

Strategic Policing and Crime Board

19 January 2021

Police and Crime Plan Priority: *Satisfaction with police services*

Title: *Confidence and Satisfaction Report*

Presented by: *ACC Mark Payne*

Purpose of paper

1. The purpose of this paper is to update the Board on public and victim satisfaction with services. This report is an update on that provided to the SPCB meeting in November 2019.

Background

2. West Midlands Police (WMP) is committed to delivering an in-depth understanding of levels of public confidence in policing in line with the Police and Crime Plan, and developing our services in line with our learning.
3. Improving levels of citizen satisfaction and insights, features within WMP's 2020/21 Improvement Plan and the 2020-2023 Force Strategy. This work will build trust and confidence and improve police legitimacy.
4. This paper provides an update on the latest data and analysis of public and victim satisfaction, and the progress of the citizen satisfaction project to develop insight capability that enhances WMP's capabilities to put the voice of the citizen in to business planning and decision-making and improve satisfaction with services.

Citizen Charter

Update on progress of new Citizen Charter

5. The force, in partnership with the Police and Crime Commissioner's (PCC) office, has developed a Citizen Charter. The Charter essentially outlines the standards that WMP intends to uphold whenever and wherever it deals with citizens. It acts as a guide both for employees and citizens, letting employees know what is expected of them, and informs citizens what to expect from WMP. The Charter replaces the former 'Contact Counts' handbook produced by WMP in 2014.
6. A clear set of service standards have also been developed to accompany the Citizen Charter. These standards apply to the different aspects of the citizen journey and the channels through which citizens engage with WMP. The service standards will be reviewed regularly and refreshed as appropriate.
7. The Charter was launched to WMP employees in December 2020 and a comprehensive communications and engagement plan is in place to embed this across WMP. Employees are the greatest advocates of WMP and have the most significant influence on public satisfaction, it is therefore vital to ensure that our people understand the service offer throughout the whole customer journey. This will ensure that they are able to set realistic expectations at the outset and throughout any investigation.
8. The initial communication and engagement activities have been with internal employees, and WMP will work closely with the PCCs office to launch the Charter to the public in early 2021. The Charter and standards have been made available in both hard copy and digital formats (on the WMP website) and the Charter leaflet will be available at public contact offices.

Phase One consultation findings

9. The Citizen Charter was developed following extensive consultation with the public and WMP employees. This included feedback from research by WMP corporate communications department to find out the public perception of police; benchmarking against industry through analysis of different organisations' customer service practices and standards; focus groups with key stakeholders; and internal and external polls.
10. The consultation helped WMP to further clarify those areas that matter to our public, the behaviours they expect and the actions they want from us. This detail was then included

within the Charter and service standards. Further consultation is ongoing with Independent Advisory Groups (IAG) to inform the role they will play in monitoring how WMP is performing against the Charter and service standards.

Victims Code update

11. WMP has continued to complete Victim Code audits against the criteria set by the Ministry of Justice (MoJ). The overall assessment by the Victims Code Lead is that WMP provides a good level of compliance and service against most areas of the Victims Code.
12. The revised ‘Code of Practice for Victims of Crime’ published by the Ministry of Justice will be launched in force in April 2021. Alongside this, the force will develop a new action plan which will focus on ‘*delivery of a good quality and consistent service to victims and witnesses*’. SPCB has requested a paper on the Victims Code in February and more details on this will be given within this paper.

Citizen satisfaction project update

Overview of all different surveys and how they are/will be used to provide a holistic picture

13. The Figure 4 below shows the complex and wide ranging engagement that policing has with its citizens – however, we can broadly define our interactions as those that:

- experience our services
- have a wider community view of policing - legitimacy, expectation and priorities



Figure 4 Citizen Segmentation

14. WMP currently conducts a number of surveys with its citizens (see figure 5 below). Only one (Live Chat) is conducted at point of delivery. Five of the surveys measure citizen satisfaction with services (the broad categories are ease of contact; treatment; actions taken and being kept informed) and two of the surveys measure public confidence. The diagram below shows the surveys and other sources of feedback that WMP receives.

