

Response to Calls for Service Assurance Report – February 2023

Indicate below which IPQR Key Performance Questions this assurance report covers:							
1. Are the public becoming more confident in the Constabulary?	✓	2. How well are we preventing crime, ASB and demand?		3. How well are we responding to the public when they need us?	✓	4. How well are we supporting victims of crime?	✓
5. How well are we protecting vulnerable people?	✓	6. How well are we investigating crime?	✓	7. How well are we managing reoffending?		8. How well are we managing serious and organised crime?	✓
9. How well are we meeting the requirements of the Strategic Policing Requirement?		10. How well are we engaging with the people we serve and treating them fairly, appropriately and respectfully?	✓	11. Are we becoming a more inclusive and diverse organisation?		12. Are we developing a more engaged and happy workforce?	✓
13. Are we creating a more digital and data literate workforce?		14. How effective is workforce planning across the organisation?	✓	15. How well are we managing data quality and information governance?		16. Does our workforce have the right tools and working environment to do their best?	✓

Level of Assurance:

As a result of this report, we feel we are well assured. We acknowledge there are still some risks and unknowns, and we know our challenges, however we have a plan to mitigate these with good processes already in place.



1. Background information

Avon and Somerset is recognised as having one of the most progressive police control rooms in the country. The call handling performance has been consistently high for the past 4 years and the force was the only control room in the UK to hit the 999 national target of achieving the answering of 90% of 999 calls within 10 seconds and have been top of the 999 league tables for the majority of 2022 as published in Home Office data. This is a culmination of several years of hard work to ensure ways of working are efficient, appropriate risk triage and channel shift from phone to online are in place and most importantly the control room team share a vision for being there to respond to the public when they need us.

Covid hit the control room hard; there was an immediate necessity to split across two sites to protect the staff, mitigate the spread of the virus and ensure continuation of business-as-usual service. This was successfully implemented, running in this way until April 2022 when it came back together on one site at Police & Fire Headquarters. Post Covid the demand for service on the 999 line has increased considerably as has the alternative opportunities for control room staff in terms of career progression and flexible working internally in force and also outside in private and public contact centres. This has proved extremely challenging and for the first time since 2018 the control room has found itself in a war for talent; struggling to recruit and retain staff and at times unable to meet demand.

The nature of the calls and responsibility on the call handlers has increased, for example supporting more people in mental health crisis who are in the process of or intending to cause harm to themselves when they call us. There is also a proportion of calls that are being taken on behalf of other partner agencies such as ambulance who are facing unprecedented demand and long delays. Add to this an increase in attrition and elongated recruitment timescales, inexperience in the control room and an imbalance of officers versus demand to deploy to incidents and it is a perfect storm. Much work has already been undertaken and is ongoing to mitigate the risks posed. This assurance paper sets out to brief on the current response to calls for service and the work being undertaken to ensure service delivery and outstanding performance despite the current challenges.

999 Calls Per Year						
	Per Year		Per Day		Per Month	
2018	248940		682		20745	
2022	344640		944		28720	
Increase	95700	38.44%	262	38.42%	7975	38.44%

A recent quote from the South West contact Centre Recruitment Summit sums up the situation we find ourselves in:

“Since returning to ‘business-as-usual’ after the pandemic has motivated contact centres to enable their teams to work from home, the industry has found itself amid a chronic staffing shortage that’s led to intense recruitment competition, more choice for employees, and demand for higher wages & better conditions. This predicament is set to worsen over the next decade, as the ‘baby boom’ generation now head into retirement at double the rate that education leavers enter the workforce. The result will be an overall shrinkage of the UK workforce approaching 10% by 2028, with no signs yet that the steady annual increase in demand will slow down.”

2. Purpose of the report

This paper seeks to inform and assure the boards and senior leadership of the Constabulary’s mechanisms and approach in responding to calls for Service. The paper will focus on:

- How we identify and understand risk effectively at initial contact.
- The extent to which we provide appropriate response to incidents, including those involving vulnerable people.
- Whether we understand the demand faced through non-dispatch and where attendance is not required.
- The wellbeing needs of contact management staff and officers.

The SLAs for response timeliness will not be included in this paper as there is separate on-going work in this area.

