

Committee: Police: Performance and Resource Management Sub Committee	Date: 26 th February 2014
Subject: Victim Satisfaction	Public
Report of: Commissioner of Police Pol 12/14	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>The current Policing Plan target for Victim Satisfaction is 90%. Members will be aware from previous quarterly Performance reports to your Sub Committee that this target will not be achieved for 2013-2014. Performance against this target has been historically strong over previous years but has seen a recent dip to 84%. Themes that have arisen in previous victim satisfaction surveys seem to be repeated, notably managing expectations around CCTV, timeliness, quality of supervision, follow-up and victim update. Quarter 3 does show an improvement in 'follow up and 'action taken' but levels maintained in other areas mean that the 'whole experience' is still impacted.</p> <p>The Force has been working to identify the main issues and put remedial measures in place to improve victim satisfaction. These include reinforcement through first line supervisors of the importance of victim contact, managing expectations of victims more proactively around use of CCTV, ensuring letters to victims are clear and articulate why a crime is being dealt with in the way that it is and ensuring victims are being kept informed of progress by exception reports to line management. Firm measures have also been put in place to manage extenuating circumstances such as where the Officer in the Case (OIC) is absent for some reason. Supervisory contact has also been introduced but particularly for violent crimes. A number of other practical measures have been put in place, which focus on the Victims Code.</p> <p>Future work in development that it is anticipated will also realise improvements, includes resourcing a dedicated CCTV function within the Force; a fundamental end-to-end review of the Crime Investigation process by an external consultant in order to realise efficiencies and improvements to the victim experience; and consultation and with other Forces, initially with Bedfordshire Police, to share experiences and devise good practice.</p> <p>Members will note that the Force is being proactive in seeking ways to improve the experience of Victims of Crime. The Victims of Crime Action Plan is being refreshed and will be presented to the Force's Performance Management Group to monitor actions to ensure they are having an impact.</p> <p><u>Recommendations</u></p> <p>It is recommended that Members note the contents of this report.</p>	

Main Report

Background

1. Members will be aware from previous reports on quarterly performance against targets to your Sub Committee that there has been a decline in the levels of victim satisfaction over the course of this year. This was discussed at your November Sub Committee and the Assistant Commissioner undertook to bring a more detailed report back to this Sub Committee regarding measures in place to address this.
2. Victim Satisfaction remains an important target for the Force and this is monitored and addressed through the Force's Performance Management Group which is chaired by the Assistant Commissioner and attended by representatives of the Town Clerk's department.

Current Position

3. The Force's current target is to ensure at least 90% of victims of crime are satisfied with the service provided by the police. Performance against this target is currently at 84%. Over the past three quarters the highest level achieved has been 85.6%, which was at the end of the second quarter. The Force has scored highly in the categories of 'ease of contact' (97.3% satisfaction) and 'treatment' (95% satisfaction); however, 'action taken' and 'follow up' have both been around 84%, which has impacted on the 'whole experience' rating that this target is measured against.
4. Quarter 3 does however show an improvement in "Follow Up" and "Action Taken", the two areas where it was felt an improvement was required, given that the correlation between improvements previously seen in these areas affected the "whole experience". The principal recurring theme over the previous two quarters (Q1 and Q2) cited by victims as the main reason for dissatisfaction was not being kept informed about what is happening with their case. Despite remedial action taken it is clear that further improvement is needed.
5. The victim satisfaction survey poses questions across the following areas:-
 - Ease of Contact
 - Action Taken
 - Follow up
 - Treatment
 - Whole Experience

6. For Members reference, the table below illustrates the performance in these areas for Q1, Q2, Q3 in 2013-14.

2013/14	Ease of Contact	Actions Taken	Follow Up	Treatment	Whole Experience
Q1	92.6%	79.1%	82.6%	94.1%	82.7%
Q2	97.6%	83.3%	82.5%	96.7%	85.8%
Q3	97.3%	84.9%	83.4%	95.0%	84.0%
YTD	95.9%	82.7%	82.8%	95.3%	84.2%
(2012/13)	(95.1%)	(82.3%)	(83.6%)	(94.4%)	(85.6%)

7. In addition, the graph below shows performance from Q1 in 2010/2011 to Q3 2013/14. Members will be able to see that performance in all areas has been fairly sporadic since 2010/11 but with a more steady decline in 'whole experience' since 2012-13.