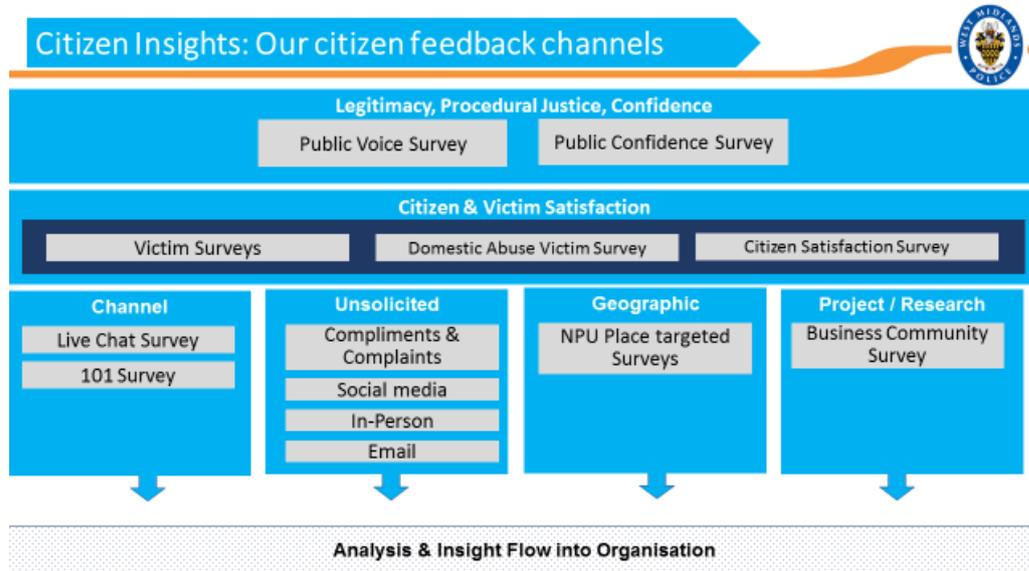


Figure 5 Citizen Feedback Channels

15. The satisfaction surveys are conducted using WMNow and are sent to citizens approximately six weeks after closure of their report. Public confidence surveys are carried out every quarter and are sent to the general public if they are registered on WMNow.
16. These methods of surveying do not enable WMP to have a holistic picture of satisfaction or public confidence across the citizen segments. WMP recognises that there is not a single approach that can be used. Therefore, since March 2019 the Citizen Satisfaction project has been trialling a number of survey methodologies, these are detailed below.

Define the surveying approach across all citizens / communities to capture the whole 'insight' picture

17. The Citizen Satisfaction project used SNAP surveys in all 19 impact areas during March to November 2020 to gather feedback from communities around their perceptions of policing and wider community concerns.
18. The use of SNAP surveys has enabled WMP to more broadly gather feedback by putting surveys on to officers' mobile phone devices so they could conduct face-to-face surveys with the public. The surveys were also available digitally and promoted via Facebook; Twitter; partner sites; and QR codes on posters. The use of SNAP allowed WMP to provide the surveys in multiple languages (although it should be noted the take-up of other languages was low).
19. The surveys were conducted to inform local policing's plans and priorities and results have been shared with all Neighbourhood Policing Unit Commanders. They are using this information to shape their response to Impact Areas and other community priorities.
20. The burning ambition from the citizen satisfaction project has been to develop systems that obtain more real time service satisfaction from the public across a much wider range of police involvement that our previous surveys have been able to. Furthermore, to be able to segment this information against a multitude of factors, including incident type, caller demographics, location, day of week, time of day and down to team and individual level in order to learn and develop and reward.

21. In order to do this, the Citizen Satisfaction project piloted an SMS survey during September and October 2020, working with the Information technology and design department to develop a pilot system using an integration between ControlWorks and WMNow.
22. In essence this was a text message sent to all people who contacted us via telephone for all incident types which were deemed to not put the public at risk or be insensitive around the nature of the call. This was significantly wider than any previous surveys and recognised that policing has evolved significantly and the role and expectations we play in society is now much wider.
23. The public then opted whether to respond to the link in the message and complete a short but relevant survey. This triggered shortly after a call ended, so it was real time and specific to that call, rather than influenced by the wider police response.
24. The same system was applied to incident attendance by officers and triggered at the time an officer left an incident, so it was quick time in terms of the service offered and provided.
25. The pilot enabled WMP to have feedback about specific 'journey points' for a citizen and used five short, simple questions as well as collecting free-text feedback from citizens that helped us to understand what good looks like and, in the future will allow us to, have meaningful conversations with staff around areas for development. A summary of the pilot outcomes are given below in figure 6.

SMS Survey Pilot

- Ran pilot from 28th Sept to 20th October
- Sent real-time SMS surveys to citizens that rang us or had officers attend an incident
- Sent surveys to non-sensitive incidents only
- Added free-text question to survey on 9th October

What we assessed during the pilot:

- Citizen experience
- Ease of managing surveys
- Data robustness
- Costs
- Analysis and insight



* Approx 700 individuals left free-text comments
** rated us 8 or above

People were happy with:**

- us being polite and respectful (83%)
- the time it took for us to deal with their issue (69%)
- that we helped them with their issue (64%)
- being clear on what the next steps are (60%)
- our understanding and knowledge (77%)

Figure 6 Summary of pilot outcomes

26. Following the pilot, the plan is to move the SMS survey into business as usual for Force Contact and Response in late January 2021. This will be reviewed regularly to learn further and make any necessary adjustments and explore long term impacts. The project will also extend the SMS survey into Initial Investigations to understand citizen experience of the next stage of the citizen journey.

27. The below is a screenshot of the Qlik dashboard that has been developed to show the SMS survey results for Force Contact and Force Response against the key questions asked of citizens. Early indicators are that we need to consider more around explaining what happens next element and managing expectations.

