

**CUMBRIA POLICE AUTHORITY
Policing Plan and Best Value Committee
26 April 2006**

Agenda Item No 9

QUALITY OF SERVICE COMMITMENT ACTION PLAN

A report by the Acting Chief Constable

SUMMARY

This report provides a progress update on the action plan for the Quality of Service Commitment. Building upon the last Policing Plan and Best Value Committee report and the baseline assessment framework criteria for customer service and accessibility this report summarises what is still required to demonstrate compliance by November 2006.

The Constabulary has made significant progress in completing the actions to ensure compliance. In particular over the last quarter the Constabulary has commenced the implementation of the Best Value Review of User Satisfaction recommendations. Successful implementation of these will contribute significantly to achieving the standards.

The most significant milestone achievement over the last quarter has been the implementation of the Single Non Emergency Number. Following testing in November and early December, the number went live on the 12 December and was relaunched to the public. This will be further marketed in the forthcoming months in local telephone directories.

Generally, the Constabulary is on track for achieving compliance by November 2006, if we successfully implement the action plan in section 4.2. Successful implementation of the action plan with supporting systems in place such as communication, training, policy and compliance checks would enable us to achieve the standards.

RECOMMENDATION

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

DETAIL

See attached report

**Christine E Twigg
Acting 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 the other two strands being Policing Restructures and Workforce Modernisation that form the Police Reform programme.

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 third 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.

At present the Constabulary has delivered a service that provides high levels of user satisfaction. The Constabulary is currently 6th in National User Satisfaction rankings with an 83.5% satisfaction rate. In relation to the comparison with our most similar forces the Constabulary is top of our most similar forces rankings in relation to % satisfied with the actions taken by police (87%) and with respect to the overall service provided (83.5%). The Constabulary is also above average in the ease of contact measure (92.3%, 2nd in MSF), follow up (65.9%, 3rd in MSF) and treatment (90.9%, 3rd in MSF).

In relation to performance over the last two years, the Constabulary's performance has remained stable with marginal changes. In general we have slightly improved in the actions taken (up 0.4%), keeping victims informed (up 1%) and treatment received (up 0.2%). However, we have slightly reduced performance for ease of contact (down 0.2%) and whole experience (down 1.1%).

In relation to the baseline assessment, having reviewed the 2006 customer service and accessibility framework, the Constabulary is in a good position to achieve a high

grade if we ensure that the action plan is implemented effectively, that we develop policies, training, communication and compliance checks.

Having reviewed the grading criteria, gaps that have been identified have been incorporated into our action plan, as follows:

- The force has made performance on customer service a meaningful and important part of performance review at all levels and for all officers and staff, with innovation in data collection and dissemination. This will be achieved in Cumbria by implementing the BVR recommendation to include user satisfaction performance measures in performance development processes on a regular basis e.g. performance conferences. Plans are in place to include user satisfaction performance in the April performance development conference.
- Policies, training, communication, resources and compliance checks are in place to deliver the Quality of Service Commitment and Victims Code of Practice. This is currently work in progress. It is anticipated that quality of service will be a thread throughout all policy and training developments. Therefore, rather than a standalone specific policy or training programme, the aim is to embed customer service & victim support in daily business culture. In relation to communication, a plan is being developed aimed to brief key stakeholders of the QoSC requirements. Compliance with the standards will be incorporated into the internal inspection regime.

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 are opportunity and abstraction costs associated towards their development.

Progress

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

Quality of Service Commitment Action Plan

Please see below Quality of Service Action Plan:

Action	Owner	Deadline	Update April 2006
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 have been analysed and officers determining if current access methods suitable.</p> <p>Community surveys have gone out to the remaining wards in Barrow.</p> <p>Roll out to entire South Cumbria area ongoing.</p>

Action	Owner	Deadline	Update April 2006
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>No change, work currently in progress.</p>
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>

Action	Owner	Deadline	Update April 2006
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> <p>Work ongoing with IMS to create problem-solving system that can be performance managed.</p>
Carry out service, access and feedback opportunities marketing campaign.	IT/IM	October 2006	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 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.

