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DYFED-POWYS
POLICE AND CRIME
COMMISSIONER

REPORT / SUMMARY DECISION SHEET

PURPOSE: COMMISSIONER DECISION

Timing: Routine

Title: Establishment of Joint Customer Relations Team

Category of Decision / Business Area Impact: Professionalism

Executive Summary: The Police and Crime Commissioner and Chief Constable have agreed to establish a joint Customer Relations Team which will be based in the Office of the Police and Crime Commissioner. The purpose of the team will be to provide a professional, transparent and streamlined concerns and compliments handling service. The team will act as the first point of contact to assess and resolve concerns where possible and where necessary ensure complaints, concerns and compliments are referred to the appropriate avenue.

Recommendation: To establish a Joint Customer Relations Team

Police and Crime Commissioner for Dyfed-Powys

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Nolan Principles for Conduct in Public Life.

The above request has my approval. I note the information contained within the report.

Signature:

Date: 20.10.14

Report of the Chief of Staff to the Police and Crime Commissioner

Priority: Professionalism

Aim: To provide a professional, transparent and streamlined concerns and compliments handling service.

Objective: To assess and resolve concerns in a professional, courteous and speedy manner to the satisfaction of the customer where possible and where necessary ensure complaints, concerns and compliments are referred to the appropriate avenue and in all cases keeping all involved fully advised.

Considerations:

Staffing Levels

Volume of Complaints received is best estimated below:

	2012/13	2013/14	Apr-Jun 2014
Number of DISS-SAT entries made	1144	1759	365
Complaints handled by PSD*	735	598	155
Complaints received by the OPCC	97**	399	114

*Some of which may have been recorded on the DISS-SAT system

**November 2012 – 31st March 2013

To make a truly informed decision regarding the number of staff members required to service the needs of a triage system is difficult. The number of people that call to register dissatisfaction or complement Dyfed Powys on its service is usually captured on the DISS-SAT system. At its time of inception it was a tool to resolve issues 'there and then' without the need to recourse to the complaints system set out in law.

Whilst the system is used comprehensively to log issues here in Headquarters, staff in the counties and various departments will simply resolve issues quickly and never record the matter. The number of DISS-SAT messages created therefore is not necessarily a comprehensive and complete picture.

What cannot be anticipated is the number of additional calls that the Customer Relations Team would generate as a result of its existence.

In addition to the pure task of triaging, it is intended that the Customer Relations Team be responsible for other tasks such as providing performance management data to the Commissioner, Chief Officers and Senior Managers as required.

It is proposed that a total commitment of three staff members should be considered based on the number of calls detailed above and the performance monitoring work that needs to be undertaken. Initial office hours will be 9-5 (with a view to extending to 8-8 after 6 months if demands necessitate this. Consideration will need to be given to resourcing at that juncture.)

Roles and Responsibilities

Clarity in roles and responsibilities is critical. The Customer Relations Team will act as the Single Point of Contact for the initial handling of concerns for both the Force and the OPCC. Direct communication with PSD should be minimal and any concerns received via 101 for example should be referred to the Customer Relations Team, who will then consider the most appropriate avenue for handling. The focus of the Customer Relations Team will be entirely on service recovery. Where they can handle concerns in terms of service recovery straight away, they must do so.

The Customer Relations Team will seek to clarify the nature of a concern in order to identify the most appropriate avenue for handling the matter; at no point will it undertake an investigation.

It is recognised that many complaints/concerns will be brought to police officers directly. Where a matter can be dealt with immediately at source by local supervisors, they should deal with the matter and notify the Customer Relations Team (via the Diss-Sat system) of action taken. We need to achieve a position where we have an accurate understanding of complaints/concerns raised by the public, which we do not currently have. If they cannot handle the complaint/concern immediately then the matter must be referred to the Customer Relations Team, for allocation.

