



**Lancashire
Constabulary**
police and communities together



REPORT TO:	STRATEGIC SCRUTINY MEETING
DATE:	September 2020
TITLE:	Satisfaction Surveys, Response and Future developments
REPORT BY:	Chief Superintendent Ian Dawson

1. Issue for Consideration

The purpose of this report is to provide the Commissioner with an overview of the Constabulary's performance and progress in relation to its approach to Satisfaction, Satisfaction surveys, the Constabulary response and Future developments.

2. Recommendation

The Commissioner is requested to review the report and make comments as appropriate.

3. Background

There is an extensive library of literature which covers the areas of victims, victim satisfaction and sampling methodologies. Current research examines many factors which can impact on victim satisfaction including; police-public interaction and treatment, seriousness of offence, pre-existing attitudes, response times or process factors or criminal justice outcomes.

There are differing methods to assess the levels of public satisfaction in policing. General public surveys of police satisfaction differ from surveys in which there has been direct contact between police and the public in terms of establishing and understanding satisfaction. These are important considerations in the differing methodologies and approaches adopted.

Evaluating the quality of the police service is critical because the police supply services that citizens cannot access from elsewhere. Due to the dependency on the public, police agencies need to be aware of how the public, and specifically crime victims, view their practices and policies. Evaluations by citizens generally or those who have diverse forms of contact with the police, will permit more accurate, informed, and policy-relevant assessments of police practices and improvement in policing services. There is a clear link between developing this understanding and trust and legitimacy between the police and the public.

Lancashire Constabulary previously outsourced the surveying of crime victims on levels of satisfaction to a private company and ended that contract in March 2016. It brought the surveys in-house to enable greater flexibility in determining which surveys are undertaken, in addition to those, which were mandated through the Home Office (2015) Victim Satisfaction Survey Guidance as described below.

4. Home Office Mandated Survey Methodology

It was a requirement of the Home Office (2015) Victim Satisfaction Survey Guidance 2015/16 for police forces to conduct victim satisfaction surveys with specified victim groups (Burglary Dwelling, Vehicle Crime, Violent Crime and Hate Crime Incidents) and return data on a quarterly basis; this was required under ADR 443. The guidance stated its purpose was to promote consistent practice in conducting victim satisfaction surveys, providing specific and directive information on how victim satisfaction surveys should be undertaken, using telephone surveys. The guidance was aimed at ensuring a standardised format in which feedback is gathered and reported, minimising geographic biases in force level data, ensuring representativeness of each of the victim populations and in order to do this ensure response rates are sufficiently high.

This changed on 1st of April 2017 when ADR 443 was withdrawn as a Home Office satisfaction measure, replaced by Her Majesty's Inspectorate of Constabulary Fire and Rescue Service (HMICFRS) inspections of Police Forces as a 'learning organisation'. There were clear issues with the methodology and response rates adopted within the HO survey and whilst the survey guidance was updated and dated 2015/16 the methodology and question set had been used in policing since the early 2000's.

The Constabulary decided to maintain surveys in the below areas;

Burglary, Violent, Hate, and ASB surveys: standard 5 aspects as per previous HO survey (contact, action, treatment, follow up, whole experience) followed by a qualitative answer and demographic questions

Burglary: All Burglary as per the new definition, rather than just Burglary (Dwelling).

Violent: Incorporated offences of Wounding within our Violent Crime samples.

Hate Crime: No other changes

ASB: No other changes

Vehicle Crime: We no longer surveyed victims of Vehicle Crime

Domestic Violence: A longer survey introduced in April 2017 it has been designed by the HO and adapted to Lancashire's needs by PPU. This is now the only HO mandated survey.

The slight reduction in the number of questions in the Burglary, Violent, Hate and ASB surveys increased the capacity of the survey bureau whilst still allowing the data to be read alongside previous year's findings. However, as the main questions had not altered on the surveys there remained a repeated impact on levels of satisfaction across the survey aspects.

We continued to follow the recognised 6-12 weeks delay prior to any survey and officers and supervisors received immediate feedback when the survey is complete.

The necessity for service recovery with Basic Command Units (BCU) did not change. Survey data was made available through BCU and team satisfaction levels through the development of Business Intelligence products and reported through BCU checkpoints, the force level Operations Board, and scrutinised by the Police and Crime Commissioner through the Strategic Scrutiny meeting.

A certain number of telephone surveys are required to provide statistical validity to the

findings, the minimal number is still being achieved by the survey bureau and surpassed. However, the number of surveys conducted has reduced and last year the Constabulary conducted 2885 surveys as below. With only Domestic Violence surveys now mandated this is the only national comparator available.

This is a small number of surveys to assess the satisfaction of service users with Lancashire Constabulary, restricted to a small number of crime classifications. Lancashire Constabulary receives over 1.2 million calls each year, logs and deals with over 600,000 incidents and records and investigates 134,000 crimes.

