

**CUMBRIA POLICE AUTHORITY
Policing Plan and Best Value Committee
13 January 2006**

Agenda Item 8

QUALITY OF SERVICE COMMITMENT ACTION PLAN

A report by the Chief Constable

SUMMARY

This report provides a progress update on the action plan for the Quality of Service Commitment. The report also summarises what is required in order to demonstrate compliance by November 2006. This follows on from the new Home Office guidance received by forces in October 2005 and was reinforced by a national Quality of Service Commitment networking event.

The Constabulary has made significant progress in completing the actions to ensure compliance. In particular over the last quarter the Constabulary has completed a Best Value Review of User Satisfaction. This required identifying user requirements, identifying areas of dissatisfaction and methods of improving the quality of service provided. This was a key piece of work that contributes towards achieving compliance. Likewise the implementation of Neighbourhood Policing has commenced as part of the Citizen Focus programme. However, the next stage is to ensure the appropriate policies, training, communication and quality checking processes are in place to ensure continued high levels of user satisfaction.

RECOMMENDATION

That the committee note progress and what is required to order to achieve compliance by November 2006

DETAIL

See attached Report

**Michael Baxter
Chief Constable**

DETAILS

Background

The national Quality of Service Commitment sets out the standards and services the public can expect when they make contact with the police. The National Policing Plan requires every force to have an action plan to comply with the quality of service commitment by November 2006. The quality of service commitment is not a stand-alone project. It is central to the citizen focus and responsiveness programme (with Neighbourhood Policing and community engagement) and is linked to the National Call Handling Standards, Single Non Emergency Number, Victims Code, No Witness No Justice, Witnesses Charter and PPAF developments. These developments are one of three strands that form the Police Reform programme the other two strands being Policing Restructures and Workforce modernisation.

In June 2005 the Chief Officer Group and the Policing Plan and Best Value Committee agreed an impact assessment and implementation plan for the quality of service commitment, and requested quarterly progress updates. This report is the second update report.

In summary the Quality of Service Commitment comprises the following standards:

- Making it easy to contact us
- Providing a professional and high quality service
- Dealing with your initial enquiry
- Keeping you informed
- Your Voice Counts
- Victims of Crime

Compliance with the Quality of Service Commitment will be assessed by the User Satisfaction performance results as part of the Police Performance Assessment Framework and the HMI Baseline Assessment. The User Satisfaction measures include satisfaction levels in relation to ease of contact, actions taken, follow up, treatment and whole experience.

The Baseline Assessment will specifically assess the following checklist:

- Is there a policy to deliver this commitment?
- Has this particular commitment been communicated to staff?
- Have staff been trained to deliver this?
- Are resources provided to deliver this (staff, IT, other?)
- Is there a process to check that this commitment is constantly delivered?
- Is there evidence that it is happening?

The work commenced to date has mainly looked at how we could improve the direct services provided to the user. We now need to develop the above to ensure that the standards live and that we actually deliver services to those standards. Over the next quarter the Strategic Development Department will complete a gap analysis of the requirements, identifying what we have completed already, what we plan to do in the future and finally any new work required to demonstrate compliance. This will be incorporated into the next Policing Plan and Best Value Committee update.

Financial Implications

Much of the work relates to already planned developments. The biggest new piece of work will be to ensure that the constabulary's processes can continue to deliver acceptable levels of user satisfaction. In relation to development of policies, provision of training and introducing quality checks, the only costs may be opportunity and abstraction costs associated with their development

Progress

Progress against the action plan is set out in the table below.

Quality of Service Commitment Action Plan

Action	Owner	Deadline	Update December 2005
Identify all access points in the Constabulary, times accessible etc.	Citizen Focus Project	December 2005	Completed. As part of the Citizen Focus project a visual map of access points and times accessible has been produced.
<p>Based on user consultation, and with reference to force targets, develop a business case for changes to access methods or points (if appropriate).</p> <p>Secure agreement</p> <p>Publicise as appropriate</p> <p>Feed into Estates Strategy as appropriate.</p>	<p>Citizen Focus Project</p> <p>Citizen Focus Project</p> <p>IT/IM</p> <p>Citizen Focus Project</p>	<p>March 2006</p> <p>March 2006</p> <p>October 2006</p> <p>March 2006</p>	<p>Implementation plan identified in project plan ratified by the Citizen Focus Project Board on 22/8/05.</p> <p>Access points to be informed as a result of ward profiles and community survey results currently ongoing in Barrow, roll out to entire South area by 03/06.</p> <p>1st phase of community surveys completed and the results are currently with Information Management Section for scanning, then analysis.</p>
Based on user consultation, develop a local service commitment and communicate it to staff.	Citizen Focus Project	August 2006	<p>Project plan completed. For ratification by Citizen Focus Project Board on 22 August 2005.</p> <p>Local service commitment informed by community survey results. As above, completion in South Cumbria BCU by 03/06.</p>

