



Incident Response Policy

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1.0 Foreword

This document draws together all the policies which govern the way in which we manage and Resource incidents. The overarching aim is to provide the best possible service thereby increasing customer satisfaction, and improving resource efficiency.

Each section of policy guidance should not be considered in isolation, instead, should be seen as tools, when taken in conjunction with one another, will achieve the best possible Response to an incident.

Incident Response

2.0 Background

The policy has been revised to bring it up to date with National Contact Management Strategy¹

The GMP graded response policy is consistent with the principles contained within the National Contact Management Strategy.

The revised policy retains a 3 grade service standard for routine incidents. The advantage is that we will have a system to triage routine calls so they are effectively prioritised.

Call handlers who will identify and mitigate risk, taking into account all the circumstances of the incident, including the vulnerability of the victim, will make the incident grading decision. In addition OCR staff will be aware of divisional priorities. The incident grade will determine the level and timeliness of our response to incidents.

3.0 Objectives

The overarching objective is to deliver a response to incidents, which meets the needs of the community, whilst identifying harm, opportunity and threat (HOT).

Key points:

- Grade incidents based on the individual circumstances of the incident.
- Improve the management of public expectation.
- Make better use of force resources.

Call handlers primarily make the grading decision. This grading decision is based on the individual circumstances of the call and all available information, using this policy as a guide.

When grading, call handlers should consider the outcome of the incident; and an appropriate resolution for the customer. The call handler is also responsible for recording the rationale for the grading on the FWIN.

4.0 GMP Graded Response Policy.

Grade 1 : Emergency Response	Attendance within 15 minutes of call receipt
Grade 2 : Priority Response	Attendance within 1 hour of call receipt
Grade 3 : Routine Response	Attendance within 4 hours
Grade 4 : Scheduled Response	Attendance or other resolution within 48 hours
Grade 5 : Telephone Resolution	First-time telephone resolution of a call

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<http://library.college.police.uk/docs/npia/NationalContactManagementStrategy-2012.pdf>

4.1 Graded Response Definitions.

Grade One - Emergency Attendance

Service standard

An emergency response requires allocation of an incident by the radio operator within 2 minutes and attendance within 15 minutes from the creation of the Incident Log.

Definition

It encompasses circumstances where an incident is reported that is taking place and in which there is, or is likely to be a risk of:

- Danger to life
- Use, or immediate threat of use, of violence
- Serious injury to a person and/or
- Serious damage to property

Where the contact relates to an allegation of criminal conduct, it will be dealt with as an emergency if:

- A crime is, or is likely to be serious,
- A crime is in progress
- An offender has just been disturbed at the scene
- An offender has been detained and poses, or is likely to pose, a risk to themselves or other people

Where the contact relates to a traffic collision, it will be dealt with as an emergency if:

- It involves or is likely to involve serious personal injury
- There is a serious obstruction or a strategic road is blocked or there is a dangerous or excessive build up of traffic

Where the contact relates to an incident on the motorway network, which is ongoing.

Where the above circumstances do not apply, a contact will still be classified as an emergency if:

- The circumstances are such that a call handler has strong and objective reasons for believing that the incident should be classified as an emergency. As always, the rationale for this needs to be put on the FWIN.
- An immediate intruder or personal attack alarm is identified by the alarm company providing a BAURN, which is then created on GMPICS.

Note – motorway incidents are covered by a separate command and control protocol.

Grade Two - Priority Attendance

Service standard

Priority attendance requires the radio operator to allocate incidents within 20 minutes and attendance within 1 hour from the creation of the Incident Log.

Definition

It encompasses circumstances where there is a degree of importance, or urgency associated with the initial police action that is perceived by the call handler, but an immediate response is not required because the incident does not meet the grade 1 criteria.

This response may be appropriate where: -

- There is genuine concern for somebody's safety
- An offender has been detained & does not pose a risk.
- A witness or other evidence is likely to be lost if attendance is delayed beyond 1 hour.
- The call handler perceives a person to be vulnerable and attendance is required. This applies to any person for whom, in light of all the prevailing circumstances, a delay in police response may result in significant distress or possibility of harm. In each case it is the decision of the call handler, based on all the available information, which will indicate if the caller is 'vulnerable'.
- The incident has been agreed within the caller's community as a neighbourhood (or local) priority and attendance is required.