2019/2020	Burglary	Violent	Hate	ASB	DV	TOTAL
April	90	55	32	43	43	263
May	69	48	31	46	42	236
June	55	48	31	49	44	227
July	47	52	33	44	43	219
August	47	43	27	45	40	202
September	74	64	23	89	40	290
October	88	89	22	117	43	359
November	68	60	20	68	46	262
December	39	47	40	40	42	208
January	41	46	34	41	43	205
February	40	52	31	53	42	218
March	37	44	36	39	40	196
TOTAL	695	648	360	674	508	2885

When ADR 443 was withdrawn Force workshops were developed which intended to discuss options available to develop better organisational learning and service user assessments. A description of Future considerations are outlined later in this report.

5. Research

Due to slightly reducing levels of satisfaction the Constabulary commissioned the University of Central Lancashire to undertake research, published in April 2019, to provide a more detailed understanding of the influencing factors in satisfaction of victims in Domestic Violence, burglary and violent crime. The research found that the rates of satisfaction in all three groups appeared to be influenced by their knowledge of case progression and updates from officers. The issue of updates further influenced the victims' view of how they were treated by the Constabulary. Violent crime and burglary victims reported dissatisfaction with the response they had received and the speed of response to burglary victims was a significant factor.

Of the victims who were satisfied, all groups explained how being listened to was a main reason for their satisfaction, especially when officers had followed up with options and advice. A particular theme with burglary victims satisfaction was when officers took the time to secure the victims premises, offer security advice, solving the problem not just focussing on a criminal justice response.

The research recommendations included ensuring call takers and officers provide non-judgemental and unbiased contact, with a compassionate response. This initial response followed by reassurance, advice, and a clear explanation of potential options in order to guide the victim through handling the case. In addition, contact after the initial incident appeared crucial to victim satisfaction (i.e., phone call to check on the

victims' welfare). However, the research also commented that implementation of any recommendations should also consider the context of high satisfaction levels ranging between 72-86%. This highlighted that victims from all three groups were largely satisfied with the police response provided by Lancashire Constabulary.

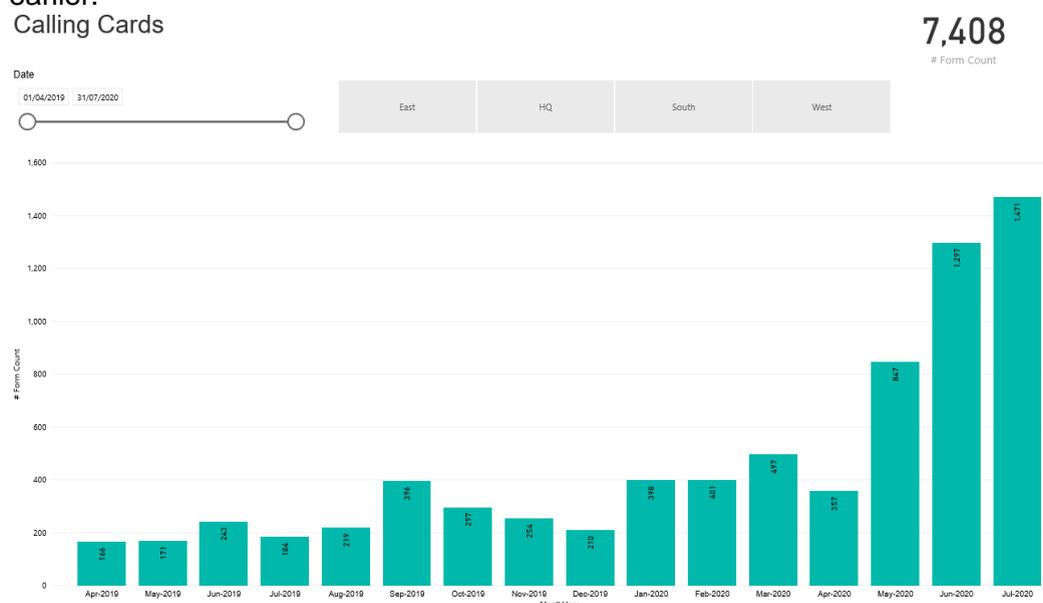
The importance for updating victims was also impacting on failure demand in the Force control room, with evidence from unlogged call analysis identifying the number of callers who were asking for updates on cases and crimes, leading to the Force Control Room dealing with additional demand.

6. Response – utilisation of digital platforms and governance

The Constabulary has responded through a focussed approach with frontline staff increasing the focus on options to provide updates to victims, undertaking this through digital means and the focus on 'getting it right first time'. This message has been central to the engagement activity undertaken by the Chief Officer Team and delivered through engagement events with staff. Governance and delivery of the below responses has been through operational leads and performance management of Checkpoints, Investigative Quality and Force Operations Board.