Action	Owner	Deadline	Update April 2006
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. Please see below community consultation plan for details of plans for the forthcoming year.
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>

Action	Owner	Deadline	Update April 2006
Implement the internet development strategy.	IT/IM	March 2006	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.
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 April 2006
<p>Carry out a customer walkthrough of complaints processes, and recommend improvements as appropriate. Implement improvements to complaints processes.</p>	<p>PSD</p>	<p>March 2006</p>	<p>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.</p>

Action	Owner	Deadline	Update April 2006
<p>Develop and implement an incident response policy and supporting criteria for call handlers.</p>	<p>Operations Board</p>	<p>March 2006</p>	<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>The business process does not currently include a robust approach to resolution without deployment.</p> <p>The existing four-grade policy (IR, Normal, Delayed or non deployment) is compromised by the absence of a BCU helpdesk function, which existed at the inception of the ChaD concept.</p>

Action	Owner	Deadline	Update April 2006
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.

Action	Owner	Deadline	Update April 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 April 2006
<p>Oversee a programme of business process reengineering, as approved following the BVR.</p>	<p>Operational Support Chief Superintendent</p>	<p>31 December 2005</p>	<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>

Action	Owner	Deadline	Update April 2006
	<p>Detective Superintendent Specialist Support, Operational Support</p>	<p>31 December 2005</p>	<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>

Action	Owner	Deadline	Update April 2006
	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>
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>

Action	Owner	Deadline	Update April 2006
<p>In order to maintain current performance levels, include quality of victim contact in inspection regime, where performance and risk analysis indicates this action.</p>	<p>Strategic Development</p>	<p>To coincide with inspection regime implementation</p>	<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>

Action	Owner	Deadline	Update April 2006
<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</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>

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 April 2006
1	Carry out 2 surveys via Cumbria Community Voice.	2005/6 Policing Priorities	Strategic Development and IT/IM	Surveys June 2005 and September 2005	Complete.
2	NEW ACTION 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.	2005/6 Policing Priorities	Strategic Development	Surveys June 2005 and September 2005	Complete 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	confirmed – summer 2005	Focus group used as part of BVR User Satisfaction. Remainder of programme to be confirmed.

	Action	Driver	Owner	Timing	Update April 2006
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. Update Jan 06 – PA Professional Standards Committee has approved paper regarding Direction and Control of Complaints. Process Map contained within clearly defines process and accountabilities.
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.	2005/6 Policing Priorities Understanding service expectations/experience	Partnerships	Survey: May 2005 Launch: June 2006	Survey completed. Findings reported directly to Police Authority and to the Confidence and Equality Board.

	Action	Driver	Owner	Timing	Update April 2006
	Carry out a launch day. Work toward establishing a joint consultative contact group/panel.			Likely timescale: March 2007	Complete. Ongoing work through joint action group.
9	Establish standing Community Impact Assessment Groups, including people from visible ethnic minorities, hard to reach groups 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.

	Action	Driver	Owner	Timing	Update April 2006
12	Develop improved arrangements for frontline staff and local representatives to engage more effectively with local communities, with reference to the neighbourhood policing programme and other relevant elements of police reform.	2005/6 Policing Priorities Public Confidence	Citizen Focus Project	Project started April 2005 Project milestones to be confirmed	<p>Pilot training session on basic engagement method held on 19/10/05 with 9 Barrow LPT Officers. Training fully evaluated and 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</p>

	Action	Driver	Owner	Timing	Update April 2006
					<p>problems, and identification of communities.</p> <p>All surveys requested back by 27/11/05. Assessments can then be made, and local community action groups set up to address community concerns.</p> <p>Pilot to be evaluated by BCU commander to decide if it can rolled out across the BCU and Force.</p>
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. PA meetings arranged in Millom/QEGS Penrith

	Action	Driver	Owner	Timing	Update April 2006
15	<p>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</p> <p>Hold a BME community day</p>	Equality of Service delivery Public Confidence	Partnerships	Feb 2 nd 2006	Planning ongoing