

**KATE GREEN**  
**DEPUTY MAYOR  
OF GREATER  
MANCHESTER**

Rt Hon Yvette Cooper MP  
Secretary of State for the Home Department  
2 Marsham Street  
London  
SW1P 4DF

Date: 13<sup>th</sup> August 2025

Dear Home Secretary,

**SUBJECT: Inspection of Greater Manchester Police and its safeguarding partners' approach to investigating allegations of child criminal and sexual exploitation.**

I write in response to the recent publication of the '*An Inspection of Greater Manchester Police and its safeguarding partners' approach to investigating allegations of child criminal and sexual exploitation*' report on 3<sup>rd</sup> July 2025. I want to begin by putting on record my thanks to HMICFRS, OFSTED and the Care Quality Commission (CQC) for delivering this innovative form of joint inspection, one that was independent, rigorous, and has provided us with the assurance and insights we sought in bringing to a close the Mayor's Child Sexual Exploitation Assurance Review, which began in 2017.

The whole review process has been essential to give the Greater Manchester public assurance on two crucial points: first, that we would always be prepared to face up directly to past failings and bring any perpetrators to justice; and second, to provide a clear answer to the question as to whether the Greater Manchester public could have confidence today in the current practice related to the handling of these issues. This report provides that definitive answer and shows people can have confidence that today's approach is significantly stronger than in the past and that we are committed to using the Areas for Improvement identified to make sure we improve it further still through the Greater Manchester (GM) Safeguarding Alliance.

Following the publication of the HMICFRS interim conclusions on December 13th, 2024, the GM Complex Safeguarding Hub proactively reviewed the approach to case file auditing as part of the Peer Review methodology refresh and implemented the following changes:

- Creation and rollout of a single multi-agency audit tool for Health, Police and Social Care, underpinned by the national Tackling Child Exploitation principles.
- Revision of the audit tool to mandate the inclusion of children and families' views: the audit is now deemed incomplete without this.
- Recruitment of a cohort of multi-agency peer review auditors across Health, Police and Social Care to build consistency, sustainability and shared accountability.
- Creation and rollout of a Moderation Panel including three senior representatives, each serving as a delegate for Health, Police, and Social Care.

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- Detailed thematic feedback including the details of each authority's audits is currently being collated for sharing across GM-wide partners, with interim findings being shared at the GM Complex Safeguarding Executive Board on September 9<sup>th</sup> 2025.
- Engagement of wider partners from the Safeguarding Partnerships as part of the new Peer Review methodology, such as education, youth justice, and neighbourhood teams. The partners participate in reflective sessions aiming to create jointly owned action plans informed by the audit findings and Tackling Child Exploitation principles.

The Mayor and I are confident that the Greater Manchester system is in a demonstrably different and far stronger place today than it was when the identified widespread failings occurred. The effect of the assurance review has been to usher in widespread culture change across all GM bodies. Never again will any child here be labelled or dismissed when they come forward to report concerns.

The report specifically identified four Areas for Improvement (AFIs) for Greater Manchester Police and in discussion with the Chief Constable, the response to those AFIs is below.

### **Area for Improvement 1**

**The Force should review its child sexual exploitation major incident team resourcing to make sure that it has enough trained investigators and Home Office large major enquiry system staff to support investigations.**

The Child Sexual Exploitation Major Incident Team's (CSE MIT) current strength is 89 members of staff. There is 1 x Superintendent, 2 x Chief Inspectors, 4 x Inspectors, and a blend of detectives and non-warranted investigative support officers.

Since the team's establishment in 2021, the team has evolved through experience gained from investigations and trials. It has become evident that the current resourcing levels are adequate to support the centralised model.

The focus has shifted from recruitment to a review of the grading structure for CSE roles, with efforts now concentrated on refining overall Force strength to optimise productivity and ensure the team is equipped to deliver timely and effective outcomes for victims.

