



**Report of the Chief Constable to the Chair and Members
of the Operational Policing Panel
9th February 2012**

**Executive & Presenting Officer: Mr Sean White, Assistant Chief Constable
(Crime Operations)**

Status: For information

Call Back Process

1. Purpose

1.1 To update Members on the developments that have been made in relation to the Call Back process in the Force Control Room.

2. Recommendations

2.1 That Members note the content of the report.

3. Reasons

3.1 Members will recall that as part of the Steria outsourcing contract, there was a requirement for Control Room Staff to make call backs to those members of the community who have recently received a service from Cleveland Police.

3.2 Since October 2010 56,688 call backs have been made to members of the community seeking their views about the overall quality of service that they received, either from the Control Room, Response Officers, or both.

3.3 An agreed questionnaire is used to capture the feedback and staff delivering the Call Backs will also provide some information to the customer on their particular incident – but this is not the main focus of the current service.

3.4 The original plan was that the number of customers contacted would gradually increase from an initial 100 per day to 284 per day, in essence capturing almost all those suitable for a Call Back. Experience of delivering the service has shown that the 'pool' of customers anticipated is not as large as envisaged and has resulted in people being called when they have already been contacted on a previous occasion.

- 3.5 The response from delivering the Call Back service has evidenced the positive impact of contacting customers and conducting the survey. It has also identified the need to provide advice and guidance, which enhances the service delivered by Cleveland Police and provides further satisfaction to the customer.
- 3.6 The three main satisfaction surveys (Local Public Confidence Survey, British Crime Survey and Victim Satisfaction Survey) all evidence the need for and value of 'feedback' to the customer. The surveys also evidence a gap in delivering such feedback. The current Call Back process was never intended to fully meet this need, and there is an opportunity to amend the current service to assist in this regard.
- 3.7 The service can be changed to deliver a reduced number of Call Backs that still seek feedback from the customer, but also provide much more feedback to the customer. To maintain the positive elements from the current Call Back system, whilst enhancing the service, the following services will be provided from 7th February 2012:
- 100 enhanced calls per day
 - 20 follow-up calls per day
 - Greater performance management reporting to the Force, Service Units (i.e. Districts) and ultimately the Police Authority.
- 3.8 100 Enhanced Calls A Day
The original Call Back service was based predominantly on completing a survey to receive feedback from the customer on the service they had received from Cleveland Police. This covered both the service provided by the Control Room and the service delivered by the attending officer or member of police staff.
- 3.9 The enhanced Call Back service will continue to deliver the same survey element, but the time spent with each customer will be extended to provide more advice and guidance and to provide feedback on the incident that they reported, including actions taken (or planned if appropriate).
- 3.10 Information for the Call Back feedback will be sourced predominantly from IIZUKA and STORM, and where appropriate from IRIS. STORM command and control IT system and IIZUKA customer database system 'go-live' on 7th February 2012.
- 3.11 The survey form used by the Call Back team has now been amended to include a feedback section in order to facilitate this enhancement.
- 3.12 20 Follow-Up Calls Per Day
The follow up calls are specifically intended to provide more detailed feedback and guidance after a period of around one month from the date of the original incident. Analysis of the current service has indicated that on a daily basis between 10% and 30% of all Call Backs are suitable for an update at a later

date. Based on this information the target of 20 follow-up calls per day should capture almost all of the incidents that fall into this category. Where greater numbers are available, follow-up calls can be targeted towards a theme if required, for example a particular crime type.

3.13 It is not intended to conduct any form of survey during this second call, but preparation for each call will involve the detailed examination of IIZUKA, STORM and IRIS, plus any further research necessary in order to provide accurate update information / feedback to the customer.

3.14 Performance Reporting

The enhanced service is intended to analyse reports from IIZUKA to identify patterns and trends and produce much more detailed management information, which will be of value to Cleveland Police from both a strategic and operational perspective.

3.15 In the longer term information shall be passed automatically from IIZUKA to SOLAR and SOLAR shall become the main mechanism for producing reports. However, this link will not be in place in the immediate future and therefore a suite of reports shall be configured directly from IIZUKA. It is envisaged that analysis will provide information such as:

- Overall performance of the Control Room (month by month)
- Overall performance of attending officers/staff (month by month)
- Performance by District
- Outstanding supervisor e-mails by District or team
- Individual supervisors that are not reacting to the feedback e-mails
- Detailed analysis by team (league table)
- Identification of top 10 officers receiving negative feedback per district/service unit
- Identification of top 10 officers receiving positive feedback per district/service unit
- Analysis of negative feedback to establish any patterns, such as incident type, day of week or time of day

3.16 The Call Back team will consist of three full time equivalent members of staff that are dedicated to making Call Backs, supported by staff from other teams within the Control Room and volunteers as required. This is part of the core service contract held with Steria.

4. Implications

4.1 Financial

There are no financial implications arising from this report.

4.2 Diversity and Equal Opportunities

There are no diversity or equal opportunities implications arising from this report.

4.3 Human Rights Act

There are no Human Rights Act implications arising from this report.

4.4 Sustainability

There are no sustainability implications arising from this report.

4.5 Risk

There are no risk implications arising from this report.

5. Conclusions

5.1 It is clear that the existing Call Back process needs to be changed to better meet its strategic aims and there is an opportunity to use the capacity released to build upon the good elements of the service to provide better updates and feedback to the customer. Reducing the overall number of Call Backs also provides an opportunity for the Force to decide if Call Backs will be selected at random or themed.

5.2 The Police Authority should take assurance from the positive results achieved since the introduction of the Call Back process. It is envisaged that the further refinements detailed in this report will contribute towards increased levels of satisfaction in the provision of services to members of the community.

Jacqui Cheer
Temporary Chief Constable