



Police and Crime Plan Priority: Satisfaction with Police Services

Title: Public Confidence and Victim Satisfaction

Presented by: ACC Johnson

PURPOSE OF PAPER

1. The purpose of this report is to provide members of the Strategic Policing and Crime Board with an update on public confidence and victim satisfaction survey and results. This report is for public discussion.

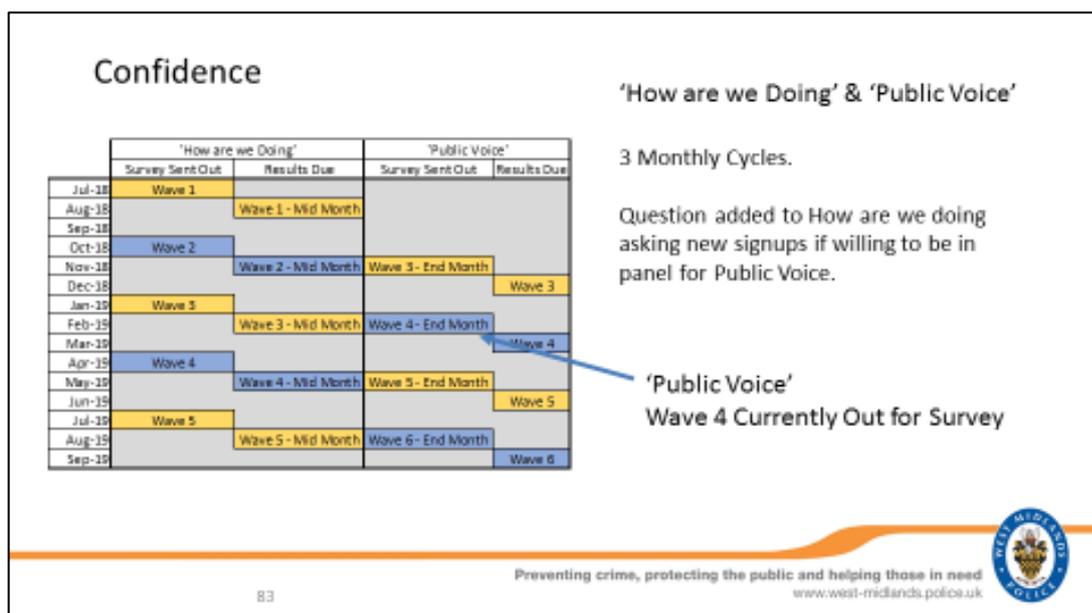
BACKGROUND

2. West Midlands Police (WMP) are committed to delivering an understanding of levels of public confidence in policing in line with the Police and Crime Plan. WMP recognise the importance of developing an understanding of what key influences are on the public sense of confidence.
3. The Curtis Review in 2015 led to the removal of the Home Office Annual Data Return (ADR), following which a decision was made to stop the previous WMP Contact Counts victim satisfaction survey. Since November 2017 a different approach has been taken to understand victim satisfaction with service.
4. This paper provides an update on the development of this approach, early analysis of results and the next steps in setting expectations, listening to victim experience and how this will be used to support organisational and individual learning.

5. There is an explicit priority within the 2019/20 Improvement Plan that will support the integration of insight and learning into the organisational learning and development. These are within the 'listening, involving and empowering the public' and 'learn' themes:
 - Listening, involving, empowering the public = set clear standards on what the public can expect from WMP and gauge satisfaction.
 - Learn = improve our understanding of customer needs and satisfaction to drive service improvement.

PUBLIC CONFIDENCE

6. Under the Active Citizens work stream of WMP2020 it was recommended that the *Feeling the Difference* survey (a face-to-face survey completed every six months by a 3rd party), was replaced with an online general survey called *Listening to the Public Voice*, which started in October 2017 and will run continuously. The online survey has produced a significant cost saving to WMP, with reductions in (external) staffing and surveying costs resulting in almost a million pounds of savings over a 5 year period. The survey proposal was agreed through the Organisational Delivery Board and was finalised following consultation with stakeholders including the West Midlands Police and Crime Commissioner.
7. This has been further developed and now there are two methods by which we capture insight into public confidence – 'public voice' and 'how are we doing' surveys each of which are conducted in 3 monthly cycles as below. The processes for sending out, co-ordinating return and analysis of victim satisfaction data is managed and overseen within the WMP Strategic Intelligence team and WMNow is the system used to capture the feedback.



