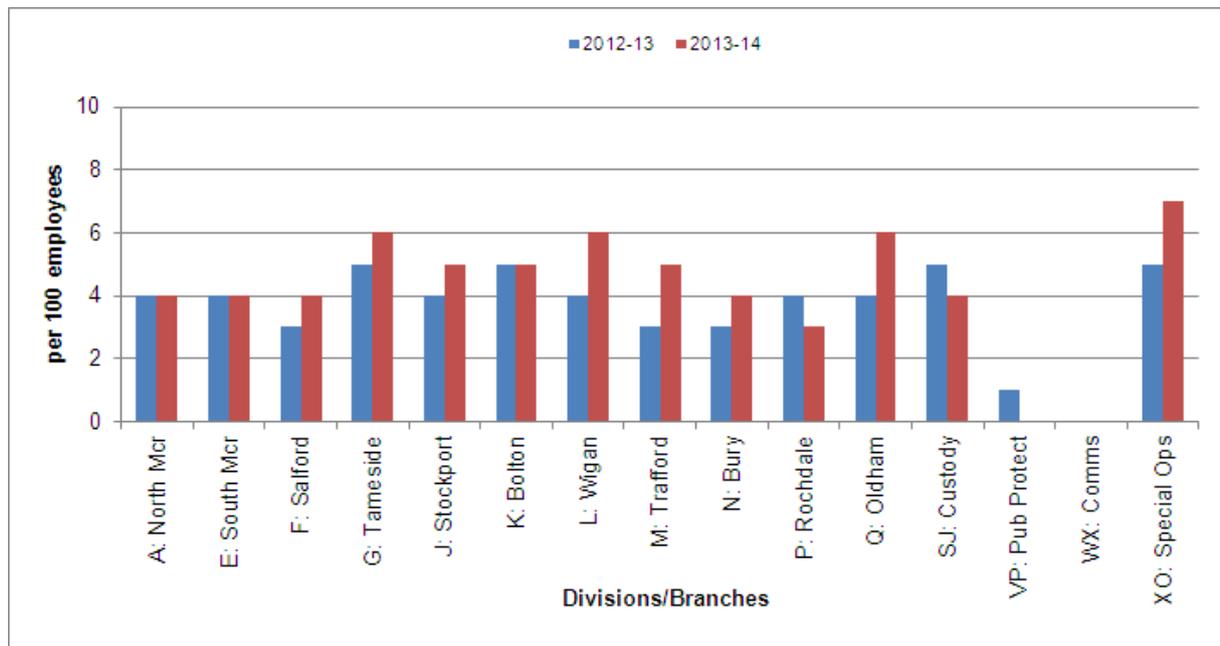
Incivility, Impoliteness & Intolerance (01 April to 30 September 2014)					
	%	Count	MSF Average	National Average	per 100 employees
Northumbria	15	190	15	14	3.8
Greater Manchester	21	356	15	14	3.6
Cleveland	11	38	15	14	2.6
Merseyside	13	138	15	14	2.5
South Wales	15	108	15	14	2.4
South Yorkshire	13	84	15	14	1.8
West Yorkshire	16	137	15	14	1.8
West Midlands	14	158	15	14	1.6

To put this rise into context it is worthy of note that from an average of 693 allegations per year for the period 2007-2010 prevention activity reduced this figure to 300 in 2010-11 which was considerably lower than similar forces however these allegations are now above pre-2007 levels (704 for 2013-14) though with a smaller workforce.

The vast majority of allegations in this category relate to inconsiderate behaviour rather than abusive or insulting behaviour.

An action plan is being developed in conjunction with divisional/branch SLT leads on professional standards matters.

Other Assault



MSF Comparison (01 April to 30 September 2014)

Other Assault (01 April to 30 September 2014)					
	%	Count	MSF Average	National Average	per 100 employees
Merseyside	13	142	10	9	2.5
Northumbria	9	112	10	9	2.2
Cleveland	9	31	10	9	2.1
GMP	10	170	10	9	1.7
South Yorkshire	11	67	10	9	1.5
West Midlands	13	145	10	9	1.4
West Yorkshire	11	100	10	9	1.3
South Wales	5	33	10	9	0.7

The vast majority of these allegations relate to allegations of unnecessary force. There is a fairly even spread of complaints across the force, albeit Specialist Operations features predominantly due to the Tactical Aid Unit who are regularly deployed to public order situations.

