



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 19 November 2020

## **DEMAND HUB – GRADED RESPONSE AND DEPLOYMENT PROCEDURE**

### **1. Purpose**

1.1 The purpose of this report is to provide an update to the Business Coordination Board (the “Board”) on Cambridgeshire Constabulary (the “Constabulary”) Demand Hub ‘Graded Response and Deployment’ procedure.

### **2. Recommendation**

2.1 The Board is recommended to note the contents of the report.

### **3. Background**

3.1 The 2019 Strategic Threat and Risk Assessment (STRA) process highlighted concerns regarding capacity and the ability of the Demand Hub to service its demand. In January 2020 the Constabulary’s Continuous Improvement Team (Now known as the Organisational Improvement Centre) were tasked to review the business functions of the Demand Hub.

3.2 The purpose of the review was to:

- Establish whether the Demand Hub was delivering the principles of the Local Policing Review in terms of ‘Deal, Divert and Deploy’.

- Ensure the Demand Hub resolves issues at the earliest opportunity, using the most appropriate method and ensuring the right resources are in the right place at the right time.
- To facilitate the Demand Hub Senior Management Team in providing evidence for a sustainable operating staffing model able to deal with current and predicted demand effectively.

#### **4. Key Findings**

- 4.1 The review found that the greatest issue within the Force Control Room (FCR), which provides the dispatch function of the Demand Hub, related to the grading policy and procedure.
- 4.2 Evidence strongly indicated the over-grading of 'Immediate' incidents. In the five years prior to the review, the demand balance changed from having a similar number of 'Immediate' and 'Prompt' incidents to having more than twice as many 'Immediate' incidents compared to 'Prompt'.
- 4.3 It was also found that the response to 'Prompt' incidents was poor with less than one third of incidents attended within the aspirational attendance time of sixty minutes. the response time to 'Prompt' incidents was also in excess of four hours in over a third of incidents.
- 4.4 All of this had a knock-on effect to response times and performance. There was an existing desire with the Demand Hub Senior Leadership Team (SLT) to improve response times for those who need our help most, aid prioritisation and better manage incident demand. With this in mind, prior to the review, a revised 'Graded Response and Deployment' procedure had been written in draft. The Demand Hub review considered this document and identified that it offered an opportunity to improve performance and public service and recommended that it be introduced.

#### **5. Next Steps**

- 5.1 The introduction of the revised procedure will allow each incident to have the risk associated with it assessed in a consistent way, which professionalises our approach to public/partner need and risk management. Staff who raise incidents on STORM (the command and control platform) will use the Threat, Harm, Risk, Investigation, Vulnerability, Engagement and Prevention and Intervention (THRIVE+) and National Decision-Making models in conjunction with the Authorised Professional Practice (APP) Risk principles to consistently and accurately grade incidents. Use of this model will reduce extremes of risk aversion and risk acceptance while reducing the natural human reaction of over-grading when engaging with members of the public who may be emotional and distressed.
- 5.2 The new procedure introduces a new incident grade – 'Priority'. At the moment those incidents that require a pressing attendance can only be graded as 'Immediate' or 'Prompt', with aspirational attendance times of 15 minutes and one hour respectively. The current grading structure gives little flexibility and, as has been seen, either artificially increases the number of 'Immediate' grades created or inappropriately sets unachievable attendance time expectations for the public.

- 5.3 The introduction of the new incident grade will allow demand to be more accurately assessed and responded to. It is designed to improve response time performance and set more accurate expectations regarding attendance with the public, which in turn will translate into an increase in trust and confidence.
- 5.4 The new procedure has at its heart the identification and appropriate management of incidents reported by those most vulnerable in our communities. It will allow those who need our help the most to receive it in the quickest time possible while building in the identification of prevention opportunities.
- 5.5 The revised incident grades are as follows:
- No response – requires no attendance
  - Appointment – suitable for a diary appointment
  - Scheduled contact – requires attendance but is low risk and is not time critical
  - Response immediate – requires immediate attendance within 15 minutes
  - Response priority – requires expeditious attendance within 1 hour
  - Response prompt – due to lower risk, requires attendance within 4 hours
- 5.6 The introduction of the new incident grades was originally agreed at the Constabulary’s Change Board in July 2020. In order to implement this, a software change is required to STORM. At present this is not possible as there are stability issues with the platform which means it cannot be currently upgraded. Work is ongoing through ICT to stabilise STORM and it is anticipated that as a result, the changes will not be possible until the new year and therefore the subsequent implementation of the grades is now delayed until March 2021.
- 5.7 Once the new procedure goes live incident performance will be monitored and reviewed during the monthly Demand Hub SLT and Performance meetings. Additionally, as a recommendation of the Demand Hub Review, Benefits realisation will be assessed by the Operational Improvement Centre with progress monitored through the Change Board. Acute performance will also be monitored through the Force Performance Board.

**BIBLIOGRAPHY**

<b>Source Document</b>	<b>Graded Response and Deployment Procedure</b>
<b>Contact Officer</b>	Detective Superintendent Michael Branston, Head of Demand, Cambridgeshire Constabulary