3. To what extent do we identify and understand risk effectively at initial Contact?

3.1 How are gradings assigned at initial contact? How is risk identified and recorded both for emergency and non-emergency calls?

The control room team play an important role in identifying people who are vulnerable and by asking the right questions and interrogating the systems for existing data, call handlers can prioritise the incidents, identify repeat callers and refer for an enhanced service where required. All call handling staff use THRIVE (Threat, risk, harm, investigation, vulnerability, engagement) on every contact they have with the public. THRIVE methodology is embedded within our call script questions and all call handling staff receive THRIVE training.

In October 2022 the Control Room added an additional THRIVE assessment template which is completed at the end of a call (excluding code 1 immediate incidents) to provide further structure and consistency. This is in addition to THRIVE being part of the call scripts and is in line with HMICFRS good practice.

Once details are taken call handlers have several options to choose from in respect of grading and deployment. An immediate attendance is the highest deployment grading and has an SLA of 15 mins in an urban and 20 minutes in a rural area. Priority grading has an SLA of 1 hour attendance, Routine of 12 hours. There is also an option to grade for Neighbourhood colleagues (NPT Scheduled grading – No SLA) or the incident log can be a resolution without deployment meaning no attendance required or resolved whilst on phone.

If a crime incident does not need physical attendance by an officer it can be graded for assess or file and this routes through to the Incident Assessment Unit (IAU) who perform a desktop function. The victim is informed of this at the first point of contact and expectations managed. An incident log will be created and transferred through for review by a Sergeant or police staff supervisor.

If someone reports an incident via online reporting the same THRIVE questions are embedded in the online forms and this is also the same for incidents reported in person via our Enquiry Offices. The principle being that it does not matter which method someone chooses to report their incident via, they get the same service and level of risk considered with expectations managed on every reporting channel.

3.2 How do we apply threat/harm/risk (THRIVE), including when we don't necessarily understand the full picture of what has happened?

Staff are trained in identifying vulnerability along with the use of THRIVE and this is gold threaded through new starter and ongoing Team training. Some incident types will automatically be transferred to a control room supervisor for a risk assessment - for example missing people - and certain incidents will transfer automatically to the Force Incident Manager (FIM) such as mention of weapons. This ensures additional appropriate action and risk assessment is carried out.

Like any emergency control room there are incidents reported that don't necessarily allow us to gain a full understanding from the outset; if for example someone is in a heightened state of panic and cannot clearly articulate what is going on or someone that is in danger and cannot speak at a location. The control room also receive over 3000 abandoned calls per month, of which call handlers have the responsibility of recalling to try and ascertain what is happening. With good questioning skills, THRIVE in the forefront of all control room operators minds and an understanding of the deployment options available, the control room will apply a risk assessment and grade accordingly. Where there is any doubt the current process is to send a police resource to check on the welfare of the caller. Any incident log can be flagged for the attention of a supervisor if the call handler or dispatcher feels appropriate. These incidents are also highlighted

on our QlikSense data app so at any given time we can see demand and risk outstanding within the force. There is an additional THR assessment for incidents that are not deployed to in a timely manner. There is a daily review of live screen incidents and the Control Room aspire to carry out a 48 hour call-back (where callers can be contacted to keep them updated, provide reassurance and obtain any updated information) but lack of resources means that this is not always possible. The control room will re-assess risk using THRIVE, allowing continual re-prioritisation of incidents to ensure resources are efficiently and effectively deployed to the highest THR incidents. There are difficulties with this, restricted by current technology, and this paper sets out intentions to address this.

Within the IAU, staff are also trained in using the THRIVE matrix to continually reassess the decision not to deploy operational staff. Clear pathways exist to reallocate investigations when a suspect has been identified and evidence obtained, or if a change in the THRIVE risk assessment requires an officer to be deployed.

In order to improve our effectiveness of identifying vulnerability and better assessing risk at the very first point of contact the force is looking at the potential of introducing a Customer Relationship Management (CRM) system which interfaces with other systems such as telephony, Niche and PNC to provide information to control room staff and beyond without the need to interrogate other systems directly. This would allow for readily available information held on other police systems to be available to the call handler, enabling more knowledge about the caller and location. This could assist staff in making improved THRIVE assessments. The PEEL victim service assessment clearly states that forces need to do more to improve assessment of vulnerability; the CRM would assist with this. This is also in line with findings from our recent HMICFRS inspection.