In 2011, other assault complaints accounted for 24% of all allegations and were the highest in the country against an MSF average of 15% and national average of 11%. An action plan was developed to successfully reduce these figures to the current levels and the Force are currently engaging with other agencies such as the College of Policing and NHS to reduce levels even further.

The South Wales Police data is interesting given that their policing area includes the national capital city, the national Millennium stadium and 2 Premier league football clubs.

Percentage of Complaints Recorded Within 10 Days (01 April to 30 September 2014)				
	%	Count	MSF Average	National Average
Merseyside	97	331	72	79
Cleveland	97	194	76	79
South Yorkshire	90	285	86	79
Northumbria	88	482	85	79
West Yorkshire	73	398	70	79
South Wales	68	294	85	79
West Midlands	41	222	58	79
Greater Manchester	19	185	72	79

The decline in GMPs usual good performance in this area has been due to a combination of staff resilience and an increased volume due in part to the impact of Operation Geraldton which relates to the policing of the fracking protest at Barton Moss (which resulted in 47 recorded complaints and over 280 of other pieces of correspondence requiring assessment) and Operation Chromite, which related to the policing of the Israeli and Palestinian demonstrations in Manchester city centre.

However, by increasing staff resilience and modifying processes the backlog has been cleared and performance in this area is continuing to improve with 45% of all public complaints recorded within the target time in October.

A review of systems and processes is currently being undertaken by a business analyst in conjunction with the Office of the Police & Crime Commissioner and this has shown that demand is unpredictable with no pattern to the peaks and troughs of complaints and that PSB does not have resilience in times of austerity to respond without there being an effect upon recording times.

Plans will be developed post review to address these issues.

Complaint Outcomes

FORCE SUMMARY 01 11 13 to 31 10 14												
OUTCOME OF ALLEGATIONS WITHIN PUBLIC COMPLAINTS												
Type of Allegation	Investigations					Withdrawn & Not Pursued	Local Resolution	Dispensation or Disapplication	Discontinued	Unsatisfactory Performance	No Further Action	Total
	Not Proven	Proven	Total	% Not Proven	% Proven							
Serious Non-Sexual Assault	22	0	22	100%	0%	2	1		5			30
Sexual Assault	2	1	3	67%	33%	3						6
Other Assault	121	3	124	98%	2%	37	128	14	16	1	3	323
Oppressive Conduct or Harassment	17	2	19	89%	11%	6	46	5			5	81
Unlawful/Unnecessary Arrest or Detention	33	4	37	89%	11%	10	62	14	1	1	4	129
Discriminatory Behaviour	16	1	17	94%	6%	6	26	6			4	59
Irregularity in relation to Evidence / Perjury	15	1	16	94%	6%	1	7	2				26
Corruption or Malpractice	25	3	28	89%	11%	5	19	9				61
Mishandling of Property	33	8	41	80%	20%	17	67	2	2	1	6	136
Breach PACE Code A: Stop & Search	1	1	2	50%	50%	1	1					4
Code B: Premises Search & Property Seizure	26	1	27	96%	4%	4	56	1	1	2	3	94
Code C: Detention, Treatment & Questioning	24	2	26	92%	8%	4	43	10	2	1		86
Code D: ID Procedures			0	0%	0%							0
Code E: Tape Recording	1	0	0	0%	0%							0
Lack of Fairness and Impartiality	42	2	44	95%	5%	13	179	4	4		10	254
Breaches that cannot be allocated specific code	7	2	9	78%	22%	3	13	1				26
Other Neglect or Failure in Duty	66	11	77	86%	14%	32	478	40		3	40	670
Other Irregularity in Procedure	7	1	8	88%	13%	3	17	2	1		5	36
Incivility, Impoliteness and Intolerance	76	5	81	94%	6%	32	441	9	3	1	26	593
Traffic Irregularity	3	0	3	100%	0%		25	1				29
Other (including Criminal Conduct)	10	4	14	71%	29%	1	8		1		1	25
Improper Access &/or Disclosure of Information	32	5	37	86%	14%	6	23	4			1	71
Other Sexual Contact	1	0	0	0%	0%	1	1					2
Direction and Control			0	0%	0%		6				5	11
TOTAL by Number	580	57	637	91%	9%	187	1647	124	36	10	113	2754
TOTAL by Percentage	21.1%	2.1%	23%	100%		6.8%	62.6%	4.5%	1.3%	0.4%	4.1%	100%

These reflect the difficulty of upholding public complaints where often it is a case of a complainant's word against an officer's with no other evidence available.

