

**CUMBRIA POLICE AUTHORITY
Policing Plan and Best Value Committee**

17 October 2006

Agenda Item No 10

QUALITY OF SERVICE COMMITMENT ACTION PLAN

A report by the Chief Constable

SUMMARY

The Constabulary is working towards compliance with the standards set out in the Quality of Service Commitment guidance, which specifies a minimum standard for customer service.

This report reviews the current position, provides an update on progress, and identifies a set of new “quick win” actions to address gaps in the current action plan to meet the minimum standard.

The actions arising focus on raising awareness and visibility of QoSC, with a limited programme of internal and external marketing, and minimal modification to existing induction programmes.

RECOMMENDATION

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

DETAIL

Cumbria Constabulary has maintained high levels of User Satisfaction and was graded by the Home Office Police Standards Unit in May 2006 as “Good” and “Improved” for Citizen Focus.

Compliance with QoSC will mean that the Constabulary is fulfilling its obligations and that it has a foundation for continuing to provide excellent service to its customers.

An initial QoSC assessment was made in 2005 and a number of actions identified to ensure that the Constabulary is compliant with the standard by November 2006.

These actions have been progressed with regular updates to the Police Authority, the last being in March 2006. An updated copy of the action plan is attached as appendix 1 (July 2006).

However, the proposed amalgamation of Cumbria and Lancashire constabularies impacted upon internal work programmes during the first half of 2006. It has therefore been timely to check whether the existing actions are still appropriate and being sufficiently progressed to meet the deadline of November 2006.

Approach

In reviewing the current position, the following work has been undertaken:

- The current action plan has been updated by action owners.
- The original actions have been reviewed against the QoSC criteria.
- A high-level compliance assessment has been done, independent of current actions.
- A gap analysis has been done to identify any additional actions required for compliance.

Progress

A progress update is provided for the action plan in appendix 1. Fifteen actions are now complete and the remaining seven continue to be progressed.

New Actions

At this stage, simple, quick and direct actions specific to the requirements of QoSC have been identified and added to the current action plan. The outcomes, a number of quick wins, have been identified as follows:

- Internal Marketing campaign to raise staff awareness
- External marketing campaign at point of customer contact.
- Communicate feedback opportunities for customers.
- Inclusion of QoSC in induction/probationer training.

Internal Marketing

An internal marketing campaign to raise awareness of the Quality of Service Commitment standards. The aim is to reach all members of the Constabulary with information that is easy to digest and adopt. It will make use of all existing channels such as Staff Matters, Intranet, internal notice boards, email etc. The Constabulary has seen recent success with marketing of Victim's Code of Practice and positive lessons can be taken from this.

External Marketing

Customers have the right to know what standards they can expect and so it is important that the Constabulary makes them aware of this fact. At the place

of contact, i.e. in police buildings and on the Internet, customers should be made aware what standards they can expect. This will include publication of the Constabulary's Quality of Service Commitment.

Feedback Opportunities

As well as making customers aware of the service they can expect, customers should also be made aware of how they can complain if they are not satisfied with the service. For each customer access channel, there should be an associated feedback channel made available. Some solutions are already in place, but need to be built upon.

Training and Awareness

In support of a limited marketing campaign, the Constabulary needs to ensure that the principles of good customer service and QoS are delivered on an ongoing basis. A natural starting point is probationer training and staff inductions. Achieving this objective does not need to have a big impact on current training / induction programmes, as the basic principles are common sense and relatively few in number.

Next Steps

- The original actions will continue to be progressed and reported upon as per the action plan.
- It is crucial that appropriate actions are completed to ensure compliance by November 2006.
- New actions have been added to the action plan and will be reported as per the existing ones.
- A further progress report and review will be undertaken in October / November 2006.

Conclusion

Progress continues to be made on existing actions, with fifteen now complete.

Four new actions have been identified relating to marketing, awareness and training, i.e. to raise the profile of QoS within the Constabulary.

