



Police and Crime Plan Priority: Satisfaction with Police Services

Title: Public Confidence and Victim Satisfaction

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Purpose of paper

1. The purpose of this paper is to update the Board on public and victim satisfaction surveys and results. This report is an update on that requested for the SPCB meeting in May 2019.

<http://www.westmidlands-pcc.gov.uk/your-commissioner/police-and-crime-plan>

This paper is for discussion.

Background

2. West Midlands Police (WMP) are committed to delivering an in-depth understanding of levels of public confidence in policing in line with the Police and Crime Plan. We recognise the importance of developing an understanding of the key influences on the public sense of confidence and are committed to developing our service in line with our learning.
3. There is an explicit priority within the 2019/20 Improvement Plan that will support the integration of insight and learning into organisational learning and development.
4. This paper provides an update on the latest data and analysis of public and victim satisfaction and how it is being used to improve service delivery and organisational learning. The paper also sets out the progress of the Citizen Satisfaction Project Board

and the proposed key deliverables to include within the business case to OCB in early 2020.

Victim Satisfaction (September 2019)

5. Victim satisfaction continues to be measured by an online survey emailed to victims via WMNow. The response rate remains at around 10%. If the offence is one of violence, burglary, robbery, theft, damage and vehicle crime, where the victim is over 16, no vulnerability issues exist and an e-mail address is available, they will receive a survey 6 weeks after initial contact inviting them to participate in the online victim satisfaction survey.
6. Towards the end of 2018 levels of satisfaction increased and the trend has continued with the most recent result (49.4% September 2019), an increase of just over 2% on the previous survey – the results are typically around 47%. Findings from September's survey results include:
 - Satisfaction with each aspect of service has not varied significantly over time. In September these were: Initial Contact (62.7%), Initial Action taken (47.4%), Feedback (39.1%), and Treatment (65.8%).
 - 71% of victims who called us (either via 999 or the non-emergency number) were satisfied with initial contact; this dropped to 44.4% when the incident was reported online.
 - Overall satisfaction was highest when a robbery was reported (70.0%), dropping to 63.0% for a Burglary and 45.0% for violence against the person.
 - 84.7% of survey respondents were white, 10.2% Asian and 2.8% black.
7. A detailed piece of work took place in September 2019 to analyse WMNow demographic proportionality compared to the census. Recent analysis of demographic proportionality compared to the census, shows that white survey respondents are overrepresented by around 6%, and BAME respondents underrepresented by a similar proportion. Young people (16-24) are significantly underrepresented in survey findings – accounting for 9.5% - compared to 17.0% of the region's population. Those aged 35-64 are overrepresented and it assumed that this is due to the survey being via email.
8. There is a specific action in the Local Policing Improvement Plan to increase WMNOW sign-ups. There is an 'ask' into other portfolio areas to help achieve this through their daily business (i.e. Force Response are asked to increase WMNOW signups when attending incidents). The importance of increasing diversity of WMNow membership is a key focus for WMP and this should continue to be tracked and managed through SPCB.

101 caller satisfaction survey

9. This survey is designed to capture feedback from callers to understand their experience when they initially contacted WMP using 101. The survey is sent out via WMNow (normally on a monthly basis). The latest survey results are from June 2019 when approximately 50 invitations to participate were sent out which equates to less than 1% of non-emergency calls received (79,359 calls received during June).
10. The response rate for June was low, but the responses showed that the level of satisfaction with the 101 service continues to be high. Whilst Force Contact is ensuring that any individual concerns raised by citizens that provide feedback are dealt with, it should be noted that the low response rate since March 2019 cannot be considered statistically valid to drive forward service improvement and organisational learning.
11. Force Contact undertake 'dip samples' of customer contact through their regular assessment of Contact Handlers performance and appropriate actions and learning are captured through personal development plans.
12. There has been a decline in the number of responses to the 101 survey since March 2019. Force Contact is reviewing the reasons for this including assessing whether the email method for capture of feedback is appropriate and how to achieve a statistically valid response rate. The need to capture email addresses from citizens for survey purposes needs to be balanced against the business demands to answer and handle calls in a timely manner and highlights a key need to define the surveying approach across the range of citizens/communities and use survey methods other than email.