It is proposed that Customer Relations Team also take responsibility for logging all communications which are complimentary of the work of the police. For example, if a letter arrives at Haverfordwest police station thanking them for the work of the local NPT, this would be forwarded to the Customer Relations to record and contact the person thanking them for the letter. The Customer Relations Team will also ensure the officer and supervisor are made aware.

Further detail in respect of the proposed process is outlined below:

A. Initial contact is made with Customer Relations Team

Is it a complaint or an expression of dissatisfaction ?	
Complaint	Expression of Dissatisfaction

(PSD or OPCC)	(Customer Relations)
<p><u>Complaint against DCC or below</u> Forward details to PSD for recording under the Police Reform Act 2002 (<i>ensuring that sufficient information is provided to allow for an accurate recording decision</i>).</p> <p><u>Complaint against Chief Constable</u> Forward details to OPCC for recording under the Police Reform Act 2002 (<i>ensuring that sufficient information is provided to allow for an accurate recording decision</i>). Record on Centurion. Refer to IPCC where appropriate.</p>	<p><u>Options:</u></p> <ol style="list-style-type: none"> 1. Service recovery (this could include referral to external agency). Create and close a DISS-SAT entry. 2. Allocate to a territorial/departmental supervisor for resolution. Customer Relations Team to monitor progress via DISS-SAT. 3. If 1 and 2 above are unsuccessful, refer the matter to PSD or OPCC for recording decision within 10 days of receipt of the complaint <u>or</u> 10 days from the date it was clarified that the matter was actually a complaint (<i>ensuring that sufficient information is provided to allow for an accurate recording decision</i>).

B. Initial contact is made with local police

<p>Is it a complaint or an expression of dissatisfaction?</p>	
<p>Complaint (PSD or OPCC)</p>	<p>Expression of Dissatisfaction</p>

As 'A' above	<ol style="list-style-type: none"> 1. Service recovery by local officer/supervisor (<i>i.e. deal with it there and then with an apology or explanation</i>). Local officer /supervisor to create and close a DISS-SAT entry, which will be reviewed by the Customer Relations Team. 2. Refer to Customer Relations Team who will deal with as per 'A' above.
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C. Initial contact is made with 101

Within Customer Relations Hours:

Forward to Customer Relations Team to deal as per 'A' above.

Outside of Customer Relations Hours:

Is it a complaint or an expression of dissatisfaction ?	
Complaint (PSD or OPCC)	Expression of Dissatisfaction
As 'A' above	<ol style="list-style-type: none"> 1. Service recovery by FCC (<i>i.e. deal with it there and then with an apology or explanation</i>). FCC to create and close a DISS-SAT entry, which will be reviewed by the Customer Relations Team. 2. Refer to Customer Relations

	Team who will deal with as per 'A' above.
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D. Initial contact is made with PSD

PSD will make an assessment on level of concern. If the matter is recorded as a complaint, it can remain with PSD. If the matter is an expression of dissatisfaction, it can be sent to Customer Relations.

E. Initial contact is made with OPCC

Forward to Customer Relations Team to deal as per 'A' above.

Governance of the staff working in Customer Relations is also an area for consideration by both the Chief Constable and the PCC. There is an important issue of delineation of legislative responsibilities.

The handling of complaints remains the remit of the Chief Constable under the operational banner and not that of the OPCC. However, there is a danger that the Customer Relations team start to deal with 'complaints' in the wider sense and secondly, task officers in the counties to deal with issues that are raised by complainants. Both of these matters need to be avoided. As such it is paramount that clarity of roles and responsibilities are understood and observed by all.

To mitigate this, it has been agreed that the Commissioner will employ one Customer Relations Advisor and the Policy Advisor to oversee the team, whilst the Chief Constable will employ the second Customer Relations Advisor. All posts will be resourced out of existing budgets. Prior to the launch of the Customer Relations Team, a comprehensive training package will be provided to all members of the team to ensure clarity of approach and responsibilities. This arrangement will initially run as a pilot for 12 months, during which time the Home Office and IPCC will be invited to give a view on the effectiveness of the arrangements.

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