‘PUBLIC VOICE’ SURVEY

8. ‘Public voice’ feedback is captured through WMNow and three waves of surveying have been conducted since November 2017 (wave one); July 2018 (wave two), and, December 2018 (wave three) with citizens aged 16 or over. This was implemented to replace the previous Feeling The Difference survey and has been designed to reflect our focus on fairness in policing and legitimacy. This survey is informed by the views of a core group of people (7700 people) whose insight is tracked over time through each wave. Responses are in the region of 1500 per wave (19.5% response rate). The most comparable waves are waves two and three due to a similar level of responses received. Three key areas of focus are explored and informed by a series of specific questions into policing in your neighbourhood; West Midlands Police; cooperation with the police, and, contact with the police to give insight into:

- *How good a job do you think the Police in your local neighbourhood are doing?*

There has been no significant change over time with people rating service as good/excellent above 40% and fair above 35%.

- *Taking everything into account, I have confidence in West Midlands Police?*

Insight generated over the three waves to date shows some minor changes over time in terms of agree. 52% of people agree with this statement and a further 25% neither agree or disagree.

- *Taking everything into account, how good a job do you think West Midlands Police as a whole are doing?*

Almost 80% of people surveyed report good/excellent or fair.

‘HOW ARE WE DOING’ SURVEY

9. In addition, we have developed a ‘how are we doing’ survey which is sent out to every citizen signed up to WMNow (73,060 users). Three waves of surveying have been conducted to date starting in July 2018 (wave one); October 2018 (wave two), and, January 2019 (wave three). Over the three waves an average of 6,300 responses have been received per wave (return rate of between 9% and 11% over time).

Analysis shows:

- *How good a job do you think the Police in this neighbourhood are doing?*

Good is showing improvement over time (from just over 61% in waves one and two to over 66% in the most recent wave three). Neither is stable over time (at just under 20% over the three waves).

- *Taking everything into account, I have confidence in the Police in this area?*

Agree is approaching 70% at wave three from mid 60% at waves one and two. Neither is stable over the three waves at between 11% and 12%.

10. It is important to note that the analysis of demographic data from WMNow shows, that despite our ambition it is not yet reflective of our communities in age, ethnicity or geography. Headline data is shared with NPU Commanders through the monthly performance summary prepared for Local Policing Governance Board led by ACC Boycott (Local Policing). As part of the Improvement Plan, NPUs have an objective to increase WMNow registration to be more reflective of WMP communities.
11. The focus of the force in the area of confidence continues to be to recruit a reflective workforce, broaden our engagement from WMNow to a wider cohort, increase public involvement in policing through active citizenship and volunteers and cadets, embed principles of procedural justice, respond to critical incidents well. Additional work is ongoing this year to strengthen WMPs consistency of message in all our communications.

VICTIM SATISFACTION

12. As outlined above, the previous *National ADR* survey was removed, as the process was seen as focused on targets but low on insight. However it is vital we still seek feedback from service users to improve our service.
13. In moving from the previous approach where victims were spoken to directly by a member of staff to secure their views to one where people provide anonymous feedback, we should expect a different level of reported satisfaction. The previous strategy was for the force to identify the victims we sought to interview and to do this in person by the telephone bureau. Now we identify a collection of victims but invite them to respond. This is more likely to generate responses from those less satisfied as it requires additional motivation from the person surveyed to respond.
14. Victim satisfaction is also subjective and is currently measured against a person's individual expectations of the level of service they should receive. This highlights the importance of being very clear about the level of service victims should expect and ensuring that we deliver against a clearly set out ambition that is effective and affordable. This forms part of the next phase of development work for 2019/20 set out below.
15. The process for sending out, co-ordinating return and analysis of victim satisfaction data is managed and overseen within the WMP Strategic Intelligence team and