In order to provide suitable digital platforms for members of public to be provided and access updates on incidents and crimes the Force developed a number of organisational and frontline tools.

The development of contact cards available through the officer Samsung mobile devices to provide officer details including email address and contact number was developed. The levels of contact cards are now over 1,500 per month as described in the chart below. This has been a substantial increase over the last 6 months, but still with opportunities in the context of levels of crime and incidents recorded as described earlier.



With the wider roll out of mobile Samsung devices to all staff, the maintenance of contact details available to the public has been coordinated through the digital delivery team ensuring contact availability for all staff has been mandated through this approach and can be provided to the public.

The Constabulary has also invested in a public engagement portal in their Northgate Connect system enabling victims to self-serve on crime updates, the public

engagement portal has had 15,896 contact events already this year. The Constabulary also plans to move this interactive self service update to Single Online Home in 2021. The Constabulary has also invested in 19 additional Force Control Staff for enhanced digital public contact and responsiveness through Business planning in 2020/21.

Both of these enable direct contact and updates to be provided digitally to victims of crime. Wider perceptions based information from members of the public are provided through a number of other surveys including; the Living in Lancashire survey, the OPCC annual survey, HMICFRS survey and the development of the Neighbourhood policing platform 'Lancashire talking' which enables the Constabulary to get real time insight into the key issues affecting areas (down to street level), from the perspective of those who live there and to proactively engage with our communities about what matters most to them.

Within the control room, this work has been run in parallel to a demand 'voice to text' programme which has implemented different messaging on the automated messaging to callers, informing them of alternative methods of contact to officers and staff via email addresses and describes how this can be undertaken. The ability to be able to monitor the impact of these developments are currently being realised.

However, the approach to service user assessment must develop further and continues to be a major focus in HMICFRS Inspections, with the new PEEL inspections developing a specific 'pillar' in this area.

All of these developments can be reviewed and analysed, as can be seen from the products provided within this presentation, through Business Intelligence products and are embedded within the performance framework.

Service quality is also understood through the Professional Standards Department (PSD) reporting of complaint issues. As described within the Professional Standards report for this Scrutiny, there are a number of cases which relate to levels of service and police action following contact. This information, where appropriate, is provided and discussed at meetings between PSD and BCU Senior Leadership Teams to provide feedback where necessary.

In understanding the purpose of service user insight three elements outline the importance of satisfaction surveys; firstly, there is a need for validated measures of police–citizen interactions, which provide standardized indicators of organizational excellence. Secondly, they provide timely feedback regarding police performance to assist local agencies to build smarter, evidence-based learning organisations. Thirdly, they provide the public with a voice in services, which builds public trust, administrative transparency, and organisational legitimacy.

These three elements set the basis for a more intelligent organisational approach to developing the type of surveys conducted to understand its interactions with service users. Whilst all of the above coordinated work enables the Constabulary to be confident that it is addressing opportunities to provide information to the public following their interactions, the next step must be to develop the appropriate platform and survey methodology beyond a small cohort of crime types using a dated telephone survey methodology, which does not provide the flexibility nor the sample size from which to draw a meaningful understanding.

7. Future Plans for Organisational Insight and Learning

In order to be able to achieve this increase in our organisational learning and improvement through customer insight we need to maximise feedback from as many organisational touch points as possible. New survey platforms provide more of a census than a survey approach and look at how we leave people feeling (safe, feeling safe etc.) rather than the traditional 'satisfied' or dissatisfied' output. The software is built to be used through both 'push and pull' approaches to insight, including an external texting service with the potential to reach all callers to our service plus internal QR code/ text use and a website portal. All information feeds into live time dashboards for feedback and insight.

A number of Forces have started to develop this approach and in one Force who have deployed a new survey platform since September 2019, they have undertaken 36,500 insight surveys of which 21,500 have been undertaken in the Force Control Room interactions with the public. In line with OPCC request the survey consists of 4 questions based on FCR performance – it is all about the call handler and is available for upload 2 hours after the interaction and are conducted via text message with the member of the public who called.

- Call answered timely 1-5 scale
- Ability of call handler to resolve issue 1-5 scale
- Overall satisfaction 1-5 scale
- Why you were that satisfied – free text – the sentiment question

They have gained insight across the Force Control Room including busy / quiet periods, teams, areas and shifts. This is part of a staged roll out plan supported by the platform providers which includes further development of crime victim surveys, non-crime public interactions, witnesses and custody.

Lancashire have completed the necessary due diligence on infosec, procurement, ICT requirements to assess the opportunities in the delivery of these platforms.

Whilst the Constabulary continue to maintain its focus on developing and providing digital platforms to update its crime victims and members of the public who report incidents, its proposal and plan is to develop its survey methodology to develop this service user insight and its organisational learning.