

Contact Response

(Policy & Procedure)

OFFICIAL

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Policy

National Context

[Authorised Professional Practice](#) (APP) is produced by the College of Policing as the official source of professional practice on policing. All officers and staff are expected to have regard to APP in discharging their responsibilities. Essentially, our “policy” is to comply with APP as it develops to cover all areas of policing.

Where content exists within APP, we should not be reproducing it locally but instead signposting the on-line version. Similarly, we should not retain or develop any local policy documents if the subject matter is covered by APP. We may have some relatively low volume procedural documents but only if they are deemed necessary to supplement the content of APP.

Statement

Leadership & Me framework and the Just Principles

As an organisation, through our policies and Leadership & Me framework, we will ensure we create a consistently great place to work were, as Healthy People:

- You take responsibility for how you behave.
- You are inclusive and any exclusion is addressed.
- You have a safe space to speak, and things are talked out.
- You can focus on doing your own job well.
- You are trusted and empowered to make decisions and do the right thing.
- We are all One Team - inquisitive and open to new ways of doing things better together.

The Leadership & Me framework means we have a consistent approach to our behaviours across the organisation, and therefore consistent approach through our policies, which is necessary to deliver against our One Team ethos. The Leadership & Me framework is underpinned by our Just Principles:

JUST LISTEN	ACTIVE LISTENING CARE & RESPECT EMOTIONAL INTELLIGENCE
JUST LEAD	PRIDE & DIRECTION RESPONSIBILITY TRUST – HONESTY & HUMILITY DELIVERY
JUST THINK	MAKING DECISIONS CONTINUOUS IMPROVEMENT ADAPTING PLANS CHANGE
JUST TALK	TEAMWORK COURAGE-SPEAKING UP PERFORMANCE FEEDBACK RELATIONSHIPS

Aims

This policy aims to provide a framework to ensure that all digital and telephony calls for service are responded to professionally by the most appropriate resource. It aims to resolve incidents and enquiries at the earliest point and is designed to ensure that all service requests receive an appropriate response.

The policy reflects Force priorities and is designed to improve victim satisfaction and public reassurance. The policy supports '*Community First Policing*', putting 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 NDM assessments are made of all contacts to Merseyside Police, gathering all available information and intelligence to accurately assess the threat, harm, risk, and vulnerability thereby establishing the appropriate response.
- c) Set out the criteria used to prioritise and control the dispatch of police resources to incidents.
- d) Record crime at the earliest possible point.
- 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 whilst keeping them updated regularly should things change.
- h) Identify any policy constraints and explain to the caller the reasons why, using language and terms they understand.
- i) Emphasise the importance of accurate data recording, including rationale and the recording of sound and well-reasoned decision-making.
- 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 Response and Resolution Strand.

This policy covers all forms of initial contact handling, the recording of incidents or enquiries, the dispatch of police resources, the resolution of incidents 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 and practice, including THRIVE and 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 can rationalise their actions, demonstrating honesty, integrity, and professionalism, to make the best decision for the community we serve, they will be trusted and supported.

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, 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 Model as a structure.

Whilst most requests for service will be initially received, prioritised and incident managed by the Force Contact Centre (which encompasses the functions of Digital Contact, Call Handling, Dispatch) 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 procedures.

Principal responsibility for the implementation of this policy lies with the Response and Resolution Strand. Other departments are required to comply with its processes, as applicable.

The National Decision Model (NDM) and THRIVE mnemonic can be used as a process to rationalise the decision and action taken. Understanding and practising the NDM should help 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 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.
16/08/2022	V4 – Full policy review.
25/07/2023	V5 – Policy updated following CFOR review.

1. Definitions

1.1 Enquiry

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

- For information.
- For further contact by a member of the Force.
- For further contact or action by another agency.
- 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

An 'incident' is any event that requires either:

Investigation at scene.

The possible exercise of police powers.

Anything which may amount as a crime as defined under NCRS.

The presence of a member of the Force to reassure a member of the public.

Anything which, under **NSIR**, requires that an incident record be created.

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

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.