It is suggested that these high numbers could be mitigated by extending the trials of body worn videos (BWV). PSB have been monitoring the work undertaken and have found good evidence of officers being exonerated from malicious complaints and conversely evidence of officer behaviour which needs addressing (even when officers are wearing cameras).

A recent meeting of the newly constituted Ethics Committee has discussed the widespread use of BWV and commented positively on the expansion to the PCC.

The force wide introduction of BWV is supported by PSB and the Police Federation

Appeals dealt with locally by GMP

The recurring theme around upheld appeals against Local Resolution is the lack of detailed information given in the outcome letter. The dedicated appeals officer is planning further training for local Inspectors around the Local Resolution process.

The IPCC have reviewed other appeal data and informed the Force that appeals are well within both MSF and national norms and there is good use of the Local Resolution process.

Appeals Decision Made (01 November 2013 to 31 October 2014)						
	Upheld	Not Upheld	Invalid	Pending	Withdrawn	Total
Local Resolution	27	140	11	40		218
Disapplication		28	1	11		40
Discontinuance	1					1
Investigations		3				3
TOTAL	28	171	12	51	0	262

Commentary.

Further activity being undertaken on the back of initiatives referred to within the last OPCC report is shown below. Initiatives include those being driven by the Organisational Learning Workforce and Development Branch, the Neighbourhoods Confidence and Equality Unit (NCE), PSBI and the Police Federation:

- The interactive NcALT package which was developed around anti-corruption messages was formally launched by the Deputy Chief Constable at the end of April. The focus of the package was to support officers to protect themselves from the key threats around relationships, gifts, data protection and social media. By the 15th July 9,667 officers and staff had completed the package.
- Since the last reporting period the Force has been subject to Her Majesty's Inspectorate of Constabulary Inspection of Police Integrity and Corruption 2014 as part of a national inspection. The report was formally published on 27th November, was extremely positive and is discussed in greater detail in the Counter Corruption Unit update.
- The report will be considered in detail an action plan developed which will be delivered through the professional Standards Committee.
- The Deputy PCC and the newly PCC appointed complaints Ombudsman, retired Crown Court Judge Mr. William Morris have visited PSB to formally dip sample and review complaint files and they like HMIC have also reported favorably on the quality of PSB Investigation files. This formal scrutiny by the DPCC and Mr Morris will continue at regular intervals.
- A senior PSB representative formed part of the police panel at the well attended public forum organised by the PCC to discuss Stop and Search procedures and issues.
- Between 29th August and 7th September over 500 GMP officers were deployed under Mutual Aid Arrangements to support Gwent police in policing of the NATO summit which was held in Newport. The summit was attended by over 150 heads of state, including President Barack Obama, Foreign and Defence Secretaries. PSB vetted all the officers who were deployed out of the force area and contributed to the briefings in respect of standards. No complaints were made against GMP officers.
- A process has been implemented whereby Divisional and Departmental points of contact (SPOCs) have been designated as links to PSB. These individuals are members of the senior Leadership Teams of at least Chief Inspector rank or staff equivalent. The purpose of this role is to act as the key link and conduit between the PSB and Divisions and Departments; in effect PSB 'advocates'. SPOCSs will play a leading role in cascading information and learning from PSB, other force Professional Standards Departments and the IPCC with regards to 'lessons learned'. They also play a key role in feeding such lessons back to PSB where lessons have been learned on their respective Divisions or Departments. The SPOCs are integral to leading on misconduct, performance, prevention and education, to increase the standards of professionalism across the organisation working closely with the Federation, Unison and Staff associations at a local level.
- A 2 day PSB course is currently being developed with an external supplier, based on the GMP 5 day course and tailored to the needs of the SPOCs

- On Divisions and within Departments the SPOCs will also be points of reference for their staff with regards to misconduct and performance issues and will lead on local resolution as well as feeding back issues to PSB from their staff. As the new Code of Ethics is introduced, the SPOCs will lead on embracing of the Code across all staff to ensure a continued improvement of professional standards across the organisation. They will also play a leading role in countering concerns regarding disproportionality and other important issues of staff.

