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

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Rt Hon James Cleverley  
Secretary of State for the Home Department  
2 Marsham Street  
London  
SW1P 4DF

11<sup>th</sup> April 2024

Dear Home Secretary,

**SUBJECT: Efficiency spotlight report: The impact of recruitment and retention on the criminal Justice system.**

I write in response to the recent publication of the '*Efficiency spotlight report: The impact of recruitment and retention on the criminal Justice system*' following the joint work by the respective Inspectorates that oversee the various Criminal Justice organisations. I welcome this joint review and the information and findings presented.

As highlighted in the report the police uplift target was met both nationally as well as locally by Greater Manchester Police (GMP) and for the first time in over 10 years saw GMP have more than 8,000 police officers. This has helped strengthen neighbourhood policing by putting more officers on the frontline ringfenced to serving their communities, a key commitment of the Mayor, myself and the Chief Constable. However, the constant challenge of balancing new recruits versus those leaving the force through transfer or retirement remains.

I note a key finding from the report for increased investment to understand why staff leave. Last year GMP developed a "Stay Interview" process, seeking to understand why officers wanted to leave the organisation and retaining them by resolving issues, where possible. This has proved highly successful, resulting in the retention of officers that may have otherwise left to seek new employment.

Initiatives such as this coupled with effective initial police training are critical to ensure that new recruits are fully supported through what can be very challenging period of training and first years on what may be a more demanding job than they presumed it to be.

It is clear that the challenge of recruitment and retention stretches across the breadth of the Criminal Justice system and failure to address this challenge in both short term and long term through strong strategic planning poses a very significant risk to Greater Manchester being able to effectively and efficiently deliver on the Victims code.

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

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I commit to sharing this report with the Greater Manchester Justice and Rehabilitation Executive and will seek assurances that all Criminal Justice partner agencies are alive to and prepared for these challenges through respective recruitment and retention strategies.

Yours sincerely



Kate Green  
**Deputy Mayor of Greater Manchester  
Policing, Crime and Criminal Justice**

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