

Strategic Policing and Crime Board

28 June 2022

Police and Crime Plan Priority: Satisfaction with police services

Title: Confidence and Satisfaction Report

Presented by: ACC Richard Baker

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 September 2021 (Agenda Item 7a - Victims and Violence Against Women and Girls).

This paper is for discussion.

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 2020-2023 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 measures that WMP is taking to address areas of dissatisfaction.

Citizen Charter update

5. The force, in partnership with the PCC's office, developed a Citizen Charter during 2020. 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 were also 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 us. The service standards are regularly reviewed to ensure that they are appropriate and any changes are brought through the force leadership team and the PCCs office for consideration.
7. The Charter was launched to WMP employees in December 2020 and the initial focus was on communications and engagement activities with internal employees, to ensure that employees were clear on the service offer to the public.
8. The intention was to launch the Citizen Charter to the public via a 'soft' press release in during 2021 but this was delayed due to external factors such as public concerns about policing following the death of Sarah Everard, when it was considered that the launch of the Charter would be inappropriate. The plan is to agree a further release date with the PCCs office for the Charter to be launched by mid-22.
9. In the meantime, the Charter and standards are available in both hard copy and digital formats (on the WMP website) and the Charter leaflet is available at our public contact offices.

Update on Citizen Satisfaction project

10. The Citizen Satisfaction project was renamed the Citizen Experience project in Oct-21. The project was originally named "Citizen Satisfaction" to reflect the project goals of setting service standards; and managing the public expectations in respect of our service offer. We recognise that trust and confidence in the police is more important indication of police legitimacy than levels of satisfaction and that the public value both what we do, but also how we deliver a service. A focus on improving Citizen Experience enables to

focus on the quality of each interaction, rather than rigid adherence to a service level standard.

11. Learning and development:

As well as the self-help hub on the Learning and Development portal being available for staff to access the Citizen Charter and service standards, a customer service workbook is also available. A customer service personal development course focusing on customer service skills is in development and due for launch in mid-22.

12. Developing Insight:

The project team has worked with WMP's Data Analytics Lab to develop tailored sentiment and topic analysis reports using both quantitative and qualitative feedback from the surveys. These reports are available via our Business Insights App and are accessible to the Service Improvement leads in business areas that use SMS surveys. This analysis will enhance our learning, and enable WMP to understand key drivers of satisfaction/dissatisfaction from victims.

13. Wider roll out of SMS Surveys:

In addition to the SMS surveys being used by our Force Contact and Force Response services, WMP extended the SMS surveys to Initial Investigations in Oct-21. Our communities have an increased voice through the use of the SMS surveys, and we have higher response rates compared to other surveys. More than half of respondents provide WMP with free text comments that inform our sentiment and topic analysis.

14. WMP has also undertaken SMS surveying with vulnerable victims (including Domestic Abuse victims) from Dec-21 onwards, but only where WMP has been confident that the victim was safe to send an SMS survey to (see findings in paragraphs 60 – 62 below).

15. The next stage of the SMS survey roll out is to Investigations to understand citizen experience of the next stage of the citizen journey. The aim is to send out a survey at the start of an investigation and also when the investigation closes, recognising the length of a case would necessitate more than one survey. The survey will measure how the force is meeting the Victims' Code as well as its commitments in the Citizen Charter. There is a decision to be made on the delivery dates for this work in line with other force priorities. The plan is to also extend SMS surveys to Neighbourhood Policing Units during 2022.

Victims Code update

16. Following the retirement of Superintendent Karen Geddes, a new Superintendent, Philip Asquith, has been appointed as the Force lead for Victims and Witnesses with the task to deliver service improvement and adherence with the Victims Code.
17. The Superintendent lead chairs the Victims Code Champions Group which comprises an established group of 'champions' who represent departments and functions who play a key role in delivering against the 12 rights of the Victim's Code, the whole of the victim and witness journey. Via this group audits are undertaken - a future audit is planned but the Superintendent is currently consulting upon the content and format of the audits previously run. In addition, actions aligned to an improvement plan are progressed and break away Task & Finish Groups are set up to address hot topics or priority issues.
18. Work is in motion with People and Organisation Design, Organisational Learning and Development and Operation Sentinel to review the level of understanding, training and promotion of Victims Code and witness care compliance, to consider how best to improve.

WMNow sign-ups and performance as per WMP performance framework

19. WMNow is a free community messaging system that delivers up to date information from police and partners direct to those that sign up, keeping citizens informed on matters such as updates on crime, appeals and safety advice. Neighbourhood Teams have remained focussed over the last performance year on encouraging sign ups to the WMNow system. This has been coupled with a programme to improve the quality of communication with those that have then signed up. This work has been supported by Corporate Communications as part of the work to improve the digital service to citizens.
20. The programme to improve quality of communications was first piloted in Sandwell and demonstrated a significant improvement in satisfaction of our users, interaction and propagation levels of messages. This was achieved through identification of PCSOs who would send messages and a bespoke training programme on quality, content and scheduling. A detailed report on these outcomes was shared at the SPCB at the end of 2021. This approach is now in the final stages of roll out across the force area. We anticipate that this will result in fewer people leaving the platform through dissatisfaction once signed up.

21. Comparison March 2021 to March 2022

Across WMP, WMNow membership has increased from 111,000 members in March 2021 to 121,000 in March 2022 - an overall increase of just over 10,000 members – *please note that this is the net change* (i.e. the balance between those joining and those leaving the scheme between the two time periods). All NPUs have increased their membership.