Finally, the SPOCs will lead on Divisional and Departmental oversight of misconduct and performance issues and have an understanding of the nature of complaints issues and particular concerns in their respective areas and lead locally on the Referred Officer Scheme.

Following on from the open day a similar type of event was held for all the SLT SPOCs

- ACC Shewan has developed a Hate Incident Panel for allegations of discrimination, aimed at bringing together a panel of Command, PSB, HR and Staff Associations to assess such allegations and determine where they best sit i.e. PSB, grievance or mediation etc.
- The PSB has been closely involved in the Workforce Domestic Abuse Policy and subsequent launch. Following on from this there is also a PSB input to the domestic abuse supervisor's course regarding common themes and learning the lessons. These will reach every sergeant and inspector in GMP ending in April 2015
- Divisional and Branch SLT are supplied with quarterly complaints data to further inform local preventative measures and a detailed problem profile will be provided on a yearly basis. The Wigan division was the first to receive a profile which highlighted that 1 particular response relief was disproportionately responsible for complaints on the Division and this has enabled the recently changed SLT to begin develop an action plan to reduce public complaints.
- The referred officer scheme statistically identifies officers who are subject to higher levels of complaint over various timeframes. Their complaint history is then reviewed at monthly Tactical Tasking and Coordinating Group (TTCG) meetings to consider if there are any mitigating factors against the increase e.g. proactive policing duties actively targeting organised crime groups who use the complaints process in an attempt to frustrate the investigation process. In the absence of any mitigation PSB work with divisional/branch leads to develop action plans to reduced complaints against the officer. PSB are keen to expand and mature this scheme to capture issues from other areas such as body worn video.
- Joint Inputs by PSBI and Federation leads to frontline response staff are continuing - concentrating on threat areas. Response officers have now received this input and this is now being rolled out to the Integrated Neighbourhood Policing Teams to wider Neighborhood PT teams and other branches. This has resulted in increased intelligence reporting and subsequent increase in internal misconduct cases along with increases in notifiable association, business interest and gifts/hospitality reports. Feedback to the Police Federation in response to these inputs has been excellent.
- Similar joint inputs are also give to all new staff and Special Constables joining the organisation
- A new 'Learning the Lessons' database has been developed and is identifying issues of learning at the conclusion of an investigation and providing opportunity to be more

proactive in order to get upstream of key issues rather than waiting for IPCC recommendations of misconduct outcomes. Entries are regularly reviewed and are also a focus at the monthly TTCG meetings. The IPCC themselves are also monitoring this with a view to identifying it as best practice. It is recognized by both the force and HMIC that this is an area for development and will be addressed through the Professional Standards Committee.

- The Professional Standards booklet has been distributed to all divisional staff by the respective SLT. Further copies have been ordered and will be delivered to all branches.
- Rollout of communication skills training to all front line staff. This training, led by the Neighbourhood Confidence and Equality Unit, provides opportunity for staff at all levels to reflect on their own communication style, re focus on the vision for Greater Manchester Police and introduces a number of bespoke techniques scientifically proven to improve individual's skills in this area and improve delivery. Techniques include rapport building, use of empathy, effective listening and managing customer expectation. 10 full time trainers will deliver the training to all frontline staff including the Special Constabulary and PCSO's.
- A PSB input has also given at the youth crime study day organised by the PCC. The feedback from pupils and staff has been very positive.
- A paper has been prepared recommending the force wide rollout BWV and will be presented for COG approval on the 16th December.