3.3 How does the use of interactive voice response (IVR) and automated venues support our assessment of risk and dealing with cases?

The first stop for all 101 calls is the IVR. This is an automated system which gathers information from the caller and then directs their call to the appropriate route. This could be another department, external partners, online reporting or to the 101 switchboard. All of this is done very swiftly and with very little user effort. The lead option on the IVR is signposting to report online. The other options are for speed enforcement, property enquiries, custody, shoplifting, incident on the road and reporting a scam/fraud. The IVR options are regularly reviewed and can be changed depending on demand and organisational requirements. In 2022 the force received 654,729 x 101 calls and the IVR fully resolved 208,044 of them (31.8%)

The IVR allows for a caller to be routed to the department they require in a timely manner. For example if there is a wait on 101 and they need speed enforcement the IVR routes them straight through rather than previously having to hold for a call handler to be given an alternative number to call. If a caller chooses the custody IVR option it puts them through to the relevant custody unit and should there be no answer it diverts the call to a 101 switchboard operator who can see from the system the route they have taken so there is no requirement for the caller to have to repeat their request.

The IVR was designed with THRIVE in mind and ensures the right low risk, non-deployment incidents are automatically triaged and resolved, releasing capacity within the 999/101 call handling team to deal with the callers that are reporting incidents that require an incident log and potential police deployment.

3.4 What non-dispatch demand is there?

A large proportion of calls that convert to incident logs are graded “resolution without deployment” In 2022 138,030 incident logs were graded as not needing deployment. This doesn’t necessarily mean they were not police business but rather that they did not need deployment and were not assessed as desktop allocation. An area that is currently a “blind spot” for the force is the demand that comes through on 999 and 101 and is resolved whilst on the call without the need for an incident log. In 2022 we received 999,369 calls via 999 and 101. Over 600,000 calls received did not need a new log created. A large proportion will be requests to speak with specific officers, requests for updates on existing outstanding logs due to patrol resourcing challenges. Whilst we do have a generic wrap reason on the telephony system that a call handler chooses at the end of the call, without physically listening to the content of the call it is extremely difficult to understand and analyse this demand to allow for problem solving and demand reduction work.

- **Please see 6.3 for a more detailed breakdown of call volumes and data on resolutions.**

We have a call handling quality assurance tool in place in the control room. However, it is very manual and time consuming with control room supervisors having to locate the call, listen to it, cross check the incident log if there is one and then manually run it through the QA tool. With the volume of demand and the resourcing challenges it is evident that QA checks per team member are not being regularly undertaken and this lends itself to potential training gaps and performance issues going unnoticed. Whilst there is no nationally set amount of quality assurance checks that should be undertaken the control room would like to be able to listen to far more calls to understand better the demand that is coming into force that could be reduced further, the quality of the calls dealt with by what is largely an inexperienced call handling team at the present time to help inform learning and training needs and importantly a way of recognising good work alongside areas for development. The staff survey comments include staff asking for more feedback on their performance and more structured 1:1’s and this is an area of focus for the control room.

- **More detailed information on the staff survey can be found within 6.5.**

Technology around voice analytics would support this with the ability to automate the listening of the calls, analyse the call context in relation to demand management but also as quality assurance in terms of the control room performance, staff welfare and importantly service delivery to the public.

Vacancy rates in dispatch have been high in recent months and coupled with low numbers of available response officers this has been a factor in a large number of unallocated incident logs at certain times on the live screens. This can create repeat demand with callers recalling about their initial incident, requesting updates or advising that the situation has escalated/deescalated since their call. Improvements in our attendance rates will reduce incoming repeat demand and there is separate ongoing work within force to address this.

3.5 What supervisory oversight is there of processes to check and test the triaging and grading of calls that are allocated to IAU that do not require dispatch? What is the sergeant’s role in these processes?