WMNow is the system used to capture the feedback with trends being monitored on a monthly basis. WMP regularly and routinely captures views from victims as follows:

General victim satisfaction survey (effective from October 2017)

16. The cohort of those surveyed is limited to ensure appropriate protection is in place for the victim. 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. To gather the data, approximately 5,000 e-mails are sent per month (24% of crime reported), from this we receive approximately 500 responses equating to a 10% return rate from those asked, or 2.5% of total recorded crime which is a low response rate. Headlines to the end of March 2019 from this survey are as follows:

- *Initial Contact* (all trends consistent over time and no step change in average shown) =
 - 95% satisfied that the person spoken to responded in a polite and professional manner
 - 91% satisfied that the person spoken to listened to the victim carefully
 - 87% satisfied that the person spoken to took the victim seriously
 - 49% satisfied that person spoken to told victim if police officers would come to see them
 - 70% satisfied that the person spoken to told victim what they could expect to happen next
 - 71% satisfied with how easy it was to contact someone who could assist them.
- *Action* (all trends consistent over time and no step change in average shown) =
 - 70% satisfied that the person spoken to next explained what was going to happen and why
 - 38% satisfied that the person spoken to next provided victim with contact details for someone dealing with the case
 - 46% satisfied person spoken to next offered practical help/advice
 - 34% satisfied person spoken to next gave details of other organisations who could offer support/assistance
 - 34% satisfied that the person spoken to next asked victim if they felt vulnerable
 - 47% satisfied with initial actions taken by the Police.

- *Treatment* (all trends consistent over time and no step change in average shown) =
 - 77% satisfied that dealt with sympathetically (based on attitude and manner of the people who dealt with victim)
 - 90% satisfied that dealt with politely (based on attitude and manner of the people who dealt with victim)
 - 85% satisfied that they were communicated with clearly (based on attitude and manner of the people who dealt with victim)
 - 82% satisfied that dealt with fairly (based on attitude and manner of the people who dealt with victim)
 - 65% satisfied with the way they were treated and dealt with.
- *Overall satisfaction* (trend consistent over time and no step change in average shown) =
 - 47% satisfied when taking the whole experience into account.

17. These areas of volume crime are the areas where our service has changed considerably over the last few years. In general the way people perceive West Midlands Police Staff deal with people is positive, though we could signpost other help more effectively. The service is less positive in identifying who will deal with the case next. Overall satisfaction is affected because of the next steps by the police. More of these crimes are dealt with remotely without a visit or a crime may not be progressed after initial reporting. This reflects a mismatch between the service West Midlands Police now offers and what the public believe will happen.
18. We intend to strengthen the procedures around referrals and notification of officers in charge of cases. We need to do more work on explaining the service we now offer consistently and measure satisfaction against this more directly.

Domestic abuse victim satisfaction survey (effective from April 2018)

19. WMP began surveying DA victims in April 2018 to support the forces requirement under the ADR. This follows a similar process to the above but due to the vulnerability of the victim and the importance of safeguarding, only a small number of 'safe' email addresses were acquired from victims leading to only small number of survey responses.
 - *Initial contact* (all trends consistent over time and no step change in average shown) =
 - 79% satisfied with how easy it was to contact someone who could help victim.

- *Action taken* (all trends consistent over time and no step change in average shown) =
44% satisfied with how well the Police dealt with the children who were present (if applicable).
- *Feedback* (all trends consistent over time and no step change in average shown) =
66% satisfied with the initial actions taken by the Police
49% satisfied with how well they were kept informed of progress.
- *Treatment* (all trends consistent over time and no step change in average shown) =
68% satisfied that the Police cared about the victim
72% satisfied with how they were treated by the officers/staff who dealt with them.
- *Overall satisfaction* (all trends consistent over time and no step change in average shown) =
60% satisfied when taking the whole experience into account.