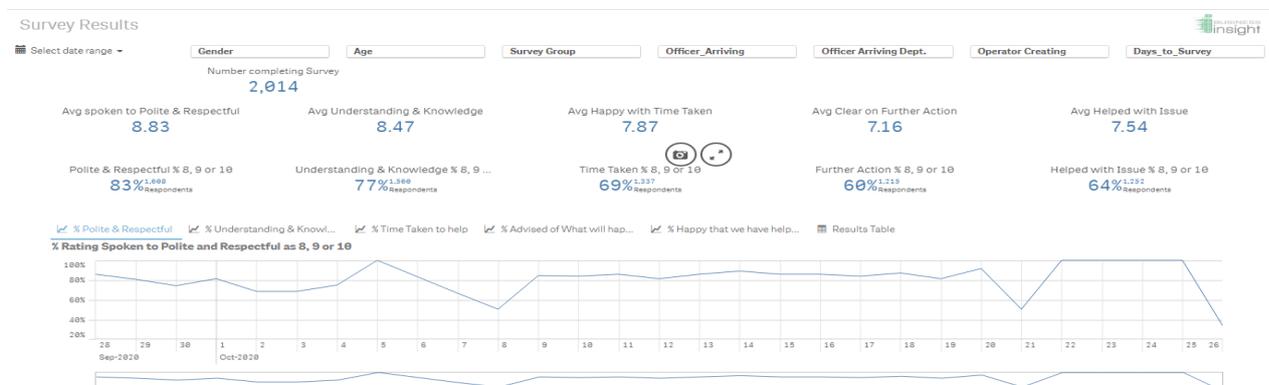


Figure 7 Screenshot of Qlik dashboard

28. Alongside the pilot work, WMP also undertook a 'soft market testing' exercise, inviting four external suppliers that are specialist in the field of customer experience surveys to demonstrate their service offer against our requirements. This enabled WMP to be more ambitious in its internal SMS survey pilot and to further develop requirements should it choose to tender externally for a citizen satisfaction product in the future.

29. Good progress has been made on introducing new survey tools and methodologies to WMP however, our longer term vision is to survey across the whole citizen journey (including offenders) as shown in figure 8 below. The pilots provide an opportunity to test such approaches and assess their potential to work in other areas of the business.

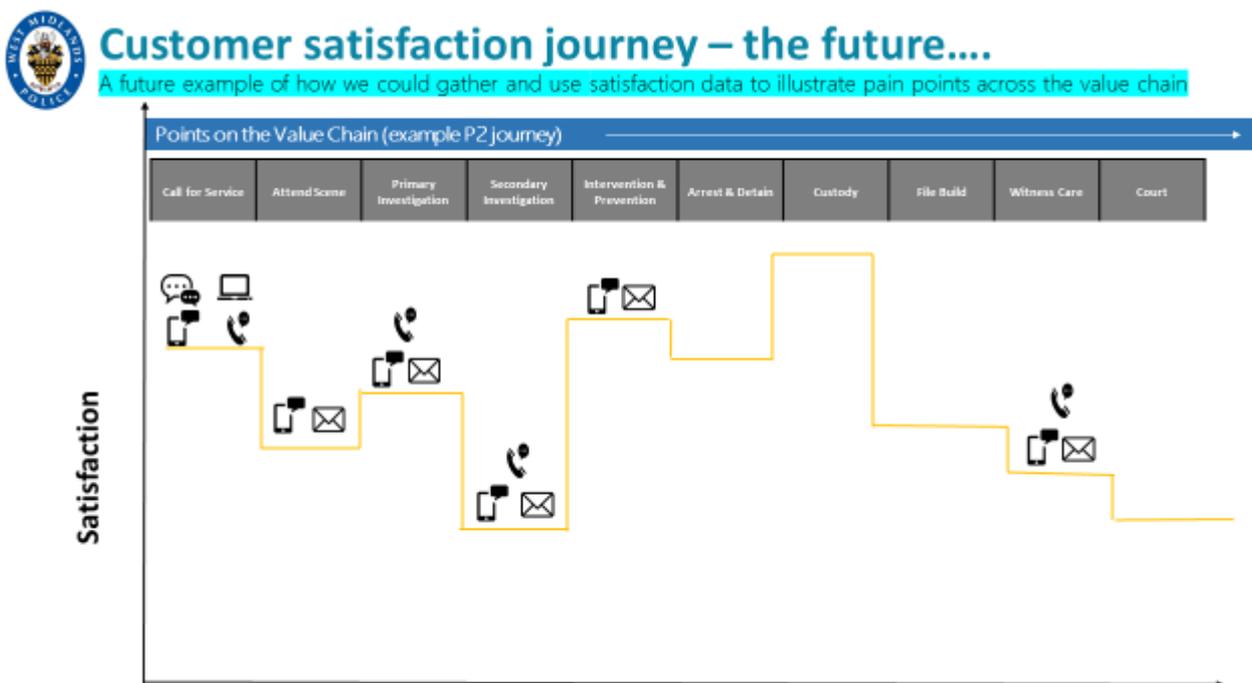


Figure 8 Citizen Satisfaction journey

30. The citizen satisfaction project has wide ranging plans to improve our levels of satisfaction, and in addition to those areas covered above, the project will also make improvement to:

- **Performance Management:** Introducing citizen satisfaction dashboards at all levels. Embedding citizen satisfaction into the performance management framework and development of a reward and recognition process to recognise staff that deliver a great citizen experience.
- **Learning and development:** Incorporating customer service training into the current and future training approach and materials and improving quality of public experience training for all new recruits and refresher courses for existing staff and officers.

- **Governance:** Changes to governance to embed citizen feedback into the organisation/governance structure to develop an ongoing service improvement approach.

31. This will ensure that WMP is able to demonstrate that customer experience is not to be viewed as the responsibility of a team or department but is a cross cutting theme that spans the full organisation and links intrinsically with the wider strategy. It enables customer service to become part of our core vision and values framework that each and every employee can subscribe to. Employees will be invested in and will understand what good customer experience means, how they can deliver this and what WMP expects of them.