Within our allocation policing there are safeguards at first point of contact and through to supervisory level. For example, in consideration of whether or not a domestic abuse incident is

suitable for desktop progression, the following question has to be considered. (The default answer is provided immediately below):

“Does the incident involve a report of a missing person, concern for safety / welfare, domestic abuse, hate crime or dwelling burglary?”

Yes = grade as an IMMEDIATE, PRIORITY or ROUTINE incident as appropriate. Do not further consider an initial desktop response. (The incident will require further assessment by the control room supervisor)

The following guidance is then provided for the control room supervisor:

It is recognised that these common incident types often carry significant risk and / or vulnerability. They must be initially graded as an immediate, priority or routine commitment, and reviewed by a control room supervisor in order to apply the national decision model, consider initial actions and determine whether or not a desktop response may be appropriate. The incident types are:

- Missing Persons
- Concern for safety / welfare
- Domestic abuse
- Hate crime / incident
- Dwelling burglary

The control room supervisor will, by use of the appropriate supervisory review filter on STORM, assess all incidents of the above type that are recorded.

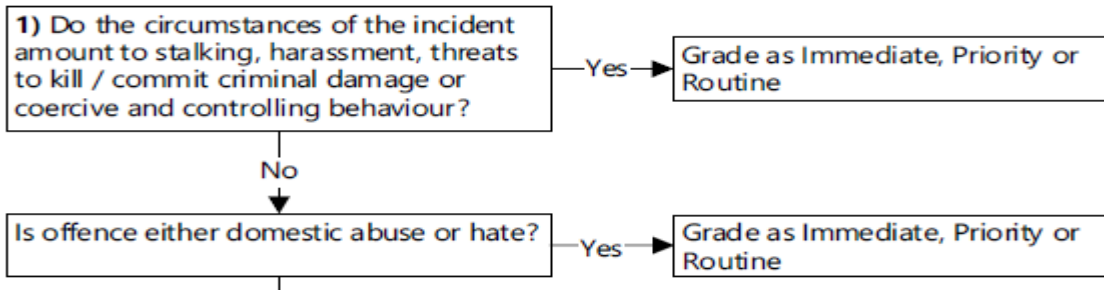
Where the control room supervisor deems that the initial deployment of a police resource is necessary, they will review the priority level and ensure that either an immediate, priority, routine or scheduled neighbourhood grade is applied.

Where the control room supervisor deems that the initial deployment of a police resource is not necessary, and that a desktop response may be appropriate, they will grade the incident THR triage, in order that it may be reviewed by the Triage sergeant.

The Triage Sergeant considers THRIVE in then deciding whether or not the incident should be allocated to a desktop investigator.

In effect, we have two supervisory safeguards in place at the front-end, which exceeds the suggested requirements from College of Policing documentation. There is also clear and unambiguous guidance set out in the allocation policy, which includes a process map.

Finally, there is an additional safeguard when the control room are considering incidents involving social media threats / comments, which ensures that any domestic abuse-related social media threats / comments incidents are responded to properly. It states:



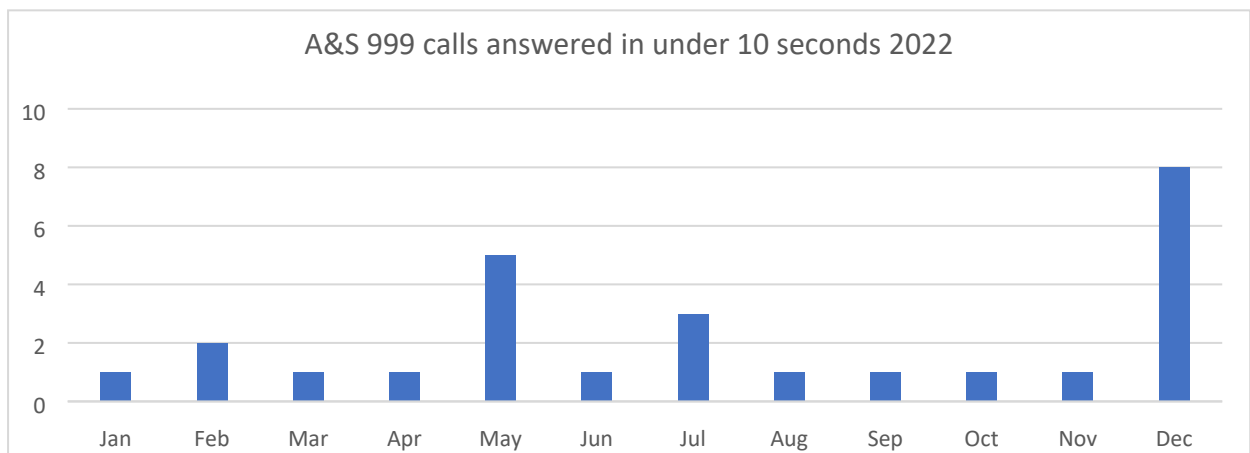
Our safeguards and supervisory oversight exceeds that of many other forces.