Internal Misconduct

Force SUMMARY 01 11 12 to 31 10 14				
SUMMARY OF INTERNAL MISCONDUCT				
	2013-14	2012-13	Diff	% Diff
Total Number of Internal Misconduct	374	301	73	24.3%
Number referred to IPCC	101	61		
% Referred to IPCC	27.0%	20.3%		
SUMMARY OF ALLEGATIONS				
	2013-14	2012-13	Diff	% Diff
Serious Non-Sexual Assault	15	4	11	275.0%
Sexual Assault	9	5	4	80.0%
Other Assault	10	14	-4	-28.6%
Oppressive Conduct or Harassment	3	1	2	200.0%
Unlawful/Unnecessary Arrest or Detention	0	1	-1	-100.0%
Discriminatory Behaviour	19	9	10	111.1%
Irregularity in relation to Evidence / Perjury	4	5	-1	-20.0%
Corruption or Malpractice	18	15	3	20.0%
Mishandling of Property	11	3	8	266.7%
Breach Code A PACE: Stop & Search			0	0.0%
Breach Code B PACE: Premises Search & Property Seizure	1	0	1	100.0%
Breach Code C PACE: Detention, Treatment & Questioning			0	0.0%
Breach Code D PACE: ID Procedures			0	0.0%
Breach Code E PACE: Tape Recording			0	0.0%
Lack of Fairness and Impartiality	7	14	-7	-50.0%
Breaches which cannot be allocated to a specific code	2	0	2	100.0%
Other Neglect or Failure in Duty	148	134	14	10.4%
Other Irregularity in Procedure	5	6	-1	-16.7%
Incivility, Impoliteness and Intolerance	20	26	-6	-23.1%
Traffic Irregularity	3	6	-3	-50.0%
Other (including Criminal Conduct)	179	165	14	8.5%
Improper Access and/or Disclosure of Information	70	64	6	9.4%
Other Sexual Contact	12	12	0	0.0%
TOTAL	536	484	52	10.7%

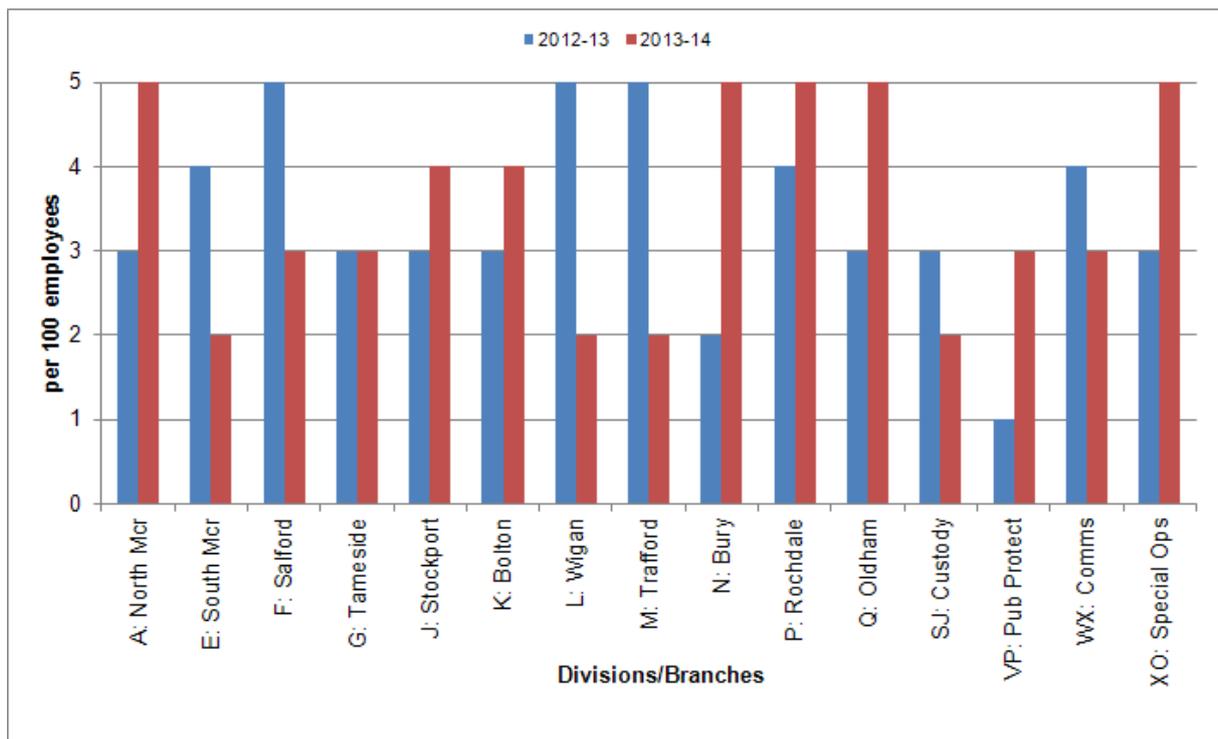
Referrals to IPCC	2013-14	2012-13
A: Death or Serious Injury	65	47
B1: Serious Assault	3	1
B2: Serious Corruption	1	1
B4: Sexual Offences	4	1
B5: Criminal Offences or Behaviour aggravated by Discrimination	2	
C: Voluntary	25	11
D: Call in	1	
Total	101	61