THRIVES

THRIVES is an acronym designed to assess risk in a consistent way. It ensures staff use professional discretion in line with the Community First aspiration of dealing with requests for service at the earliest point of contact. THRIVES is aligned to the Code of Ethics and the National Decision Model (NDM).

Owing to the timescales involved in Emergency incidents, a THRIVE will not be completed on these STORM logs prior to deployment.

T: Threat

Is there any current or future intention to do harm by any party?
Consider victim, family, and the community and how the threat will be carried out.

H: Harm

What damage or level of injury caused or likely to be caused?

R: Risk

What is the likelihood of the harm or threat happening? This is a key indicator for grading incidents. Is this Low/Medium/high?

I: Investigation

Is there a need for an investigation beyond the initial call and if so in what form?

V: Vulnerability

Explain if the victim or suspect is vulnerable because of their situation or circumstances? Are they able to protect and safeguard themselves or do they need support?

E: Engagement

What is the safest and most effective means of engagement for the victim or community? Consider

S: Summary

Summary of the incident and actions required.

1.4 Police Response

The police response to an incident should be proportionate and appropriate and may not always require attendance at the scene.

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 incident is suitable to be recorded directly on to the Force crime recording system.
- 2.2 The FCC will, if necessary, route non-emergency calls into the organisation speedily and efficiently. Staff performing the “enquiry line” function will not always be able 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 FCC to another department or individuals.

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- 2.3 Outside of such contact to the FCC, 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, incident or crime 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. This may be via appropriate referrals to individuals, departments or partner agencies, access to a database of frequently asked questions or electronic messaging (including use of STORM where appropriate).
- 2.5 Where an incident has been initially 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 deployment (Emergency or Priority) or other departments, such as the Crime Demand Unit (CDU) and Scheduled Incident Response Team for a response. Incidents may also be interfaced to the Forces criming system and brought to the attention of Local Policing.
- 2.6 Reports which are received by the FCC for some crimes may be recorded directly onto Niche. A crime report can be created at the first point of contact with any other subsequent actions or enquiries being managed on the same system. Staff within the FCC can also warm transfer the victim of crime to the CDU. This allows the CDU to appropriately record the crime and appropriately resolve or task via the Investigation Allocation Model (IAM) for further action.
- 2.7 The FCC will use technology to locate and task the nearest deployable Police resource to the incident to ensure a prompt response. This is based on the **"Task don't Ask"** approach to deployment which means that the FCC Dispatch 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 inform the FCC Dispatch Resolution Officer of any self or supervisor directed deployments. Local Policing support for calls for service is expected where Response and Resolution resources are challenged but should be restricted, where practicable, to Emergency incidents only with cognisance to neighbourhood policing activities. The FCC Dispatch Resolution Officer will highlight Priority incidents which appertain to neighbourhood policing priorities to LPA staff for their deployment if available.
- 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
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'attendance time' of the patrol. If the incident is to be dealt with as a scheduled response, then the caller should be advised that further contact will be made with them within 24 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 been made. The caller should be told when we aim to be with them or offered an alternative service if appropriate. This should only be used where significant operational matters dictate this and should not be used as a routine tool for managing demand.

3. Prioritising Incidents

3.1 Urgency Factors

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

3.2 Basic Factors

The basic factors are:

- Risk to life or limb is indicated.
- A member of the public is in fear or distress.
- A criminal offence is in progress.
- A criminal offence is anticipated.
- Suspects at or near the scene are at risk of escape.
- Evidence is at risk of being lost.
- A Force or local instruction applies to this type of incident.
- A member of the public requires reassurance.
- The incident requires investigation at scene.
- A member of the public 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

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.
- 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 in one of the 6 identified responses from paragraph 3.15 within a maximum of 24 hours. To ensure an appropriate response to the caller's needs, incident priority should be assessed considering the relevant Threat, Harm and Risk (THR) and urgency factors, as decided by the person in first contact with the caller.
- 3.5 The person in contact with the caller should ask careful questions to obtain credible information and to identify any associated THR and then check on the appropriate action to be taken in line with the National Decision 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 FCC.
- 3.6 It is essential, as set out in the NSIR, that in all incidents:
 - a) Threat, harm, and risk are 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 THR to enable an appropriate threat and risk assessment and subsequent action in line with THRIVE and the NDM**. The use of all relevant IT systems will be used to support the

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- 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?

