

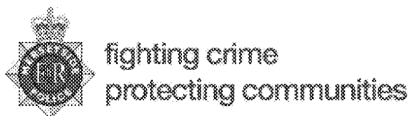


Call Response (Policy & Procedure)

NOT PROTECTIVELY MARKED

Publication Scheme Y/N	Can be published on Force Website
Department of Origin	Contact Crime & Resolution Department
Policy Holder	Head of FCC
Author	Head of FCC
Related Information	Authorised Professional Practice: Decision Making National Call Handling Standards (NCHS) National Standard for Incident Recording (NSIR) National Crime Recording Standard (NCRS) National Contact Management Principles and Practice
This Version	V3.3 – Created 09/05/2016
Date of Next Review	09/05/2018

May 2016



Policy

Statement

Merseyside Police is committed to dealing professionally with all calls for service. Wherever practicable we want to meet the needs of callers and the expectations of the wider community by delivering a timely and effective response, which is appropriate and proportionate to the Threat, Harm and Risk (TH&R) of the incident. The National Decision Making Model (NDM) will be used to assist in identifying the level of response required. The NDM is a values-based tool to provide a simple, logical and evidence based approach to making policing decisions. The five stage approach of gathering information, assessment of risk, reviewing powers and policy, considering options, implementing actions and review will be used to identify the most effective response.

A professional and timely response can have a direct influence on levels of public satisfaction and confidence in relation to the police.

An effective system of call handling, incident management and operational response will help to deliver a quality service to members of the public who seek our assistance. To provide a public-focused service, we must be able to readily identify repeat victims, vulnerable individuals and communities. Accurate data collection and recording are crucial components in delivering this high quality service.

Aims

This policy aims to provide a framework to ensure that all calls for service are responded to in a consistently professional manner and are dealt with by the most appropriate resource. It aims to resolve incidents and enquiries at the earliest point and is designed to ensure that all callers receive an appropriate response specific to their individual needs.

The policy reflects Force priorities and is designed to improve victim satisfaction and public reassurance in relation to the Police Service response. The policy supports '*Community First Policing*', which puts the victim and community at the heart of decision making.

Objectives

The main objectives are to:

- a) Ensure that national standards for call handling and grading of response are met, with an emphasis on the early and reliable assessment of the threat, harm and risk. This includes the recording of incidents in a consistent and accurate manner.
- b) Ensure proper assessments are made of calls to Merseyside Police, gathering all available information and intelligence to accurately assess the threat thereby establishing if the call is an incident, and if it is, the appropriate priority of response.
- c) Set out the criteria used to prioritise and control the dispatch of police resources to incidents.
- d) Crime an incident at the first point of contact where it is appropriate to do so.

-
- e) Limit the number of call transfers beyond the contact centre, seeking to resolve the call at the earliest opportunity.
 - f) Ensure that incidents are routed efficiently to the appropriate resource at the earliest opportunity to meet the needs of the caller and community.
 - g) Update the caller with our intended action and seek agreement from them for that action.
 - h) Identify any constraints by policy and explain to the caller the reasons why using terms they understand.
 - i) Emphasise the importance of accurate data recording, including rationale and the recording of sound and well-reasoned decision-making in a challenging and dynamic environment.
 - j) Ensure compliance with the National Standard for Incident Recording (NSIR) by requiring that, in all cases, a record is made where any 'notifiable' incident is reported, by whatever means.

Application and Scope

The Chief Officer lead for this policy is the Assistant Chief Constable responsible for the Contact, Crime & Resolution Department (CCRD).

This policy covers initial call handling, the recording of incidents or enquiries, the dispatch of police resources and the related responsibilities of departments, police officers and police staff.

