

# ***LEICESTERSHIRE POLICE AUTHORITY***

PAPER MARKED

Meeting           **POLICE AUTHORITY**

Date               **TUESDAY 20<sup>th</sup> JANUARY 2009**

Report of         **CHIEF CONSTABLE**

Subject           **CONFIDENCE IN POLICING**

## **Purpose of Report**

1. The purpose of this report is to provide Police Authority members with information on how Leicestershire Constabulary intends to meet the requirements for the national policing indicator of confidence for policing.

## **Background**

2. In the past six months ACPO and APA have been working with the Home Office in developing a new assessment for the effectiveness of Forces against the requirement of improving the confidence the public have in local policing.
3. It has now been agreed that Forces will be assessed on the level of confidence that local people have with their police by the level of people who positively answer the British Crime survey question:

***'It is the responsibility of the police and local council working in partnership to deal with anti-social behaviour and crime in your local area. So how much would you agree or disagree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area'***

4. The confidence figure for Leicestershire for the years 2009/10 – 2010/11 has been set at 58% from the current 43.2%, an increase of nearly 15%. This stretched target will be a significant challenge for the Force.

Note: This is the % of people who "strongly" or "tend" to agree with the statement "the police and local council are dealing with anti-social behaviour and crime issues that matter in this area" and does not account for the split between those who fall into the "strongly" or "tend" to disagree and those in the middle "neither agree nor disagree" categories. The target is therefore set only to increase the proportion of people who agree with this statement.

5. Leicestershire already has in place well structured measures to re-shape the performance regime; these are not necessarily government lead.

The following BCS question on Confidence in the police (local) is asked to members of the public regardless of having had any contact with the police:

*'Taking everything into account, how good a job do you think the police in this area are doing?'*

Leicestershire is currently second with 56.4% compared to our most similar group of forces.

### Force Approach

6. A Force Confidence and Satisfaction Strategy has been developed to ensure Leicestershire Constabulary achieves its aim to provide a second to none policing service for the people and communities of Leicester, Leicestershire and Rutland. (Appendix A)
7. Key work streams are being developed looking at User Satisfaction, Neighbourhood Policing, Local Crime, Serious Crime, Media Management, Reputation Management and Leadership & People. A road map of activity (Appendix B) is presently being developed to ensure that through robust and methodical approaches the Force has the best opportunity to positively influence the confidence local people have in our policing.

### Measurement and Performance

8. Due to the BCS surveying methodology and the six month delay in reporting quarterly survey returns, the Force has needed to review our Confidence, Reassurance, Accessibility and Visibility Experiences (CRAVE) survey programme to ensure we have the best opportunity to quickly assess and respond to the public's opinions to our policing style.
9. The survey will now be undertaken monthly rather than twice yearly and will now be statistically reliable down to LPU than the previous BCU level. It is also intended to make CRAVE a partnership survey where combined understanding and action can take place. Even with partners contributing to the costs there will still be a need for the Force to provide further funding to ensure we have the best diagnostic information to improve our performance.
10. Under the identified measurement criteria (BCS question) there is a need for both the police and Local Council to work together to have the maximum opportunity to drive up Confidence. However, there is a risk that with competing priorities across Government agencies that Local Councils may not have the same level of scrutiny placed upon them and as such pose a risk to the Force in its endeavours.

### Policing Pledge

11. As part of the agreement between the Home Office, ACPO and APA for reduced statistical accountability the Police Service has signed up to the implementation and delivery on the ten commitments within the national Policing Pledge by 1<sup>st</sup> January 09 (Appendix C).
12. On 19<sup>th</sup> December 08 Leicestershire Constabulary and Police Authority, regional Force and Police Authority colleagues and Policing Minister Vernon Coaker MP regionally launched the Policing Pledge.

13. To ensure that Leicestershire is unequivocal in the introduction and embedding of the pledge within daily business, the Service Excellence Directorate is working on a local delivery plan. This will also allow us in forthcoming HMIC Inspections to evidence how we are delivering against Home Office intention.
14. To support the introduction of the pledge a phased communications plan has been developed:
  - o A3 size posters showing the principles of the Policing Pledge have been designed and displayed at each LPU Front Enquiry Office and other key locations throughout the force. This was complimented by A4 size leaflets available for members of the public at each Front Enquiry Office counter.
  - o A Chief Officer message linked to the Policing Pledge was published on the Intranet prior to the day of the launch.
  - o A communication was sent out to all BCU / Dept Senior Management Teams and BCU Public Relations Officers asking them to communicate the Pledge to their staff.
  - o A local press release was issued on Friday 19<sup>th</sup> December, on the Force website, containing a link to the Policing Pledge. The regional collaboration team issued a press release for the regional launch; this resulted in the Pledge receiving local TV coverage.
15. To continue to publicise the pledge further activity is being developed:
  - o A personal letter from the Chief Constable to every employee communicating the standard to achieve Service Excellence Delivery and the principles of the Policing Pledge.
  - o Policing Pledge information leaflets will be sent to all retired employees.
  - o An input on Delivering Service Excellence and the Policing Pledge will be given to all new employees.
  - o Communications on Delivering Service Excellence and the Policing Pledge will be made through key members of the public and partner agencies at prominent public places and forums.
  - o Other communications methods include using the local media and delivering key messages at promotional events.