Mode of Investigation	2013-14	2012-13
Independent	7	7
Supervised	5	1
Local	67	46
Back to Force	15	7
Awaiting Decision	7	
Total	101	61

Internal Misconduct by Division/Branch

Division/Branch	2013-14	2012-13	Diff	% Diff
A: North Manchester	38	27	11	41%
E: South Manchester	19	27	-8	-30%
F: Salford	16	26	-10	-38%
G: Tameside	14	15	-1	-7%
J: Stockport	17	15	2	13%
K: Bolton	20	17	3	18%
L: Wigan	11	24	-13	-54%
M: Trafford	6	18	-12	-67%
N: Bury	18	8	10	125%
P: Rochdale	19	15	4	27%
Q: Oldham	23	12	11	92%
SJ: Centralised Custody	9	11	-2	-18%
VP: Public Protection	18	6	12	200%
WX: Communications	24	25	-1	-4%
XO: Specialist Operations	44	27	17	63%
Other	74	46	28	61%
Unidentified	47	21	26	124%
TOTAL	417	340	77	23%

Internal Misconduct per 100 employees (01 November 2012 to 31 October 2014)



Characteristics of Employees

Ethnicity	2013-14	2012-13	Total	% of Total
White	420	397	817	87.2%
Black	3	3	6	0.6%
Asian	15	13	28	3.0%
Mixed	6	7	13	1.4%
Other	2	3	5	0.5%
Unidentified	47	21	68	7.3%
TOTAL	493	444	937	100.0%

Ethnicity	2013-14	2012-13	Diff	% Diff
White	420	397	23	5.8%
Black	3	3	0	0.0%
Asian	15	13	2	15.4%
Mixed	6	7	-1	-14.3%
Other	2	3	-1	100.0%
Unidentified	47	21	26	123.8%
TOTAL	493	444	49	11.0%

Commentary

- Although there is an increase in recorded misconduct it there has been a corresponding decline in intelligence reported to the Counter Corruption Unit which could be explained by the joint preventative work undertaken by both the PSB and the Federation which has led to an increased confidence by staff to formally report misconduct.
- The introduction of SLT misconduct champions on Divisions and Departments
- The introduction of the 3ami which has contributed of the reduction to the current levels of improper access and/or disclosure of information cases.