This policy document sets out principles to help guide decision making and is in some parts quite prescriptive. However, it is vital that officers and staff have the freedom to innovate, exercise discretion and take risk based decisions centred on the needs of the victim and the merits of each case. Non-statutory policies, including College of Policing APP, provide guidance only. They are 'living documents' and it is recognised that there may be a better way of doing this. Accordingly, if staff depart from a policy but are able to give a good rationale for their actions, and have acted with honesty, integrity and professionalism, to make the best decision for the community we serve, they will be trusted and supported. ¹

The response prioritisation under the National Call Handling Standards refers to the standard of service that should be delivered in respect of any reported incident.

Whilst this policy gives details of what criteria are to be used to determine the incident priority, instructions cannot be given to deal with every set of circumstances. Therefore the policy cannot be specific about what criterion should be used to decide that a contact amounts to an enquiry only. When a contact occurs, the incident priority which determines our response to the incident will be based on the identification of the threat, harm and risk, in order to meet the needs and expectations of the public. Reliance is placed on the professional judgement and common sense of staff in deciding the appropriate response utilising the National Decision Making Model as a structure.

¹ This paragraph inserted 16/06/2016 to emphasise appropriate use of discretion. Version number remains unchanged.

Whilst the majority of calls for service will be initially received, prioritised and incident managed by the Contact Crime and Resolution Department (which encompasses the functions of Call Centre and Control Room) all members of the Force, including the extended police family and those working voluntarily or under contract to Merseyside Police, are required to comply with all relevant policies and associated procedures.

Principal responsibility for the implementation of this policy lies with the Contact, Crime & Resolution Department and the BCUs. Other departments are required to comply with its processes, as applicable.

The National Decision Making Model (NDM) can be used as a process to rationalise the decision and action taken. Understanding and practising the NDM should help police officers and police staff to develop the professional judgement necessary to make effective policing decisions.

Procedure

Version History

Mar 2015	<p>V 3.1 – Main amendments reflect changed organisational structure, processes and names (Contact, Crime and resolution Department) alongside the greater focus on identifying threat, harm and risk by using the National Decision Making Model. (NDM).</p> <p>The language used in the document has also been amended in certain parts to reflect national and local changes.</p>
Mar 2015	V3.2 – Updates following feedback from consultation and re-formatting.
09/05/2016	V3.3 – Two additional categories (CIRC & POLGEN) added at para 3.15.1 after being agreed at COMB.

Contents

Definitions

Enquiry
Incident
Threat, Harm and Risk

General Principles

Prioritising Incidents

Emergency Response
Incidents referred to the Force Incident Manager (FIM)

Non-Emergency Response
Priority Response
Scheduled Response
Resolution without Deployment
Incident Re-prioritising

Risk Management and Safety

Performance Measurement

Performance Indicators - Public Satisfaction

Quality Standards & Responsibilities Regarding Calls for Service and Incident Management

Contact, Crime & Resolution Department (CCRD)
BCU Command Team (CT)
Patrol Inspector (Geographical Bronze)

Conclusion

1. Definitions

1.1 Enquiry

1.1.1 An 'enquiry' is a request from a caller i.e. anyone making contact by any means (e.g. telephone, email, SMS, social media):

- a) For information.
- b) For further contact by a member of the Force.
- c) For further contact or action by another agency.
- d) Reassurance - for circumstances where police or other agency response is not required or appropriate, but the caller has received reassurance from the Force.

1.2 Incident

1.2.1 An 'incident' is any event that requires either:

- a) Investigation at scene.
- b) The possible exercise of police powers.
- c) Anything which may amount as a crime as defined under NCRS.
- d) The presence of a member of the Force to reassure a member of the public.
- e) Anything which, under **NSIR**, requires that an incident record is created.

1.3 Threat, Harm and Risk (T,H & R)

1.3.1 Threat, Harm & Risk is defined as following:

- Threat – anything that has the potential to cause harm.
- Harm – actual impact on a person, community and organisation.
- Risk – likelihood and impact of harm should it occur.