22. Table 1 below shows the increases across all NPUs comparing March 2021 with March 2022 data.

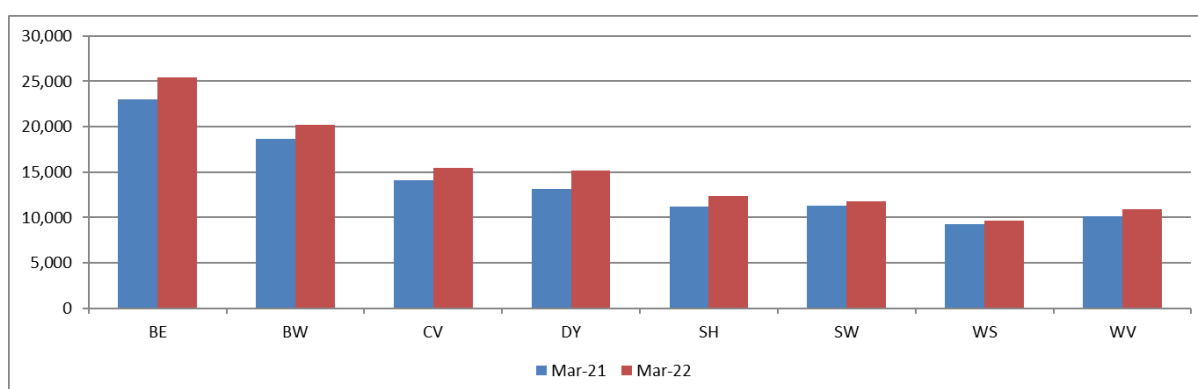


Figure 1: Sign up rates WMNow

23. The sign-up rate has increased to 52.4 members per 1000 population (aged over 16) in March 2022, compared to 47.9 members in March 2021. The last time this figure was reported in November 2020 the rate was 46.7.

24. Neighbourhood Analysis

The table below (Figure 2) shows the increases across the whole force area and how the percentage increase is broken down across NPUs.

NPU	WMNOW Members		% of Force total		Change Mar 21 to Mar 22		Population aged 16 and over (mye2020)	Sign up rate per 1,000 aged 16 or over	
	Mar-21	Mar-22	Mar-21	Mar-22	Number	%		Mar-21	Mar-22
BE	23,040	25,393	20.8	21.0	2,353	10.2	421,833	54.6	60.2
BW	18,606	20,210	16.8	16.7	1,604	8.6	461,566	40.3	43.8
CV	14,069	15,476	12.7	12.8	1,407	10.0	306,404	45.9	50.5
DY	13,167	15,155	11.9	12.5	1,988	15.1	260,121	50.6	58.3
SH	11,209	12,407	10.1	10.3	1,198	10.7	174,712	64.2	71.0
SW	11,284	11,767	10.2	9.7	483	4.3	254,180	44.4	46.3
WS	9,243	9,676	8.3	8.0	433	4.7	224,397	41.2	43.1
WV	10,134	10,944	9.2	9.0	810	8.0	207,347	48.9	52.8
WMP	110,752	121,028	100	100	10,276	9.3	2,310,560	47.9	52.4

Figure 2: Breakdown of WMNow membership across force and by NPU

25. The map below (Figure 3) shows the rates of WMNow Membership compared to Force rate by neighbourhood, March 2022

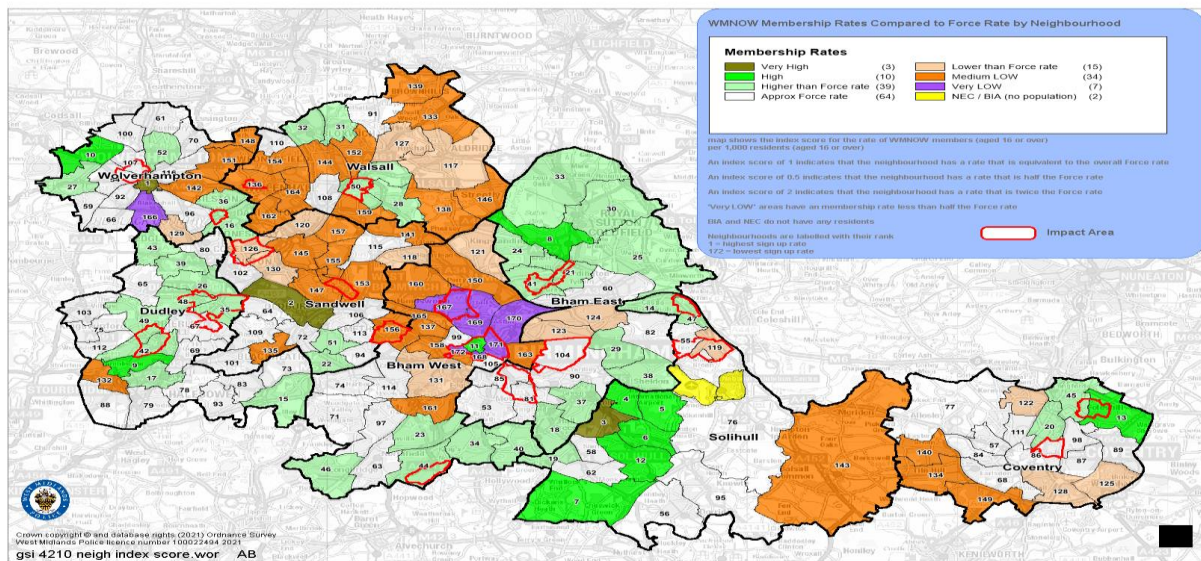


Figure 3: WMNow Membership compared to Force rate by neighbourhood, March 2022

Victim satisfaction

26. SMS surveys have been in place in Force Contact and Force Response since Feb-21 followed by Initial Investigations in Oct-21, providing the public with the opportunity to tell WMP about the service they have received. The survey obtains real time service satisfaction from the public across a much wider range of police involvement that our previous surveys have been able to. Current response rates for the SMS surveys are approx. 10% which is higher than the 6% response rate for previous email surveys.