Completion of these actions and a further review in early November 2006 is crucial to ensure compliance with the Quality of Service Commitment and for the Constabulary to maintain its excellent track record for Customer Service.

Michael Baxter
Chief Constable

APPENDIX 1 – ACTION PLAN UPDATE**Quality of Service Commitment Action Plan**

Grey Indicates completed

	Action	Owner	Deadline	Update
1	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.
2	Based on user consultation, and with reference to force targets, develop a business case for changes to access methods or points (if appropriate). Secure agreement Publicise as appropriate Feed into Estates Strategy as appropriate.	Citizen Focus Project Citizen Focus Project IT/IM Citizen Focus Project	March 2006 March 2006 October 2006 March 2006	Implementation plan identified in project plan ratified by the Citizen Focus Project Board on 22/8/05. 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. 1 st phase of community surveys completed and the results have been analysed and officers determining if current access methods suitable. Community surveys have gone out to the remaining wards in Barrow. Roll out to entire South Cumbria area ongoing.

	Action	Owner	Deadline	Update
				<p>July 2006</p> <p>Rollout continuing; force problem solving system now in place to receive the results of all ward surveys and analysis of public perception. Ward profiles still a work in progress; requires Comm Intel Analyst in place – expected July 06.</p>
3	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> <p>July 2006</p> <p>No change, work currently in progress. Local priorities now being identified in West BCU as well as South.</p> <p>100 + formal Communications made to staff using 11 different methods.</p>

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4	Secure resources for user service training via Force Learning Panel, develop user service training and deliver.	Citizen Focus Project with P&D	October 2006	<p>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.</p> <p>Work ongoing with specialist training team to devise modular training for community officers. Officers will select modules according to individual training needs.</p> <p>July 2006</p> <p>Completed. The Force Training Department and Area Training Officers have devised the training modules; the first of these modules have been delivered to CO/PCSOs in South area; gradual programme to deliver to force wide CO & PCSO staff commenced.</p>
5	Based on user consultation, develop improved local performance information.	Citizen Focus Project with IT/IM	March 2006	Local performance information will be based on the basic engagement model and full

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				<p>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> <p>Work ongoing with IMS to create problem-solving system that can be performance managed.</p> <p>July 2006</p> <p>Problem solving system now in place; first problem solving documents being submitted.</p>
6	Carry out service, access and feedback opportunities marketing campaign.	IT/IM	October 2006	<p>July 2006</p> <p>In-line with national marketing campaigns a regional/local campaign programme will be devised by April 2006. A comprehensive campaign plan for the Let Go Project (domestic</p>

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				violence) is organised for the Summer 2006 working with a wide range of partners across Cumbria. All campaigns will be assessed and evaluated, where possible linking to non-cashable efficiencies.
7	Establish a process to ensure regular feedback from users on accessibility, information, and services.	Strategic Development with IT/IM & Diversity Unit	November 2006	<p>Work planned for 2006. Please see below community consultation plan for details of plans for the forthcoming year.</p> <p>July 2006</p> <p>PDC in April looked at Citizen Focus issues in terms of satisfaction data from victims. This will be reported to future PDCs.</p> <p>The annual consultation survey has been adjusted to obtain a baseline indicator on levels of confidence on service levels. These questions are routinely asked in the 'wave' surveys conducted by Lancashire.</p>

	Action	Owner	Deadline	Update
8	Implement local Single Non Emergency Number (SNEN).	PMU	December 2005	<p>The implementation of the Single Non-Emergency Number for Cumbria Constabulary has taken place. The testing took place in November and first week of December prior to the number being released to the General Public. The official go live was the 12th December when the number was communicated to our communities via the local press. Lancaster and South Cumbria telephone directory was published in December. Carlisle and North Cumbria directory will be released in February and the Yellow Pages will follow in March. The Telephony Replacement Project has now closed however, the Project Board agreed that the project should remain open solely to realise the benefits of the single non-emergency telephone number and to protect the organisation.</p> <p>Uptake of the 0845 is currently running at about 15-18% of the daily calls to the Communications Centre.</p>

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9	Implement the internet development strategy.	IT/IM	March 2006	<p>Internet site has been fully redesigned and is constantly being developed. An external launch strategy is planned for March 06. The key objectives being to raise awareness of content, encourage interest in the operation of Cumbria Constabulary and further engage with the public. Website address to be marketed internally to ensure that all external communication channels includes the address.</p> <p>July 2006 Complete</p>
10	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.

