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Date: 31 March 2016

Transforming Professional Standards in Greater Manchester Police

Terms of Reference for MPS Directorate of Professional Standards (DPS) Peer Review of GMP's Professional Standards Branch (PSB)

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As you are aware, GMP's PSB is subject of a programme of substantial transformational change. This reform commenced in November 2015 and is predicated on three over-arching principles:

- (1) organisational effectiveness – to assure consistent and appropriate outcomes
- (2) a culture of integrity, fairness and impartiality – to assure reputation
- (3) constructive and positive stakeholder engagement – to maintain and enhance relationships

The initial phase of reform work is complete and we are now moving into the implementation of revised procedures and structures with clearer lines of accountability, responsibility and authority for decision-making within a comprehensive Scheme of Delegation (in place since January 2016) and Governance (in place since March 2016).

The PSB Reform team is working with PSB senior leaders to establish performance scrutiny and internal challenge that ensures high quality investigations and casework. Changes made to date have ensured stricter adherence to the underpinning regulatory and legislative framework, and detailed, demonstrable and transparent decision making in all initial and final assessments of conduct and casework.

Work is in progress to gain a clear and current understanding of internal and external stakeholder perspectives, especially those who have least confidence in the police complaints and misconduct system. A critical success factor will be a desire and willingness from within to respond to constructive commentary and to influence improvements in policing standards.

This important reform work benefits from external scrutiny and challenge from a Professional Standards Reference Group comprising of credible advocates from a range of external stakeholders.

Further to a series of discussions originating from the time of the impetus for change towards the end of 2015, I will be grateful if one or more suitably experienced and knowledgeable senior managers of the MPS DPS could undertake a Peer Review of GMP's PSB, and in doing so, provide the PSB leaders, manager and practitioners with insight and reflection on the broad area of assessments, decision-making and investigative mind-set.

The purpose of the Peer Review is not to replicate or duplicate any ongoing reform, nor to replace or complement the statutory governance role of the IPCC, the inspection function of HMIC, or the accountability and scrutiny function of the OPCC; rather it is to provide meaningful insight, common understanding, and value into how GMP's PSB is currently operating. A Peer Review of this nature should be founded on a neutral, inquisitorial and supportive approach and should provide those involved in the leadership and management of PSB together with its operational practitioners an opportunity to:

- account to peers for what they do and why they do it, and
- explain to like-minded professionals the rationale for systems and approaches adopted
- highlight any barriers or restrictions to adopting preferred or alternative ways of working

Those conducting the review should be sufficiently knowledgeable to reflect back to current PSB leaders and practitioners the strengths and weaknesses of current operating practices, and identify and discuss opportunities to do things in a different manner where good practice evident elsewhere can improve upon existing practices.

The Peer Review methodology is set out at Appendix A.

I am grateful to you for your assistance and support.

Yours sincerely

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GMP Appropriate Authority and Chief Officer Lead for PSB

MPS Peer Review of GMP PSB - Methodology

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1. The MPS PRT will attend GMP over a 2 day period and will aim to complete its work by the end of May 2016 (subject to operational capacity).
2. Head of GMP PSB [REDACTED] senior leadership team will act as liaison for the MPS PRT prior to and throughout the lifetime of the review, and will ensure any relevant documentation to inform the MPS PRT is provided upon request.
3. Reviewers will have appropriate levels of security clearance and will have unfettered access to GMP PSB and all its composite functions during the course of the review, and will have direct access to individual officers, members of staff and will be able to review appropriate internal and external PSB reports and data as necessary.
4. The MPS Peer Review Team (PRT) will have the opportunity to review live or closed cases as necessary to provide sufficient and relevant insight into the spectrum of GMP PSB operating practices. Reviewers will be able to shadow investigators, case managers and those acting on behalf of GMP's appropriate authority in live time decision making on a wide spectrum of casework.
5. Specific areas for review include a focus on:
 - (a) the consistency of approach to assessments of conduct and will aim to provide insight into the quality and thoroughness of assessments and, where evident, will assess and highlight transparency and openness in decision making
 - (b) the allocation and tasking process with a focus on supervisory oversight and scrutiny right through to completion of the investigation
 - (c) the detail and quality of the final Appropriate Authority decision making and rationale
6. Having regard to the investigative mind-set, the PRT will assess if GMP PSB is handling and treating referrals without *'fear or favour'* and will consider whether assessment and investigative processes are proportionate and compliant with the underpinning legislative framework and guidance.

Reporting

7. The output of the Peer Review is to take the form of ongoing dialogue with senior PSB leaders on a frequent basis together with a more formal report of findings, including an analysis of evidenced strengths and weaknesses, together with an assessment of opportunities and threats.
8. The MPS PRT will aim to submit any formal findings prior to the end of June 2016. This will be subject to the eventual date the review is conducted and finalised.
9. Once the review report is complete it will be shared [REDACTED] whereupon a decision will be made as to whether the findings are presented personally by a further visit to GMP or can be discussed remotely, including, if so required, a presentation to GMP's Professional Standards Reference Group of the Review, its findings, observations and recommendations.

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[REDACTED]
GMP Appropriate Authority and Chief Officer Lead for PSB