27. SMS survey results for Force Contact, Force Response and Initial Investigations are currently uploaded into the Business Insights performance dashboards. All managers and supervisors have access to the dashboard to ensure team and individual performance is understood. Both departments use this information as part of WMP Conversations, their service improvement meetings and their quarterly performance reviews (QPR) with their lead ACC.

28. The tables below show survey data from 01-Sept-21 to 30-Apr-22. The total number of responses during this period has been 9,578 broken down as follows:

- 6,518 (69%) Force Contact;
- 1,709 (18%) Force Response;
- 1,264 (13%) Initial Investigations (which includes the T3 Pilot - referenced later in this report).

29. The latest survey data is contained below – this includes satisfaction by individual area of business followed by satisfaction across all three business areas. The key areas of low satisfaction and steps being taken to improve are detailed later in this report.



Figure 4: Breakdown of satisfaction by business area and overall satisfaction

Live Chat results

30. All visitors to Live Chat initially start their interaction with the force’s Chatbot BOB-E who asks basic questions to determine whether or not the chat needs to be transferred to a human agent. Last performance year, 28% (58,514) of all chats were completely resolved or signposted by BOB-E, with the remaining 72% (150,827) of chats being transferred to human agents to handle via Live Chat.

31. During Q1 of 2022, agents have performed better than BOB-E on all questions that are used to measure satisfaction with BOB-E and Live Chat. 95% of respondents who chatted with a human agent on Live Chat agreed that they were spoken to politely and respectfully, whereas 71% of respondents who interacted with BOB-E felt the same way. The understanding and knowledge of Live Chat agents was rated as ‘Good’ or ‘Okay’ by 92% of respondents, 27% higher than BOB-E ratings on the same question.

32. A greater proportion of citizens (+22%) were happier with the time taken for Force Contact to help them when they chatted to a human agent, rather than BOB-E only. Of the citizens who were advised that we would need to take further action, 83% who interacted with BOB-E, and 91% who spoke with an agent were clear about what will happen next and when it will happen.

33. The most significant difference in responses was seen in the question ‘How would you rate your experience with us today?’. Of the citizens who only interacted with BOB-E, 23% rated their experience as ‘Good’, 23% rated it as ‘Okay’, with the majority (54%) rated their experience as ‘Poor’. In contrast, of those who interacted with a human agent, the majority rated their experience as ‘Good’ (56%), 28% rated it as ‘Okay’, and 17% rated it as ‘Poor’.

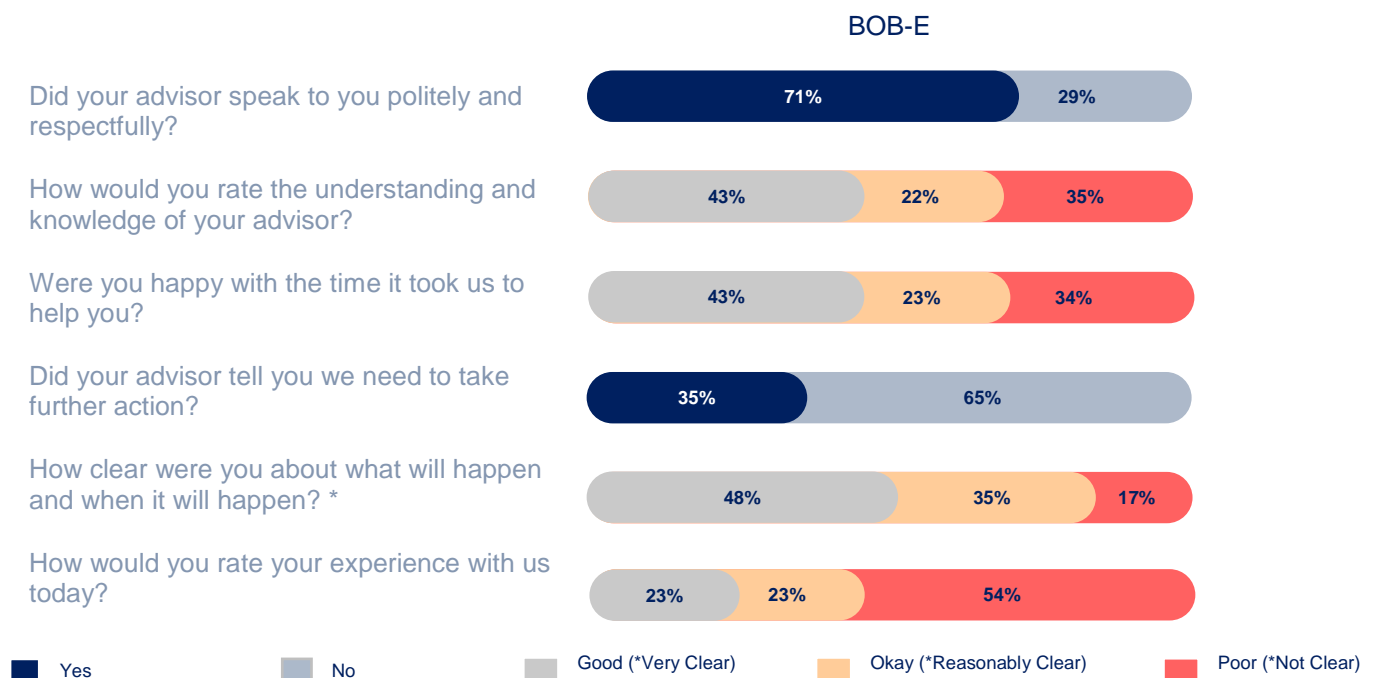


Figure 5: BOB-E satisfaction scores (Q1 2022)

34. Despite its lower satisfaction with citizens BOB-E deflected 29% (124,595) of all chats between March 2020 and April 2022. Deflection encompasses chats that have been completely resolved or signposted by BOB-E. This supports Force Contact to manage its demand. However, Force Contact will continue to review its BOB-E scripts to see if these can be amended to improve citizen satisfaction.

