

**To: Chair and Members of the Police Authority Executive  
Date: 10<sup>th</sup> December 2009**

Executive Officer: Chief Executive Joe McCarthy  
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Status: For Decision

**Policing Pledge Update and Allocation of  
Members to Key Roles**

1. **Purpose**
2. The purpose of this report is twofold:-
3. Firstly, to inform members of the content and grades awarded to Cleveland Police by Her Majesty's Inspectorate of Constabulary (HMIC) following their recent inspection of the delivery of the Policing Pledge. Alongside this there is the development of an action plan and check list for Cleveland Police Authority to oversee the implementation of the Policing Pledge.
4. Secondly, to agree to the allocation of members to oversee the implementation of the Policing Pledge, neighbourhood policing and to represent the Police Authority, as required, on the local authority Crime and Disorder Oversight and Scrutiny Committees.
5. **Recommendations**
6. It is recommended that Members:-
7. Note the HMIC Policing Pledge inspection findings as summarised in appendix A of this report.
8. Agree the Police Authority Policing Pledge Action Plan and Check List outlined in appendix B, which is a series of checks to oversee the Policing Pledge development force-wide.

9. Agree that progress with the (separate) Force policing pledge action plan will be regularly reported to the Operational Policing Panel.
10. Agree that members will be nominated to act as leads for the four Basic Command Units in order to oversee the delivery of the Policing Pledge and the continued delivery of neighbourhood policing services.
11. Agree that members will be nominated to sit - as required, to represent the Police Authority - on the local authority Crime and Disorder Oversight and Scrutiny Committees. Also to agree that it is the policy of Cleveland Police Authority that the member who is invited to sit on the Crime and Disorder Oversight and Scrutiny Committee shall not be a member who sits on the relevant CDRP.

Note that members have been allocated to the above roles as follows:-

<u>Area</u>	<u>BCU Lead</u>	<u>Scrutiny Committee</u>
Stockton	Mike McGrory JP	Miss Pam Andrews-Mawer
Hartlepool	Cllr Victor Tumilty	Cllr Steve Wallace
Redcar and Cleveland	Cllr Dave McLuckie	Ted Cox JP
Middlesbrough	Cllr Barry Coppinger	Cllr Ron Lowes

## 12. **Reasons**

13. The Policing Pledge was first highlighted in the Home Office Green Paper (From the Neighbourhood to the National: Policing Our Communities Together) in 2008 and was introduced nationally later that same year. By December 2008 every Force had signed up to the Policing Pledge and they were implementing the 10 points included within the Pledge.
14. Between April and October 2009 HMIC inspected all 43 Forces for their delivery of the Policing Pledge, with the focus being on the question "is the Policing Pledge being delivered to local people?" The 10 Pledge points were scored for delivery as being poor, fair, good or excellent.
15. In May 2009 HMIC reported early findings from their inspections of 7 Forces (not including Cleveland). HMIC found that there was strong leadership commitment to the Pledge but that the communication to the public was inconsistent. HMIC recommended that Forces develop consistent communications programmes and more closely monitor the progress being made in implementing the Pledge. On specific issues HMIC stated that Forces should concentrate on visible policing, on victim contact (pre-charge) and on being more aware of local priority issues. There was also a recommendation to benchmark good practice with other Forces.
16. Following the completion of the HMIC inspections in October 2009 a report was issued to each Force containing the inspection findings. Cleveland was awarded an overall grade of fair, having scored good on delivery of 4 of the ten Pledge points and fair on delivery of the remaining 6 Pledge

17. It should be noted that a grading of fair is defined as when 'performance is variable and falls short of the required standard and remedial action is required'. Good is defined as where 'the standard is met and only minor dips in performance occur'. It is the intention that HMIC will re-inspect Forces in the first half of 2010, concentrating on those areas of delivery scored as poor or fair.
18. It is prudent to deal with HMIC inspection findings by means of an action plan to drive up performance to achieve a "good" rating. The Force is currently formulating such an action plan and is also developing a training plan on the Policing Pledge for service units.
19. In addition to regularly scrutinising progress being made with the Force action plan, the Police Authority can oversee progress with implementation of the Policing Pledge by instigating two additional initiatives:-
20. Regular reporting on performance measures that are seen to drive up public satisfaction and confidence in the police (see appendix B).
21. Utilise our Independent Custody Visitors and Volunteers to periodically check on aspects of the Policing Pledge, such as the information available and the conduct of neighbourhood policing meetings (see Appendix B).
22. To date (27<sup>th</sup> November 2009) HMIC has not published an overarching national report of findings covering all 43 Forces, but feedback suggests that the strongest areas of the Policing Pledge nationally are point 2 (information about neighbourhood police teams) and point 6 (dealing with non-emergency calls promptly). Areas of comparative weakness are point 4 (24 hour response), point 8 (local information updates), point 9 (keeping victims informed) and point 10 (acknowledging service concerns). It is understood that the majority of Forces scored an overall fair grade for delivery of the Policing Pledge.
23. The draft White paper (What the Public Can Expect from Policing, 2009) states that "we will strengthen the link between Police Authorities and frontline delivery by asking members to lead on a BCU area." The primary focus will be oversight of the implementation of the Policing Pledge and the continued provision of the neighbourhood policing service.
24. Police Authorities have responsibilities under the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006, to participate in Crime and Disorder Oversight and Scrutiny Committees, which can receive councillor calls for action and scrutinise the work of Crime and Disorder Reduction Partnerships. The Police Authority is a "responsible authority" within the CDRP and it may be invited to sit on this new Committee and/or provide evidence to, and respond to reports from, the Committee. There