2. General Principles

2.1 The STORM Command & Control System will be used as the system of record for **incident reports** received by Merseyside Police, unless the report is a low level crime report that is suitable to be recorded directly on to the Force crime recording system.

2.2 The CCRD will if necessary route non-emergency calls into the organisation speedily and efficiently. Staff performing the "enquiry line" function will not always be in a position to fully meet all callers' needs at first contact, and in some cases it will be necessary to route the call appropriately outside of the CCRD to another department or individuals.

2.3 Outside of such contact to the CCRD, the first member of the Force who is in contact with the caller (who may have been seen in person, depending on the circumstances) should determine whether the matter is an 'enquiry' or an 'incident' and look to meet the caller's needs. The member of staff should also ask themselves whether the call is in fact a matter for the police, or should the caller be directed elsewhere for resolution.

2.4 'Enquiries' or resolution without deployment should be resolved to the satisfaction of the caller by telephone call routing to a person, access to a database of frequently asked questions or electronic messaging (including use of STORM where appropriate) for advice by an identified unit, person or agency.

-
- 2.5 Where an incident has been initially threat and risk assessed and requires the attendance of a police patrol, the appropriate level of urgency will be decided by the **'first contact'** person who should then create a STORM incident log and forward it to Dispatch for **"fast time"** deployments (Emergency or Priority) and other departments, such as the Crime and Demand Unit (CDU), Planned Demand Teams (PDT) for **"slow time"** response (Scheduled or Resolution Without Deployment).
- 2.6 Reports which are received by the CCRD for "low level & limited solvability" crime types, such as un-witnessed criminal damage, simple theft etc. can be recorded directly on to NICHE, the Force Crime Recording system if appropriate to the TH&R. A crime report will be created at the first point of contact with any other subsequent actions or enquiries being managed on the same system. **There is no requirement for a STORM Command & Control log to be created in addition to the crime report.** This direct crime recording process is outside the remit of this policy, but does form part of the overall **"slow time"** process.
- 2.7 The CCRD will use technology to locate and task the nearest deployable Police resource to the incident so as to ensure a prompt response is achieved. This is based on the **"Task don't Ask"** approach to deployment which means that the Contact Resolution Officer will assert control and decide on the most appropriate resource to send to the incident without asking if any patrols are available. Patrols must not self-deploy to incidents without the authority of the Contact Resolution Officer.
- 2.8 Where the dispatch of a patrol to an Emergency or Priority incident is appropriate, the caller should always be informed of the estimated 'attendance time' of the patrol. If the incident is to be dealt with in "slow time" as a Scheduled response then the caller should be advised that further contact will be made with them within 48 hours from the time of their original call to set an appointment.
- 2.9 The 'attendance time' should always be given as an estimated time in minutes/hours. Phrases such as 'as soon as possible' are not appropriate. For example, for an emergency response the caller should be informed that "We aim to be with you within 10 minutes".
- 2.10 Where the attendance time cannot be met for unforeseen reasons, then the caller must be kept informed and provided with clear rationale/explanation as to what the issue is and why an alternative arrangement has to be made. The caller should be told when we aim to be with them or offered an alternative service if appropriate which may include a scheduled appointment. Alternative arrangements must be kept. This should only be used where significant operational matters dictate this (for example the occurrence of a critical incident) and should not be used as a routine tool for managing demand.

3. Prioritising Incidents

3.1 Urgency Factors

- 3.1.1 Every incident will have its own combination of circumstances, **Basic** and **Additional** Urgency Factors.

3.2 Basic Factors

- 3.2.1 The basic factors are:

- a) Risk to life or limb is indicated.
- b) A member of the public is in fear or distress.
- c) A criminal offence is in progress.
- d) A criminal offence is anticipated.
- e) Suspects at or near the scene are at risk of escape.
- f) Evidence is at risk of being lost.
- g) A Force or BCU level instruction applies to this type of incident.
- h) A member of the public requires reassurance.
- i) The incident requires investigation at scene.
- j) A member of the public is in fear, is vulnerable or upset.