35. When members of the public contact us via 101, the introduction message directs them to our webchat service. At this stage, many calls are abandoned – these are 101 calls that were in the queue and abandoned after the caller listened to the following message:

“Our website is a quick and easy way to get your problem solved. You can report theft or damage to your building, vehicle or property, get a wide range of help and advice, and speak to us via web chat. Search WMP Online via your smartphone, tablet, or computer to get started.” This message is only played to callers when the webchat wait time is shorter than the wait time on 101, to ensure that calls are only directed to webchat when appropriate.. We can make an inference that those who have abandoned the call following the introduction message have decided to use either Live Chat or Online Reporting but there may also be a preference to speak to a human agent.

36. As West Midlands Police deal with many complex issues that cannot be resolved by a Chatbot alone, this is likely to add to the preference of interacting with human agents and therefore result in higher agent satisfaction scores. Live Chat survey results cannot be linked to a Control Works log or Crime Reference Number, and it isn't therefore possible to link the type of incident being reported, when or where the incident occurred, or demographic information relating to the person reporting an incident in order to identify whether these factors impact satisfaction.
37. In order to improve the 101 experience, Force Contact has introduced a Support Desk which will move the more lengthy and complex calls from front-line call handlers to staff on the Support Desk that have enhanced vulnerability training. See more detail in Section 46.
38. The messaging on 101 highlights the availability of webchat as a deflection method with ongoing work in the space to direct non-emergency queries to live chat where appropriate in order to ease pressure on telephony. In addition, Force Contact is planning to train staff from its public contact offices on Live Chat to support demand and capacity in the team.

Satisfaction by crime type

39. The SMS survey results enable WMP to report on satisfaction by crime type. The results show some disparities namely more dissatisfaction with ASB. This is expanded upon further later in this report.

Proportionality of respondents

40. SMS surveys enable us to capture demographic information of survey respondents. Approximately 50% of respondents provide WMP with their demographic data including the protected characteristics of ethnicity, age, sexuality, gender, religion and disability.

The following charts show the demographic information of respondents for the period Sept-21 to Apr-22

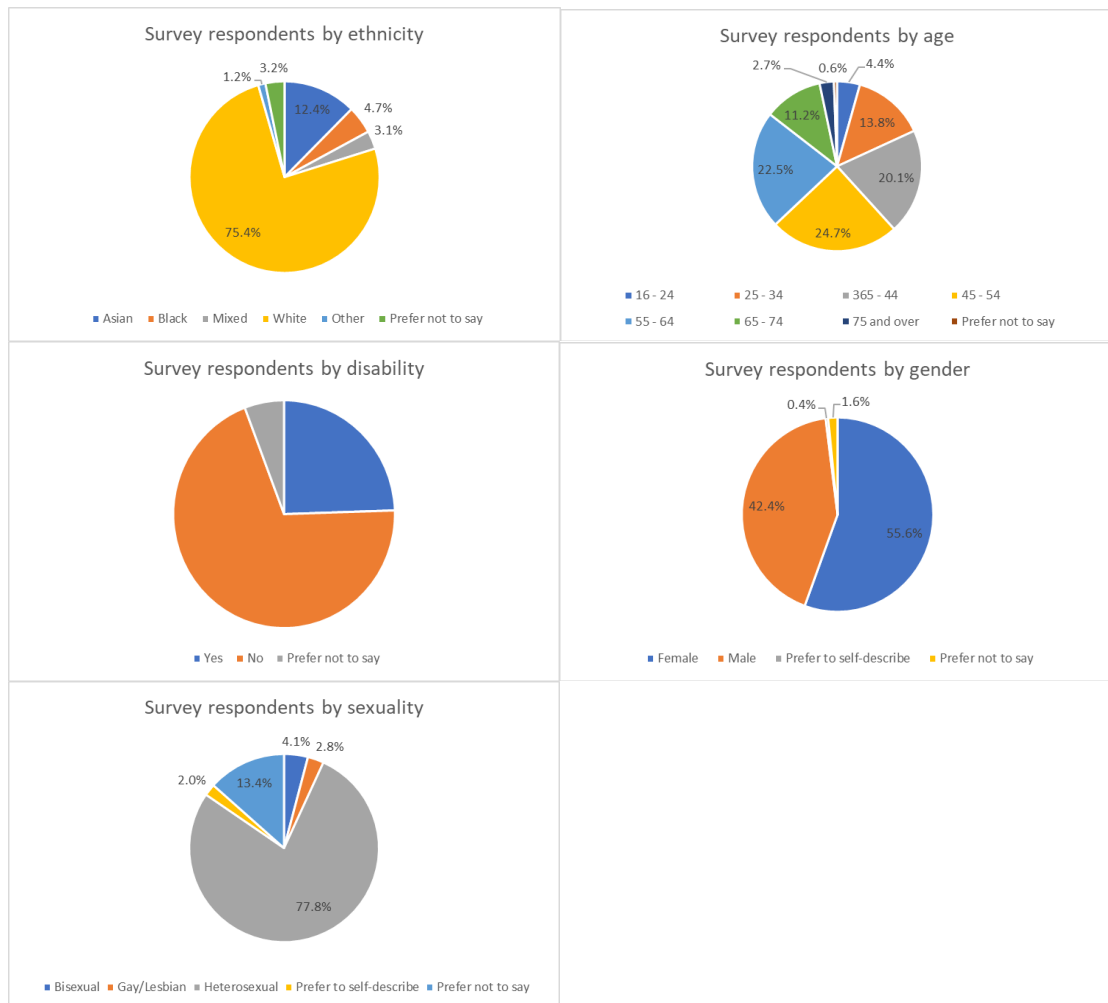


Figure 6: Demographic information of respondents for the period Sept-21 to Apr-22

41. The force's Data Analytics Lab has undertaken a piece of work to assess differentials in service delivery by protected characteristics. No negligible impact has been shown but this will continue to be monitored carefully.