Animations update and victim group feedback

32. In mid-2019 the Citizen Satisfaction Board commissioned the development of two animations to support the public in better understanding the customer journey in their dealings with WMP to help manage expectations and inform understanding. The project produced two draft animations for: 'what routes to use to contact WMP' and 'what to expect when you contact WMP'.

33. The animations were shared with the Black Critical Reference Group and Force Cadets for their views prior to release. Following feedback from these groups there were some amendments made to the first animation and the second animation was put on hold until such time as there was further work done to define service standards and the tone and voice of WMP.

34. Further to the feedback the Citizen Satisfaction project has plans to produce videos with members of the public as part of the public launch to talk about what the Charter means for them. The project will continue to review whether animations are a suitable mechanism via which to communicate the charter and service standards to the public.

WMNow

Local Policing Improvement Plan to increase WMNOW sign-ups

35. There remains a drive to encourage more people to register on the WMNow system, which aligns with a (previous) Local Policing Improvement Plan measure to increase WMNow sign ups. This is now coupled with a focus on sharing key and timely messages from policing to those registered.

36. Work is ongoing to encourage teams outside of neighbourhood policing to use WMNow both to encourage registration, but also to use this as a means of communicating with the public. A pilot is running in Birmingham East to do this currently, the learning from this pilot will be captured in order to consider a role out to the rest of WMP as the new version of WMNow becomes available in the New Year.

Improvements since November update

37. Across WMP, WMNow membership has increased from 78,000 members in Nov 2019 to 107,500 members in Nov 2020 – this is a 38% increase. This is an overall increase of 29,500 members – please note that this is the NET change (i.e. the balance between those joining and those leaving the scheme) and all NPUs have increased their membership.

38. The Table 1 below shows the WMNow increases across all NPUs comparing November 2019 data with November 2020 data.

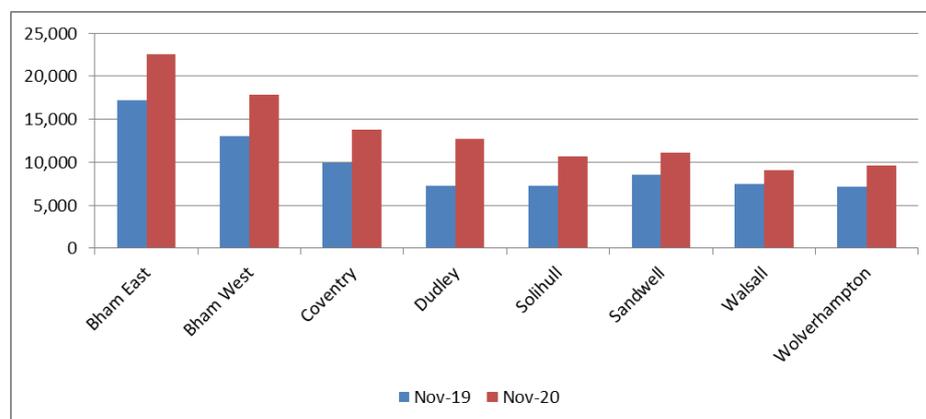


Table 1 WMNOW increase across WMP November 2019 to November 2020

39. The sign up rate has increased to 46.7 members per 1000 population (aged over 16) in November 2020, compared to 33.9 members in November 2019. Table 2 below shows the increases in WMNOW across the whole force area and how the percentage increase is broken down across NPUs.

WMNOW Members by NPU, November 2019 and November 2020										
NPU	WMNOW Members		% of Force total		Change since Nov 2019			2019 population aged 16 or over	Sign up rate (per 1000) aged 16 or over	
	Nov-19	Nov-20	Nov-19	Nov-20	Number	Percentage	wmp% change		Nov-19	Nov-20
Bham East	17,211	22,568	22.1	21.0	5,357	31.1	37.8	423,436	40.6	53.3
Bham West	13,082	17,896	16.8	16.7	4,814	36.8	37.8	459,607	28.5	38.9
Coventry	9,979	13,818	12.8	12.9	3,839	38.5	37.8	299,236	33.3	46.2
Dudley	7,284	12,707	9.3	11.8	5,423	74.5	37.8	259,239	28.1	49.0
Solihull	7,224	10,730	9.3	10.0	3,506	48.5	37.8	173,810	41.6	61.7
Sandwell	8,596	11,078	11.0	10.3	2,482	28.9	37.8	253,944	33.8	43.6
Walsall	7,459	9,076	9.6	8.4	1,617	21.7	37.8	223,437	33.4	40.6
Wolverhampton	7,164	9,605	9.2	8.9	2,441	34.1	37.8	206,854	34.6	46.4
WMP	77,999	107,478	100	100	29,479	37.8	37.8	2,299,563	33.9	46.7

Table 2 – Increase in WMNOW across the whole force area November 2019- November 2020

Demographic proportionality (Age, Ethnicity, Location)