However these incident types can be graded as a 4 if:

- A better quality of police action can be provided if it is dealt with by a pre arranged police response .e.g. *the MOP is satisfied that an appointment with a neighbourhood officer meets the needs of the caller.*

AND

- None of the circumstances apply that would otherwise make the incident a grade 1, 2 or 3 (Vulnerability, immediate risk to the victim etc)
- The victim consents to a scheduled response.

Grade Three - Routine Attendance

Service Standard

Routine attendance requires the radio operator to allocate incidents within 2 hours and attendance within 4 hours from the creation of the Incident Log.

Definition

In these circumstances, it is accepted that the needs of the caller can be met routinely and the incident falls outside of grade one or two criteria, but by its nature is not suitable for a scheduled response.

The incident requires allocation of a resource by the OCR, as there remains a need for command & control.

Circumstances, which indicate that an incident is a grade '3' rather than '4', are, for example:

- The caller refuses a scheduled (grade 4) response
- Failure to resource as a grade 3 will result in a loss of public confidence.
- Missing from home returns and general missing from home enquiries for other divisions & forces.
- Crime reports which need to be dealt with within a 4 hour timescale as there is a risk of loss of evidence if there is a further delay.

Relevant contact numbers will be obtained by the call handler to ensure that the caller is kept updated about the time for deployment or the progress towards it. The responsibility for this sits with the OCB radio operator.

All incidents graded 1-3 remain under the command and control of the OCR.

Grade Four - Scheduled Response

Service standard:

If appropriate the Call Handler will grade the incident for a scheduled response and this will fall in to the local divisional Customer Service Desk (CSD) incident queue. The CSD will triage the incident and agree with the MOP how best to progress the incident. This could be by an appointment at home address(or other nominated place), surgery at police station, or resolve the issue over the telephone. Initial appointments/ surgeries will be made for within 48 hours unless the MOP requests otherwise. Telephone resolution will occur as soon as possible and in any case within 48 hours.

Grading Criteria

A scheduled response is appropriate where: -

- A better quality of police action can be provided if it is dealt with by a pre arranged police response.

AND

- The response time is not critical in apprehending offenders,
- Evidence or witnesses will not be lost,

Divisions will manage these incidents by arranging attendance at a police surgery or an appointment at another location.

Grade Five – Telephone Resolution

This type of incident requires no police attendance.

The matter can be appropriately dealt with by telephone resolution, thereby avoiding the unnecessary deployment of policing resources.

This grade of response includes:

- Telephone advice given to the caller where a FWIN is required*
- Telephone reporting of crimes
- Referring the caller to another agency where a FWIN is required*

**Note: In line with the OCB FWIN Creation Guidelines*

5.0 Re-grading Incidents

Incidents will be re graded if:

- The circumstances of an incident change
- OCB Supervisor perceives that the incorrect grading has been applied at the time of creation in line with this policy.
- Grade 2 local priorities, should not be re-graded unless agreed by the MOP that they are happy for an appointment resolution. If not, then we should deploy a resource to meet the 60 minute attendance target

Incidents will not be re graded due to:

- A deployable resource not being available
- Under no circumstances must an incident be left without attempting resource allocation, with a view to it becoming suitable for scheduling.

If an incident is re graded the OCB supervisor must ensure that:

- The caller is informed of a change to police response
- The FWIN is updated with the circumstances, including the reason for the re grade.

6.0 Expectation Setting - who takes responsibility & when

When incidents are recorded call handlers must explain to the member of the public the level of service provided and an estimated time of attendance. This will vary depending on the grade of the incident.

Use of the CRM lite system should assist in the reassurance of callers, specifically if we know the issue they are calling about is a local priority, and if possible the call handler could provide some detail of the action taken already by the local neighbourhood team to resolve e.g. There is an ASB policing operation running every Friday/Saturday night.

Call handlers must obtain the best method to contact the caller and their availability and ensure this is recorded on the FWIN at the earliest opportunity.

Call Handlers must comply with the National Contact Management Strategy.

Should the target time not be met the OCB radio operators will take responsibility for ring backs for grade 1 to 3 incidents.

Following each ring back the Incident log must be updated to record that this has been completed.

If any **grade 1, 2 or 3** incident requiring attendance cannot be allocated to a resource within the target time in line with the Deployment and Cross Border policy, the OCR supervisor **MUST** be informed. The supervisor will be responsible for examining the primary and secondary resources booked on and available to be deployed, and give consideration to re-prioritising existing deployments if appropriate.