The presence of one or more of the above Basic Factors should affect the degree of TH&R

3.3 Additional Factors

- 3.3.1 The additional factors are:

- a) The level of risk to life or limb.
- b) The seriousness of any offence involved.
- c) The level of fear or distress involved.
- d) The nature and circumstances of the persons affected (including, for instance, where the incident involves any minority community).
- e) The potential seriousness of the incident.

These additional factors must be considered in all cases and will serve to raise or lower the level of urgency required and will affect the attendance time allocated and notified to the caller.

- 3.4 All incidents should be responded to within a maximum of 48 hours. In order to ensure an appropriate response to the caller's needs, incident priority should be assessed taking into account the relevant Threat, Harm and Risk (TH&R) and urgency factors, as decided by the person in first contact with the caller.
- 3.5 The person in contact with the caller should carefully question him/her to obtain credible information and to identify any associated TH&R and then check on the appropriate action to be taken in line with the National Decision Making Model (NDM). The aim is to ensure that the appropriate police response is initiated from the outset or to resolve the incident immediately without the need to transfer the call beyond the call centre.
- 3.6 It is essential, as set out in the NSIR, that all incidents:
- a) Are threat and risk assessed at the earliest opportunity.
 - b) Receive an appropriate response based on the threat and risk assessment.
 - c) Are recorded in a consistent and accurate manner.
- 3.7 From the first point of contact, staff should ask the caller questions to **identify vulnerability and identify TH&R to enable an appropriate threat and risk**

assessment and subsequent action in line with the NDM. The use of all relevant IT systems will be used to support the decision making process (for example the use of STORM to identify previous call history and address information markers).

- 3.8 Officers and staff should use their professional judgement, and consult with supervisors, as appropriate.
- 3.9 Key aspects regarding the incident, and associated actions and rationale, **MUST** be recorded in a timely and accurate manner on the STORM incident log.
- 3.10 The assessment of threat, harm and risk can be informed by asking the following questions:
- a) Does the information/intelligence relating to the incident have the potential to cause harm to a person or damage to a property?
 - b) What is the actual impact to a person, community or organisation?
 - c) What is the likelihood and impact of harm should it occur?
- 3.11 Further questions to help with identifying vulnerability, repeat victims and assessing threat and risk include:
- a) Why do you think this is happening to you or your family?
 - b) How have you or your family been affected?
 - c) Are you suffering from long-term ill health or would you class yourself as disabled?
 - d) Has this happened to you or your family before?
- 3.12 Effective risk management involves the identification, assessment and prioritisation of risks. It should lead to the appropriate use of resources to minimise, monitor and control the probability and/or impact of the incident. This continues for the life of the incident and must continually be assessed as the situation changes so that threat and risk assessment is revisited and action reviewed in line with the NDM.
- 3.13 The response to an incident should be indicated by the incident priority recorded on STORM. It is very important that the correct response is initiated. The response must continually be assessed and if the situation changes the response level must be changed to reflect the current TH&R. Active incidents should be regularly reviewed using the NDM so that if further information comes to light, the incident is reviewed and re-prioritised to reflect the current situation. Any changes to the priority level afforded to an incident must be properly recorded and the rationale documented using the NDM. No change in the priority status of an incident can ever be made because of non-availability of police resources.
- 3.14 The appropriate prioritisation of incidents assists Control Room Contact Resolution Officers', who receive and manage multiple incident logs on a STORM terminal to speedily recognise those that require the most urgent attention.

3.15 Incident Priorities

- 3.15.1 Merseyside Police has taken the decision to manage ALL incidents within four categories of response.