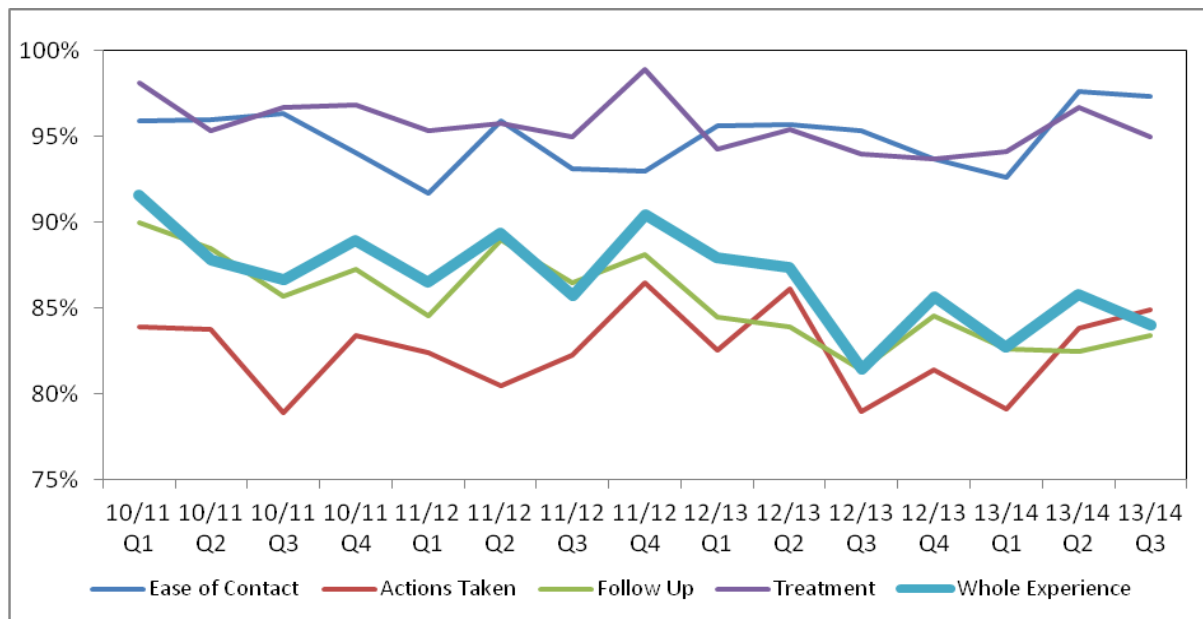


Chart 1: Satisfaction by quarter since April 2010

8. Overall performance has dropped below 90% since the peak of Q4 2011/12. There have been slight improvements but not sustained. The 'whole experience' is affected by any negative experiences during the victim's journey.

Improvement work

9. The following section articulates the remedial measures put in place in order to achieve further and sustained improvement.

- A concerted drive to ensure first line supervisors are responsible and accountable for their officers (1st line contact with victims) maintaining the

agreed victim contract, managing victim's expectations, responding expeditiously to victims concerns and treating victims with the respect and dignity they deserve. This is being managed with 1:2:1s and dip sampling.