20. Over time, WMP will be able to build a level of confidence in the data obtained from the survey and the results are now shared with the Public Protection Unit. The results help to drive service improvement by allowing feedback to be shared with staff within the department and improve the service provided to victims during investigations.

21. The survey is more strongly correlated to the service provided and in an area where our service offer offers direct victim contact with officers. There is still a need to strengthen our approach to children and updating victims through agreed contact plans.

101 caller satisfaction survey (effective from July 2018)

22. This survey is designed to capture feedback from callers to understand their experience when they initially contacted WMP using 101. The feedback provides a detailed understanding of our service to support individual accountability and build a detailed understanding of public expectation and service delivery.

23. The survey is sent out again using WMNow with approximately 150 invitations to participate which equates on average to less than 1% of non-emergency calls received. This survey captures feedback from callers to understand their more detailed experience when they initially contacted the Police via 101 non-emergency.

Some of the headlines from this survey are as follows and is based upon 118 total responses (10% to 15% return rate) to end March 2019:

- 94% of callers said the call handler listened to what they had to say.
- 89% of callers said the call handler took the matter seriously.
- 92% of callers said the call handler acted in a professional manner.
- 92% of callers said the caller handler acted in a respectful manner.
- 68% of callers said their query was fully resolved.
- 70% of callers said that when their query was not fully resolved the caller handler explained what would happen next.
- 79% of callers were very happy or happy with the service they received during the call.

24. Whilst the number of those surveyed remains low it is clear that, in terms of the initial call and how it was dealt with, feedback is excellent. Feedback is however lower where expectations of the individual are not met, this is consistent with a person's satisfaction levels being subjective as set out above. Survey results are shared with Force Contact and allow them to review their processes to help understand if they need to do anything differently and develop staff training.

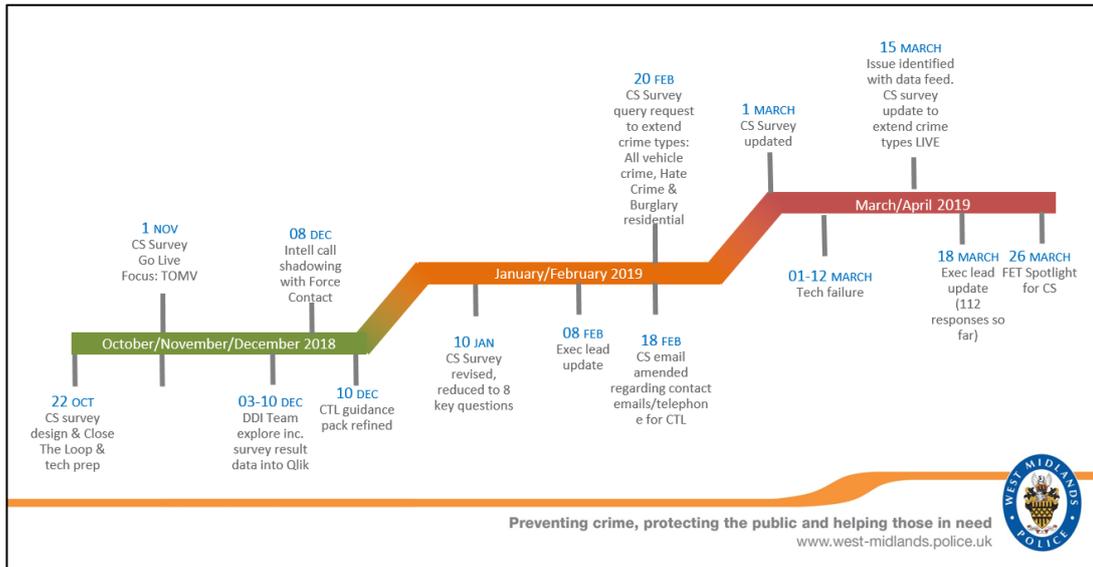
LiveChat feedback (effective from August 2018)