4. To what extent do we provide appropriate responses to incidents, including those involving vulnerable people?

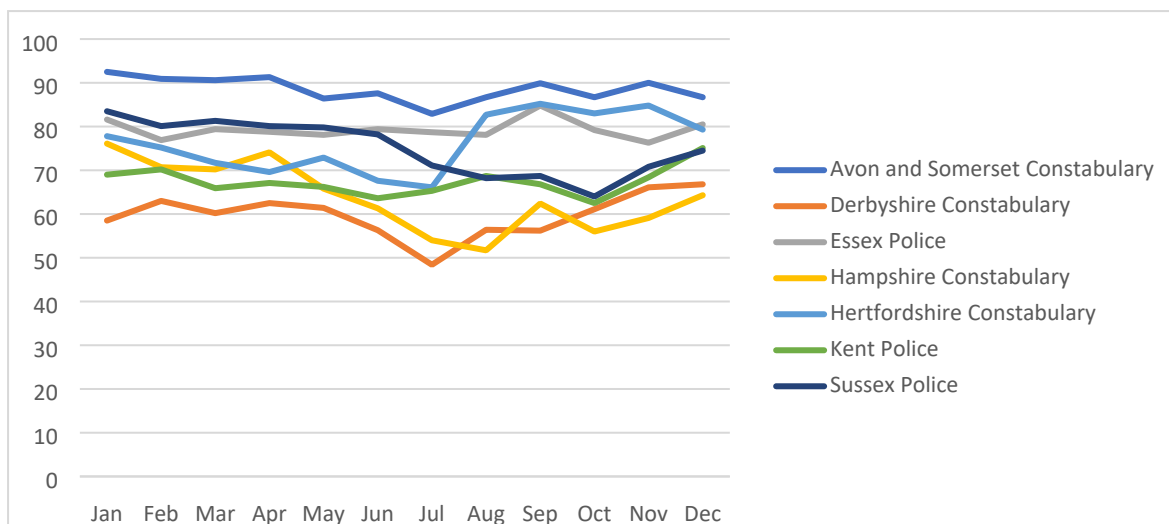
4.1 What is our timeliness in relation to call handling and how does this compare to requirements and other forces?

The national service level agreement for the answering of 999 calls is 90% within 10 seconds. Avon and Somerset police have consistently achieved this for a number of years and have been rated as top in the country for doing so. In May 2022 in national data published by the Home Office, Avon and Somerset showed the highest proportion of 999 calls answered within 10 seconds and the only force to answer in excess of 90% across all forces in England and Wales. In the summer of 2022 however, this outstanding performance was threatened for the first time in several years due to the increased volume of 999 calls, the reduced staffing levels and the delays in incident attendance by officers. The introduction of vehicle telematics and other IOT alarm calls (such as Fitbit/Apple watch health alarms) and the public’s expectation on policing continues to grow and the team have worked tirelessly to ensure that emergency 999 calls are answered in a timely manner. 999 performance in Avon and Somerset remains strong and there is confidence that this will continue in line with it being our highest priority. At times this has been, and in the short term will continue to be with the current challenges, at the detriment of non-emergency 101 calls.

