

BEV HUGHES

**DEPUTY
MAYOR OF
GREATER
MANCHESTER**

Rt Hon Amber Rudd MP,
Home Secretary
2 Marsham Street
London
SW1P 4DF

20th December 2017

Dear Amber

SUBJECT: HMICFRS Inspection Report – Efficiency 2017

I write in response to the above report that was published in November.

I would firstly like to express my gratitude to the inspection team for agreeing to conduct a reduced inspection, given the timing just weeks after the Manchester Arena attack. However, I am pleased to see that an assessment of performance could still be undertaken.

How the police service balance and prioritise the resources available to meet expected demand is a complex and challenging requirement. There is a need not only to understand the drivers of existing demand, but also to look ahead to predict political and societal changes and then adapt resources and processes to ensure the operations and services provided remain fit for purpose.

I am therefore pleased to see that the report found Greater Manchester Police (GMP) to have a comprehensive understanding of the current and future demand and acknowledged this against the backdrop of successive funding cuts between 2010 and 2015 and which continue today.

The report did provide four main areas for improvement and I will be working with the Chief Constable to ensure thorough consideration of the findings, to further develop the work already being undertaken within Greater Manchester Police.

In order to ensure consistency in the application of duties, Local Resolution Officers are now located within the Crime Progression Teams, alongside Crime Evaluators and dedicated supervision. Overall governance of these functions is managed by a member of the Force Command Team through a fortnightly Crime Standards Board, supported further by bi-annual reality check visits to each district.

It is crucial that appropriate decisions are made to ensure that the police are deployed when and where they are needed most. GMP has already taken action to ensure that assessments of threat, risk, harm and vulnerability are undertaken for all incidents that have been assigned for resolution without dispatch. Any such resolution must be approved by supervision following the assessment and this process is audited at a local and strategic level on a weekly basis.

The report also found that the force had a good understanding of the skills and capabilities required within the workforce, both now and in the future. However, it is acknowledged that work is required to improve how it identifies and develops existing talent within the workforce through effective succession planning.

GMP currently has a programme of work providing a focus on 'Investing in Our People', with an overarching objective to deliver a system that can recruit and retain a workforce that is representative of local communities and can foster a culture of fairness and respect.

Understanding the workforce's capabilities and the identification of gaps is a key component of this and work is underway to ensure there are appropriate IT systems in place to enable the effective management and tracking of skills and learning throughout the organisation. I believe that this, coupled with the completion of a detailed skills and capabilities audit, will enhance the understanding about current and future requirements.

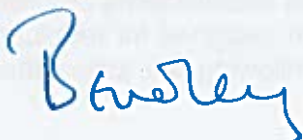
I acknowledge the importance of identifying talent and the need to make the police service an attractive proposition for employment and careers. GMP has invested in the College of Policing Fast Track Scheme and through the Positive Action Team proactively work to source and identify talent through the establishment of strong relationships with local communities, colleges and universities across Greater Manchester. Work is also under way to review opportunities for professional apprenticeships with clear career pathways. I will continue to support this work and will consider how this can be developed further to ensure people with the key skills required are attracted into the recruitment process.

In relation to career development, I am pleased that the force has already taken some positive steps to deliver enhanced promotion processes across all ranks and now offers development interventions for unsuccessful candidates to foster learning opportunities and maintain personal aspirations.

Ensuring that personal development reviews are conducted efficiently, effectively and integrate with the promotion process is key is making the process work. It is important that police officers and staff are aware of the expectations of supervision to allow them to perform their duties of the role to the best of their abilities.

To ensure Greater Manchester Police is able to understand and meet the demands of policing over the coming years it is important that it has the correct skills and capabilities within the workforce, supported by effective IT systems and infrastructure. The workforce also needs to be representative of the communities it serves and must have be given the opportunities to develop and grow to the benefit of the individual and the organisation. To this end I will continue to work with the Chief Constable to further consider the findings of this inspection and review any identified areas for improvement.

Yours sincerely,



Rt Hon Baroness Beverley Hughes
Deputy Mayor of Greater Manchester
Police, Crime and Criminal Justice