Live Chat (latest results September 2019)

13. Live Chat was implemented in August 2018 and includes a short survey for citizens to capture feedback on their Live Chat experience which pops up immediately following their interaction with us. During September 2019, 16,038 citizens engaged in an online chat with us and all were invited to provide feedback. 6,599 citizens provided feedback.
14. When the citizen was asked how they would rate Live Chat in terms of being able to provide them with what they needed, 71% rated the service as excellent or good. 86% of people who completed the survey said they would use our online services again and 68% respondents said we had resolved their enquiry. Live Chat offers an opportunity to gather free text feedback and analysis of this qualitative feedback alongside the

quantitative data has enabled a better understanding of where and how service can be improved.

- The response rate for Live Chat is much higher than 101 caller satisfaction for a number of reasons including; fewer and more insightful questions asked, the timeliness of the survey in relation to the service used and engaging with users on the same channel they used to contact WMP.



- BOB-E (chatbot) was introduced to the public in September 2019. The chatbot is operated via the Live Chat service directing citizens to the right place and providing the right information for police and non-police matters. It also offers the opportunity to support the ongoing action for Force Contact to increase the collation of citizen email addresses at the first point of contact. In terms of the results of satisfaction associated to Live Chat, this is monitored and assessed on a monthly basis. However, it is important to recognise this remains a new approach in policing and an evolving service offer as reflected by BOB-E.

- The levels of satisfaction have remained around 70% for satisfaction with the service as demand increases, whilst there was a slight reduction during September it is acknowledged this was during the learning and testing of BOB-E and other new approaches which will continue to be understood

Domestic abuse victim satisfaction survey (latest results September 2019)

- WMP began surveying Domestic Abuse victims in April 2018 to support the forces requirement under the ADR. There continue to be only small numbers of surveys sent

out due to the limited disclosure of 'safe' email addresses for victims. The latest results are as follows:

- *47% satisfied with how well the Police dealt with the children who were present (if applicable).*
- *61% satisfied with the initial actions taken by the Police.*
- *49% satisfied with how well they were kept informed of progress.*
- *69% satisfied that the Police cared about the victim.*
- *75% satisfied with how they were treated by the officers/staff who dealt with them.*
- *65% satisfied when taking the whole experience into account.*

19. The victim survey results are reviewed and referenced in the 'Domestic Abuse Operational Group' chaired by the Domestic Abuse Detective Superintendent and attended by representatives from a number of different departments in the Force (all Neighbourhood Policing Units, Contact, Response and Criminal Justice). The focus of the group is to assess the learnings from the surveys and ensure that these are included within the service Improvement Plan to address causes of dissatisfaction. The improvements to the domestic abuse service made as a result of victim feedback are detailed below.

20. Previous feedback from the survey identified a need to strengthen our approach to children and updating victims through agreed contact plans. Accordingly, the "Voice of the Child" concept has featured in audits of domestic abuse cases and has been incorporated as a theme within Operation Sentinel.

21. The Public Protection Unit has adopted an escalating review system for cases where the suspect is released on bail or released pending investigation. Part of the review requires the supervisor to have ensured that the victims' code has been complied with.

22. Survivors have been engaged through a project called Experience-based Co-Design (EBCD), enabling survivors to make recommendations for how they want service shaped and have been incorporated into the DA Operational Group Plan. It has led to specific recommendations around a "dedicated DA Response vehicle" and a review of the partnership pathways on the Force website.

23. The Force has established a Survivors' Group which links into the Force's Domestic Abuse Independent Advisory Group. This allows the Force to have survivors of domestic abuse directly engage with the Force's performance and tactics in this area. Currently

the group is all female. Consideration is being given to setting up an equivalent male group.