<p>Emergency response</p> <ul style="list-style-type: none"> • Attendance within 10 minutes.
<p>Non – emergency – Priority response</p> <ul style="list-style-type: none"> • Attendance within 1 hour.
<p>Non-emergency - Scheduled response</p> <ul style="list-style-type: none"> • Incident log transferred or actioned at time of call. The caller must be made fully aware of the circumstances and what action will take place next. • Used where an agreed appointment is made for an officer to meet with the caller at an agreed location. • Contact will be made with the caller at the earliest possible opportunity and in any case must occur within 48 hours of receiving the original call. The appointment time must be set at the convenience of the caller.
<p>Non-emergency - Resolution without deployment</p> <ul style="list-style-type: none"> • To be used in circumstances where the incident is deemed appropriate for a response over the telephone. • To be finalised as early as possible in the contact chain. • To be used also when the matter is an enquiry only but a record of the call is required by the caller.
<p>Circulation – (CIRC)</p> <ul style="list-style-type: none"> • Used to pass incidents to Dispatch that do not necessarily require a deployment of a patrol, but would require a message or circulation over the radio. If a deployment is later required, then the grade should be changed to reflect the THRV at the time. (No SLA time associated with grade.)
<p>Police Generated – (POLGEN)</p> <ul style="list-style-type: none"> • Used for all internal Police generated incidents that does not involve the deployment of a resource to a public generated or call for service incident. (No SLA time associated with grade.)

3.16 Emergency Response

3.16.1 This is where an incident is reported, by whatever route, into the Force and is taking place at that time and in which there is, or is likely to be, a risk of:

- a) Danger to life.
- b) Use of; or immediate threat of use, of violence.
- c) Serious injury to a person; and/or,
- d) Serious damage to property.

-
- 3.16.2 When the contact relates to an allegation of criminal conduct it should be dealt with as an emergency if:
- a) The crime is or is likely to be serious, and in progress.
 - b) An offender has just been seen/disturbed at the scene.
 - c) An offender has been detained and poses, or is likely to pose, a risk to other people.
- 3.16.3 When the contact relates to traffic collisions it should be dealt with as an emergency if:
- a) It involves or is likely to involve serious personal injury.
 - b) The road is blocked or there is dangerous or excessive build up of traffic.
- 3.16.4 Where the above circumstances do not apply, a contact will be classified as an emergency if the circumstances are such that the Contact Resolution Officer has strong and objective reasons for believing that an emergency response is justified. A rationale for why the incident has been classed as an emergency, outside of the normal criteria must be accurately recorded on the log.

3.17 Incidents referred to the Force Incident Manager (FIM)

- 3.17.1 There are various incidents such as firearms related, which, by definition, should be assessed as an Emergency response. Certain incidents (e.g. one in which the caller has indicated that a firearm is involved, or a bladed weapon) are referred to the Force Incident Manager for consideration regarding the nature of the police response. Whilst such incidents require an emergency response, it may not be possible to achieve an emergency response time. This must be communicated to the caller so that they understand that we are working out how to get Police Officers to them in a way that ensures both the safety of the public and attending Officers.
- 3.17.2 The FIM will direct the policing response to such incidents, as appropriate, and will endorse the log with their assessment of the circumstances, decisions and instructions.
- 3.17.3 Where practicable in such circumstances, the caller should be notified of the estimated response time, and the reason for any delay, with the log endorsed accordingly.

3.18 Non-Emergency Response

Priority Response

- 3.18.1 A contact in which the Contact Resolution Officer has carried out the initial threat and risk assessment, which acknowledges that there is a degree of importance or urgency associated with the initial police response, but an emergency response, is not required.
- 3.18.2 These typically arise where:
- a) There is genuine concern for a person's safety (taking into account particular factors of vulnerability by way of TH&R).
 - b) An offender has been detained, and is compliant and secured (e.g. in a shop's security office).
 - c) A witness or evidence is likely to be lost.
 - d) There are injuries or a serious obstruction at the scene of a road collision.
 - e) The incident involves any person for whom, in light of all known circumstances (including previous history); a delay in the police response may result in significant distress or the possibility of physical or emotional harm.

