Demand Management

Contents

Policy Statement

Summary	This policy provides guidance on all aspects of demand management, from taking of the initial call to the completion of tasks following attendance at incidents.

The policy will ensure that the appropriate number and type of resources are deployed in an intelligent, efficient and effective manner determined by dynamic risk assessments.

The policy explains the levels of grading and response, outlines the roles and responsibilities of officers and staff involved in call grading and responding to incidents, describes the process and provides guidance on safe single and double crewing. |
| **Scope** | This policy applies to all police officers and police staff. |

Principles

Summary	• West Yorkshire Police has a responsibility to protect the rights of members of the public, particularly the right to life, liberty and security and maintain public safety by keeping the peace.
• When handling public requests for service, the Force will deal with calls promptly in accordance with the National Contact Management Principles and Guidance, and Our Commitment.
• The Force will do this by:
o Giving priority to genuine emergency calls and handling them in line with best practice;
o Handling the less urgent calls in a consistent and appropriate manner; and
o Reducing the misuse of the 999 system by education and, where appropriate, enforcement.
Vulnerability	• An incident must be graded as an emergency when the call taker utilising the THRIVE process has assessed the information which the caller has provided and due regard is given to the individual vulnerability of that caller and others who may be involved in the incident, and it is considered as high.

- This is an important process by which the grading is determined and is not solely assessed by the nature and severity of the incident.
- Incidents of this nature must be attended immediately.
- If a caller is identified as vulnerable, deployment must take place to locate the individual before the log is closed, even if a skeleton crime is created after 24 hours to comply with Crime Data Integrity.
- **Note**: all callers relating to domestic abuse must be treated as vulnerable.
- An appointment can be made if the risk assessment is appropriate and meets the needs of the victim.
- In exceptional circumstances where the caller cannot be located despite all reasonable enquiries being made, the log can be closed and a crime allocated for investigation, if appropriate, if the:
  - Risk to the caller/victim is standard/low; and
  - Log is endorsed with the rationale.
- If the caller/victim cannot be located and the risk is medium or high, this must be brought to the attention of the Hub Commander for assessment.

Resources

- The Force Duty Officer has absolute authority to direct and control all Force resources away from their default tasking areas, if it is appropriate to do so.
- Resources required for prolonged critical incidents must be at the request of Force Silver Command Cadre officers.

Monitoring

- Compliance with this policy must be monitored through the Operational Performance Review process.

Levels of Graded Response
Emergency

Criteria

- An incident must be graded as an emergency when the call taker, utilising the THRIVE process, objectively considers that one or more of the following applies:
  - The vulnerability of the caller is high and/or there is a clear indication that the caller is in a distressed state;
  - There is likely to be a danger to life, the use or immediate threat of violence, or serious injury to a person;
  - A reported crime is, or is likely to be, serious and in progress, or the offender has just been disturbed and is at the scene or nearby;
  - A suspect has been detained and poses, or is likely to pose, a risk to other people;

- A reported road incident is likely to involve serious personal injury; and/or
- There is likely to be a dangerous or excessive build up of traffic on a main or arterial road.
- If, following a thorough discussion with the caller and paying due regards to their needs, it is assessed that a contact will not be classified as an emergency, the log must not be classified as such.
- In exercising discretion, a clear rationale utilising THRIVE must be entered on the Storm log and the caller updated where practicable.
- Attendance or remote response must not be delayed unnecessarily, and in any event within 15 minutes.

Deployment
- In determining the grading of the incident, the call taker must have regard to the needs of the victim as well as the nature and severity of the incident.

Priority

Summary
- An incident must be graded as a priority when the call taker, utilising the THRIVE process, has assessed the information which the caller has provided and due regard is given to the individual vulnerability of that caller and those involved in the incident.
- This is an important process by which the grading is determined and is not solely assessed by the nature and severity of the incident.
- Incidents of this nature must be resourced and responded to, physically or remotely in appropriate circumstances, as soon as possible. Attendance or remote response must not be delayed unnecessarily, and in any event within 60 minutes.

Criteria
- An incident must be graded as priority when one or more of the following applies:
  - The vulnerability of the caller or the individual making the call on their behalf makes it a matter of some importance to attend as quickly as possible, and in any case within 60 minutes;
  - A suspect has been detained, but does not pose a risk to other people or themselves and the caller understands this;
  - A witness or other significant evidence is likely to be lost;
  - An individual involved is deemed vulnerable and assessment of needs indicates that a prompt attendance is required.
- Where the contact would normally be graded as a priority but the caller requests attendance at a later time and date this must be accommodated,

where practicable, to meet caller expectations, and the incident graded accordingly.