Action	Owner	Deadline	Update December 2005
Secure resources for user service training via Force Learning Panel, develop user service training and deliver.	Citizen Focus Project with P&D	October 2006	Training plan completed and approved by the Force Learning Panel. Initial evaluation of the training has been completed. This had now been added to the course library as Neighbourhood Policing Basic Module.
Based on user consultation, develop improved local performance information.	Citizen Focus Project with IT/IM	March 2006	<p>Local performance information will be based on the basic engagement model and full Neighbourhood Policing roll out. First consultation results received 28/11/05 and currently with Information Management Section (IMS) for collating. These results will be published within the local Barrow community and action plans set with that community.</p> <p>This information will be published on an internal problem solving system for all officers to access and deploy resources accordingly.</p>
Carry out service, access and feedback opportunities marketing campaign.	IT/IM	October 2006	Head of Marketing & Communications in post. Marketing & PR Manager to start in January 2006. Proactive marketing campaigns planned to promote the Single Non Emergency Number and internet in December 2005. This action will form one of the early priorities for that role holder.

Action	Owner	Deadline	Update December 2005
Establish a process to ensure regular feedback from users on accessibility, information, and services.	Strategic Development with IT/IM & Diversity Unit	November 2006	Work planned for 2006.
Implement local Single Non Emergency Number (SNEN).	PMU	December 2005	The implementation of the Single Non-Emergency Number for Cumbria Constabulary is taking place now. The service has been released to us after testing using a test number. The testing will take place in the first week of December prior to the number being released. The official go live will be 12th December when the number will be communicated to our communities.
Implement the internet development strategy.	IT/IM	March 2006	Internet site has been fully redesigned and the proposed strategy implemented. Ongoing developments will be done through business as usual.
Mystery shopper scheme to assess user service levels.	Strategic Development and PSD	July 2005	Mystery Shopper visits have been carried out, a draft report published and its findings were incorporated into the BVR User Satisfaction.

Action	Owner	Deadline	Update December 2005
Carry out a customer walkthrough of complaints processes, and recommend improvements as appropriate. Implement improvements to complaints processes.	PSD	March 2006	The complaints process has been reviewed and changes made. Procedures have been amended with the result that more low-level complaints are being captured. Extending accessibility to the complaints procedure is an ongoing action for PSD, an example of progress made is that you can now make a complaint via the internet. Learning from complaints is now being disseminated to BCUs through quarterly reports and a quarterly bulletin. A satisfaction survey is also to be used for both complainants and officers. Future plans include training supervisors to locally resolve complaints.
Develop and implement an incident response policy and supporting criteria for call handlers.	Operations Board	March 2006	A number of sample policies have been gathered to help develop ours. However such a policy is dependant upon a capability to resolve incidents without deployment. This should be achieved through help desks, which have migrated to crime desks to achieve NCRS compliance. A pilot has commenced in West Cumbria to improve the service provided.
Implement the 2005/6-consultation action plan (See table below).	Strategic Development and Partnerships with support from IT/IM	March 2006	Work is on course to deliver on this action plan. This was reported to the consultation working group in December 2005.