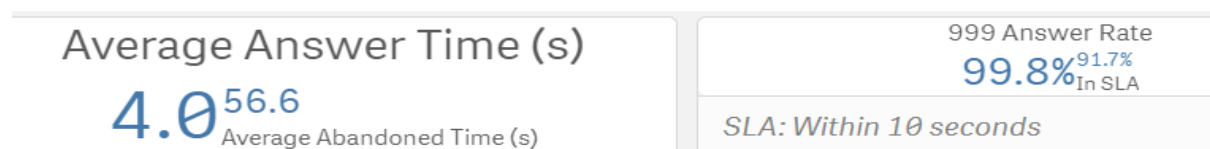
The below graphs show Avon and Somerset’s performance and rank position compared to other forces nationally as per the latest data published by the Home Office.



Calls answered in under 10 seconds during 2022 compared to MSG’s



Avon & Somerset average answer time for 999 calls and answer rate – 2022



101 service:

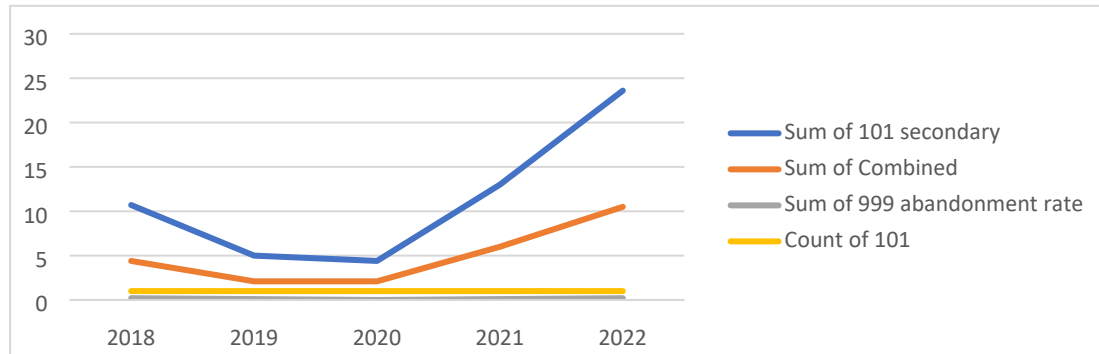
The 101 non-emergency number was originally set up in 2012 with the intention of being a combined service for different partner agencies. However it launched as a police only 101 non-emergency line and became free of charge from April 2020 (previously had been 15p per call). Every police force offers the non-emergency 101 service but it is exceedingly difficult to compare 101 performance between forces as the set-up of call handling varies force to force. Some forces have a 101 switchboard, some have several 101 lines for crime, non-crime etc. National Best practice guidance as part of the National Contact Management Strategy is Forces should have the ability to measure abandoned call rates and the time at which calls abandon. Forces should aim to have Less than 10% abandoned calls where no switchboard exists or less than 5% abandoned calls where a switchboard exists. In Avon & Somerset we work to achieving a combined abandonment rate of 5% or less rather than just at point of 101 switchboard. This then encompasses the full caller journey through switchboard and onto the 101 secondary line to speak to a call handler where required. We class an abandoned 101 call as anything outside 60 seconds on either line.

During 2022 our 101 Switchboard team answered calls in an average of 38.5 seconds with a 3.6% abandonment rate. Switchboard are able to triage risk, signpost to online reporting and resolve many calls which are for other agencies or advice only on this line so only those callers needing a call handler are put through to the secondary 101 line. Switchboard received 453,439 x 101 calls in 2022 and fully resolved 102,369 (22.6%).

101 is a clear challenge for the force at the present time. Our combined 101 abandonment rate, taking into account all calls on the 101 switchboard and 101 secondary lines for 2022 was 10.5%. In 2021 this had stood at 6%. The challenge for the control room has been the 101 secondary calls where at times there has been long waits (average answer time on this line in 2022 was 15.24 minutes but there are times when callers are waiting several hours). Due to this we have a 101 call back system on our secondary line where if you are waiting for any longer than 3 minutes you can request a call back, retain your place in the non-emergency queue and the system will

call you when you reach the front. This is very popular with our communities with over 115,000 call backs requested during 2022. It is important to note that all 101 callers will already have spoken to our 101 switchboard where risk is triaged and anything that needs a priority response is sent through to 101 emergency line where the average answer time on this line in 2022 was 49 seconds.