This review and continual assessment of resourcing represents business as usual, as staff naturally leave the team and new members are recruited. This includes Home Office Large Major Enquiry System (HOLMES) staff who are embedded within the CSE MIT and employ a well-established system of rotational support with other serious crime investigation teams to ensure those using HOLMES get the right support as demand fluctuates.

### **Area for Improvement 2**

**The Force should make sure that officers and staff working on child sexual exploitation major incident team investigations access the well-being provisions available, including enhanced psychological support.**

CSE MIT became part of the Public Protection Department (PPD) in May 2025. The Force accepts the report findings and recognises the need to improve the CSE MIT well-being offer given the material and nature of work investigators are exposed to.

CSE MIT staff members participate in monthly one to ones with their supervisors. The team also holds a dedicated allocation of spaces at the St Michael's Lodge Therapy Centre.

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Looking ahead, the intention is to integrate CSE MIT into the Public Protection Department (PPD) wellbeing programme and align it with GMP’s broader commitment to wellbeing, ensuring a consistent and universal approach to supporting all officers and staff working within the vulnerability teams. This will be completed in partnership with the People Branch.

**Area for Improvement 3**

**The Force should review the role and support provided by the Professionalising Investigations Programme (PIP) 4 investigator. It should make sure the PIP 4 investigator holds regular meetings with senior investigating officers in the child sexual exploitation major incident team to provide overall strategic management of these complex investigations.**

There has been internal recognition of the above disconnect and as such, in April 2025 the PIP4 role transferred from the Head of the Major Crime Review team to the Detective Superintendent in charge of the CSE MIT.

The day-to-day supervisory oversight of this role and knowledge of resourcing, media scrutiny and training mean that the PIP4 function is now embedded within CSE investigations with greater accessibility for senior investigating officers (SIO). Therefore, the transition to the PIP4 investigator holding regular meetings with SIOs has already taken place.

In July 2025, the Head of CSE MIT/PIP4 role was aligned with GMP’s PPD in addition to the thematic ownership of criminal and sexual exploitation. This Force-wide overview of exploitation will ensure consistency of practice for investigations and under the direction of the CSE Gold structure will drive effective risk management, victim service improvement and maintain strategic direction.

**Area for improvement 4**

**The Force should complete a further skills audit of all child sexual exploitation major incident team personnel and put an updated training plan in place to make sure they have the necessary skills for their role.**

There are overlaps in GMP’s response to AFI 1 and the Force’s commitment to building a team with the capacity and capability to manage large scale complex investigations effectively.

The growth of the team and initial pace of recruitment has created training challenges recognised in Operation Hydrant peer reviews of Operation Green Jacket and Sherwood.

In response to those observations a skills matrix has been created informing a delivery plan to ensure all staff reach a consistent baseline of investigative skill.

Nationally, the College of Policing identifies serious and complex investigations as requiring PIP2 investigators – a substantial number of those initially recruited were done so on the acceptance they needed to reach basic competence as PIP1 first, essential as a stepping stone to then work towards PIP2.

Maintaining investigative pace and balancing training abstractions has resulted in a disparate mix of skills with the team at varying stages of accreditation. Under the delivery plan each member of staff now has a personalised development pathway to reach PIP1 including workplace assessment and attendance on the requisite training courses at GMP’s crime training dept.

To facilitate sustained improvement, a bespoke PIP1 investigations module is under development with crime training - focusing on vulnerable people, interviewing, and assessing material from partners so

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skills are shaped to meet the demands of the CSE MIT role. There is an existing Force PIP2 programme that will be utilised once PIP1 accreditation is achieved.

Finally, my thoughts will always be with the children that were let down who are now adults living every day with the impact of their abuse. We cannot undo the wrong they suffered but we are determined that no child will ever again be failed. That is why the collective Greater Manchester system make the commitment to every child in the future who experiences this vile abuse that they will be listened to, taken seriously and protected, and the perpetrators of these horrific crimes will face justice.

Yours Sincerely.



Kate Green  
**Deputy Mayor of Greater Manchester**

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