Deployment	• Priority incidents must be passed as soon as is practicable to the relevant despatch desk for deployment, and officers must attend or, where appropriate, remotely respond to the incident as soon as possible in order to minimise any unreasonable delay.

Standard

Summary	• An incident must be graded as a standard response where, utilising the THRIVE process and based on the information provided from the caller and any supporting information, the speed of response is assessed as less critical and non urgent, but there is a need to visit the caller.
	• Incidents of this nature must be attended:
	   o As soon as a resource is available in a time frame that is agreeable to the caller; and
	   o In any event, within 48 hours.

Domestic abuse	• Any Storm logs that relate to domestic abuse that are graded as standard and/or deemed suitable for a physical or remote response appointment must be endorsed with a risk-based rationale by the Contact operator as to the suitability of this grading.
	• The operator must consider:
	   o The risk of further harm occurring to the victim or children;
	   o Recent previous reported incidents;
	   o The antecedence of the perpetrator;
	   o The opportunity to secure and preserve evidence; and
	   o The victim's availability.
	• If, as a result of reviewing this further information, it is considered a standard grading is unsuitable then the incident must be reassessed and officers deployed or an appropriate remote response provided.

Deployment	• Despatch staff are responsible for the deployment, response and resolution of standard graded incidents. • Deployment, including remote response, must be arranged in accordance with the caller's wishes. • **Note**: Active deployments to standard incidents will require active management of resources deployed to the incident.

Responsibilities

All Individuals

Responsibilities	Individuals must:
	• Ensure that they are properly equipped and briefed;
	• Book on duty using Airwave;
	• Update their status whenever relevant; and
	• Use mobile data devices, where appropriate, to:
	   o Reduce time spent at desktop computers; and
	   o Maximise their availability and visibility within neighbourhoods.

Contact Management Centre responsibilities	Contact Management Centre (CMC) officers and staff must:
	• Subject incident logs to an initial assessment;
	• Despatch resources to reflect:
	   o The grading;
	   o The nature of the call;
	   o Any relevant crime trends and/or actionable intelligence; and
	• Actively and intrusively manage:
	   o Incident logs;
	   o The ongoing prioritisation of incidents;
	   o The resources deployed to incidents; and
	   o The availability of resources.

Sergeants and Supervisors

Responsibilities	All sergeants and supervisors must:
	• Supervise their staff to ensure the standards within this policy are met at all times;
	• Proactively and intrusively manage:
	   o Incident logs;
	   o The ongoing prioritisation of incidents;
	   o Resources deployed to incidents; and
	   o Customer updates;
	• Ensure that patrols are deployed in a way which is consistent with the aims of Deployment; and
	• Ensure and encourage the correct use of mobile data devices.

Contact Management Centre responsibilities	CMC sergeants and supervisors must:
	• Hold absolute responsibility to direct and control all district resources;
	• Ensure their despatch desks respond to developing intelligence;
	• Ensure other relevant sergeants are fully aware of any developing trends in order to meet customer or Force expectations;
	• Ensure deployments for all officers and staff form part of daily district business whereby:
	    o Deployments can be monitored; and
	    o Any deviation from policy can be investigated; and
	• Ensure a dynamic risk assessment is undertaken throughout the day to ensure the safety of officers and staff engaged in attending incidents.

District Commanders

Responsibilities	District Commanders must:
	• Commission a generic risk assessment in order to determine the routine safe deployment in each area of their district;
	• Record any subsequent departure from patrolling alone on any particular day or at any particular time as policy exceptions which require relevant explanations;
	• Ensure that their generic risk assessments are reviewed at least annually;
	• Ensure each deployment to an incident receives a proportionate dynamic risk assessment based on the information available; and
	• Ensure supervisors making decisions with regard to crewing:
	    o Are competent in risk assessing;
	    o Have received appropriate training in risk assessment; and
	    o Are able to take account of all factors involved.

District Duty Inspectors

Responsibilities	District duty inspectors must: • Ensure all incidents are actively managed by CMC sergeants and supervisors; • Ensure dynamic risk assessments are undertaken throughout the day to ensure the safety of officers and staff; • Ensure a high quality of service is achieved; and • Ensure that this policy is adhered to.

Response Teams

Responsibilities   Response teams must be effectively tasked and deployed in order to:
- Prevent and detect crime and disorder, including live time or active intelligence;
- Improve levels of confidence through visibility and deliver high levels of satisfaction in policing; and
- Reduce the fear of crime in the communities of West Yorkshire.

Response teams must:
- Reassure the public by maintaining an active and visible presence in the community;
- Provide sufficient resources to respond effectively to emergency, priority and, where required, standard incidents;
- Investigate, secure evidence and record crime and intelligence;
- Attend, identify and deal effectively with critical incidents; and
- Respond positively to daily tasking and offender management requirements.