Force Contact - key areas of low satisfaction and steps being taken to improve services

42. Force Contact has its lowest satisfaction on 'time taken to deal with the call' (due to long wait times). There are improvement initiatives in place for Force Contact to fill its vacancies that are impacting on the ability to answer calls within the service standard. The fulfilment of vacancies and the imminent launch of the Support Desk (see further detail below); will improve wait times.

43. The next area of lowest satisfaction is the overall satisfaction taken from the survey question 'have we helped you today?' From the analysis undertaken by the Data Analytics Lab it indicates that citizens are most unclear on what happens next in relation to ASB incidents where there is an expectation that the police can support them when we are unable to do so. There is ongoing work to review non-policing matters as part of the Force Contact Service Improvement Plan.
44. There is more clarity needed around the crime reference process, as there is a breakdown in what the citizen is being told to expect (e.g. a crime reference number within a certain time period) and the reality which is that there are delays in the crime reference number being provided to the citizen. There are plans in place to ensure that citizen expectations are better managed when we are aware that there are delays.
45. Signposting is another area of dissatisfaction. Common aspects (based on reading comments) include that fewer citizens feel listened too (taken seriously), shown by below average listening and understanding scores (7.9 and 7.8 out of 10, compared to overall average of 8.5 and 8.4). Many callers will have waited in the queue to then be signposted elsewhere. A presentation was given to the SPCB Group on 14th June which highlighted some work to deflect non-policing calls and a communication plan around what the Police can and can't deal with e.g. abandoned vehicles.
46. To support the Force Priorities regarding the Citizens' Charter and improving the public experience of policing services, Force Contact is establishing a Support Desk to provide an improved quality of service to victims, by better identification of vulnerability and safeguarding, together with earlier securing and preserving of evidence. It will also increase the wider call handling efficiencies by providing greater "call ready" time, to answer and deal with further volume calls for service.
47. The intention is to deliver a Support Desk that will manage P2-P9 vulnerability calls for service which includes, domestic abuse and missing persons, with a longer-term plan to incorporate mental health and sexual offences. The desk will operate 24/7, using a banded shift pattern to meet anticipated demand whilst providing a consistent force service offer to vulnerability calls regardless of the time of day initially reported. The approach highlighted by the HMICFRS to resolve such matters, where possible, without the need to deploy physical resources, forms part of the design principles.
48. Call handlers will complete the existing THRIVE+ risk assessment, and where appropriate will divert these calls for service, with clear messaging, to the desk. The call handlers will continue to deal with the wider volume calls for service (including taking

crime reports where appropriate). The removal of these complex, time-consuming calls for service from call handlers will provide greater capacity to meet the increased overall call demand, reduce the number of calls abandoned and improve the call handling service levels.

49. The intention is for the Support Desk to complete the primary investigation and crime recording. Any identified safeguarding and wider referrals will also be completed. In addition to the IT and technical training that will be provided to the Support Desk staff, Force Contact will work with PPU to ensure staff have enhanced knowledge and CPD concerning identification of vulnerability, risk and harm, together with safeguarding opportunities, the availability of wider partnership signposting and referral mechanisms.
50. Additional resourcing to enable the Support Desk to be established has been approved by the force's executive team. This new way of managing calls from concerning vulnerable matters will divert complex and time-consuming initial calls for service from call handlers to staff within Force Contact, who, with enhanced vulnerability training, can then resolve such matters without the need to deploy physical resources (where appropriate) and offer consistent safeguarding and referral advice. The new Support Desk launched in the second week of June and has already resulted in a reduced handling time at the front-end meaning additional capacity to answer 101 calls from non-vulnerable callers.

Force Response - key areas of low satisfaction and steps being taken to improve services

51. Thematically, citizen satisfaction is discussed as an issue within teams. Due to the nature of the SMS surveys it is not always possible to attribute feedback to individuals (e.g. if more than one officer attends an incident the survey feedback will be attributed to both of them as it is not possible to easily identify specifically who it applies to).
52. Consequently, thematic data has been shared with the Force Response Improvement group (peer to peer improvement forum held monthly) to raise awareness of citizen satisfaction and maintain the momentum of 'bottom up' improvement in relation to this area.
53. Feedback by performance leads (on instances where positive feedback is identified, is shared with all staff members allocated to the particular incident). It is hoped that by doing this, whilst the specific feedback cannot always be attributed to a specific individual, it is anticipated that this will create a ripple with staff to a point where they

become aware as a group that feedback is being given and that their performance is important. It is hoped that departments will 'self-police' their performance.