If, after this consideration, the incident is still not able to be allocated, the Divisional Duty Inspector should be informed. The Duty Inspector will be responsible for considering divisional and force resources booked on and available for deployment. Any unavailability should be scrutinised and challenged if appropriate and consideration given to re-prioritising existing deployments to enable the incident to be allocated.

In addition to the above the grade 2 escalation policy should be adhered to

7.0 Summary

The HOT principles (Harm, Opportunity and Threat) define the service standard that an incident attracts.

Whilst this policy gives details of what criteria are to be used to determine the incident grade, instructions cannot be given to deal with every set of circumstances. Crucial to deciding the incident grade, and therefore our response to the incident, is the identification and mitigation of risk and harm and meeting the needs and expectations of our customers.

Reliance is placed on the professional judgment and common sense of staff in deciding the appropriate response.

7.1 Grade 1 & 2 Summary

Call takers should consider in each case on its merits. If deployment within 60 minutes will make a significant difference to the outcome then the grade should be 1 or 2. If attendance is not required within 60 minutes then the grade should be 3, 4 or 5.

8.0 Command & Control

8.1 Grade 1, 2 & 3 incidents.

It is the OCR responsibility for the management of resources and deployment to incidents in accordance with the Deployment and Cross Border Policy. It is the division's responsibility to ensure sufficient resources are booked on duty and shown the correct duty state. The management of the incident will always remain the responsibility of the divisional duty Inspector. The Duty Inspector will support the OCR Command & Control operators to ensure that staff are deployed efficiently and effectively to incidents.

Divisions will identify which resources are available for deployment. The divisional Chief Inspector (Ops) will be responsible for ensuring that staff are booked onto the

command & control system [GMPICS] in compliance with the Resource Deployment & Visibility Policy. This also applies to Specialist Operations Resources.

The underlining principle is that the radio operator will deploy the most appropriate resource to the incident in accordance with the Deployment and Cross Border Policy. Every effort must be made to ensure that we meet our service level target relating to incident attendance and customer satisfaction.

This can only be achieved by effective joint working with the division.

Where resources are not available escalation policies for these incidents will be implemented. (See roles and responsibilities - Appendix A).

8.2 Visibility

In order for the graded response policy to be effective divisions and Specialist Operations must ensure that all deployable resources are 'booked on' & that staff maintain accurate duty states.

9.0 Performance data & monitoring

In order to measure performance it is important that radio operators update incidents promptly when staff are allocated and then attend an incident.

Divisional commanders will ensure that they identify specific supervisor(s) to be responsible for the management and administration of scheduled incidents on their divisions. This will include the collection and dissemination of performance data.

9.1 Performance measures.

The policy raises incident management into a primary accountability category for Force performance alongside the reduction of crime and increase in detection rates.

The policy introduces performance monitoring which is focused on ensuring that public satisfaction and confidence in the Police attendance at incidents is the main indicator of successful graded response. It also monitors resourcing and attendance at incidents at a BCU level to ensure effective resource management.

In order to measure the effectiveness of the graded response policy additional questions have been incorporated into the APACS survey, which measure how satisfied the caller was with the response. This is the primary measure for the success of the graded response policy.

In order to monitor the effective management of resources against demand the number of incidents resourced and allocated within the specified timeframes is monitored by the OCB and shared with OCR's and divisions.

Grade 1 - % of incidents allocated within 2 mins to a resource and "Sit Rep" within 15 minutes.

Grade 2 –% of incidents allocated within 20mins and "Sit Rep" within 1 hour.

Grade 3 –% of incidents allocated within 2hrs and "Sit Rep" within 4 hours.

Grade 4 – % of scheduled incidents resolved within 48 hours*

Grade 5 – % of calls resolved at first point of contact.

**Note – additional performance measures are contained in the PST terms of reference:*

The Primary Performance Indicators are: -

- **Increased overall Public Satisfaction**
 - **Increased Public Confidence**
 - **Improved NCRS (focus on quality of initial investigation)**
- There will be a number of measures behind these Performance Indicators, which will Measure the key factors that improved customer service is dependent on: -*
- % satisfied by the initial contact by PST. (This will include the customer service skills, explanation of what would happen/ when and why, how soon the appointment was made)*
 - % satisfied with appointment system (Did they turn up when they said, did they update re any changes?)*
 - % reassured by police action to resolve the incident (Where you satisfied with what they did? and when they did it?)*
 - % satisfied with the attitude and behaviour of the officers (Did they appear interested, sympathetic and take the matter seriously?)*
 - % improved opinion towards the police (Overall opinion towards the police and whether contact on this occasion had changed it*

9.2 Compliance Monitoring

Strategically:

The targets and performance will be included within the annual policing plan. External Relations and Performance Branch will report on public satisfaction and confidence.