- f) Force policy mandates a priority response e.g. a report of a sudden death, or of a missing person.
- g) A Hate Crime or other vulnerability is identified.

Scheduled Response

- 3.18.3 In these circumstances the incident requires a deployment but all parties agree that it need not be treated as a priority because the response time is not critical and a more effective response can be delivered by agreeing a suitable appointment time for the appropriate resource to meet with the caller.
- 3.18.4 This means that a pre-arranged appointment will be made for an appropriate resource at a convenient time for the caller, and the appointment must be made within 48 hours of the original call, although the actual appointment time may fall outside of this time period.
- 3.18.5 Some appointments may involve attendance at a police station, attendance at the callers' home address, or other premises arranged by mutual consent between Merseyside Police and the caller. The aim is that the appointment will be made with the most appropriate resource to resolve the caller's problem and it may be, for example, that in certain instances a member of the Unity Team, SIGMA team or a CID Officer carries out the appointment.
- 3.18.6 It is important to note that although callers may be asked to attend at a Police Station for an appointment, cognisance must be given to the caller's vulnerability or ability to attend such an appointment away from their home address (or other suitable location). Each call must be reviewed on its own merits. The decision must not be to the detriment of the caller and should be in support of the 'Community First Policing' approach.

Resolution without Deployment

- 3.18.7 A resolution without deployment is appropriate when the needs of the caller can be satisfied through telephone advice, referral to another department, access to a database of frequently asked questions, the involvement of a more appropriate agency or service, or another agreed method.
- 3.18.8 The fact that these callers receive a resolution without deployment, does not however preclude the appropriate Neighbourhood Policing Team from then providing follow-up reassurance where appropriate to the needs of the victim/witness or to the specific needs/priorities of that Neighbourhood or BCU.

3.19 Incident Re-prioritising

- 3.19.1 Re-prioritising incidents to vary the attendance time should be carried out only where there is credible information that any of the urgency factors have altered since the original report was taken. This means that the incident can be re-prioritised as either an emergency or non-emergency response.

-
- 3.19.2 TH&R should be dynamically assessed throughout the life of the incident and support any decision making regarding the re-prioritisation of the incident. The log **MUST** always be updated with the full circumstances and rationale for the re-prioritisation taking place. Any changes to the priority level afforded to an incident must be properly recorded and the rationale documented using the NDM. No change in the priority status of an incident can ever be made because of non-availability of police resources.
- 3.19.3 All incidents that are re-prioritised from an emergency response to a non-emergency response **MUST** be updated on the log with a full rationale for why the re-prioritisation was applied and notification sent to the Control Room Supervisor.
- 3.19.4 All incidents that are re-prioritised from an emergency response to a non-emergency response must where practicable involve the caller following the 'Community First Policing' approach, and be advised of the revised attendance time including why the attendance time has changed and the rationale should be entered on the STORM log by the person making the change.

4. Risk Management and Safety

- 4.1 Contact Resolution Officers must always pass salient factors to attending resources, for example any officer safety issues and evidence of crimes that have taken place or previous incidents involving parties believed to be at the locations.
- 4.2 Patrols must attend all incidents promptly, however, driving at speed or at variance with road traffic regulations poses risks to road users. Road safety must not be jeopardised. Please refer to the Police Driver Policy.
- 4.3 Incident priority response levels are used as part of the STORM system to enable prioritisation of the incident logs by Control Room Contact Resolution Officers' viewing multiple logs.
- 4.4 The incident priority allocated should not be used to pre-determine the driving behaviour (including a decision to use vehicle audible/visible warning equipment) to be adopted by patrols dispatched to the incident. **The incident priority does not automatically authorise the use of police vehicles at variance with Road Traffic Regulations.**

5. Performance Measurement

- 5.1 Performance will be measured in accordance with a mutually agreed framework between BCUs and the Contact, Crime & Resolution Department.
- 5.2 This framework and reporting criteria will be regularly reviewed to ensure that it meets the needs of the public and is in line with the Force's strategy.

