

Rt Hon Nick Hurd MP,  
Minister of State for Policing and the Fire Service  
2 Marsham Street  
London  
SW1P 4DF

25<sup>th</sup> June 2019

Dear Nick

**SUBJECT: HMICFRS Report - PEEL (Police Effectiveness, Efficiency and Legitimacy) 2018/19**

I write regarding the recent PEEL inspection of Greater Manchester Police (GMP) that examined the areas of effectiveness, efficiency and legitimacy.

Preventing and investigating crime and supporting our most vulnerable victims remain key priorities in Greater Manchester. Our police officers and staff work tirelessly to protect our citizens and respond to increasingly challenging calls for service, all in the backdrop of reduced budgets and officer establishment.

It is therefore disappointing that GMP has been found to 'require improvement' in reducing crime and keeping people safe and providing an efficient service. Of particular concern are the findings on the ability to protect vulnerable people. I will be discussing the findings in further detail with the Chief Constable to ensure there are effective plans to address the concerns to protect our most vulnerable victims.

There are positives to take from this report. I am pleased that HMICFRS have judged GMP to be 'good' in respect of legitimacy and the way it treats the public and its workforce. Ethics and integrity underpin the ethos of 'policing with consent' and this is something we have, and will continue, to invest our time and commitment to.

The inspection report identifies a series of areas for improvement. In early response to the report, GMP has created a dedicated PEEL action plan to progress and monitor these areas. The Deputy Chief Constable will have strategic oversight and responsibility for the delivery of the action plan and I will receive regular updates on progress with this and all other outstanding inspection recommendations as appropriate.

The report details one cause for concern and two recommendations which I would like to address now.

**Cause of Concern - Greater Manchester Police is failing to respond appropriately to some people who are vulnerable and at risk. This means that it is missing some opportunities to safeguard victims and secure evidence at the scene and victims are being put at risk.**

***Recommendation 1 - The Force should increase its use of STRIVE within the control room (OCB) to ensure that it appropriately identifies and responds to all vulnerability.***

At present, the Vulnerability Support Unit reviews incidents involving vulnerability which have not been allocated. These incidents are then either allocated or escalated to district supervision for attendance, dependant on level of risk identified.

Work is ongoing to improve GMP's capability to attend incidents with increased supervision capacity within the Command and Control structure. This additional supervision is helping to ensure resources are allocated to the incidents involving the highest level of vulnerability.

The STRIVE assessment is included in all the call handling standards and GMP is currently training a number of call handlers in order to extend its use. It is only detailed in certain cases where relevant, but it is considered for every call.

***Recommendation 2 - The Force should improve its response to calls for service and its initial investigation for all vulnerable victims.***

As HMICFRS highlights in the report, the police service has been placed under significant pressure for nearly a decade, a point that the Mayor and I have been reiterating for some time now. In response to the Government cuts we have had to make some difficult decisions in order to resource front line policing and through an increased precept this year will be able to recruit 170 Neighbourhood Police Officers. This investment will work to meet the demand from incoming calls that are now more complex than ever.

In addition to this, a new proactive team will be established and resourced by 50 officers with intelligence-driven deployment to provide the greatest impact. I am hopeful that this investment will help reduce demand or negate any further rises.

I am acutely aware of the challenges faced by the police service at present. I understand the criticality of protecting our citizens and providing an efficient service, but I also understand how important it is to ensure the service has the resources and capabilities it needs to achieve that.

The Mayor and I will be meeting with the Chief Constable in the coming weeks to discuss further what can be done in light of the findings from the report.

Yours sincerely



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