Neighbourhood Policing Teams

Responsibilities   Neighbourhood Policing Teams (NPTs) must be deployed within their own neighbourhoods to:
- Provide a familiar, accessible and visible presence;
- Deal effectively with incidents, seeking to problem solve where appropriate;
- Refer individuals and issues to the appropriate agencies;
- Address local priorities through problem solving; and
- Increase public confidence through intelligence led high visibility policing patrols.

NPTs are deployable resources and must be deployed to incidents in accordance with district protocols, as directed by or via the despatchers and in support of response teams when directed.

CID and Proactive Teams

Responsibilities   CID and proactive teams are deployable resources and must be deployed to incidents in accordance with district protocols, but:

- It is noted that as normally plain clothed assets, their ability to respond quickly may be limited; and
- Their deployment will normally be in a secondary capacity or in relation to specific types of incident.

District Senior Leadership Teams

Responsibilities District Senior Leadership Team (SLT) members, in particular those with PACE responsibility and Chief Inspector Operations, who hold the portfolio for demand management are responsible for ensuring that districts intelligently manage demand. They must:

- Identify vulnerabilities in the resourcing process and ensure that the intelligence picture informs resourcing deployment;
- Ensure that teams have sufficient resources to meet demand and deliver a high quality of service to customers; and
- Ensure that the Contact function follow Force policy.

Contact Management Centre – Contact Officers

Responsibilities Contact officers must:

- Use CadCorp to inform deployments and remote response;
- Actively direct resources, based on need, to:
  - Attend;
  - Remotely respond;
  - Stand off; or
  - Not attend;
- Select the attending resource(s) in accordance with the need for attendance, duty times, meal breaks, and other commitments etc. – it is not simply a matter of units declaring their availability;
- Apply their professional judgement to achieve an appropriate response and deploy the right number of resources with appropriate skills based on the level of risk, threat and need;
- Endorse Storm logs that relate to domestic abuse graded as standard, as detailed above; and
- If a priority graded call is overdue:
  - Ring back the original caller for an update, where appririorate; and
  - Consider ReTHRIVE to allow an informed decision regarding grading and risk.

This will ensure control of resources and avoid unnecessary deployments.

Deployment

General

- Storm is supported by IT systems including CadCorp mapping, Airwave and Carm.
- This allows for:
  - Efficient deployment of resources through GPS location; and
  - Automatic updating of logs on the arrival and resumption of duties of deployed resources.
- All staff must send the relevant Airwave status code informing that they are on duty at the beginning of their tour, and they will be plotting on the CadCorp mapping system.
- This enables Despatch staff to ensure they have the correct level of resources deployed in the right place at the right time.

Contact Management Centre Initial Contact

- Initial Contact received all calls for service from external customers, including 999 and 101 numbers, web report and live chat, and internal calls from public enquiry counters.
- All calls for service receive an initial grading by the Initial Contact operator.
- An operator must:
  - Give a call requiring attendance an initial grading utilising the THRIVE process, in accordance with training guidelines and this policy;
  - Record it as a Storm incident log; and
  - Forward the incident log to the relevant despatch desk.
- Quality of service depends on the appropriate initial grading of incidents as well as staff keeping callers informed of any delays or changes to their original expectation.
- There is no mandatory grading for specific types of calls.

Grading changes of Storm logs

- Grading changes must only be authorised by a Contact Supervisor.
- A Contact Supervisor is responsible for:
  - Authorising any re-grade of emergency to priority, or vice versa;
  - Authorising any re-grade of emergency or priority to standard, or vice versa;
  - Ensuring a ReTHRIVE has been completed; and
  - Ensuring that the customer is kept informed of these changes.

Resolving incident logs

- On occasions it may be appropriate to resolve incident logs by other means that meet the callers' and Force's expectations e.g.:
  - If there is no reason to deploy resources, it must be serviced remotely, using appropriate, designated and approved means;

- o By arranging an appointment; or
- o By arranging deployment or a remote response as agreed with the caller.
- If an appointment is suitable and available, this must be made at the earliest opportunity in the call handling process, providing it meets the needs of the caller.
- Contact operators must use Storm appointment diaries to book appointments and despatch designated appointment resources.
- This is an efficient use of IT which delivers an enhanced service to customers.
- When it is apparent that the agreed attendance is unlikely to be achieved, Despatch staff in consultation with their supervisor must:
  - o Contact the caller;
  - o Renegotiate attendance;
  - o Consider requirement for a ReTHRIVE; and
  - o Provide a satisfactory explanation for the failure.
- This transaction must be recorded on the Storm log.
- The overriding consideration is to keep the customer informed and improve quality of service, customer satisfaction and confidence.