Tactically:

The OCB will produce daily reports regarding graded response performance. This will include the % of incidents resourced within target and the % attended within target for each division. This will enable ongoing analysis of the accuracy of the resource management of that BCU.

Incident attendance will be displayed by division and for the force.

Dip sampling:

Monitoring will be carried out, by use of dip sampling of incidents, to check accuracy of grading, compliance with the National Contact Management Strategy and compliance with this Order.

Appendix A

Roles & Responsibilities

Divisional SLT - (Chief Inspector Operations)

Will be responsible for the strategic management of this policy on division. The Chief Inspector will ensure that planning is undertaken as part of the Operational Demand Model and should be seen as part of the strategic planning for the division, ensuring the right number of staff are on duty to reflect variable demand; the Crewing Policy is adhered to and ensure they are visible to the OCB. Performance will be monitored daily through governance linked to the Divisional Daily Tasking Meeting, whilst medium to long term performance measurement will be governed by the mechanisms linked to the Operational Demand meeting structure / cycle which is monthly, quarterly and annual.

Divisional Resource Management Unit

Will ensure that all staff allocated to the division are accurately represented on GMPICS and that there is a system in place to ensure that the details recorded on an officers AO page are kept accurate and up to date. Additionally the DRMU must ensure that GMPICS authority levels are managed in accordance with existing policies.

Will continue to ensure that staffing levels are planned and provided to sergeants / line managers to enable future duties to be input onto GMPICS. Additionally the schedule(s) should be available on a daily basis to the duty inspector(s) to enable them to have a view of resources that should be booked on GMPICS as a resource.

Divisional Inspector / Manager

Will ensure that all staff under their command are aware of their responsibilities under this policy and that compliance is effectively managed.

Will ensure that incident management performance features as a standing item on team performance review meeting agendas.

Divisional Sergeant / Supervisor

Should ensure that their staff are accurately booked on duty at the commencement of their duty and that they book off again once finished. Additionally, they are responsible for ensuring that future duties are prepared and accurately input onto GMPICS at least 2 weeks in advance

Divisional Duty Inspector

The Duty Inspector performs the role of 'Bronze Commander' for incident management on behalf of the division. This role is critical to ensuring that we meet our pledge commitments and that resources respond to calls for service, within graded response target times. The Duty Inspector has primary responsibility over all divisional resources and has the delegated authority, supported by SLT, to utilise all divisional resources to meet demand.

The Duty Inspector will support the OCR Command and Control staff with regards the Resourcing of incidents and assist them in robustly challenging any resistance or refusal by any resource to deploy to an incident. Close liaison between these roles is essential. The Duty Inspector will have final arbitration over any dispute or inability to deploy to an incident and will have access to the divisional schedules ARLS and GMPICS resourcing data to assist in identifying resources available to be deployed.

In the event that, having considered all available divisional resources, an incident is still unable to be allocated; the Duty Inspector should consider wider force resources and / or liaison with the SLT duty cover or Night Silver commander.

OCR Command & Control Operator

This role will exercise Command & Control over all resources on behalf of the Divisional Duty Inspector. The Command & Control operator will direct and deploy resources to incidents to enable the division to provide an efficient and effective service. They must ensure that every effort is made to allocate and dispatch a resource in a timely manner ensuring that the needs of the incident / investigation and the customer are met by applying the Deployment and Cross Border Policy. In the event that they are unable to identify a resource to attend an incident, or a dispute arises, they should inform their supervisor immediately and record actions taken on the incident log.

OCR Command & Control Supervisor

Will monitor the staff booked on duty and resources provided by the division and Specialist Operations. The OCR supervisor will support their staff to allocate resources to operational demand and ensure divisional staff respond accordingly. Where disputes or inability to resource an incident cannot be resolved they should refer the matter to the Divisional Duty Inspector and ensure any such action and the result is recorded on the incident log. The OCR supervisor will make themselves aware of wider Divisional and Force resources that may be available to be deployed to meet demand with reference to the Deployment and Cross Border Policy.