25. **Implications**

26. Finance

27. There are no financial implications arising from this report.

28. Diversity and Equal Opportunities

29. There are diversity or equal opportunities implications arising from this report in that the guarantee of fair treatment and fair access to services is a key element of the Pledge.

30. Human Rights Act

31. There are no direct Human Rights Act implications arising from this report.

32. Sustainability

33. There are sustainability implications arising from this report in that HMIC has focused its approach on whether the implementation of the Pledge is sustainable.

34. Risk

35. There are performance and reputational risks associated with a failure to deliver on all elements of the Policing Pledge and neighbourhood policing.

36. **Conclusions**

37. The Force has made good progress in relation to the implementation of the ten elements of the Policing Pledge. The Force is formulating an action plan to improve performance further and this will be bolstered by the Police Authority Action Plan and Check List. The Authority will focus its resources on monitoring the delivery of the Policing Pledge and the neighbourhood policing services. The outcome should be that the Force and Authority are best placed to improve customer satisfaction with the Police and to respond favourably to future performance inspections and audits.

Joe McCarthy,  
Chief Executive

## Appendix A: HMIC Policing Pledge Inspection Findings – Cleveland Police

### **PLEDGE POINT 1 (Fair Service – Good)**

*Always treat you fairly with dignity and respect, ensuring you have fair access to our services at a time that is reasonable and suitable for you.* HMIC praised the Direction and Control Complaints Policy and the involvement of the Professional Standards Department. HMIC commented that the Police Authority is leading an initiative to supply every household with a copy of the Pledge.

### **PLEDGE POINT 2 (Information on Neighbourhood Police Team – Fair)**

*Provide you with information so you know who your dedicated Neighbourhood Policing Team are, where they are based, how to contact them and how to work with them.* HMIC commented on the efforts to inform the public on local neighbourhood policing teams and their priorities. However, HMIC identified a need for more publicity on the Policing Pledge and commented that neighbourhood policing information is not always up to date.

### **PLEDGE POINT 3 (Visible Patrols – Fair)**

*Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure that your team is not taken away from neighbourhood business more than is absolutely necessary. Officers will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.* HMIC praised the rigorous abstraction policy for neighbourhood policing teams and the support arrangements. HMIC saw room for improvement in the recruitment policy for neighbourhood policing teams and commented that there could be better coordination of neighbourhood policing and response policing.

### **PLEDGE POINT 4 (24 Hour Response – Fair)**

*Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.* HMIC commented that the communications centre liaison arrangements were focused and improving, with the implicit prospect of a good standard in future.

### **PLEDGE POINT 5 (999 Response Standard – Good)**

*Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately, giving an estimated time of arrival (ETA), and getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.* HMIC commented that the communications centre is one of the 3 best performers in the country.

### **PLEDGE POINT 6 (Dealing with Non-emergencies Promptly – Fair)**

*Answer all non-emergency calls promptly. If attendance is needed, send a patrol, giving you an ETA, and:*

- If you are 'vulnerable' or 'upset', we will aim to be with you within 60 minutes.*
- If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.*
- Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.*
- If agreed that attendance is not necessary, we will give you advice, answer your questions and/or put you in touch with someone who can help.*

HMIC praised the call centre's appraisal of vulnerable and upset callers. There is comment that the priority setting and appointment systems in districts should have a more corporate approach.

### **PLEDGE POINT 7 (Monthly Public Priority meetings – Good)**

*Arrange regular public meetings to agree your priorities at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits, which will be arranged to meet local needs and requirements.* HMIC praised the publicity for, and the standard of, monthly public meetings across the Force. HMIC recommended a more corporate approach and a focus on ensuring that people are given adequate notice of meetings cancelled.

