



Inspecting policing
in the public interest



DELIVERING THE POLICING PLEDGE

Greater Manchester Police

“Are the local police delivering for you?”

The ‘Policing Pledge’ sets out ten minimum standards that the police service promised to deliver from 31 December 2008.

Her Majesty’s Inspectorate of Constabulary (HMIC) has reviewed how well the 43 forces in England and Wales are delivering the standards they promised the public.

This report provides members of the public with information on the performance of their local force.

Each Pledge standard and the three areas relating to how the force is working towards its delivery have been graded. HMIC has combined these assessments to give an overall grade for the force.

The overall grade for
Greater Manchester Police is:

FAIR

The different grades

EXCELLENT

is awarded for exceptional performance which is consistently above and beyond the required standard.

GOOD

is defined as meeting the standard, although there may be minor dips in performance.

FAIR

is awarded where performance is variable and falls short of the required standard. Remedial action is needed.

POOR

is used when performance fails to meet an acceptable level. Immediate remedial action is needed.

THE POLICING PLEDGE POINTS

HMIC GRADING

PLEDGE POINT 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.

FAIR

PLEDGE POINT 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.

GOOD

PLEDGE POINT 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 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.

FAIR

PLEDGE POINT 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.

FAIR

PLEDGE POINT 5

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.

GOOD

PLEDGE POINT 6

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.

GOOD

PLEDGE POINT 7

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.

FAIR

PLEDGE POINT 8

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.

FAIR

PLEDGE POINT 9

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.

GOOD

PLEDGE POINT 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.

FAIR

SUMMARY OF FINDINGS

PLEDGE POINT 1

Individuals with physical disabilities were considered in a number of ways such as police station enquiry counters being lowered. For customers whose first language was not English information about the Pledge was available in the most common languages used across Greater Manchester. The force had completed training to better understand and deal with complaints about customer service. **But** visits made to police stations found they were not always open to the public as advertised.

PLEDGE POINT 2

A range of information was provided to the public that identified their local Neighbourhood Policing Team (NPT) and detailed how to contact them. The force had a dedicated NPT website. Local Pledges were displayed throughout the force premises.

PLEDGE POINT 3

The force had guidelines about how much time staff could spend away from their local neighbourhoods. Staff had patrol plans in place to ensure they focused on the issues that mattered most to the community. Force monitoring showed that staff spent more than 80% of their time tackling problems in their local communities. **But** checks made by the inspection team found that staff did not think they were spending 80% of their time in their local neighbourhoods.

PLEDGE POINT 4

The force had introduced a voicemail system to ensure a response to every message within 24 hours. There were also guidelines for how to respond to emails effectively. **But** the force needed to produce guidelines on how to respond to other forms of contact, including letters sent by post.

PLEDGE POINT 5

The force aimed to answer 90% of 999 calls within 10 seconds; performance for 2008/09 was 90.22%. The force routinely provided callers with an estimated time of arrival. The force prioritised improving service delivery and increasing reassurance. **But** due to a high level of collisions involving police vehicles more needed to be done to ensure officers got to incidents safely. In response the force had introduced a number of requirements.

PLEDGE POINT 6

The force had introduced a customer enquiry unit to provide a one-stop resolution to as many calls as possible (the unit handles around 5,000 calls per day). Public Service Teams had also been introduced to deal with less urgent issues. An appointments system had been introduced which meant that callers could receive police attention at a time convenient to them. Staff received training to recognise 'vulnerable' or 'upset' callers' needs. **But** the force acknowledged difficulties in identifying and managing local priorities.

PLEDGE POINT 7

A range of opportunities were provided for the public to meet with their NPT. Details of meetings were provided in a number of ways including displaying posters at community venues and newsletter distribution. The introduction of communication officers across the force helped build relationships with the local media (including broadcast radio). **But** arrangements for community engagement meetings were not clear enough. Not all meetings took place as advertised and meetings did not always establish local priorities that were in line with the community's opinions.

PLEDGE POINT 8

The local community and partner agencies, such as the Local Authority, helped to solve problems. Police had consulted with the public about what information they wanted to receive through street briefings, home visits, community meetings, and also through external market research leader Ipsos MORI. There were plans to develop crime mapping. **But** this was not available at the time of the inspection.

PLEDGE POINT 9

The force used the "Victims' Code of Practice" to train police in how to support victims. The force saw an improvement in how well victims of all crime were kept informed. The road traffic collision investigation unit saw customer follow up as a priority. A senior police officer had the responsibility to ensure that victims received a quality service.

PLEDGE POINT 10

All expressions of dissatisfaction, received by the force were received by the Public Service Teams. This ensured a response was provided within 24 hours. All dissatisfaction cases were recorded on the force customer satisfaction feedback database. The database was reviewed on a regular basis to identify common areas of dissatisfaction. **But** more needed to be done to ensure a consistent response level across the force and to ensure lessons learnt were shared and appropriate training provided.

WHAT THE FORCE WAS DOING TO IMPROVE ITS PERFORMANCE

As well as reporting on the force's delivery of each Pledge standard, HMIC has also assessed and graded the efforts it was making to improve performance:

HMIC GRADING

Surveys and management meetings were being used to improve performance; public satisfaction and confidence data were taken into account.

FAIR

The force had identified deficiencies in its delivery of the Pledge and was taking action in those areas.

GOOD

Implementation was led by the force's senior team, the Police Authority was involved, staff were being trained and the Pledge was communicated to staff and the public.

FAIR



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