

BEV HUGHES
DEPUTY MAYOR
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MANCHESTER

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

30th January 2018

Dear Home Secretary

SUBJECT: HMICFRS – Police Legitimacy Inspection 2017

I write in response to the above report that was published in December 2017.

As with my response on the recent HMICFRS Efficiency Inspection, I would firstly like to express my thanks to the HMICFRS 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.

The subject of legitimacy is of paramount importance in policing. For the police service to gain the confidence and support of the public, it must itself operate effectively and with integrity at all times. Police leaders should ensure that their own police service is accessible to the members of the public who need it but also that its own staff are treated with the same level of respect as it wishes for them to display to others during their duties.

The inspection report was interesting. I was pleased with the acknowledgement that officers and staff at Greater Manchester Police (GMP) understood the importance of treating the public with respect and that monitoring processes were in place to review the use of force and other coercive powers. I was also reassured to read that inspectors found the public complaints system to be accessible and that staff were largely supportive of the workforce wellbeing support offered, particularly following the Manchester Arena Attack.

Whilst the report did not make specific recommendations, a few areas for improvement were provided in relation to the management of complaints and workforce talent and personal reviews.

The report found that whilst the quality of investigations into discrimination allegations and misconduct was high and in line with Independent Police Complaint Commission (IPCC) guidelines, there was a need to ensure all allegations which met the mandatory referral criteria were referred to the IPCC. GMP has since reviewed and enhanced its processes for these referrals, something that HMICFRS has already confirmed with the IPCC.

Similarly, the report found that whilst the police service regularly provided information to the complainant at the commencement and closure of an investigation, improvements were required to ensure meaningful updates were provided throughout the investigation. I am pleased to say that this is an area that has also been addressed with improvements in timeliness and quality now being seen.

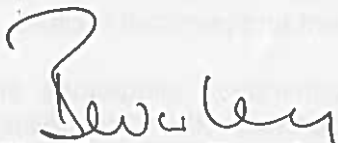
Within the next six months the police service will also be providing revised information on how to make a complaint and will make this available in both police and non-police buildings. Once produced I will work with GMP to ensure the information is disseminated through appropriate networks to reach the public.

The report also highlighted an area of improvement around the implementation of a revised Personal Development Review process for officers and staff. This is something that the service has been piloting with a view to implementing incrementally in 2018 subject to approval. This new process relates to police officers, consultation with police staff on the PDR content and a cycle for staff will take place in 2018.

Work is also underway to improve the awareness and participation of the talent management scheme among the workforce. As I alluded to in my response following the Efficiency 2017 inspection, the importance of identifying talent and the need to make the police service an attractive proposition for employment and careers cannot be underestimated. 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 provide officers at all ranks the opportunity to enter into a development pool to provide them with a focus on personal development. This work will be supported by a dedicated communications strategy outlining how talent will be identified and managed. I will continue to support this work to ensure people with the key skills required are attracted into the recruitment process.

In addition to the local areas for action as described, the national inspection reported a concern regarding the disproportionate overrepresentation of Black, Asian and Minority Ethnic (BAME) people being stopped and searched by police services across the country and the need therefore to understand the data to properly account for this. I will continue to work with GMP to ensure that the data is regularly monitored and that appropriate action is taken to review processes if required.

Yours sincerely,



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