

Citizen
Focus



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Citizen-focused Policing: Customer Service Leadership and Change

12th January, 2005

Chief Inspector Robin Smith

District Commander



Providing excellence in local policing



Citizen-focused Policing Pilot Mid Sussex District

A practitioners guide:

- What did we do?
- How did we do it?
- Things we wished we had/had not done





Citizen-focused Policing Pilot Mid Sussex District

What were our overall aims?

- Improved public confidence and feeling of security
- Improved satisfaction of service users
- Increased public involvement in policing





Pilot objectives

1. To identify and test within an operational policing environment staff training processes which support citizen-focused service delivery
2. To identify and test within an operational policing environment effective processes for the management of staff, public and partner expectation
3. To identify and test within an operational environment effective processes for initiating cultural change which supports citizen-focused service delivery



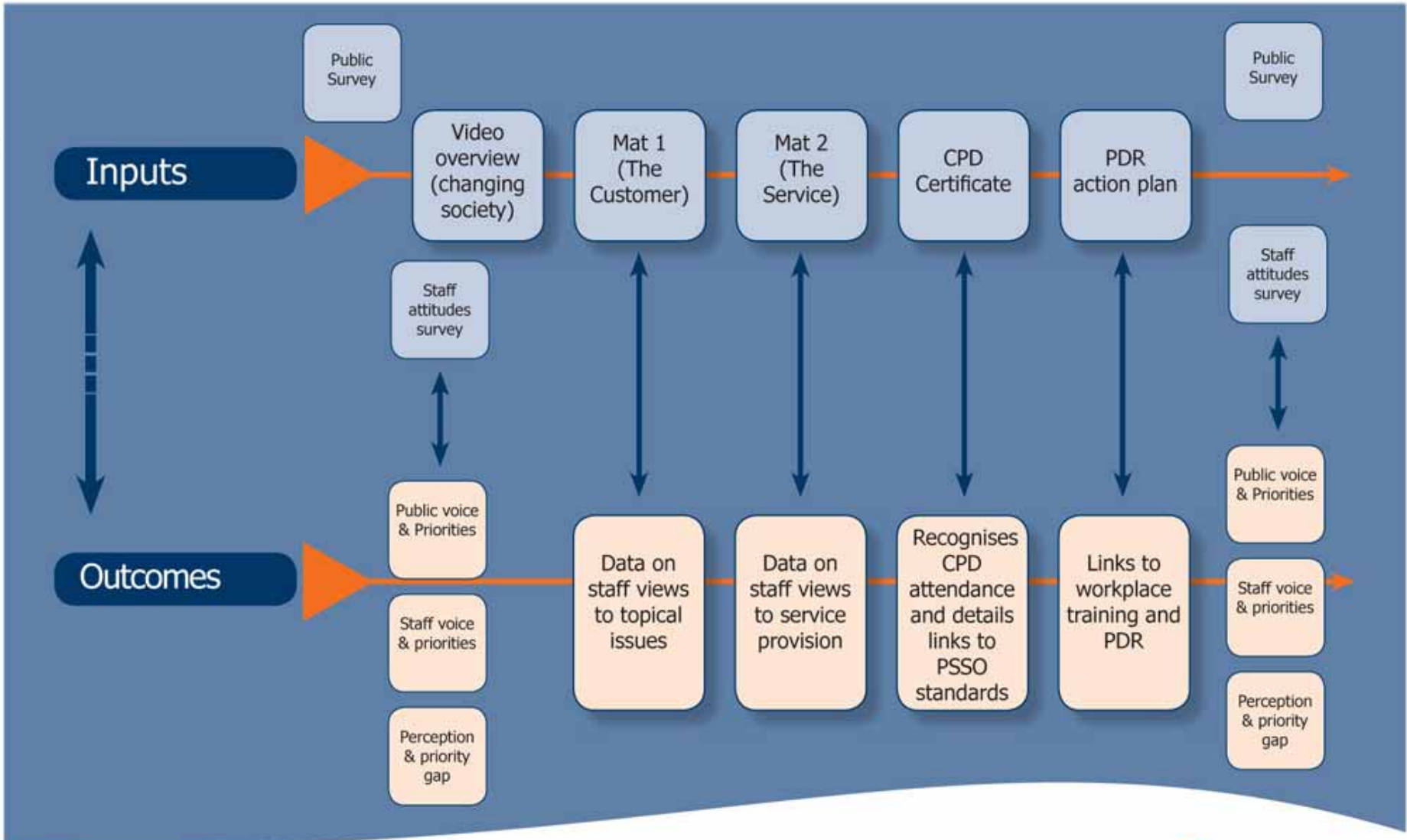
What did we do?