54. It should be noted that Force Response has a significantly lower volume of feedback than Force Contact as the SMS survey is not sent to sensitive incident types that form the majority of Force Response's work. However, there is a higher response rate (15-18%) for Force Response surveys compared to 9-10% for Force Contact.
55. The Performance Lead for each Unit holds regular performance discussions with their leadership structure, where all areas of performance are considered. The positive messaging in relation to the 'good news' / 'feedback' will continue (all units) and Focus Groups are planned to sustain the awareness at supervisory level (all units). Response Improvement Group (RIG) will be asked to include and maintain the issue as an agenda item to revisit.
56. Themes such as time spent at incidents and time it takes to arrive at incidents receive constant focus from all of the units and wider senior leadership team on Force Response. This is not necessarily as a result of citizen satisfaction feedback but a wider customer sample would really help Force Response factor in the citizen experience where it comes to failed demand or service; complementing the data we have from other areas of insights. If there was more victim data, spread across the full range of incident types that Force Response deal with, this would enable a better understanding for reasons for dissatisfaction with time taken and whether it is incident specific (e.g. higher expectation by incident type). The current SMS methodology has its limitations in being able to gather data from victims of sensitive incident types such as DA, but the force's recent work on surveying DA victims will help to address some of this.
57. Early themes that were picked up are:
 - **Victims being unaware of the next steps after attendance** - potential commission of a new contact card that updated the victim as to next steps/expectations. We also discussed supporting Response Officers with advice in a range of scenarios where officers lacked knowledge. A number of scenarios were provided to be presented to the Victims Code Champions Group.
 - **Lack of officer compassion at incidents** - Compassion Fatigue training was commissioned from Learning and Development team.

Initial Investigations - key areas of low satisfaction and steps being taken to improve services

58. Members of the public not understanding what happens next

Our response to this within Initial Investigations has been to introduce a standardised form of wording for all staff to use that explains how a victim's crime will progress. Any police terminology such as OIC (officer in charge) has been removed to ensure the message is understood. In addition, this update has links the member of the public can use to seek support in the interim.

59. Non-compliance with victim's code requirements (general feedback)

FCID has a Victims' Code improvement plan in place which looks to improve awareness of the code and overall compliance. FCID Victims' Code single point of contact (SPOCs) have been identified across the department. The identified SPOCS have all had Victims' Code training. This was joint training with PPU which covered all aspects of the Victims' Code including enhanced victim rights. The SPOCS are now in the process of disseminating this training to their colleagues to improve wider understanding.

60. Victims' Code compliance will be monitored within the department via on-going audits. The Initial Investigation Team (IIT) & PPU Review & Allocation (R&A) teams are responsible for processing all crime reports, and forward these for further investigation or file them if no further action is required. They play a key role in monitoring adherence with the Victims' Code and in turn feed into their Victims' Code Champion and Service Improvement Teams. PPU have recently secured funding to appoint a dedicated Chief Inspector to lead on service improvement in respect of the code.

61. We will also explore continuous personal development opportunities with the SPOCS moving forwards based on SMS and audit feedback.

62. Managing victim expectations (on-going improvement)

There is a recognition that members of the public are being provided with information at the outset of them reporting a matter about some of the next steps that gives them incorrect information on occasion. This includes timeframes of contact given and how any contact will take place.

63. In response to this work is on-going to ensure there is consistent messaging starting with force contact or front-line staff regarding timeframes and methods of contact. There will also be standardised messaging applied across FCID regarding the pathway of an

investigation and filing decisions. This piece of work will be in conjunction with PSD and Corporate Communications to ensure the tone and language is in line with that of the force.

Domestic abuse victim satisfaction survey

64. As part of the force's ongoing work around managing demand, a number of departments including Force Contact, Force Response, Initial Investigations and PPU worked together to deliver a pilot to better manage P3/P4 and P5 demand in a different way - this included providing a telephone response to Domestic Abuse victims (where appropriate). The pilot was called T3.
65. Domestic Abuse is not an eligible incident type surveyed through existing SMS surveys due to the sensitivity and risks associated with sending SMS surveys to individuals that we have not specifically identified as being 'safe' to survey.
66. However, the T3 pilot offered the business the opportunity to safely send SMS surveys to victims of Domestic Abuse (as we have identified them as being safe to deal with via telephone). Whilst volumes are low, it has enabled the force to understand satisfaction of DA victims and the findings can be used to inform any further work on surveying our most vulnerable victims.
67. The survey asks a number of questions to understand compliance with the Victims' Code e.g. 'did the person you spoke to give you details of other organisations who could offer support and assistance?'; 'were you told your case would be closed or filed and did the person you spoke to explain why'. The survey also asks questions to understand overall satisfaction and whether the victim would have preferred a face-to-face visit – results from these two questions are shown below to compare the responses of non domestic abuse and domestic abuse victims. It can be seen that overall satisfaction for domestic abuse victims is higher than non-domestic abuse victims, and 30% of DA victims would have preferred a F2F visit compared to 22% of non DA victims.

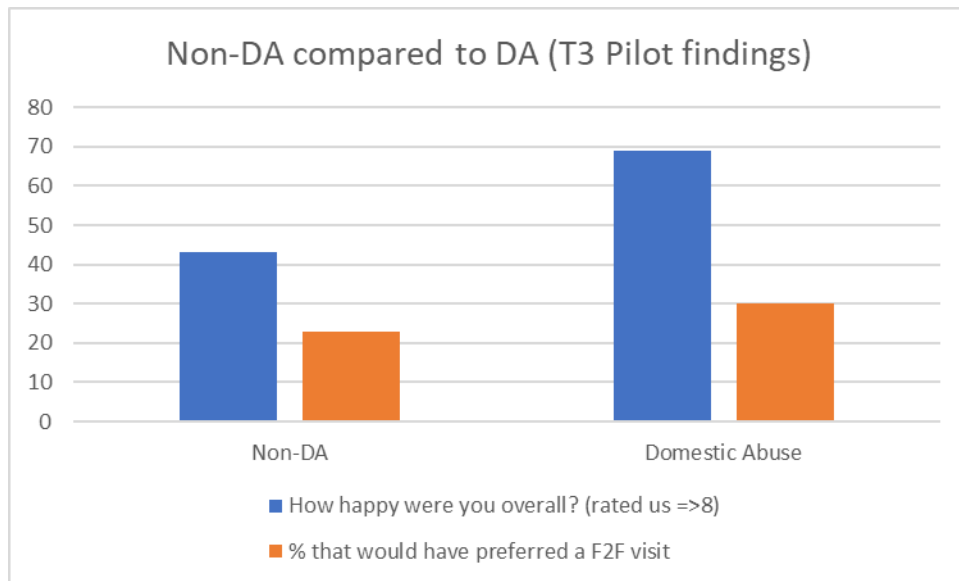


Figure 7: T3 pilot satisfaction findings (DA versus non-DA)