A person is to be identified and treated as a repeat victim if they perceive themselves to be so or who have been a victim of more than one recorded crime or ASB incident within 12 months.

- 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 THRIVE and 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 Re-THRIVES mnemonic. 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 Force Contact Centre Dispatch 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

Merseyside Police manage all incidents within seven categories of response.

Emergency Response

- Police Response within 10 minutes.

Non-Emergency – Priority Response

- Police Response within 1 hour.

Non-Emergency – Scheduled One Response

- 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 or in the case of a third-party report to schedule a time for police attendance.
- The appointment must be scheduled for a time within 24 hours of the initial call.

Non-Emergency – Scheduled Two Response

- 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.
- Contact will be made with the caller at the earliest possible opportunity and in any case must occur within 24 hours of receiving the original call.
- The appointment time must be set at the convenience of the caller.

Resolution Without Deployment

- 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.

Circulation – (CIRC)

- 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.)**

Police Generated – (POLGEN)

- 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.
- There is no SLA time associated with this category and a deployment decision is reached from the assessment of threat, harm, and risk by the FCC Dispatch Resolution Officer.

3.16 Emergency Response

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.

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.

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.

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)

There are various incidents, often weapons related, which, by definition, should be assessed as an emergency response. In incidents referred to the Force Incident Manager regarding the nature of the police response, whilst such incidents require an emergency response, it may not be possible to meet an emergency response time. This must be communicated to the caller so that they understand we are working to respond in a way that ensures both the safety of the public and attending officers.

The FIM will direct the policing response to such incidents and will endorse the log with their ongoing assessment, decisions, and instructions.

Where practicable, the caller should be notified of the estimated response time, and the reason for any delay, with the log endorsed accordingly.

Where there is an assessment required from the FIM, the FCC Dispatch Resolution Officers will consider safely deploying officers to a safe and suitable location so that officers are able to respond promptly when a deployment decision is reached, therein reducing the time taken to arrive at the scene and to be able to support other specialist resources in attendance.

3.18 Non-Emergency Response

Priority Response

A contact in which the FCC Dispatch Resolution Officer has carried out the initial threat and risk assessment, which acknowledges that there is a degree of urgency associated with the initial police response, but an emergency response, is not required.

These typically arise where:

- a) There is genuine concern for a person's safety (considering factors of vulnerability by way of THR).
- b) An offender has been detained and is compliant and secured.
- 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, considering 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 One Response

In these circumstances the incident requires a response, 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 a resource to meet with the caller.

This means that a pre-arranged appointment will be made for an appropriate resource at a convenient time for the caller, and the appointment time must be within 24 hours of the original call.

'Scheduled Two' Response

In these circumstances the incident requires a deployment, but it need not be treated as a priority or as an urgent scheduled incident because a response time within 24 hours 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.

This means that a pre-arranged appointment will be made for an appropriate resource at a convenient time for the caller.

Low THR incidents that require a crime recording, resolved, and filed or tasked for onwards investigation.

Notes (Applicable to 'Scheduled One and Two')

Appointments may involve attendance at a police station, the callers' home address, or other, mutually agreed method. The aim is that the appointment will be made with the most appropriate resource to resolve the caller's problem.

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

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.

The fact that these callers receive a resolution without deployment, does not however preclude the appropriate police resource from providing follow-up reassurance where appropriate to the needs of the victim/witness or policing strand.

3.19 Incident Re-prioritising

Re-prioritising incidents to vary the attendance time should be carried out only where there is credible information that any urgency factors have altered since the original report. This means that the incident can be re-prioritised as either an emergency or non-emergency response. The RE-THRIVES mnemonic should be added to ensure a rationalised, evidence-based decision-making process was completed.

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 Re-THRIVE. No change in the priority status of an incident can ever be made because of non-availability of police resources.