40. The below figures 9-14 are based on current self-identified data from WMNow registered users.

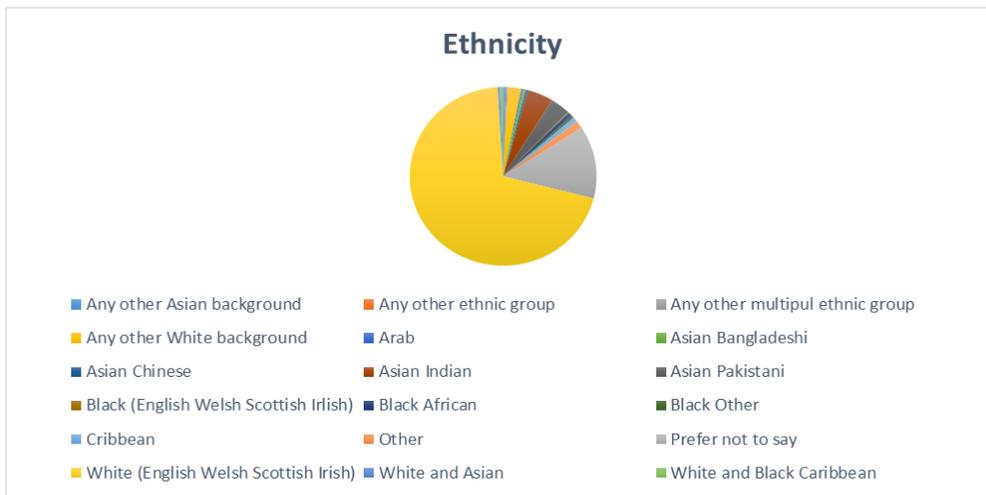
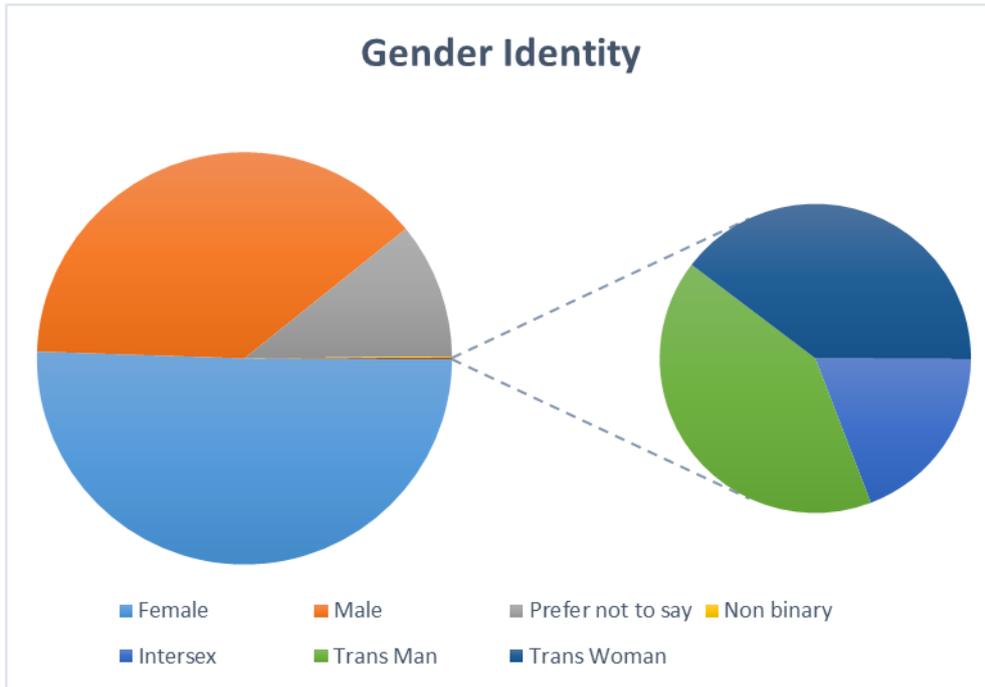


Figure 9 Ethnicity of WMNOW members



Gender identity Totals	
Female	25892
Male	19828
Prefer not to say	5479
Non binary	41
Intersex	13
Trans Man	28
Trans Woman	27