Public confidence

Overview of factors that impact public confidence in policing

68. Policing relies on the public's consent and trust. This trust is not only based on how effective and competent we are in dealing with crime and maintaining order, but also on how the public perceive that they are treated by the police. In the past few years, trust in the police nationally has been severely affected by events such as the kidnap, rape and murder of Sarah Everard by a police officer; the Stephen Port case, where police failings contributed to the deaths of some of the victims; and police performance in tackling violence against women and girls. The impact of the Black Lives Matter movement internationally has shaken confidence in the police across many countries and has resonated in the UK. The force has responded to these challenges as set out below.

69. In Sept-21 West Midlands Police launched its strategy to tackle Violence, Abuse and Intimidation Against Women and Girls (VAIWG). While policing cannot provide all the solutions to VAIWG - this societal problem demands a societal response, we have a major role to play in making women and girls feel safe and confident to report, as well as preventing harm and bringing perpetrators to justice. The strategy will not replicate the good work already underway around domestic abuse, but rather look at areas that have either had limited attention to date or need improved co-ordination including safety in public; criminal justice; offender and suspect management; our behaviour; intelligence and data; engagement, insight and communications; and accountability and monitoring.

70. The force has developed training for its first line managers following recent events in the MPS, which highlighted cultural problems within policing. We know that we are not immune from these problems and recognise the need to drive behaviour change, hence the introduction of a new two-part learning programme for all colleagues, called 'Moral Courage'. This includes a series of modules that explore the core skills to help us drive the right behaviours and attendance on this programme is mandatory for all first line leaders. This will be reinforced by the introduction of Integrity Health Checks for all members of staff within WMP.

71. The West Midlands Police Fairness and Belonging Strategy has recently been reviewed and recognises that we must work to develop our understanding of our diverse communities and focus on building police legitimacy by being fair, proportionate, transparent and accountable. We need to be better able to engage with our communities and to better understand our historical relationships, as well as being quick to identify our new and emerging communities so that our policing priorities are current, relevant and accessible. The 'Our Partners' strand of this work is also focussing on reducing disparities and discrimination in the wider criminal justice system which we also recognise impacts negatively on trust and confidence in policing. The development of this new strategy has also given us the opportunity to improve our governance and accountability throughout the organisation with each strand being led by a member of the executive team.

72. Despite being named the 5th most inclusive company in 2021, we cannot afford to be complacent, there are many things we need to continue to do - including recruiting more people who are more representative of our communities, as well as ensuring we provide an inclusive culture for our staff.

Work to understand confidence in West Midlands Police

73. WMP recognises the importance of capturing the public voice and a key part of its 'This Work Matters' strategy is to understand what matters to our communities and how we can improve their experience.

74. Under the 'Our Communities' strand of the Fairness and Belonging strategy (see paragraph 71 above), the force has created a 'Community & Legitimacy Board' with three areas of focus: Understanding our communities, Engagement and Good Relations and Increasing Confidence. Previous attempts to measure police legitimacy have come via surveys and have asked a range of questions covering all pathways associated with

police legitimacy, This, however, doesn't necessarily get completed by people in marginalised communities' where other research methods may be more suitable e.g. homeless communities.

75. To plug this gap and ensure attempts are made to reach a diverse community the force is proposing that we take our existing measures as a collective and not simply judge them individually. It's likely one measure is associated with a number of different external factors, but when seen as a whole could indicate changes in public sentiment. For example, birkings will clearly have links to the price of fuel and unemployment, but equally the decision to commit a crime, even at times of hardship, could be an indication of whether the law is worth complying with.
76. The first part of this work is to identify outcomes currently measured within WMP which could suggest police empowerment, police cooperation and law compliance. A number of departments have been consulted with to understand outcomes linked to cooperation that they would want to see as a measure of success (e.g. street watch, attendance at court).
77. Work will continue to identify the outcomes and it is proposed that data is analysed in three ways:
 1. The rate per population (or some other consistent method such as crime) to provide comparison between different communities, NPUs or impact areas.
 2. An "overall legitimacy score" for WMP which can be tracked over time
 3. Demographic analysis (where possible) to identify disparities with protected characteristics.
78. Historically, 'public voice' feedback was captured through WMNow and included three areas of focus about policing in a neighbourhood; with West Midlands Police; cooperation with the Police, and, contact with the Police to give insight into how good a job police in their neighbourhood are doing, and finally confidence in West Midlands Police.
79. There were no significant changes in how the public perceived West Midlands Police over a three-year period and a decision was taken by the Citizen Experience Board to focus more on the force's impact areas and gathering views from these citizens to inform strategic plans and priorities. Impact Areas are small geographical areas comprising a few neighbourhoods where there is a disproportionate amount of crime, demand,

deprivation and harm. It builds on previous place based approaches – such as Priority Areas and Long Term Active Areas (LTAAs). The force focusses its efforts on these areas so we have the biggest impact with our resources, working with partners and communities to solve problems in the long term. Gathering the views of citizens from these impact areas ensures that the force can concentrate its plans and priorities on those areas that are most impacted by crime.