5.3 Performance Indicators - Public Satisfaction

- 5.3.1 The Corporate Support and Development department oversees regular public satisfaction surveys, which seeks feedback from members of the public who have called for the assistance of the police.

6. Quality Standards & Responsibilities Regarding Calls for Service and Incident Management

6.1 As stated above, it is essential that appropriately detailed information is gathered and assessed from the first contact, so that the correct response can be initiated. Good practice dictates that the text of the log should provide sufficient information, along with a brief explanation of the rationale for the decision making for all aspects of the response to the incident; appropriate questioning will contribute to a suitable risk assessment, response, resolution and closure.

6.2 Contact, Crime & Resolution Department (CCRD)

6.2.1 The role of the CCRD Control Room Supervisor is to quality assure and assess the decisions recorded on the incident log to ensure that all actions and decisions are in line with Force policy.

6.2.2 Responsibility for opening logs, recording incidents, finding the appropriate response and the closure of Emergency and Priority incidents remains with the CCRD.

6.2.3 Scheduled response incidents that remain within the CCRD are the responsibility of the relevant supervisors. For Emergency and Priority incidents, the CCRD Control Room Supervisor must alert the Patrol Inspector of any incident where there is an element of doubt as to the progress made, or an incident where the agreed response level is unlikely to be achieved.

6.2.4 The CCRD Control Room Supervisor will have responsibility for informing the Patrol Inspector where the NDM has been used and a possible high risk of harm is identified, **and** in all agreed cases such as firearms/missing person, hate crimes and critical incidents etc.

6.2.5 Logs that have been allocated for a scheduled response to other terminals are the responsibility of the respective unit/BCU to action. The CCRD can only close the log when appropriate action has been taken and the relevant log endorsed, as per STORM operating processes

6.3 CCRD Command Team (CT)

6.3.1 The CCRD CT are responsible for delivering a high quality service to members of the public who call the police for assistance. The emphasis is on dealing promptly and effectively with incidents once received in the department.

6.3.2 The CCRD Command Team will ensure that the following areas of responsibility are discharged effectively:

- a) The monitoring of attendance times relating to calls for service.
- b) The monitoring of first point resolution
- c) The development of close joint working with the BCU's and Departments.
- d) Arrangement for the delivery of training which will enable CCRD staff to discharge their roles effectively, and in line with Force standards and expectations.

- e) The delivery of core responsibilities by CCRD personnel, in line with national call handling standards. This will also include competent application of the NDM, with its emphasis on the assessment of threat harm & and risk to inform actions/responses.
- f) Drive the delivery of a public focused service and ensure that staff are aware of and follow the principles of "Task don't Ask".
- g) The delivery of a high quality service to members of the public who call for assistance, ensuring that it is embedded in CCRD planning, resourcing and tasking & co-ordination.
- h) The provision of appropriate staffing levels to meet calls for service demand (also reflecting officer safety considerations), notwithstanding any resourcing commitments to Force or BCU operations.

6.4 BCU Command Team (CT)

6.4.1 The BCU CT is responsible for ensuring that the BCU is delivering a high quality service to members of the public who call the police for assistance. The emphasis is on dealing promptly and effectively with incidents once the Control Room has deployed.