Figure 10 Gender of WMNOW members

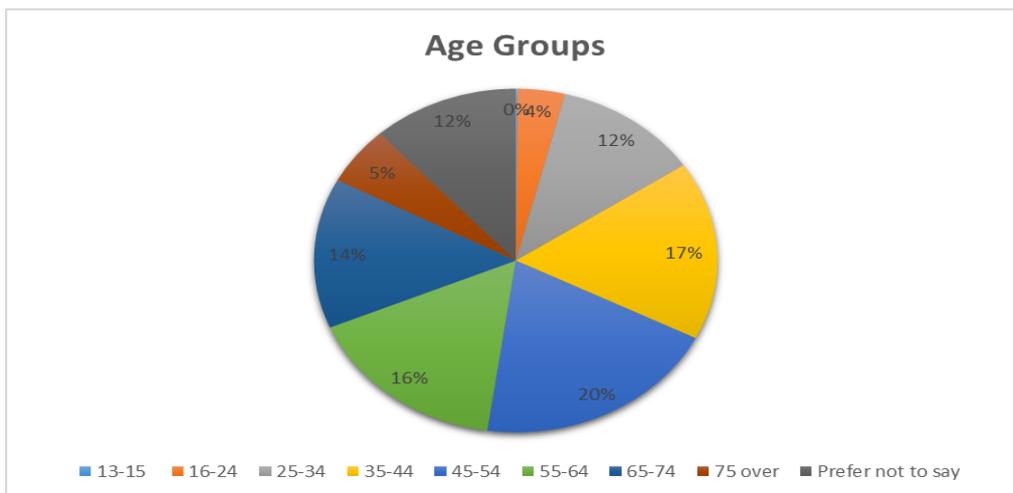


Figure 11 Age Groups of WMNOW members

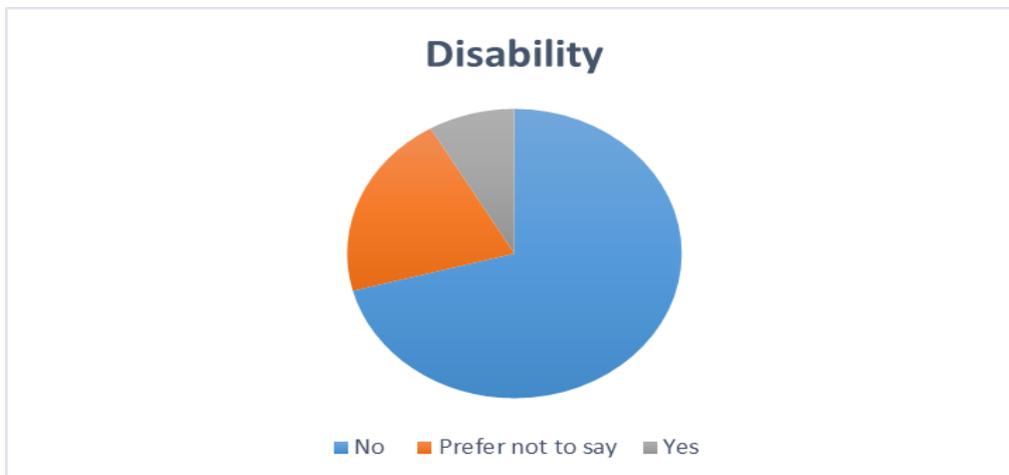


Figure 12 Disability of WMNOW members

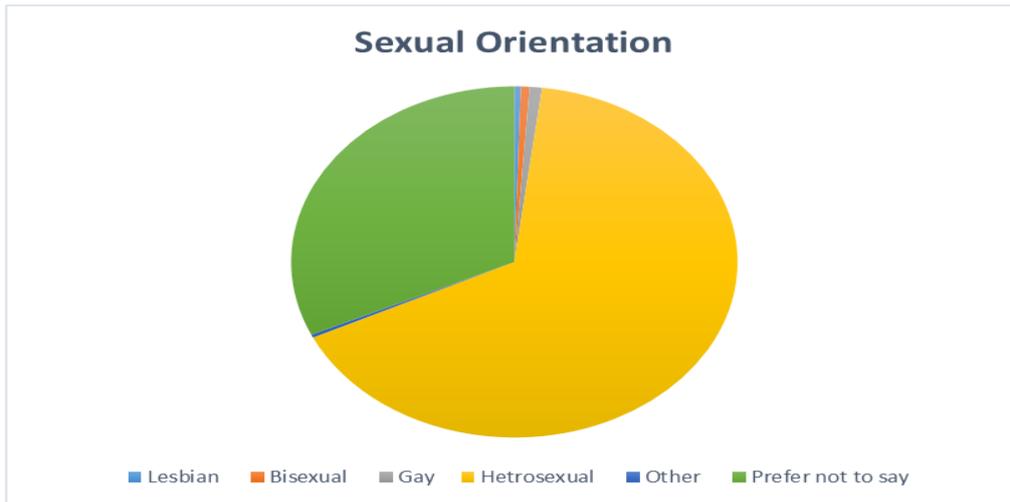


Figure 13 Sexual Orientation of WMNOW members

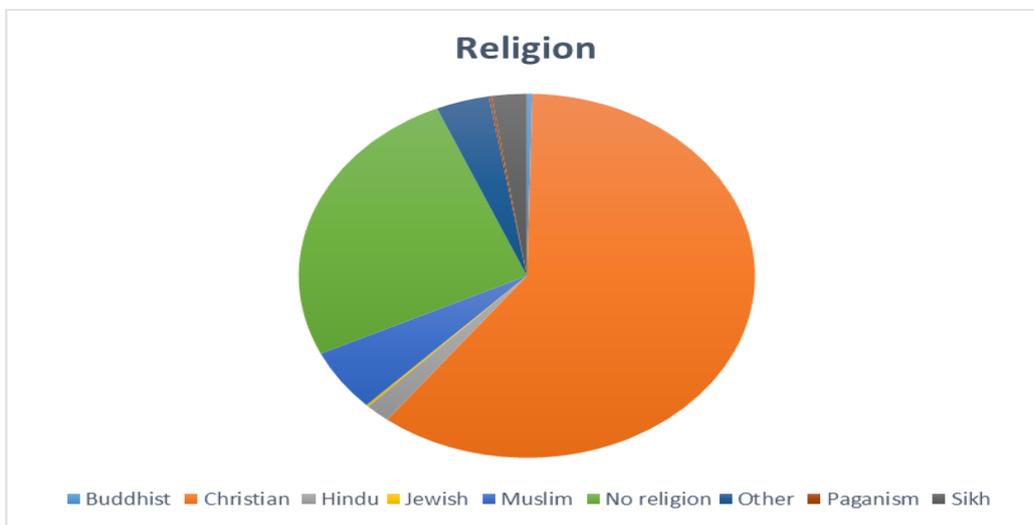


Figure 14 Religion of WMNOW members

Victim satisfaction

Victim Satisfaction (November 2020)

Levels of satisfaction; method of contact; stage of journey; crime type; work to address low satisfaction for online contact; response rate; disproportionality (Responded vs not)

41. Victim satisfaction continues to be measured by an online survey emailed to victims via WMNow. The response rate remains between 7 - 8%. 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.