80. Impact area surveys were run in the force's 19 impact areas and were conducted during Feb-Mar 22. There were 4,551 responses in total. The surveys were promoted to those that live or work in impact area as well as partner agencies and visitors.

81. The survey was available to access via a variety of methods including a link to the survey being shared via WMNow, Twitter, Facebook, on posters with a QR code, on officers' mobile devices and also in paper format. The survey was made available in English as well as four other languages - Urdu, Polish, Punjabi and Romanian as these were the prevalent languages in the impact areas .

82. The survey asked short, simple questions to maximise response rates as below. The survey encouraged free text feedback to enable WMP to understand key drivers for satisfaction:

- What is your link to [impact area?] live/work/visit/partner agency/other
- How do you rate your local police? Tell us why you rate us this way?
- Do you have any community concerns? If yes, tell us what these are
- Demographic data (optional)

83. When asked 'how do you rate your local police, approx 30% of respondents said good/very good; 28% said poor/very poor; 29.7% said neither good nor poor and 7.4% said they don't know.

84. The key themes from the survey responses reflected those themes identified when the surveys last ran in 2020 namely drug dealing/taking drugs; car theft; gangs, burglaries, speeding; feeling safe at night. There were also matters raised that are for partners to address e.g. litter; HMOs; antisocial behaviour

85. Other themes included perception that police are not interested in tackling low level crime and closures of police stations remain a concern.

86. Police visibility featured heavily in the comments – but it should be noted that there was a 50 / 50 split. Those that rated the police as good/very good commented on how visible the police were and those that rated the police as poor or said they didn't know commented on the lack of visibility of policing in their area. It can be concluded that visibility of policing is a key driver of satisfaction / dissatisfaction.



Figure 8: Selection of comments to question 'how do you rate your local police?'

87. Demographic data was also captured for survey respondents and is summarised in the slides below. Whilst survey findings were of interest, the demographics of survey respondents do not reflect the communities we service.

88. There were low levels of respondents in many impact areas (11 impact areas have <200 responses and the majority of respondents are white British and aged 35+. The youth voice was 6.1% (despite under 25 violence being a key priority in many impact areas).

89. The findings were discussed at the forces Impact Area Away Day at Tally Ho on 19-May-22 to gather views from partners. Their views were as follow:

- F2F surveys could skew the results
- Should police be assessing themselves – would an independent survey be more appropriate?
- WMNow/Facebook/Twitter have limited reach with U25s
- Opportunities to use partner surveys to gather views

90. The findings were discussed at Local Policing Governance Board on 26-May as well as the Connect with People Programme Board. The outcome of this was that there should be a review of the current survey methodology and an options paper to be developed to include proposals on how to improve survey representation.

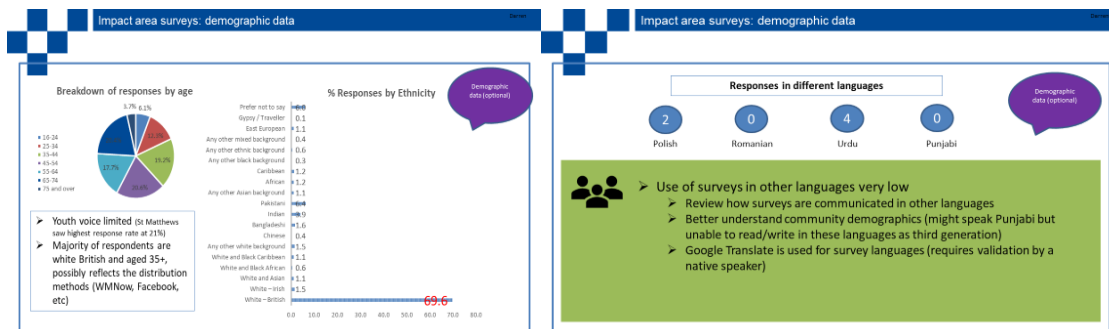


Figure 9: Demographic breakdown of impact area survey responses

91. On a positive note, WMP has recently launched the first phase of a year-long project to kickstart progressive conversations with young black people in the West Midlands about policing, working with a range of prominent creators and influencers on social media to reach new Gen Z audiences. We are trialling this approach with support from the National Uplift Programme and College of Policing to ensure we identify and share learnings to other forces.

92. It's no secret that the relationship between police and young black people is often strained and policing is rarely considered a positive career choice. That's why we are embarking upon a new project to improve that relationship, here in the West Midlands. From street interviews to panel sessions, from podcasts to music chat – the project aims to reach young Gen Z black people who currently don't follow WMP on social media or have any involvement with our work.

93. ACC Matt Ward is Force Executive Lead for Fairness and Belonging and is leading on this work from WMP – more information about the project will be shared as it progresses through the year.

Ways of improving confidence

94. Public confidence in policing condenses a range of complex and inter-related judgements concerning the trustworthiness of the police. However, it is clear that there is a need to direct efforts towards improving the quality of our everyday encounters with members of the public. Reducing the number of negative encounters will be effective in maintaining and building public confidence.

95. Through its 'This Work Matters' strategy and the Citizen Experience project the force has worked to promote an organisational culture that ensures that all police contact with colleagues and the public seeks to build trust and is consistent with procedural justice (requiring fair decision making and respectful treatment).

96. Essential elements include: treating people fairly and with dignity and respect, giving people a chance to express their views, listening and taking them into account, and being open and honest. These are reflected in our Citizen Charter and we measure our performance against these.

97. The focus for the Citizen Experience project going forward is to continue to extend our surveys across our citizen journey to understand the end-to-end experience, but to also review our existing survey methodologies to ensure that they can fully represent the citizens we serve. Finally, it is vital that our most vulnerable victims can have their voices heard and work will be taken to identify opportunities to capture increased feedback from domestic abuse victims.

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.

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