

---

**BEV HUGHES**

---

**DEPUTY MAYOR  
OF GREATER  
MANCHESTER**

---

Rt Hon Priti Patel,  
Secretary of State for the Home Department  
2 Marsham Street  
London  
SW1P 4DF

April 2022

Dear Home Secretary

**SUBJECT: HMICFRS PEEL 2021/22 report**

I write in response to the recent publication of the PEEL report for Greater Manchester Police (GMP). I am grateful to HMICFRS for the detailed work they have undertaken and have reviewed the findings with interest.

This is the first PEEL inspection for GMP since the Victims Services Assessment inspection at the end of 2020. Having reviewed the findings in detail with the Chief Constable I consider it to be a fair and accurate assessment of the position of Greater Manchester Police in September 2021, when the assessment was made.

The fieldwork for this report concluded last summer ahead of the publication of the Chief Constable's plan for change in September. Action against the recommendations within the report has already progressed significantly. That is not to say that anyone in Greater Manchester Police or my office is complacent but the progress made over the last six months is improving services for victims and the public across the city region.

As you know, prior to the publication of the PEEL Assessment, GMP had been formally engaged by HMICFRS because of enduring concerns about crime recording practices and the provision of investigative and safeguarding services. Upon his appointment the Chief Constable took immediate action to build upon the changes made by the Acting Chief Constable. In addition to the development of a tactical plan to increase the capacity of officers to reduce incident backlogs, advice was sought to help identify and remedy issues with crime recording. I am pleased to see that within the PEEL report HMICFRS has acknowledged the progress made, noting that the significant improvement in crime recording practices.

You are aware that while working on the PEEL inspection HMICFRS issued an accelerated cause of concern (aCoC) in September 2021 seeking immediate improvements in how GMP respond to emergency incidents. Call waiting times were highlighted as a concern and HMICFRS identified the need for a performance framework to support improved call handling.

GMCA, Broadhurst House, 56 Oxford Street, Manchester, M1 6EU

<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

The Chief Constable declared a critical incident in this regard in July, taking immediate action to bolster the number of officers and staff available to take calls from the public, respond to emergency incidents and reduce the number of people awaiting a response with their case sitting in a 'queue'.

A performance framework has been introduced which is informing and improving the management of performance, attendance, flexible working patterns, absences, and annual leave. In February GMP introduced a revised Graded Response Policy based on better assessment of the needs for police attendance, to ensure that those most in need get the fastest response.

In addition, bespoke THRIVE training has been completed for all call handling staff including scenarios to test knowledge and learning. THRIVE has also been adopted by the People and Development Branch to ensure consistency and delivery to all new GMP starters. The training incorporates College of Policing methodology and the vulnerability assessment framework.

These improvements are being delivered through additional and necessary investment from the council tax precept which has enabled a substantial recruitment campaign for 100 new call handlers. This funding arrangement will ensure that the improvements achieved are sustainable, delivering a reliable service to those who need to call the police. A gold command structure is in place monitoring both performance in the Force Contact Centre as well as recruitment and training and I monitor both alongside the Deputy Chief Constable.

GMP was also aware in September that officers were being abstracted from neighbourhood teams to assist response officers, a concern also raised by HMICFRS. Action taken in response, including training for call handlers and a new appointments system have already resulted in a demand reduction on response officers of 15 per cent with an associated reduction in the need for neighbourhood officers to be taken away from their duties to respond to emergencies. The PEEL assessment identified a need to better investigate crime, and these measures are freeing up crucial time for our officers to better respond to serious incidents.

Importantly the actions outlined above will also contribute to wider efforts underway to respond to HMICFRS's concerns about workforce wellbeing by reducing demand and the requirement to use overtime to manage demand. Plans are in place to increase capacity for internal communications with officers and staff and the recent decision to procure a replacement for the PoliceWorks system has already had an impact on morale.

The Chief Constable and I are confident that we can see the green shoots of recovery emerging across Greater Manchester Police but we know that further, significant improvement is required. A rigorous governance structure has been developed and importantly both myself, senior officers of the GMCA and HMICFRS have been invited to attend these meetings. This new culture of transparency and openness marks a significant change for Greater Manchester Police and I am determined that we will continue to work closely together to deliver the service that the public of Greater Manchester deserve.

Yours sincerely



**Baroness Beverley Hughes**  
**Deputy Mayor of Greater Manchester**  
**Policing, Crime and Criminal Justice**

GMCA, Broadhurst House, 56 Oxford Street, Manchester, M1 6EU

<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>