

**BEV HUGHES**  
**DEPUTY MAYOR  
OF GREATER  
MANCHESTER**

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

November 2021

Dear Home Secretary

**SUBJECT: HMICFRS PEEL: Greater Manchester Police cause of concern – Responding to vulnerable people**

I write in response to the HMICFRS PEEL inspection and the accelerated cause for concern in respect of Greater Manchester Police.

Whilst the final report of the inspection is awaited, I acknowledge the accelerated cause of concern, and have discussed this with the Chief Constable and senior leaders at Greater Manchester Police.

In respect of the specific recommendations made, I can provide an update as follows:

**Recommendation 1: The force should immediately develop a plan to promptly improve its capability and capacity to deploy resources to incidents assessed as requiring either an immediate (within 15 minutes) or prompt (within an hour) police response.**

Immediately, GMP has sought peer support from the National Police Chief's Council and has a dedicated Superintendent in the Operational Communications Branch (OCB) to review response. In addition, a district and OCB response plan has been developed to reduce demand and there has been significant growth in district leadership to drive performance and accountability. Work also continues to record all crime at first point contact to increase frontline capacity.

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**Recommendation 2: Within three months, the force should review its graded response policy, escalation policy and quality of THRIVE risk assessments to support its ability to provide an appropriate response to vulnerability and risk.**

I can confirm that work continues to review and simplify the Graded Response Policy and the Escalation Policy. In addition, further THRIVE training is to be delivered. Moving forward, Integrated Voice Recognition will be introduced once the telephone network has been upgraded in 2022, with an exercise undertaken to reprofile switchboard staff to call handling once this is complete.

**Recommendation 3: Within three months, the force should review and implement a command-and-control system which is able properly to identify and allocate resources in a timely manner to meet demand.**

I have received an update from GMP to confirm that the command-and-control function is currently under review and an increase in district leadership has led to increased scrutiny and accountability with regards to response. Performance in this area is being driven through daily management meetings. I can confirm that answer times for both 999 and 101 calls is reducing and I am in regular dialogue with senior leaders to drive further improvements.

**Recommendation 4: Within three months, the force should introduce a performance framework to support its call handling and despatch staff to improve efficiency and support for its workforce.**

A new performance management framework has been introduced, including new Quarterly Performance Reviews (QPR) for the OCB and a daily dashboard is being developed. To drive improvements a new OCB Performance Manager has been appointed and weekly accountability reports will be produced to inform future performance. In addition, a deep dive on productivity analysis is in development to test all functions from call to finalisation.

I shall ensure that the development of this work continues to be monitored and I would be happy to provide a further, fuller response on progress following the publication of the final PEEL inspection report.

Yours sincerely



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

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