Public Confidence

What we've learned

24. Findings from the satisfaction surveys above have highlighted that, in general, citizens perceive the West Midlands Police service positively, although we consistently do not meet expectations for follow up and feedback. More could be done to 'rebalance' the expectation from citizens for next steps e.g. there may not be a visit or an investigation may not be progressed after initial assessment. It is vital that we have understanding and clarity on what our service offer is so that our communities know what they should expect. This enables both us, and the public, to benchmark how and what to judge our performance on.
25. There are limitations in the methods used to collect survey data and challenges in obtaining representative feedback which impact our ability to have an in-depth insight into drivers of victim satisfaction and dissatisfaction. A key deliverable for the Citizen Satisfaction project will be to define the surveying approach across all citizens / communities to capture the whole 'insight' picture.
26. Together with the understanding built through the methodology set out above we capture insight into public confidence through the 'Public Voice' and 'How are we Doing' surveys, each of which are conducted in 3 monthly cycles. WMNow is the system used to capture the feedback.

The Citizen Satisfaction Project

27. Findings from the victim satisfaction surveys have helped to shape the Citizen Satisfaction Project, established in August 2019.
28. This project addresses the complex nature of addressing the wide ranging engagement policing has with the public. This can be generally grouped into four categories; people who have cause to contact us (victims/witnesses to crime), people who we engage with through other contact (patrols, enquiries, visibility), people we proactively engage (suspects, stop/search) and finally the wider public who will have perceptions of policing, however have never needed or wished to contact us.
29. An Away Day was held in September 2019, including key stakeholders from the office of the PCC, to determine the strategic vision, outcomes and benefits of the Citizen Satisfaction project – these are set out below.

Decide: what will success look like?



VISION	OBJECTIVES	BENEFITS	OUTCOMES
For the public to have confidence and trust in a police force which is accessible, listens and responds to citizens	1. We have mechanisms in place to capture and analyse how satisfied our citizens are	We know what our citizens feel about our service	Citizens know what service they can expect from WMP
	2. We set some clear service standards for citizens	Citizens have timely updates regardless of channel used	Citizens feel that the service given by WMP is FAIR and CONSISTENT
	3. We design and deliver a media campaign to re-set expectations	Citizens know when, why and how to receive a service	WMP acts on customer insights to continuously refine its service offer
	4. Our internal service standards are aligned to the customer journey	Engagement levels are increased	Embedding a customer service approach in the way we work
	5. We have internal processes to use customer insights in service planning		Staff understand and have confidence in the service offer

30. Findings from victim satisfaction surveys and work carried out via the Citizen Satisfaction project helped identify a number of key areas for immediate focus as follows:

- How vital it is for WMP to have understanding and clarity on what our service offer is so that our communities know what they should expect. This enables both the public and ourselves to benchmark how and what to judge our performance on.
- Identifying our people are our greatest advocates and have the most significant influence on public satisfaction. Therefore ensuring all our people understand the service offer throughout the whole customer journey to explain and understand to the public what will happen and why. This work has developed greatly and is being finalised
- We have responded by developing clear service standards across our citizen journeys so staff and citizens can understand these and manage citizens more effectively.
- To further support this, the Board commissioned the development of two animations (with more planned) to support the public in better understanding the customer journey in their dealings with WMP helping to manage expectations and inform understanding. The animations produced to date include – ‘what routes to use to contact WMP’ and ‘what to expect when you contact WMP’. Further animations will focus on investigation and criminal justice journeys.
- These animations are being shared with citizens via victim groups to get their views prior to release.