25. In August 2018 LiveChat was launched and is accessed via the WMPolice Online portal. It is available between 8am and midnight every day and gives members of the public the opportunity to interact with us digitally for non-emergencies. This work has been driven through the WMP2020 New Ways of Public Contact project. Since go live 96,234 live chats have been conducted. A short survey to capture feedback on their LiveChat experience pops up immediately following their interaction with us. To date 45% of citizens (43,385 people) have completed the survey, reflecting a more digitally connected customer. When asked how the citizen would rate LiveChat in terms of being able to provide you with what you needed, 76% rated the service as excellent or good. 88% of people who completed the survey said they would use our online services again and we have received 10,000 pieces of free text feedback. Learning has been taken from the way in which the public are surveyed using LiveChat, including:

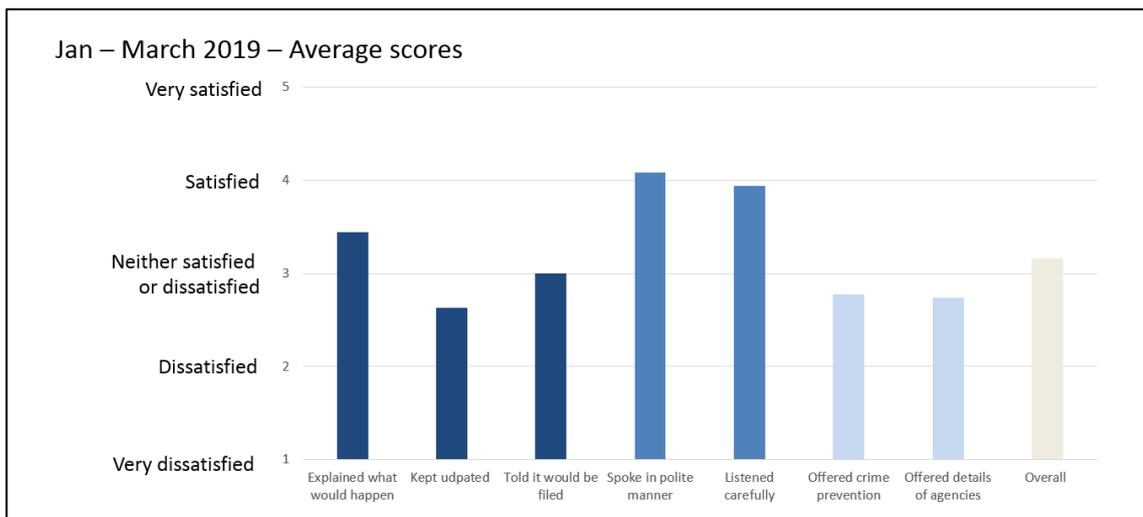
- Fewer and more insightful questions asked
- The timeliness of the survey in relation to the service used
- The results are used to provide organizational and individual learning
- Data aggregation to draw conclusions from feedback.