#### Supporting Work Streams

16. The enablers to improve Service Delivery and thus confidence will be achieved by a number of new initiatives and working practices.

The force is currently reviewing its Resource and Demand Management structure, Mobile Data terminals are being fitted to the fleet and Neighbourhood Policing Officers have been issued with Blackberry devices. The Contact Management Department is undergoing a modernisation program, where roles and skills of individuals are being reviewed. Also the incident grading and response policy has been changed to include a Scheduled Response service more appropriate to meet the customers' needs. The scheduled response target for the force is 25%, of which we are currently achieving 23%.

17. Regionally, Leicestershire are leading on Professionalising Resource Planning, we have designed and are delivering a training course to Resource Planners focusing on customer satisfaction, resource deployment and quality of service. This is supported by a website based Manual of Guidance to provide consistency and working practices and efficiency savings.
18. Numerous Citizen Focus Initiatives have been set; these include Team Leaders monitoring the Quality of Service provided by their staff by calling back members of the public to gain feedback and increase confidence and satisfaction.

The transfer from an external agency of user satisfaction surveys to internal arrangements will allow for more detailed analysis of victims feedback of the service they have received.

Staff PDR objectives have been linked to Service Quality Delivery, with BCU level APEX Awards to reward good performers and Discipline measures to address those not delivering a good service.

19. To ensure delivery of the various works streams and initiatives an Overall Confidence Board is being set up, chaired by the Chief Constable, this board will be supported by the
  - o People and Leadership Board chaired by (HRD)
  - o Delivering Service Excellence Board chaired by (ACC Ops)
  - o Safer and Stronger Communities Board chaired by (ACC Ops)
  - o Tackling Criminality Board chaired by (ACC Crime)
20. The reality checking and measures to increased confidence will be achieved by monitoring Adherence to the Policing Pledge, CRAVE and BCS Survey results, Overall Satisfaction survey, other Local Government Surveys, Internal Cultural Audits, Letters of Thanks and Complaints.
21. To continue improving Satisfaction and Confidence, we are delivering Service Excellence Workshops, with the key theme being the recent cultural audit, to all our BCU / Department Senior Management Teams. They will then develop an Action Plan on the areas for improvement and share best practice; this will be monitored through via the Forces Business Delivery Board.

#### Key Innovations

22. Ahead of any national guidance, Leicestershire has been setting the pace by leading and developing a comprehensive "joined-up" approach to improving Satisfaction and Confidence. There are in place a number of key innovations and work streams linked to Getting Personal.
23. The principles of the 3 C's, Community, Context, Crime gives officers a clear steer on dealing with the actual crime effectively and efficiently but also an ideal opportunity to engage with the victim, speak regarding their community concerns and gain community intelligence for future crime prevention to make a difference.
24. Following recommendations from the Flanagan Review, Leicestershire has been a pilot force for Restorative Action In Neighbourhoods (RAIN). To date there has been over 1500 resolutions, of which 10% of offenders have given face to face resolutions to their victims and in many cases paid compensation.

The estimated time for a resolution has been reduced by 1/3 of the overall time taken to process an offender in custody. By empowering officers to use local resolutions, Leicestershire has made a significant reduction in bureaucracy and is making more effective use of resources. The officers' time saved is being used to focus on victims' needs and Neighbourhood Priorities.

A baseline of public Satisfaction and Confidence on RAIN was conducted showing that 90% of the victims were satisfied with the outcome of local resolutions, thus increasing public confidence in policing.

25. To support and improve Neighbourhood Policing, in April 2008, Leicestershire set up the Inter-Agency Community Safety Bureau (ICSB) providing analytical support to Crime Disorder Reduction Partnerships (CDRP's) linked through Joint Action Groups (JAG) with specific focus on Anti Social Behaviour. The ICSB coordinates datasets from other agencies and produces every fortnight a Neighbourhood Management Tactical Assessment that takes into account all ASB calls made to the police and the local authority. The document is aimed as a guide for JAG members to prioritise and focus their resources in the areas of most need, to improve Satisfaction and Confidence.
26. Leicestershire has recently conducted the NPIA Review looking at the role of PCSO's as part of the Citizen Focus and Neighbourhood Policing Programme. A total of 22 recommendations were made to the NPIA, of which from the outset the force has been leading and setting the standards for PCSO's deployment and engagement. Many of Leicestershire's good practices are being considered nationally by the NPIA.
27. Proposed core PCSO role and principles:
  - o Integrated into Neighbourhood Policing Teams
  - o Deployed to directly support Neighbourhood Teams
  - o Undertake public facing duties in uniform
  - o Deal with ASB, low level crime and incidents, local problem/priorities and quality of life issues
  - o Support and improve service to victims and vulnerable people
  - o Conduct engagement and problem solving activity

### **Recommendation**

28. The Authority is asked to note and contribute in the delivery of the confidence strategy

### **Background Papers**

Confidence Strategy	(Appendix A)
Road Map	(Appendix B)
Policing Pledge	(Appendix C)

### **Officer(s) to Contact**

Matt Baggott Chief Constable  
Ch Supt Chris Rollings Service Excellence Directorate  
Glenn Brown Service Improvement Manager