42. Towards the end of 2019 levels of satisfaction decreased slightly and the trend has continued with the most recent result of 38.3% for November 2020 (previous month for October 2020 42.1%), the results were typically around 43% until November 2020. Findings from November 2020 survey results include:

- Satisfaction with each aspect of service has not varied significantly over time. In November 2020 these were: Initial Contact (57.6%), Initial Action taken (39.6%), Feedback (34.1%), and Treatment (51.8%).
- 67.1% of victims who called us (either via 999 or the non-emergency number) were satisfied with initial contact; this dropped to 40.0% when the incident was reported online. Work has taken place to review the online incident forms to continue to simplify and improve the online reporting experience, and a review of the satisfaction survey questions is to take place as they are not always relevant to reporting an online incident. Victims who visited Police Station / Report to Officer in Person recorded 66.7% satisfaction
- Overall satisfaction was highest when a Robbery was reported (50.0%), increasing to 70.4% for a Burglary and 40.6% for violence against the person.
- 73.3% of survey respondents were white, 4% were black, 15% Asian and 2.2% described themselves as mixed ethnicity. The level of satisfaction by ethnicity is White 43.6%; Black 37.5%; Asian 29.6% and Mixed 25%. However, it should be noted that the numbers of respondents to the victim satisfaction survey is low and therefore can't necessarily be considered as statistically valid. Extending our surveys to other channels will improve our reach and response rate.
- Analysis of demographic proportionality compared to the census, shows that white survey respondents continue to overrepresented by around 6%, and BAME respondents underrepresented by a similar proportion. Young people (16-24) are significantly underrepresented in survey findings – accounting for 6.6% - compared to 17.0% of the region's population. Those aged 35-64 are over-represented (61.3% of responses) and it assumed that this is due to the survey being via email.

101 caller satisfaction

43. The 101 caller satisfaction 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).

44. As referenced in the November 2019 paper to SPCB, there was continued decline in the number of responses to the 101 survey from March 2019. Force Contact reviewed 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.

45. Following the review, the decision was taken to cease the 101 caller satisfaction survey in January 2020 and explore alternative methods of surveying such as the SMS survey pilot and soft market testing of external survey providers to understand what they could offer. Details of this work have been provided in paragraphs 30 to 39.

Live Chat usage and satisfaction

46. 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 WMP. During October 2020, 16,038 citizens engaged in an online chat with us and all were invited to provide feedback. 6,599 (41%) citizens provided feedback.
47. Changes were made to the survey questions in Live Chat recently to reflect those used in the SMS survey. When the citizen was asked how they would rate Live Chat in terms of being able to provide them with what they needed, 72% rated the service as good or satisfactory. 88% of respondents were very clear or reasonably clear on the next steps being taken; 91% rated the knowledge and understanding of the Advisor as good or ok.
48. The response rate for Live Chat is much higher than other satisfaction surveys 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 update

49. WMP's 'chatbot' Bob-E has been hard at work for over a year, having first been introduced in September 2019. Bob-E operates between 0800 - 0000hrs 7 days a week, helping citizens who select the LiveChat option through the force's website. Bob-E seeks to manage engagements which are better resolved by other agencies, redirecting members of the public to the correct advice and contact details, to self-serve online to

report crimes or incidents, or find the answer to their query. Bob-E identifies when a member of the public needs to transfer to a contact handler and before doing so gathers essential information.

50. The investment in Bob-E is primarily to support citizens using online channels, whilst managing demand that West Midlands Police can't assist with, providing links with help and advice. Bob-E has been configured to deal with initial reports of anything from theft, fraud, damage to property and missing people to tackling some of the biggest demand which comes through on LiveChat including road traffic collisions, lost and found property, parking issues, abandoned vehicles and incident updates. In late March 2020 a CoVID-19 specialist flow was implemented to help manage demand into Force Contact. During the week 9 - 16th April, Bob-E was asked about Coronavirus 6,833 times, totalling 65% of total bot demand.

51. On average Bob-E deflects around 27 per cent of LiveChat demand and has dealt with over 45,000 chats since October 2019. Bob-E answers chats within seconds, regardless of other demand levels and can provide help or gather initial details straight away. This means many citizens receive a response and resolution to their query quickly, releasing contact handling resources to deal with other citizens that need us more at that time. When chats need to be transferred to a contact handler, they are, on average, answered in just a few minutes, meaning less frustration for members of the public and reduced 101 demand. Bob-E has been designed in a way that recognises critical trigger words and if these occur in chats, immediately transferring into the next available contact handler.