- Provided Citizen Focus training to approximately 125 staff
- Linked training to PDR process
- Surveyed 3,000 citizens living in Mid-Sussex (Community Engagement Survey)
- Surveyed approximately 120 staff (Staff Insight Survey)



How did we do it?

1. Six half day training sessions through external training provider
2. Two surveys – one to assess community engagement and one aiming to get an understanding of staff perception of citizen focused service delivery



For further information:
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The community decides

Introduction

This is the age of the individual, the age of customer power – we are all consumers who hold certain expectations for public service.

Today we make greater demands on organisations to give us more choice and deliver excellent standards of service.

In response, companies are meeting customers' unique needs with 'tailored services'. For many, this is seen as the only way to engender loyalty from the public.

In this climate, citizens are placing new demands on the police service. In return for their satisfaction, confidence and support, individuals & communities require a greater voice and influence over the police service that they help shape and receive.

Here are six clusters of information on issues that affect citizens' relationship with the police service. In your groups, discuss each and answer the questions.

You have one hour to complete this.

When you have finished all the questions, summarise your findings below.

Brand

What role do brands play when you are deciding which product or service to buy?

What does the Sussex Police 'brand' mean to people who use our service?

How do you affect the overall impression of 'our brand'?



Individual Needs

"Organisations that treat the customer as a 'whole person' and make themselves open to their input, and adapt their services in line with individual needs, are the ones that will succeed in an increasingly demanding environment." – James Landon, *Business*

What are the benefits and challenges for Sussex Police of responding to individual needs?

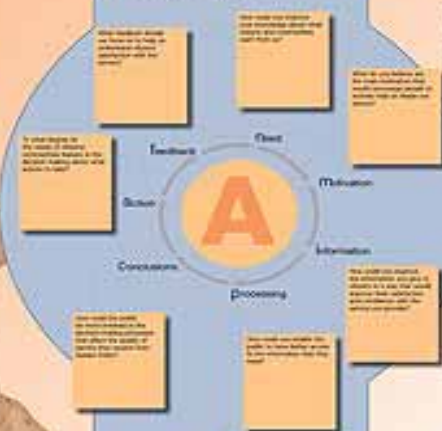
Customer Experience

A handful of innovative companies are pioneering a different way of doing business. They are focusing on customers' experiences with their brand and on building a reputation for pleasing them with flawless products or services.

They realise that word-of-mouth advocacy is worth more than millions of dollars in advertising."

As a group, consider the question 'what would we want our customers (citizens, communities) to feel about the service we deliver?' and write your response in the middle circle marked 'A'.

The diagram sets out the stages involved in contact between an organisation and its customers. Look at the questions and answer them.



Feedback

How do you know if citizens/communities are satisfied with the quality of service you deliver?

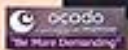
How do you know if citizens/communities are confident about the service you deliver?

What are the implications of assuming that we know what our citizens and communities want?



Openness

As people are coming to expect more openness in their lives, what are the implications for delivering service to the citizens in your area?





Citizen Focus

“Developed from nothing. Good corporate image. Man next door making good, listening and developing, innovative and creative”

“customer and employee care seen as important”

“They are consistent in their approach, attitude and deliverables”



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“Because they look at what their customers want and aim to deliver it”

“They are employee based and believe in the ethos of taking care of staff as happy staff work harder therefore being more efficient”



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Citizen-focused Policing:

List the actions that you intend to take to do way that you work

1. _____

2. _____

3. _____

4. _____

List the target completion dates for each

1. _____

2. _____

3. _____

4. _____


List anything that the organisation ne actions you have listed.