- All officers have been given direction concerning CCTV and managing victims' expectations around this more robustly. All staff and supervisors involved in Crime Investigation have been made aware of the obligations of their staff, in keeping victims informed on the realities of scanning CCTV footage.
- The Crime Management Unit (CMU) send out a letter advising who is the Officer in the Case (OIC) and the crime number. This also includes a 'victim letter'¹ in instances of crimes being screened out. Since 26th August 2013, the CMU supervisors have adopted a new policy where they personally contact the victim to explain the reason why it has been decided to screen their crime out at the first instance with no further investigation. This again is a measure which will help victims understand the reasons for the screening out and assist in managing their expectations.
- It is recognised that the key factor is the quality of the engagement that victims receive and so this is a major element of the measures to ensure that personal contact is maintained. There has been an improvement in the number of victim contacts (% of victim contacts made during a calendar month)

10. Keeping victims informed:-

- The Crime Directorate supervisors and Uniform Policing supervisors are provided with a monthly victim exception report. This report is provided at least 5 days before the end of the calendar month and provides supervisors with an indication of those crimes that have not had a victim contact for the last 28 days. The immediate supervisor has a responsibility to ensure that the Officer in the Case (OIC) complies with meaningful updates to the victims. Uniform Policing officers have a low level of crimes to investigate but of those assigned, they have already made significant improvement in the percentage of contact and quality of engagement.

11. In order to drive improvements, a direction has been given by the Crime Directorate Senior Management Team, that dissatisfaction must be flagged. The OIC must inform their supervisor as soon as any dissatisfaction on the part of the victim has been identified, and the supervisors must contact them to discuss it. If an issue has the potential to escalate then the Inspector is informed. In addition, victim satisfaction forms part of the monthly supervisor review with a 'bring forward' date process.

¹ Victims letter offers advice and guidance on for example contact with victim support

12. Firm arrangements are put in place for those circumstances where the OIC is on leave or off sick. However it has been made clear that it is unacceptable for an officer to tell the victim that they are too busy to provide an update or carry out an action.

13. Supervisory contact:

- Supervisors now send out details to victims introducing themselves as the OIC's supervisor, and contact the victim within 10 days of the crime being reported to ask the victim if they are happy with how the matter is being progressed.
- Within the pro-forma letter sent out to victims of violent crime, an extra line has been added - "should you feel at any stage that the investigation is not being progressed as it should be, or you have any concerns, please contact the Detective Inspector (plus contact details).

14. CCTV

- It has been recognised that a dedicated unit would potentially reduce delays in both retrieval and viewing, and improve offender identification. This has proven to be the case with both the Burglary Squad and specific Operations within CID who have operated this practice and utilised a dedicated resource.
- The authority and resources have now been given to set up a unit specifically for CCTV collection, collation and production of products to assist in the more timely identification of offenders. Resourcing options are currently being examined, and consultation with the Metropolitan Police Service (MPS) and the British Transport Police (BTP) is taking place to identify good practice.

15. Victim Code

- A comprehensive internal communication plan on the Victim Code was launched in December 2013 along with public information on the Force website and front offices and training material for delivery to all frontline officers.

Review of Crime Investigation process

16. The City of London Police has also recruited an independent consultant to oversee a thorough review and examination of the end-to-end investigation of volume crime, from instigation to finalisation. Early indications are that this review will identify a number of key areas where the process of crime investigation can be improved and reduce the bureaucratic elements that often frustrate victims.

Future planned work

17. As shown above, mechanisms and improvements are currently in place or being put in place to address the decrease in performance in this area and to improve the victims' experience.

18. Work recently instigated to identify best practice includes:

- Interaction with Bedfordshire Police and other forces to share learning and good practice

- Process improvements

Process improvements are being realised from Supervisors utilising the "Brought Forward (B/F) Date Facility" on the Crime Recording System to allow supervisors greater oversight and visibility on the timeliness of investigations.

- PDRs

Victim contact will be placed as a performance indicator on Personal Development Reviews (PDRs) for Crime supervisors.

- CCTV Policy

Development of a firm CCTV policy that can help manage the expectations of victims.

Conclusion

19. Members will note the remedial measures put in place described above, and the further planned improvement work over the coming period, to seek an improvement in the performance against this target in the final quarter, but more importantly during the coming year. The Force is seeking a range of ways to create a better experience for Victims of Crime.

20. The improvements to process and supervision, the Review of Investigation and seeking best practice in consultation with other Forces will assist with further improvement. In addition, the Force is refreshing its Victims of Crime action plan in order that the improvements can be monitored at the Force's Performance Management Group.

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