



Inspecting policing  
in the public interest



## **DELIVERING THE POLICING PLEDGE**

Norfolk 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 Norfolk Constabulary 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.

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.

FAIR

### 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.

GOOD

### 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.

FAIR

## SUMMARY OF FINDINGS

### PLEDGE POINT 1

Police station opening times were mostly displayed with some stations extending opening hours at the weekend by using volunteers. Access to police stations was generally good. Some stations were fitted with ramps, automatic opening doors, low level counters for wheelchair users and hearing loops. Information about the Policing Pledge was available in languages other than English. **But** the public were not consulted about when they wanted police stations to be open.

### PLEDGE POINT 2

Norfolk Constabulary refer to Neighbourhood Policing Teams (NPTs) as Safer Neighbourhood Teams (SNTs). The force expected Safer Neighbourhood Teams (SNTs) staff and supervisors to set up and maintain up to date contact details in the telephone directory. This included voicemail and team emails which were published on the website. Information on how the public could work with the police was also available on the website. **But** the advertising of SNTs in local communities was inconsistent with public notice boards and the website containing out of date information. The website was being upgraded, so this incorrect information should be removed.

### PLEDGE POINT 3

A SNT briefing tool allowed all staff to view details about local priorities. SNT officers were not routinely removed from the community for other duties. **But** some SNTs had 50% vacancies and SNT visibility levels were not monitored.

### PLEDGE POINT 4

The public were provided with a range of options to contact SNT staff, such as telephone, voicemail and email. Communications were supposed to be monitored by supervisors to ensure a response within 24 hours. **But** 21 out of 41 emails and letters sent were responded to within 24 hours, while 8 did not receive any form of reply.

### PLEDGE POINT 5

The force aimed to answer 91% of emergency calls in under 10 seconds, to respond to 82% of emergency calls in urban areas within 10 minutes, and to respond to 88% of emergency calls in rural areas within 20 minutes. **But** local data provided by the force showed that only 79% of emergency calls were answered within 10 seconds with 5% of calls abandoned. 75% of emergency calls were attended in target time for urban areas and 90% for rural areas. Estimated times of arrival (ETAs) were not given to callers.

### PLEDGE POINT 6

Local data suggested that non-emergency calls were answered in an average of 6.7 seconds. Call centre staff understood that 'vulnerable' and 'upset' callers should receive a response in 60 minutes. Call handlers could increase the priority of the response where necessary. Some non-emergency calls could be attended by appointment at times that suited the caller. **But** this service was not widely available. Information on neighbourhood priorities lacked detail and staff were not always able to identify whether a call related to a community priority. There was no monitoring of the force's performance against Pledge response times for local priorities or calls from 'vulnerable' and 'upset' callers.

### PLEDGE POINT 7

Opportunities for people to meet local officers were advertised widely through the website and local media. Mobile police stations increased contact with the public. Meetings were held in communities every 8 weeks. **But** although community meetings should have been advertised at least monthly, 50% of the websites checked did not have a future meeting date published. Local priorities were decided on in different ways across the force.

### PLEDGE POINT 8

Every household received a newsletter three times a year, providing detailed information on local crime and policing. Crime maps were available on the force website and some information was provided about how criminals had been brought to justice. **But** a solution is being developed to provide more detailed information on the website, such as how offenders make amends for their wrongdoing, resulting in safer neighbourhoods.

### PLEDGE POINT 9

The force visited all victims of crime and used the “Victims’ Code of Practice” to guide officers. **But** victim care arrangements were not consistent across the county. Victims were not routinely asked how often and by what method they wished to be kept informed of progress on their case.

### PLEDGE POINT 10

Ten recent dissatisfied callers were contacted and all had received a response within 24 hours; most within a few hours of complaining. Reports of incivility had reduced by 20% in the last 12 months. **But** the force needed to improve the quality of service by looking more closely at customer dissatisfaction. The public’s dissatisfaction was not recorded in a way that had allowed detailed analysis.

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

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