CITIZEN SATISFACTION PILOT

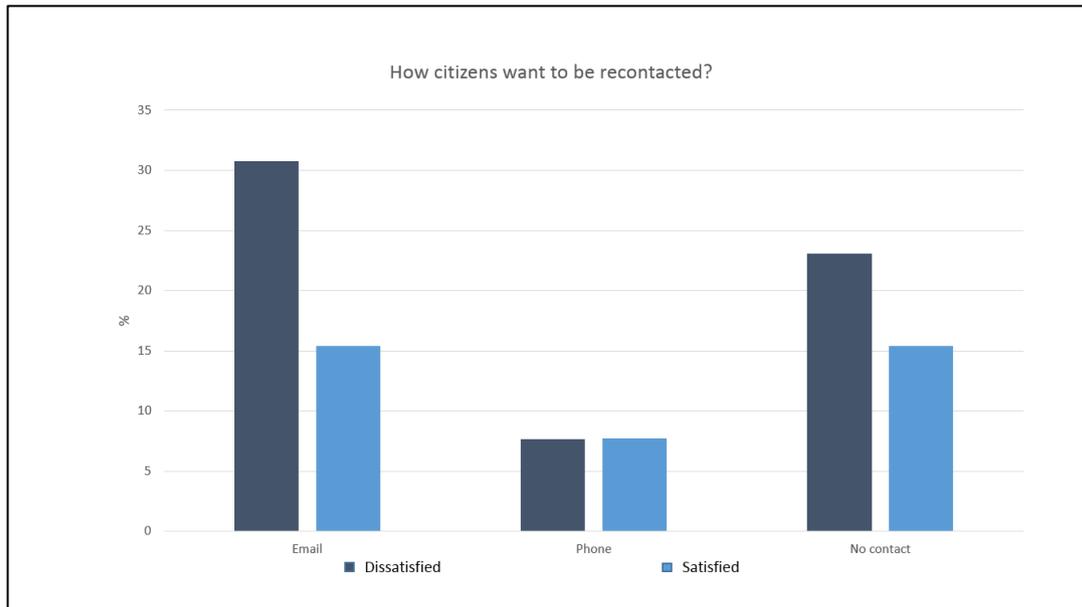
26. WMP2020 Citizen Satisfaction pilot work (effective from November 2018) – this small scale pilot has, to date, been developed within the New Ways of Public Contact project and has been built on the learning from the existing satisfaction surveys. Particularly, the importance of being clear on what the service offer is so that our communities know what they should expect and therefore upon what to judge our performance. This work is also intended to help us gain greater insight into how best to capture feedback, and, the factors that impact on citizen satisfaction to enable us to learn and improve. The evolution of this project can be seen in the diagram below.



27. Of the 536 people invited to take part in the survey (which focused initially from November 2018 to mid March 2019 on theft of motor vehicle), 10% responded to the survey to some extent with headline findings as follows:



28. The areas where citizens were more satisfied related to how they were dealt with by WMP colleagues, e.g. spoken in a polite manner and listened carefully. The areas where there is room for improvement are more organisational, namely, understanding of service levels, managing expectations and providing additional preventative and partnership information. Citizens were also asked how they wished to be recontacted and provided the following feedback which shows strong preference for follow up by e-mail or no contact at all. Very few respondents request follow up via phone.



29. More recently (from mid-March 2019) the pilot has been extended to include all vehicle crime, burglary dwelling and hate crime categories which has started to increase the volume of surveys sent out. It is too early to draw insight from the increasing scope. Response rate ranges from 8% to 12% per month. The primary finding in this pilot to date is one of organisational learning particularly around helping citizens understand our service offers and managing expectations clearly and effectively with clear and consistent explanations both on receipt of contact but importantly, by being proactive in communicating with the public to help them understand our services.

Findings

Summary

- Lowest satisfaction with our offer of crime prevention and access to support agencies and being kept updated
- Highest proportion of comments appeared within service delivery raising issues of: No update, not sufficiently explaining & service expectations
- Citizens that do want to be re-contacted want an email

Organisational Learning

- Better “expectation management” at point of reporting, online (including Partner agencies)
- Review of emails & letters sent to victims (IIT)
- A need to standardise processes for crime prevention / additional support (signpost to WMP online)
- “Treatment” produced the highest levels of satisfaction

30. Our aim is to use feedback from the public to deliver insight and shape service. To do this the granular approach tested within the pilot offers direct feedback and individual learning which can then be used by the individual and organisation to build improvement. Analysis of the pilot results reinforced the importance of a defined service offer. This makes clear to the victim what they should expect but also frames their level of satisfaction in what is achievable.
31. Strategic Intelligence have been commissioned to support the development of a new Citizen Satisfaction Strategy. This will support us in delivering our Improvement Plan. The approach will:
- Set out clearly our service offer to set clear expectations with the public.
 - Assess at a granular level customer experience to focus on key parts of the process where experience doesn't match ambition.
 - Use customer experience to improve service and continue to develop our staff.

NEXT STEPS

32. The board is asked to note the progress made since November 2017 in implementing an approach to routinely capturing data and insight into public confidence and approach to victim satisfaction.

Author(s): Sally Bourner

Job Title: Chief Superintendent