### **PLEDGE POINT 8 (Local Information Monthly Updates – Good)**

*Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer, and information on how your force is performing.* HMIC praised the standard and the customisation of information provided to local communities. HMIC welcomed the development of the "Community Engagement Toolkit" and suggested that a PACT (Partnership and Communities Together) toolkit be developed, with more community support assistance.

### **PLEDGE POINT 9 (Keeping Victims Informed – Fair)**

*If you have been a victim of crime, agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish, and for as long as is reasonable.* HMIC is generally satisfied with the VCOP (Victims' Code of Practice) arrangements but suggests that the Victim Contact Agreement process be strengthened.

### **PLEDGE POINT 10 (Acknowledge Service Complaints – Fair)**

*Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with*

*you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.* HMIC commented that there is good management commitment to providing a robust complaints system but that the management structure and information systems need to be improved.

## **WHAT THE FORCE WAS DOING TO IMPROVE ITS PERFORMANCE**

**HMIC commented as follows:-**

1. **Performance, results and outcomes - Good.** Surveys and management meetings are being used to improve performance; public satisfaction and confidence data are taken into account.

2. **Action being taken to address deficiencies - Fair.** The force has identified deficiencies in its delivery of the Pledge and is taking action in those areas.

3. **Context (including leadership and governance) - Good.** Implementation is led by the force's senior team, the Police Authority is involved, staff are being trained and the Pledge is being communicated to staff and the public.

## Appendix B: Police Authority Policing Pledge Action Plan and Check List

It is proposed that the Police Authority checks on progress with implementation of the Policing Pledge by means of regular performance monitoring of the drivers of public satisfaction and confidence in the police and by utilising the Independent Custody Visitor and Volunteer resources to periodically check on delivery. The following table identifies probable sources of performance information, both quantitative (e.g. neighbourhood surveys) and qualitative (e.g. occasional service checks). This may be amended in light of the availability of information and the assessment of best practice from other Authorities.

Pledge Element		Actions
1.	Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Satisfaction with police contact (local survey Q15)</li> <li>• Satisfaction Measures (local survey Q20)</li> <li>• Comparative victim satisfaction (APACS 1.2)</li> <li>• Victim satisfaction with ease of contact (user satisfaction survey Q5)</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Monitor Force stop and search data</li> <li>• Analysis of relevant complaints</li> <li>• Mystery shopper – checks on police office (information, access, etc.)</li> </ul>
2.	Provide you with information so you know who your dedicated Neighbourhood Policing Team are, where they are based, how to contact them and how to work with them.	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Accessibility Measures (local survey Qs 5-7)</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Dip sample web pages.</li> <li>• Dip sample NHP notice boards.</li> <li>• Mystery shopper contact calls.</li> <li>• Local focus groups</li> </ul>
3.	Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80 per cent of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Visibility Measure (local survey Qs 8-9)</li> <li>• Confidence Measure (local survey Qs 2-3)</li> <li>• Perception of ASB (local survey Q19)</li> <li>• NHP activity and abstraction data</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Local focus groups</li> </ul>
4.	Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Force incident information.</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Force communications and contact management arrangements</li> </ul>

5.	Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible.	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Force calls &amp; attendance information</li> <li>• Victim satisfaction data</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Relevant complaints data</li> </ul>
6.	<p>Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival and:</p> <ul style="list-style-type: none"> <li>• If you are vulnerable or upset aim to be with you in 60 minutes If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.</li> <li>• Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.</li> <li>• If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.</li> </ul>	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Force calls &amp; attendance information</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Relevant complaints data</li> </ul>
7.	<p>Arrange regular public meetings to agree your priorities at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.</p>	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Force local priorities log data (content, updates, dissemination, etc.)</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Mystery Shopper – check ward priorities and meeting information</li> <li>• Local focus groups</li> </ul>
8.	<p>Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, and details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.</p>	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Information Measure (local survey Q10)</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Dip sample web pages (e.g. crime maps)</li> <li>• Dip sample NHP notice boards</li> <li>• Mystery shopper – attend meetings</li> </ul>
9.	<p>If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish, and for as long as is reasonable.</p>	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Contact Satisfaction (part local survey Q15)</li> <li>• Victim satisfaction data</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Negotiated case updates (user satisfaction survey Qs20-25)</li> <li>• Number of completed Victims Code Of Practice (VCOP) checks</li> </ul>

10.	Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.	<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Overall victim satisfaction (user satisfaction survey Q35)</li> </ul> <p><b>Checks</b></p> <ul style="list-style-type: none"> <li>• Relevant complaints</li> </ul>
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