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11	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.

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12	Develop and implement an incident response policy and supporting criteria for call handlers.	Operations Board	March 2006	<p>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 been completed in West Cumbria to improve the service provided.</p> <p>The December 2005 Helpdesk pilot provided clear evidence of deployment as the default approach rather than any other resolution. The Operations Board directed that findings be given to the Chief Officer Group in February.</p> <p>July 2006</p> <p>An improvement review of Effective Contact Management is being undertaken to determine how the Constabulary can effectively and efficiently manage and respond to calls for service. Implementation is scheduled for</p>

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				January 2007.
13	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. July 2006 No change
14	Publicise the results of consultation through regular updates.	Strategic Development with support from IT/IM	October 2006	Planned for 2006. July 2006 This will be done via press releases and website and any other media suggested by marketing and communications

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15	<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>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>

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16	<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	March 2006	<p>Implementation of the National Call Handling Standards will address issues about initial enquiry handling processes for calls for service.</p> <p>July 2006</p> <p>In addition, this is being dealt with as part of the Effective Contact Management Improvement Review.</p>
17	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> <p>Update as at February 2006:</p> <p>Enquiry office staff has intranet access to the knowledge database used by call handlers. The KDB contains telephone information and an alphabetical index of information, which satisfies call handler requirements.</p>

NOT PROTECTIVELY MARKED

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18		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> <p>Update as at February 2006:</p> <p>The need to include other legislation (statutory charging and R+D Risk assessment to policy) and the need to complete a compliance check has delayed the development of this policy. This will be completed by April 2006.</p> <p>A programme of communication explaining the Victims Code of Practice to officers has been implemented throughout the Constabulary.</p>

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19		Detective Superintendent Specialist Support, Operational Support	31 December 2005	<p>BVR User Satisfaction Recommendation 3 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> <p>Update as at February 2006 This requirement is to be included in the volume crime policy. As mentioned above the policy is in the process of being revised. This will be completed by April 2006.</p>

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20	Include 'User Satisfaction' performance measures in the Performance Development Processes on a regular basis, in order to raise the profile of user satisfaction within the Constabulary and maintain performance.	Strategic Development	31 January 2006	<p>BVR User Satisfaction Recommendation 7</p> <p>User satisfaction will be included in Performance Development Conference in April 2006 and then at intervals appropriate to the available data.</p>
21	In order to maintain current performance levels, include quality of victim contact in inspection regime, where performance and risk analysis indicates this action.	Strategic Development	To coincide with inspection regime implementation	<p>BVR User Satisfaction Recommendation 8</p> <p>Quality of victim contact will be inspected if, following implementation of actions regarding volume crime policy, performance trends indicate the requirement.</p>
22	Carry out targeted consultation with community groups representing users with special needs to assess whether current arrangements meet them.	Chief Superintendent HQ Partnerships	December 2005	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

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				<p>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</p> <p>Recommend further research into the cause of satisfaction levels of BME users being lower than that of white respondents.</p> <p>Update as at March 2006:</p> <p>Consultation with 500 BME residents in Cumbria has resulted in a 10-point plan to improve the ways in which we provide our service to our BME communities.</p>
23	Internal marketing campaign to raise awareness.	Strategic	October 2006	New Action

NOT PROTECTIVELY MARKED

	Action	Owner	Deadline	Update
		Development		
24	External marketing campaign at point of customer contact.	Strategic Development	October 2006	New Action
25	Promote feedback opportunities for customers	Strategic Development	October 2006	New Action
26	Incorporate QoSC information into induction and probationer training	Strategic Development	October 2006	New Action

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