Action	Owner	Deadline	Update December 2005
Design a process to ensure that feedback from the public will be responded to within 10 days when requested.	Strategic Development with support from IT/IM	October 2006	Planned for 2006.
Publicise the results of consultation through regular updates.	Strategic Development with support from IT/IM	October 2006	Planned for 2006.
<p>Carry out user/community consultation to find out:</p> <p>Accessibility needs and whether current arrangements meet them</p> <p>Which aspects of service are most important to them</p> <p>Which information about policing is most important to them?</p>	Strategic Development (BVR)	December 2005	<p>Community survey results have been reported to Police Authority and considered as part of the BVR User Satisfaction. The review has been approved by Chief Officer Group and Police Authority and resulted in 10 recommendations covering policy, process, performance management and diversity. Best Value Board and the Audit and Performance Committee are monitoring implementation of the Action Plan.</p>
<p>Map, walkthrough and draft options to improve:</p> <ul style="list-style-type: none"> • initial enquiry handling processes • ongoing customer service processes <p>To ensure the standards are cost effectively met for an acceptable proportion of enquiries.</p>	Strategic Development (BVR)	March 2006	<p>The review analysed feedback from a range of sources to determine user requirements and areas of weakness. The main findings were about providing information and keeping users informed and the review developed options to address these issues for an acceptable proportion of enquiries. Relevant recommendations are detailed in the section below.</p> <p>Implementation of the National Call Handling Standards will address issues about initial enquiry handling processes for calls for service.</p>

Action	Owner	Deadline	Update December 2005
Oversee a programme of business process reengineering, as approved following the BVR.	Operational Support Chief Superintendent	31 December 2005	<p>BVR User Satisfaction Recommendation 1</p> <p>The Constabulary should ensure that enquiry counter staff has timely access to the information necessary to respond to requests from members of the public.</p>
	Detective Superintendent Specialist Support, Operational Support	31 December 2005	<p>BVR User Satisfaction Recommendation 2</p> <p>Amend the Volume Crime Policy to include individual responsibilities for keeping victims informed, in compliance with National Quality of Service Commitment Standards and support the Constabulary's corporate image.</p>
	Detective Superintendent Specialist Support, Operational Support	31 December 2005	<p>BVR User Satisfaction Recommendation 3</p> <p>Adopt a customer-focused approach to initial contact information. Provide information to victims and witnesses to comply with the National Quality of Service Commitment Standards, and support the Constabulary's corporate image.</p>

Action	Owner	Deadline	Update December 2005
<p>Carry out targeted consultation with community groups representing users with special needs to assess whether current arrangements meet them.</p>	<p>Chief Superintendent HQ Partnerships</p>	<p>December 2005</p>	<p>The community survey was distributed to key community groups, in addition to the Community Voice Panel. The results have been reported to the Police Authority and incorporated into the BVR User Satisfaction.</p> <p>The BVR also utilised the results of the IODA survey and participated in the resulting workshop. Analysis of the performance data from user questionnaires also highlighted a lower satisfaction rate for BME users compared to white respondents. Both of these analysis resulted in the following recommendation:</p> <p>BVR User Satisfaction Recommendation 10 Recommend further research into the cause of satisfaction levels of BME users being lower than that of white respondents.</p>

Action Plan for Consultation 2005/6

Aim for 2005/6: To gather reliable information on how communities feel about our services, and to use the information in service development, to ensure we provide the best possible policing services

	Action	Driver	Owner	Timing	Update December 2005
1	<p>Carry out 2 surveys via Cumbria Community Voice.</p> <p>To improve the resulting information:</p> <ul style="list-style-type: none"> • Confirm the decisions to be made using the consultation data and joint information needs and review questions in advance • Work with Community Voice on survey distribution to confirm it is representative • Developing weighting techniques for survey responses to ensure the 	2005/6 Policing Priorities	<p>Strategic Development and IT/IM</p> <p>Strategic Development with advice from IT/IM</p> <p>IT/IM</p> <p>IT/IM</p> <p>IT/IM</p> <p>Strategic Development with advice from IT/IM</p>	<p>Surveys June 2005 and September 2005</p> <p>May 2005 and August 2005</p> <p>May 2005</p> <p>June 2005</p> <p>July 2005 and October 2005</p>	<p>Survey June 2005 to be reported to CCWG September 2005. September survey in hand.</p> <p>Complete for May 2005, September 2005 survey questions reported to CCWG.</p> <p>Complete.</p> <p>Not feasible – but compensating control via IODA report.</p> <p>BCU analysis complete. LPT analysis may not be feasible</p>

	Action	Driver	Owner	Timing	Update December 2005
	<p>resulting information is representative</p> <ul style="list-style-type: none"> Analyse the survey results by Local Policing Team and BCU Assess the need to support survey findings with focus groups, and carry out as appropriate. 				Ongoing.
2	<p>NEW ACTION</p> <p>Extended the circulation of the annual public consultation survey, (beyond Community Voice), to maximize response rates from hard to reach groups e.g. black and minority ethnic and young people.</p>	2005/6 Policing Priorities	Strategic Development	Surveys June 2005 and September 2005	4,000 additional surveys were sent out to targeted community organisations in the June/July survey.
3	Carry out targeted community consultation in support of Best Value Review	2005/6 Policing Priorities Best Value	Strategic Development	To be confirmed – summer 2005	Focus group used as part of BVR User Satisfaction. Remainder of programme to be confirmed.