52. Bob-E, along with 101 deflection and LiveChat are key parts of the force's modernisation programme. From the way in which the public contact the force to how we respond, investigate and prevent re-offending, this ambitious programme of work is radically overhauling all aspects of our business, with people and technology at its heart. They were all launched after extensive research and working with system specialists and are aimed at providing greater, more convenient channel choice for the public as well as better managing competing demands in the force, recognising that many calls for service are better addressed by other agencies or through other channels

53. There are fewer surveys completed, and overall lower satisfaction, when Bob-E has solely dealt with the contact compared to when an agent has been involved through LiveChat. As Bob-E directs citizens to self-serve they may therefore find it difficult to rate

the service if they consider that they've self-served. However, Bob-E is principally designed to redirect demand that doesn't require a human agent, so the service level from Bob-E is expected to be very different. In the bigger picture this is serving the purpose of redirecting non- police matters and options to self and serve or online report into the right places.

Domestic abuse victim satisfaction survey

Previously low satisfaction with how well the Police dealt with children – Update on actions taken

54. All child investigation teams have received refresher training around the approach to contact with children. This has included the guidance produced by the "Helping Hands" campaign designed to address safety planning in the home for child victims of abuse.
55. The Public Protection Unit (PPU) continue to build closer links with school safeguarding and pastoral teams, with processes in place for immediate escalation of concerns around absent at-risk children.
56. PPU Multi Agency Risk Assessment Conference (MARAC) team have produced a two-day Safeguarding training programme which is appropriate for staff of all levels within all departments and identifies referral and escalation processes for the wider family associated with domestic abuse cases. This is currently being rolled out within Offender management teams but the intention is to move towards this training being mandated within PPU and the wider force both as induction and refresher training.
57. Whilst not directly linked to the actions of WMP, in the time since the last report to SPCB the multi-agency offering for children affected by domestic abuse has improved considerably with our key partners in Women's Aid now offering support, courses and group work specifically for children which PPU can refer directly into when a need is identified.

Previously low satisfaction with how well victims were kept informed – Update on actions taken

58. Prior to the commencement of Operation Overview an operation that tackled outstanding Domestic Abuse offenders, at any one time there were up to 800 victims not receiving a minimum level of service in terms of contact. On conclusion of the work there is no legacy outstanding and there are no unallocated reports and or victims awaiting contact as we work hard to meet the standards and work to the Citizens Charter.

59. It is important to recognise that this has been achieved whilst dealing with the unprecedented demand and staffing issues presented by Covid during 2020 and so there is every likelihood that we would have achieved much more than just getting back to level ground had the opportunities been different this year.

60. PPU continue to dip sample and regularly address and monitor cases as a result of previous feedback surveys and Her Majesty's Inspectorate of Constabulary & Fire and Rescue Service (HMICFRS) recommendations. Whilst WMP are presently unable to survey PPU victims via any other mechanism than the email survey (that receives fewer than 5 responses a month), service standards remain a priority. We are exploring the feasibility of other surveying approaches for more sensitive incident types.

Updates on any other areas where insight is captured

61. There have been a number of other changes to capture and respond to insights as below:

- A Policy Manager has been introduced into PPU Spring 2020 who is responsible for the tracking and implementation of all actions and recommendations of this sort
- There is a Policy Manager actively working with PPU Detective Inspectors to ensure evidence logs (for recommendations and actions) are created and maintained
- Joint PPU and Force Criminal Investigations Department Organisational Learning Group due to launch in January 2021 which is where these actions will sit for review.
- Impending regional review of high risk Domestic Abuse (MARAC) coming in 2021, partnership will review effectiveness of MARAC which will include WMP response with direct feedback from victims, similar questions will be asked and so a comparison will be able to be made for this cohort. (WMP are not leading on this review due to conflict of interest hosting MARAC team but will be close to it).

Public confidence

What has been done to 'rebalance' the expectation from citizens for next steps?

How have you gone about having an understanding and clarity on what our service offer is so that our communities know what they should expect.

62. As previously discussed WMP has undertaken external consultation with citizens to understand their needs, wants and expectations of our citizens. From this, there are clear themes which shape satisfaction with our service and engagement with citizens. These include that WMP show we care; explain what we are doing and why; and provide a clear and honest end to an investigation.

63. Consultation also took place internally to share these findings and worked with Heads of Service to determine WMPs service offer and service standards balancing citizen expectations against business demands to deliver an effective service to members of the public. Informing the wider public on the service standards they can expect in the wide array of circumstances in which they contact us. Also considering that the majority may never require WMP services or may require them very occasionally throughout their lifetime, requires simple, repeated and prominent publicity. We will build this into our comms and engagement approach going forward.

64. WMP's initial focus has been on informing our internal employees of the service standards so they are confident in articulating these to the public. The project will make the Charter widely available to the public and we will continue to work with the IAGs to help promote the Charter.

According to ONS, overall confidence in WMP has decreased over the past three years and is now significantly below that of most similar police forces and England and Wales as a whole. Provide insight into possible reasons and steps being taken.

65. WMP surveying has not been specific enough to allow us to identify specific shortfalls. The new surveying methodology will provide us with a much clearer picture of where specifically customer expectations are not being met and support in developing plans to tackle them. This should result in targeted action that improves the current position.

Next Steps

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 November 2019 in moving the Citizen Satisfaction project forward.
- c) Endorse the plans for the Citizen Satisfaction Project moving forward.

Author(s): Evelyn Bingham, Senior Project Manager; Chief Superintendent Sarah Burton, Senior Responsible Officer