- It is clear that there is a need to ensure that our communication to victims, across all channels (email; web; telephone and face-to-face) reflect our values and professionalism and do not impact negatively on the perception of our staff and services we provide. The project team has taken learning from the Communications department around tone.
- Educating the wider public on the different ways to contact the police in the wide array of circumstances, considering that the majority may never require our services or may require us very occasionally throughout their lifetime requires simple, repeated and prominent publicity. To achieve this alongside the animations a promotional document mirroring those used by the NHS has been developed.
- We now understand from reviewing the results of all our different surveys, the themes which shape public satisfaction with our service and engagement with them. These are that; We show we care; Explain what we are doing and why; Provide a clear and honest end to an investigation.
- A Working Group has been established to develop a customer care model that sets out principles for staff to enable them to handle citizens across any interaction that they have with WMP and increase citizen satisfaction with our services. The Working Group has produced a draft CARE model (see below) and has held a number of sessions with staff to validate the model against WMP's vision and values

C – Caring and empathetic in our response

A – Able to make a decision and manage expectations

R – Refer and signpost

E – Explain clearly and honestly what happens next and why

- Next steps are to validate the CARE model with citizens and to hold further sessions with staff before defining the approach to embedding the CARE principles across WMP.
- A full review of existing surveys and audits across West Midlands Police has taken place to help us understand and learn from our service to the public, alongside reviewing external approaches across public and private industry to consider different options available. This has provided a base upon which to inform the future direction of the project.
- A working group has been established to develop a Crime Closure Doctrine which enables staff to assess what crime incidents are likely to progress to investigation or

beyond, in order that citizen expectation can be managed and the Police can focus their resources most effectively.

31. The Citizen Satisfaction project has helped develop an understanding of the citizen 'types' of contact with the Police and build into planned deliverables around how these citizens are engaged to provide feedback, for example:-

- Self-initiated (those who make contact with the police, victims etc.), these questions would be about the service we provided for that incident.
- Police initiated (those where we have approached a member of public who didn't necessarily want police support, stop/search, traffic stop etc.), these questions would be about that specific interaction.
- General perceptions (those that don't have experiences with the police, but hold a view based on observations, media etc.).

32. Following extensive consultation, Project Board meetings and the Away Day the Citizen Satisfaction Improvement Board is developing a project approach with a Business Case to go to OCB in early 2020. The key elements of the business case are explained below:

- **Governance & Strategy** - A Customer Insight Strategy that shapes the Citizen Satisfaction and Insight (CS&I) operating model and embeds this into the organisation/governance structure to develop an ongoing service improvement approach. The definition and implementation of a Customer Experience role.
- **Customer Experience (journey)** - Improvements to the customer journey through the roll out of clear customer service standards and the implementation of quality standards and a customer 'CARE model' across the whole of the customer journey.
- **Citizen Insight** - Improved customer insight through a new suite of surveys to capture a whole 'insight' picture across communities, including an assessment of tools/technologies and the full integration and automation of all surveys and approaches.
- **Performance Management** - Development of citizen satisfaction dashboards at all levels. Embedding the CARE model into the performance management framework and development of a reward and recognition process to recognise staff that deliver a great citizen experience.
- **Communications** - Comprehensive communications plan (internal and external) and the development of a suite of documents to be used by staff communicating with the public. Explore and improve future use of WMNow community alerts.

- **Training** – Explore and incorporate citizen satisfaction and insight into the current and future training approach and improve quality of public experience training for all new recruits and refresher courses for existing staff and officers.

33. The Citizen Satisfaction Project has helped to identify the limitations in the methods via which survey data is currently collected (i.e. via email).

Victims' Code

34. Through the Citizen Satisfaction Project it has been identified that previously Public Satisfaction and The Victims' Code were reviewed and governed independently.

35. The principles of the Victims Code have now been embedded within the citizen satisfaction work and helped shape existing work such as the CARE model. Victims' representatives on the board have helped assure that the project deliverables enable WMP to comply with the Code.

36. Force wide compliance and delivery against the Victims Code is being driven by a Subject Matter Expert (Superintendent level) and governed within the ACC Crime portfolio. The Victims Code is also discussed at both the Force Criminal Investigation Department (FCID) and Criminal Justice, Quarterly Performance Review meetings (QPRs) to continuously enhance and improve the experience for victims.