	Action	Driver	Owner	Timing	Update December 2005
6	Carry out research on issues arising from user service complaints	2005/6 Policing Priorities Service Improvements	Strategic Development	August 2005	Current recording arrangements do not support strategic analysis. See action 7.
7	Establish clear ownership of user service complaints processes. Review and improve procedures to produce management information.	2005/6 Policing Priorities Service Improvements	Strategic Development	March 2006	Professional Standards is reviewing procedures for complaints about “direction and control” of the constabulary.
8	Working with other agencies in the Joint Action Group, commission IODA to survey 300 people from minority ethnic groups on their views of public services in Cumbria, and with a view to identifying members of the public who would be interested in being involved in consultation. Carry out a launch day. Work toward establishing a joint consultative contact group/panel.	2005/6 Policing Priorities Understanding service expectations/experience	Partnerships	Survey: May 2005 Launch: June 2006 Likely timescale: March 2007	Survey completed. Findings reported directly to Police Authority and to the Confidence and Equality Board. Complete. Ongoing work through joint action group.

	Action	Driver	Owner	Timing	Update December 2005
9	Establish standing Community Impact Assessment Groups, including people from visible ethnic minorities and people with disabilities, and begin consultation on policing services and policy.	2005/6 Policing Priorities Understanding service expectations/experience	Partnerships	March 2006	Work continuing in Partnerships team, identifying key community groups to link in with. Temporary groups establish for 6months. They have met once.
10	Carry out research on existing neighbourhood level consultation arrangements operated by local officers, and on the issues arising from the consultation.	2005/6 Policing Priorities	Strategic Development	August 2005	Completed.
11	NEW ACTION Survey senior managers and all staff to determine their views on what our priorities should be.	2005/6 Policing Priorities	Strategic Development	July-October 2005	Surveys completed. Further consultative focus groups conducted in BCUs and OS using the Performance Inspectors.
12	Develop improved arrangements for frontline staff and local representatives to engage more effectively with local communities, with	2005/6 Policing Priorities Public Confidence	Citizen Focus Project	Project started April 2005 Project milestones to be confirmed	Pilot training session on basic engagement method held on 19/10/05 with 9 Barrow LPT Officers. Training fully evaluated and

	Action	Driver	Owner	Timing	Update December 2005
	reference to the neighbourhood policing programme and other relevant elements of police reform.				<p>assessment report completed for HQ Learning Panel and South BCU commander.</p> <p>As a result of the training day each of the community officers has a ward profile to Audit commission standards, within which key individuals and networks in each community can be identified.</p> <p>The Profile is held on computer and open to all other officers.</p> <p>Approximately 4200 surveys were distributed to 6 Barrow wards on 3/11/05.</p> <p>Questions based on current reassurance level, No.1 community problems, and identification of communities.</p> <p>All surveys requested back by 27/11/05. Assessments can then be</p>

	Action	Driver	Owner	Timing	Update December 2005
					made, and local community action groups set up to address community concerns. Pilot to be evaluated by BCU commander to decide if it can be rolled out across the BCU and Force.
13	Carry out research on issues arising from LGBT liaison officer's work.	2005/6 Policing Priorities Equality of service delivery	Strategic Development with advice from Partnerships	August 2005	Complete. No actionable feedback has been received through these routes to date.
14	NEW ACTION Run Community Liaison Forum meetings in accordance with agreed timetables	2005/6 Policing Priorities	Deputy Clerk	Throughout 2005/6	Ongoing.
15	NEW ACTION (Nov 05) Hold BME meetings in each urban area to consult on the results and pick up any other issue, begin to establish a relationship with a core of people Hold a BME community day	Equality of Service delivery Public Confidence	Partnerships	Feb 2 nd 2006	Planning ongoing