Finalising Logs Where the Victim is Not Engaging

Officer responsibilities	• **West Yorkshire Police will make efforts to physically attend or remotely respond to all reports, particularly those involving domestic abuse, hate crime, exploitation, sexual offending, abuse of children or the vulnerable, identified neighbourhood priorities, and deal with them appropriately.** • Where the caller doesn't wish to co-operate or cannot be traced and information indicates the caller is safe and well but is not engaging with police, the officer must fully update the log with the following information and submit it to the District or Contact Sergeant for review: 　o Information supporting the caller's/victim's welfare is not in doubt (this may be provided by a third party/organisation but not family if honour-based abuse or forced marriage). 　o Efforts to engage the caller and the caller's non-engagement. 　o That caller's wishes regarding police involvement if stated. 　o Detail of any apparent risks to the caller, victim, or others (CCE/CSE, coercion/control, sexual offending, injury, harassment/stalking, hate, honour-based abuse, forced marriage etc.). 　o That research into the background history has not raised the risk. 　o That the appropriate occurrences have been created to record the incident (NCRS compliance) and the log updated. 　o Where appropriate, other reports required for minimum standards (including DASH) has been fully completed.

      o Where partnership referrals have been made.

- **Please note: District officers working on appointments must refer cases to the Contact Sergeant they are working under the direction of for their tour of duty. If there is any identified risk, these cases must be referred to the District Inspector to review.**

District or Contact Sergeant

- The District or Contact Sergeant is responsible for following flowchart 2 of the Non-Engaging Victim (NEV) Guidance to review the log against the NDM and Code of Ethics.
- Where the decision is made to finalise the log, the log must be updated and the full rationale (using the policy template) must be documented on the Niche OEL.

District or Contact Inspector

- Where a risk has been identified (for example controlling coercive behaviour, honour-based abuse, forced marriage, stalking, children at risk, MARAC etc.) the District or Contact Sergeant must update the log with rationale explaining why it should be considered for finalising and refer to the District or Contact Inspector for review.
- Where a risk has been identified, the District or Contact Inspector is responsible for following flowchart 3 of the NEV Guidance to assess the log and available information against the NDM and Code of Ethics. Where the decision is made to finalise the log, the log must be updated and the full rationale (using the policy template) must be documented on the Niche OEL.
- **Please note: If there is any indication of a child at risk, the child must be seen by police. The NEV Guidance does not replace the appropriate use of evidence-led prosecutions.**

Effective and Safe Crewing

Summary

- This section aims to offer guidance on the crewing of vehicle, foot and cycle patrol and the attendance of single officers and staff at incidents.
- It specifically relates to:
  - Patrols carried out on foot, on cycles or by vehicle; and
  - Patrols conducted by police officers, special constables and police community support officers.
- It does not apply:
  - Where national or Force policy requires double or multiple crewing; or
  - To officers subject to tutoring or assessment.
- The underpinning principles of single crewing are:
  - Visibility;

     o Accessibility;
     o Officer safety; and
     o Efficient use of resources.

Principles

- The routine single crewing of vehicle and foot patrols and the single attendance of officers at incidents is the default crewing standard for the Force.
- The patrol mode for officers and staff can be a combination of single and multiple crewing, in order to provide effective, efficient and safe deployment.
- This will be based on a considered risk assessment to ensure a balanced deployment according to the time and day in each area within a district.
- In the case of incident attendance, only if a documented or dynamic risk assessment has been carried out that identified a need to deploy further resources will they be deployed.
- The Force recognises that the patrol function at a local level operates within a particular context and there there are both similarities and differences between districts, including levels and nature of demand, the ratio of urban and rural areas and the distribution of patrol bases.
- Districts and departments must be flexible and use their local knowledge of specific locations where a double crewed patrol would be justified on grounds of officer safety or operational necessity.

Benefits

Single crewing enables the Force to:
- Increase police visibility and public confidence;
- Ensure effective allocation and deployment of resources, based on the principles of:
     o Formal analysis of demand;
     o Dynamic risk assessment; and
     o Appropriate distribution of staff.

Risk assessment

- The deployment of all officers and staff on patrol must be subject to a risk assessment which will consider:
     o The geographic nature of the locality;
     o Previous intelligence or information;
     o Time of day;
     o Any current incidents/operations taking place; and
     o The personal safety of the officer or member of staff.
- It is accepted that the majority of risk assessments will result in single crewing.

Additional Information

Compliance   This policy complies with the following legislation, policy and guidance:
- Human Rights Act 1998
- Data Protection Act 2018
- National Call Handling Standards (NCHS)
- National Crime Recording Standards (NCRS)
- National Standards for Incident Recording (NSIR)