Actions seen and agreed by superv

Name _____

Rank _____

Date _____ Signature _____



It is a legislative requirement for Sussex Police
 This information will be used for statistical purposes only
 confidence.

RESTRICTED WHEN COMPLETED

Course Module and Code: Citizen Focus - Insight Program		Rank:
Force: Sussex		

Delegate to complete:		Please t
Nationality:		Male <input type="checkbox"/>
National Origin:		


What is your ethnic group? Choose one section from (a) to (f) indicate your cultural background. (Ethnic group classification)

<p>(a) White</p> <p><input type="checkbox"/> British</p> <p><input type="checkbox"/> Irish</p> <p><input type="checkbox"/> Any other white background <i>please write below</i></p>	<p>(b) Mixed</p> <p><input type="checkbox"/> White and Black Caribb</p> <p><input type="checkbox"/> White and Black Africar</p> <p><input type="checkbox"/> White and Asian</p> <p><input type="checkbox"/> Any other Dual Heritag <i>please write below</i></p>
<p>(d) Black or Black British</p> <p><input type="checkbox"/> Caribbean</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Any other Black background <i>please write below</i></p>	<p>(e) Chinese or Other Ethnic Group</p> <p><input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Any other <i>please write below</i></p>

Please tick where appropriate:

Do you have any disability? Yes No

Thank you for your co-operation in completing this questionnaire



This is to Certify that:


attended a Citizen-focused Policing training session

at: _____

on: _____

The training consisted of four hours continuous professional development learning linked to the competencies overleaf.

Signed:
Robin Smith, Chief Inspector

 Home Office





Surveys

- ***Staff Insight Survey***

Designed principally by Home Office and DPA corporate communications

Intranet based, email to all staff on district

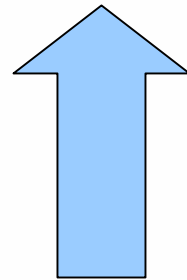
- ***Community Engagement survey***

Designed principally by Consultation Co-ordinator (plus Home Office, Reassurance project, Boston)

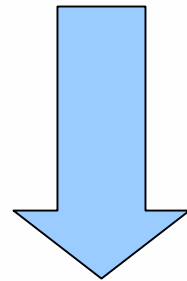
Paper based, postal survey utilising electoral roll sample (MSDC)



Staff Insight Survey Perceptions of service



Competent
Efficient
Accurate



Friendly
Fast
Sympathetic





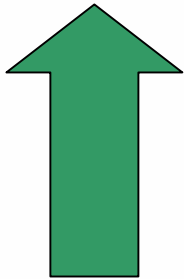
Community Engagement Survey

- Over 1,050 responses received – evenly spread between Neighbourhood Policing Teams
- Representative sample in terms of age, gender and work status
- Useful sub-sample of 17 to 24 year olds
- Town, Village and Rural identifiers

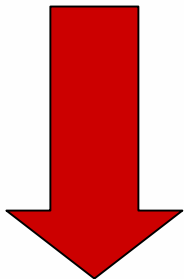


Staff Insight Survey

What the public want us to concentrate on



- *Respond to emergency calls promptly*
- *Tackle anti-social behaviour*
- *Act with integrity*
- *Conduct visible uniformed patrols*



- *Work in partnership with other agencies*
- *Know names/faces of commanders*
- *Provide statistics on performance*



Problems and worries in area

Main sample

Traffic and parking issues
Speeding motorists
Groups of young people
Litter / rubbish lying around

Having home broken into
& something stolen
Things stolen from car or vehicle
Having car or vehicle stolen

Young people

Groups of young people
Traffic and parking issues
Speeding motorists

Being insulted or pestered
Being physically attacked
Things stolen from car or vehicle



Things we wished we had/had not done

- Marketing and Communications
- Understanding perceptions prior to training
- CF seen as a 'bolt-on' to service delivery
- Senior management 'buy in'
- Plan to maintain the momentum
- Performance management
- Process over people
- 'No time' to improve service





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