6.4.2 The BCU CT will ensure that the following areas of responsibility are discharged effectively:

- a) The co-ordination of all aspects of an effective response capability within the BCU.
- b) The monitoring of attendance times relating to calls for service.
- c) The development of close joint working with the CCRD.
- d) Arrangement for the delivery of training which will enable BCU staff to discharge their roles effectively, and in line with Force standards and expectations.
- e) The delivery of core responsibilities by BCU personnel, in line with national call handling standards. This will also include competent application of the NDM, with its emphasis on the assessment of threat harm & and risk to inform actions/responses.
- f) Drive the delivery of a public focused service and ensure that staff are aware of and follow the principles of "Task don't Ask".
- g) The delivery of a high quality service to members of the public who call for assistance, ensuring that it is embedded in BCU planning, resourcing and tasking & co-ordination.
- h) The provision of appropriate staffing levels to meet calls for service demand (also reflecting officer safety considerations), notwithstanding any resourcing commitments to Force or BCU operations. This includes resources to respond to Emergency, Priority and Scheduled response and Officers being contactable for enquiries by ensuring that voicemail and internal telephone directory is kept up to date.
- i) Ensure compliance with radio test calling as per the Patrol Policy.

6.5 Patrol Inspector (Geographical Bronze)

6.5.1 The Geographical Bronze (i) has command and control responsibilities to ensure that the police service deals with all incidents (ii) and operations (iii) that are typically resolved by deploying available resources (iv).

- (i) The area in which their responsibilities stretch is predetermined (i.e. Local Authority Boundaries)

- (ii) The term 'Incidents' above refers to those incidents which a Contact Resolution Officer has deemed to be 'Emergency' or 'Non – Emergency' incidents and the incident has been prioritised 'Emergency' or 'Priority'.
- (iii) The term 'operations' above refers to all events occurring within the specified geographical areas of responsibility. Some larger pre-planned events may have specific command structures in place with a 'Functional Bronze Commander' for that event.
- (iv) Available resources include any resource required to deal with any given incident. (i.e. Specialist resources)

Command and Control Responsibilities

- 6.5.2 The Patrol Inspector is responsible for maintaining continuous command and control of the resources and ownership of emergency and priority incident demand under their geographical command.
- 6.5.3 The Patrol Inspector and the CCRD Control Room Supervisors will maintain communication to ensure an effective working relationship is in place. This is necessary to effectively command and control resources to meet volume demand as well as in response to serious incidents. The Patrol Inspector is responsible for communicating with the Control Room Supervisor specifically in relation to:
 - a) Prioritised list of missing persons
 - b) Any operations which might require resources or impact on service delivery
- 6.5.4 The Patrol Inspector will anticipate the need to continually update officers during any period of deployment and therefore all patrol, neighbourhood and tactical resources must be recorded accurately on STORM and DMS. (i.e. All PSU, Operation *Resolve* and CBRN nominations must be recorded on STORM).

Demand Management Responsibilities

- 6.5.5 The Patrol Inspector is responsible for the quality and timeliness of the resolution of emergency and priority incidents within their geographical area. The role of the Patrol Inspector is pivotal in relation to embedding the 'Just' style of policing in order to provide the right response to each given incident. The patrol inspector must:
 - a) Ensure NDM is utilised by all officers to manage risk and encourage a 'common-sense' approach to resolve incidents.
 - b) Aim to resolve and close to the required standard, as many incidents as possible during a shift and ensure that a qualitative approach is maintained.
 - c) Ensure ownership and accountability are maintained on each incident to encourage timely resolution and reduce the number of 'hand-offs'.
 - d) Discourage delay in attendance based on incident priority; patrols should always attend as soon as possible.
 - e) Encourage officers to record their own rationale on incidents prior to closure. (Utilising mobile technology to reduce air traffic)
 - f) Discourage the unnecessary creation of incident logs.

7. Conclusion

- 7.1 The aim of this Policy is to ensure that Merseyside Police resolves calls to the organisation at the earliest point possible, taking in to account at all times the threat harm

and risk of the incident based on the application of the National Decision Making Model (NDM) process.

- 7.2 The policy whilst inclusive can never cater for every situation and so the organisation will still rely on the professional judgement of trained personnel. What the policy requires of staff is that all matters are resolved professionally and courteously with the needs of victims and witnesses at the core of the response delivered.