



Inspecting policing  
in the public interest



## **DELIVERING THE POLICING PLEDGE**

Lancashire Constabulary

# “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  
Lancashire Constabulary is:

**GOOD**

## 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.

GOOD

### 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.

GOOD

### 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.

GOOD

### 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.

GOOD

### 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.

GOOD

## SUMMARY OF FINDINGS

### PLEDGE POINT 1

The Chief Constable's values of honesty; integrity; fairness; politeness; respect; and openness were known and understood by staff. The force had given consideration to the diverse needs of individuals and communities. A drop in centre for Eastern European members of the community was established. The public were consulted about the opening times of police stations and meetings were held in a variety of locations. The Constabulary had joined with partner agencies such as the local authorities and provided a "one stop" service to provide an enhanced customer service.

### PLEDGE POINT 2

Information about Neighbourhood Policing Teams (NPTs) and how to contact them was displayed prominently in police stations and post offices. Information included details of local priorities and community meetings. Various ways of advertising the Pledge and details of NPTs were used including Bluetooth, radio advertisements, posters and leaflet drops. Neighbourhood teams across Lancashire regularly used community volunteers to enhance policing services within the neighbourhood.

### PLEDGE POINT 3

The force had met its own target for officers to have been visible for 90% of their time. NPTs had detailed local patrol strategies in place to ensure staff focused on neighbourhood priorities. NPT officers were required to remain in post for a minimum of two years and this was rigorously monitored. **But** ways to increase the visibility of staff needed consideration, and the force was working with Cardiff University to maximise these opportunities.

### PLEDGE POINT 4

Voicemail and email facilities were set up for NPT staff and guidance for ensuring customer satisfaction was provided for call handlers. Checks found that messages could be left 24 hours a day, 7 days a week. **But** the force did not have single direct dial landline phone numbers with voicemail for each NPT area. However, a single group email address per NPT area was introduced.

### PLEDGE POINT 5

The force checked the standard of service offered to callers by supervisors listening to recordings of calls. The force had a "Drive to Arrive" rule, which encouraged the safe arrival of officers. Callers were given estimated times of arrival.

### PLEDGE POINT 6

The force checked the standard of service offered to callers by supervisors listening to recordings of calls. Staff were trained to understand 'vulnerable' or 'upset' callers' needs. An appointments system that fitted into the customer's schedule increased customer satisfaction. Staff knew how to redirect callers to other agencies when necessary. **But** the force did not ensure calls to local priorities were responded to within 60 minutes.

### PLEDGE POINT 7

A wide range of opportunities to meet NPTs were offered to communities, including surgeries, street briefings, drop in centres and electronic forums. There was good engagement and consultation with the public. All meetings were widely advertised in a variety of ways, such as poster displays, newsletters, local radio and Bluetooth. There was evidence that police action was linked to local priorities. The force was continuing to look at more ways to engage with the public.

### PLEDGE POINT 8

Information about local crime, policing issues and crime mapping was available. Local communities were surveyed to determine community expectations. Lancashire worked effectively with partners, such as the probation service. **But** the force's crime mapping required further development, as did follow up information about specific crimes and how perpetrators were brought to justice.

### PLEDGE POINT 9

The force ensured that arrangements were made with victims of crime to update them on the progress of their case. The victim was asked how often they wanted to be updated. Checks by the inspection team with a small sample of victims revealed entirely positive feedback about the service provided to them. **But** more work needed to be done to consider the victims' and witnesses' thoughts about the criminal justice process, and this consultation had been started.

### PLEDGE POINT 10

"Citizen Focus Bureaus" were introduced to deal with dissatisfaction, and to try and resolve problems as quickly as possible. The force ensured that all email messages of dissatisfaction were replied to within 24 hours. Voicemails were monitored 24 hours a day, 7 days a week. Guidance outlined who was responsible for replying to calls and messages. **But** more guidance was needed to help front counter enquiry staff deal with dissatisfaction.

## 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.

GOOD



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The report is available in alternative languages and formats on request.

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Ashley House  
2 Monck Street  
London SW1P 2BQ

This report is also available from the HMIC website  
<http://inspectors.justice.gov.uk/hmic>

Published in October 2009.

Printed by the Central Office of Information.

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ISBN: 978-1-84987-002-3

Ref: 297705