Internal Misconduct Outcomes

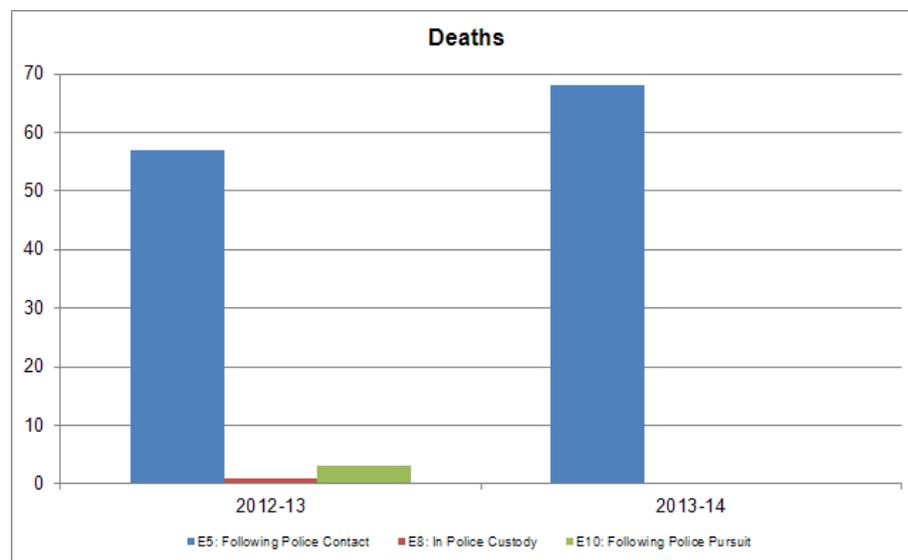
FORCE SUMMARY 01 11 13 to 31 10 14								
OUTCOME OF ALLEGATIONS WITHIN INTERNAL MISCONDUCT								
Type of Allegation	Investigations					No Further Action	Unsatisfactory Performance	Total
	Not Proven	Proven	Total	% Not Proven	% Proven			
Serious Non-Sexual Assault	3	1	4	75%	25%	7		11
Sexual Assault	3	1	4	75%	25%	3		7
Other Assault	4	0	4	100%	0%	4		8
Oppressive Conduct or Harassment	1	2	3	33%	67%			3
Unlawful/Unnecessary Arrest or Detention			0	0%	0%			0
Discriminatory Behaviour	3	5	8	38%	63%		2	10
Irregularity in relation to Evidence / Perjury	2	2	4	50%	50%	2		6
Corruption or Malpractice	4	9	13	31%	69%	3		16
Mishandling of Property	2	3	5	40%	60%			5
Breach PACE			0	0%	0%			0
Code A: Stop & Search			0	0%	0%			0
Code B: Premises Search & Property Seizure	0	1	1	0%	100%			1
Code C: Detention, Treatment & Questioning	0	1	1	0%	100%			1
Code D: ID Procedures			0	0%	0%			0
Code E: Tape Recording			0	0%	0%			0
Lack of Fairness and Impartiality	3	3	6	50%	50%	2		8
Breaches that cannot be allocated specific code			0	0%	0%			0
Other Neglect or Failure in Duty	45	43	88	51%	49%	38	7	133
Other Irregularity in Procedure	1	4	5	20%	80%	1	2	8
Incivility, Impoliteness and Intolerance	3	13	16	19%	81%		3	19
Traffic Irregularity	0	2	2	0%	100%			2
Other (including Criminal Conduct)	38	33	71	54%	46%	39	3	113
Improper Access &/or Disclosure of Information	10	0	10	100%	0%	2	1	13
Other Sexual Contact	7	0	7	100%	0%	2		9
TOTAL by Number	129	123	252	51%	49%	103	18	373
TOTAL by Percentage	35%	33%	68%	100%		28%	5%	100%

The availability of secondary evidence through IT audit trails, ARLS etc is a major factor in the increased ability to prove internal misconduct matters.

Police Contact Deaths

GMP are still experiencing an increase in the number of police contact deaths. More police time is being spent attending calls for help and vulnerability due to the reduction in adult social care services. This drives a demand into PSB meeting Coronial expectations in file building and referrals to the IPCC.

Deaths (01 November 2012 to 31 October 2014)		
	2012-13	2013-14
E5: Following Police Contact	57	68
E8: In Police Custody	1	
E10: Following Police Pursuit	3	
TOTAL	61	68



The main underlying themes to these are mental health and dependency on drugs/alcohol and are indicative of the fact that officers are increasingly the first line responders to vulnerable people who are suffering from reduction in services and support from other public agencies.

This is reflected nationally in the recently released annual IPCC report into deaths following police contact. Most of these referrals to the IPCC are sent back for local investigation which highlights the need for a better/alternative system.

In the last 12 months, there have been 44 deaths referred to the IPCC and 2 have been taken as independent investigations. The others have been referred back to force or determined as local investigations and there are 2 still awaiting a decision.

A factor in the increase of referrals to the IPCC demand that any detainee who falls whilst in custody and taken to hospital be referred to them regardless of the circumstances. Given that the vast majority of detainees enter custody with underlying health these referrals will only increase

The GMP is writing an overarching report regarding deaths in/post police custody setting out the learning and compliance with recommendations. Letters on individual cases outlining this have been sent to the IPCC Commissioner.