37. The SME lead is supported by a network of Victims Code Champions who meet on a quarterly basis to improve WMPs overall performance against the Code. This meeting includes stakeholders from key internal departments as well as representation from partners including the OPCC and Crown Prosecution Service (CPS).

38. Alongside the work of the Champions network, WMP is playing a key part in the OPCC's newly formed Victims and Witnesses Delivery Group which will be focusing on Victims Code compliance throughout 2019.

39. The overall assessment by the Victims Code Lead is that WMP provides a good level of compliance and service against the Victims Code for all cases, in particular a high level of support in the most serious and complex cases. Examples of the work undertaken by WMP to improve services to address victim feedback and embed learning into practice in the organisation has included:

- Embedding the Victims Code within the assessment of victim's needs, acknowledging how individual circumstances can mean that our response needs to be different and tailored not to the crime type but to take into account vulnerability of citizens and 'doing the right thing' for them.

- As approximately 70% of reported crimes are dealt with via Force Contact and do not involve face-to-face input from Officers, there was work done with Force Contact to embed the code throughout conversations with citizens ensuring that Call Handlers were able to provide citizens with a caring experience and make appropriate referrals as necessary.
- Where citizens are referred to other agencies it was identified that more improvement could be made in Victim Support and work is being carried out with the Victim Support team to ensure that WMP is aware of what their offer is and how it can support citizens. If Officers are better informed of the Victim Support offer then referrals can be more relevant.
- A review of good practice, at a national level, including the Victims and Witness strategy by Emma Barnett, Assistant Chief Constable of Staffordshire Police and Lead for Victims and Witnesses being delivered by all key stakeholders
- Raising awareness of the Victims code through a video created showing all entitlements that can be played to victims as well as internal staff
- The creation of the 'Go To guide' for all mobility devices which provides a series of files with advice on engaging victims
- The importance of placing the victim at the centre of everything we do, is prioritised for staff entering the organisation. All new student officers, PCSOs and Police Staff Investigators receive classroom sessions incorporating the Victims Code of practice to enhance awareness and understanding.
- Embedding the Victims Code throughout the Detective Academy for new Investigators. A series of knowledge checks are completed during the Initial Crime Investigations Development Programme (ICIDP) in which questions are posed from the Victims Code. There are also classroom sessions incorporating the Victims Code of Practice with use of scenarios.
- Dip sampling is undertaken of 240 cases per quarter, mostly of high volume crime, during which all stakeholders view the cases through the lens of the Victims Code in order to identify if everything possible has been done and whether a good service has been provided. Where it is identified that there have been shortcomings a full service recovery process is undertaken and learnings are captured and fed back across the Champions Network.

Future work on the Victims Code

40. The Champions Network will continue to drive force wide performance against the Victims Code, whilst trying to overcome the challenges presented in terms of measuring compliance. Recent technological changes, including the ability for victims to report online, will continue to improve performance and the portal is Victims Code compliant in terms of providing relevant information and advice as well as signposting victims to additional support services.
41. Future technological changes including the roll out of 'Connect' will also offer software opportunities to support performance against the Victims Code as well as measurement. Connect will replace 12 of the force's current IT systems with one single system. The system will include helpful prompts which will support users to input the correct data into fields, similar to other sites which guide the user through accurate data entry. This continues to be explored with the Connect project team via the Champions meeting.
42. Further insight from victims is being assessed in relation to the Personal Statement to identify who should take the statement, and at what stage is it most appropriate to do so.
43. WMP supports the growing consensus that the current Victims Code and victims' rights need to be enshrined within law and we are broadening our offer to include both victims and witnesses.
44. WMP welcome the news that the Government is appointing a Victims Minister and Commissioner

Next Steps – SPCB Actions

45. The board is asked to:
 - a) Take account of all of the updates/insights provided and make any suggestions for improvements/changes as you see fit.
 - b) Note the progress made since May 2019 in moving the Citizen Satisfaction project forward.
 - c) Endorse the plans for the Citizen Satisfaction Project moving forward.

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