



Inspecting policing
in the public interest



DELIVERING THE POLICING PLEDGE

City of London 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
City of London 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.

FAIR

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.

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.

POOR

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.

FAIR

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.

FAIR

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.

POOR

SUMMARY OF FINDINGS

PLEDGE POINT 1

Reports of incivility and rudeness by officers are collected by the Professional Standards Department and used to inform learning throughout the organisation through internal discipline and training. Consideration has been given to the access requirements of callers to police stations and provision made for disabled visitors. The force is increasing the accessibility of its Safer City Teams (SCTs) by making available alternative locations at which the public can meet the police. **But** there is limited understanding of the needs of some communities in relation to accessing services.

PLEDGE POINT 2

City of London Police (CoLP) refers to Neighbourhood Policing Teams (NPTs) as Safer City Teams (SCTs). We found that the CoLP website contains comprehensive information regarding the SCTs, their contact details, photographs, information about public meetings and local priorities for each group of wards. Some information is made available in printed format. HMIC checks suggest that officers are well known by local residents and business people. **But** Pledge leaflets lack detail of SCTs, local priorities and engagement methods. The force does not have a structured approach to managing relationships, preferring an informal series of police and community contacts.

PLEDGE POINT 3

SCT constables and Police Community Support Officers (PCSOs) report that they spend about 80% of their working time on patrol and 'visible' to the community. SCT staff are regularly briefed regarding policing priorities agreed with local communities. **But** there is confusion regarding the meaning of 'visible'. This requires clarification so that SCTs can demonstrate accurate records of their activity. A patrol strategy is required to better impact upon local priorities. The force should ensure PCSOs are not unnecessarily moved between wards to build effective and lasting relationships with local communities.

PLEDGE POINT 4

The CoLP SCTs are easily accessible by the public through a single email address and a telephone number. These are monitored 24 hours a day, 7 days a week to make sure new messages are acknowledged or resolved within 24 hours. The force ensures relevant information is supplied to those involved in traffic collisions and to people making complaints. **But** the force requires a more effective and timely system to better manage the processing and recording of letters received and their responses.

PLEDGE POINT 5

CoLP relies upon the Metropolitan Police Service (MPS) to answer its 999 calls and has reduced the target response time to 6 minutes. This is reportedly achieved in 86.7% of emergencies. Staff within the Force Control Room were well trained and motivated to provide a high level of service. **But** HMIC checks found response times were not consistently achieved within the target time and performance management arrangements in this area could be improved. Closer working with the MPS to develop joint call handling could provide opportunities to improve performance.

PLEDGE POINT 6

The force has adopted the nationally accepted definition of 'vulnerable'. The Control Room staff have access to local priorities and a list of internal and external contacts. **But** the force does not provide estimated time of arrival (ETA) to callers. A clear definition of 'upset' has not been produced and therefore it is unable to measure how often the 60 minute response target is met. There are no robust systems in place for contact management or scheduling appointments for non-emergency calls. The force needs a performance framework in order to measure the timeliness of its responses to non-emergency calls.

PLEDGE POINT 7

Regular grouped ward meetings (“clusters”), residents’ meetings and surgeries take place. These are attended by officers from a variety of SCT and specialist police roles. There is structured problem solving applied to the priorities set at the cluster meetings. Training has been provided for those chairing the meetings. **But** there was confusion regarding the purpose of different meetings. This needs to be clearly explained to staff and the community. The force set priorities every 6-12 weeks. Detailed ward profiles would help in identifying groups capable of ensuring the widest possible engagement and inclusive priorities. The force could make better use of volunteers for administrative support to ease the workload of SCT staff.

PLEDGE POINT 8

Updates of police and partner action against local priorities were provided by SCT supervisors at ward cluster meetings. Crime mapping was available through the force website. **But** the updates occur at the meetings held every 6-12 weeks and do not follow a consistent model. Crime maps are not produced at the meetings and there was little evidence of the outcomes of police activity. There is little detail of action against local priorities on the force website. The force Pledge should clarify the frequency of public meetings, which are not held monthly.

PLEDGE POINT 9

All victims of robbery, burglary and violence receive a personal visit from a police officer, usually a detective, and every crime is notified to the relevant SCT for follow-up visits. **But** there is no systematic way of recording contact with victims on the force crime IT system. There is not a consistent approach to quality assurance in relation to the service provided to victims of crime. Sampling of victims’ experiences through “call backs” was not analysed to identify learning points.

PLEDGE POINT 10

The force has developed a Quality of Service Commitment explaining the levels of service the public can expect when contacting CoLP. **But** there is confusion regarding the process to be adopted by staff when dealing with complaints and reports of dissatisfaction. The force should develop a consistent approach to capture and record dissatisfaction reports to ensure they provide an effective response. There should be a performance framework established to maintain compliance within 24 hours. Analysis of these reports should be used to inform changes to how the police behave and respond.

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.

FAIR

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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Her Majesty's Inspectorate of Constabulary
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