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.

All incidents that are re-prioritised from an emergency response to a non-emergency response must, where practicable, involve the caller being advised of the revised attendance time, including why the attendance time has changed. The rationale should be entered on the STORM log by the person making the change.

4. Risk Management and Safety

- 4.1 FCC Dispatch Resolution Officers must always pass salient factors to attending resources, for example any officer safety issues, 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 grading response levels are used as part of the STORM system to enable prioritisation of the incident logs by FCC Contact Resolution Officers' viewing multiple logs.
- 4.4 The incident grading 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 grading 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 Chief Officers and the Response and Resolution Strand.
- 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**

The Corporate Support and Development Department oversee regular public satisfaction surveys, seeking feedback from members of the public who requested assistance from the police. Considerations include ease of contact and action taken.

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 **Force Contact Centre**

The role of the FCC 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.

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

The FCC Room Supervisor, FCC Dispatch Resolution Officer and the Emergency Incident Response Team Sergeant should work collaboratively to manage resources to meet the demands within that geographical area.

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

The FCC will work to continually assess officers' deployments and availability during any duty period and therefore all Response and Resolution, Local Policing, Investigations and Force Resources must be recorded accurately.

6.3 Response and Resolution Strand Command Team

The R&R CT are responsible for delivering a high-quality service to members of the public who contact the police for assistance. The emphasis is on dealing promptly and effectively with incidents received by the department.

The R&R 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 strands and departments.
- d) Arrangement for the delivery of training which will enable FCC staff to discharge their roles effectively, and in line with Force standards and expectations.
- e) The delivery of core responsibilities by FCC personnel, in line with National Call Handling Standards. This will also include competent application of the Thrive, Re-Thrive and the NDM models.
- f) Drive the delivery of a public focused service ensuring staff awareness of, and compliance with, 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 FCC planning, resourcing, tasking & co-ordination so that the most appropriate and effective pathway of response and resolution is taken.
- h) The delivery of a high-quality service to the public from officers that respond to the incident, whether that be officers attending on an emergency, priority, or scheduled response, dealing with the matter through the Crime Demand Unit or resolution without a physical deployment.
- i) The provision of appropriate staffing levels to meet calls for service demand whilst reflecting officer safety considerations and resourcing commitments to Force operations.
- j) Arrangement for the delivery of training which will enable R&R staff to discharge their roles effectively, and in line with Force standards and expectations.

6.4 Responding Resource and Line Management Responsibilities

All police resources responding to requests for service are responsible for the quality and timeliness of their response. The role of all staff and supervisors is to embed the Community First style of policing to provide the right response to each given incident.

Responding resources and line management should:

- a) Seek to utilise a THRIVE and NDM focussed response to identify and manage risk and encourage a common-sense approach to resolving incidents.
- b) Aim to resolve, at the required standard, as many incidents as possible at the first point of dealing and ensure that a qualitative approach is maintained
- c) Ensure ownership and accountability are maintained on each incident to encourage timely resolution.
- d) Discourage delay in attendance based on incident priority; patrols should always attend as soon as possible
- e) Record their rationale on incidents prior to closure and make use of technology where available to self-serve and reduce talk time.
- f) In crime incidents, all staff should ensure compliance with the principles of the [All Crime Service Level Agreement](#), namely that attending police resources recognise their role as initial investigators and seek to identify and secure the key evidence that they have the capability and capacity to obtain. The Golden Hour principles should be applied towards identifying victims, witnesses, suspects, key locations such a crime scenes, physical and digital evidence, and intelligence. All evidence that cannot be secured within the initial response should be documented within the Niche Occurrence Enquiry Log template.

7. Conclusion

- 7.1 The aim of this Policy is to ensure that Merseyside Police resolves service requests to the organisation at the earliest point possible, considering the threat, harm and risk of the incident based on the application of THRIVE and the National Decision Model (NDM).
- 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. Alongside this, staff should work collaboratively as One Team across departments and strands to provide the best possible service to the community, placing the needs of the community at the heart of what actions are taken.