Rates of abandonment 2018-2022



The Minister of State for Crime, Policing and fire recently advised that there will be no league tables at this time for 101 performance and it will instead be best managed at an individual force level. Work will be undertaken by a central national team to see if the barriers to publishing robust, comparable data can be overcome whilst an agreed approach for non-emergency demand that encompasses all contact channels is worked through.

Avon and Somerset will continue to work to improve timeliness on our 101 secondary line by increased recruitment, including the opening of Express Park as a call handling site; analysis of call data and timeliness of attendance through increased officer numbers. We cannot underestimate the size of this challenge and it will take some time to resolve; there is no instant fix for this with the demand outstripping the resource and the summer increase in calls for service ahead of us.

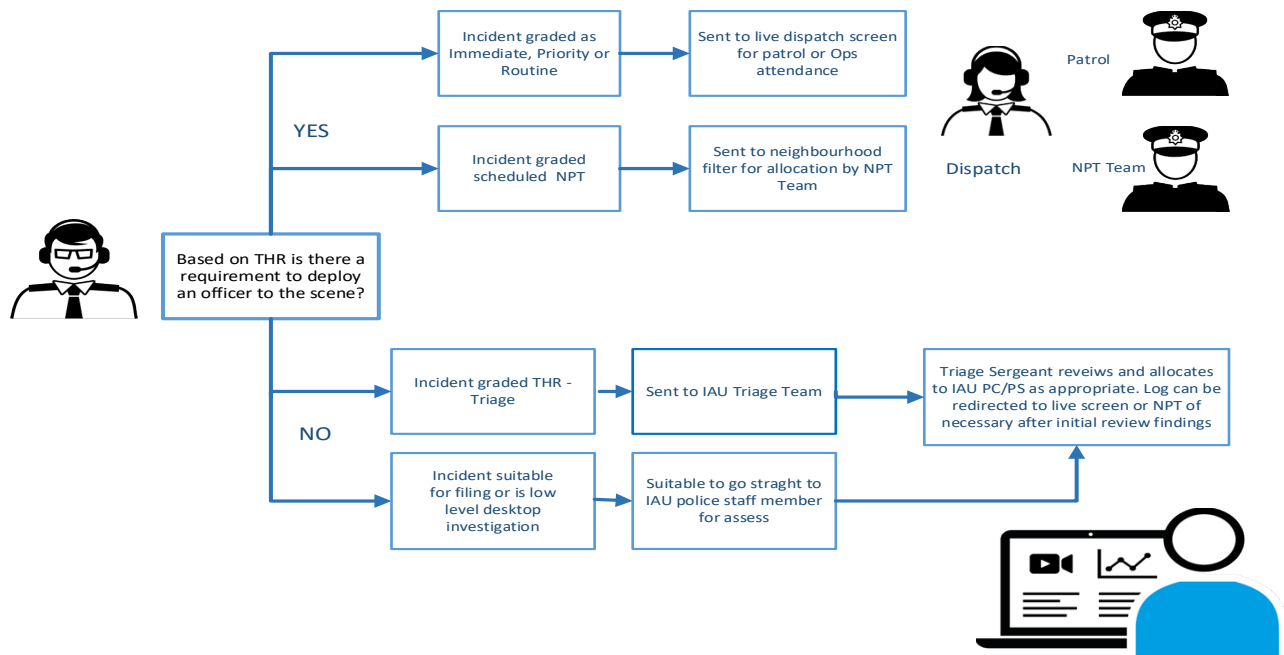
4.2 How is vulnerability recorded and communicated onwards to those tasked with dealing with the case/incident?

Vulnerability is assessed at the time of the incident reporting using THRIVE which is embedded through the questions sets. Previous calls, intel checks and object markers on STORM can inform vulnerability and safeguarding needs of an individual. Where attendance is required, the information is passed to attending officers/resources. A safeguarding tag is also placed on the STORM log which auto-populates Niche. This then tasks other departments. The Lighthouse Safeguarding Unit (LSU) receive taskings for all incidents involving vulnerable people via Niche. Once an incident has been allocated for officer attendance, and has a vulnerability flag, the officer is expected to assess vulnerability at the scene, create a BRAG or DASH risk assessment, and task into the appropriate LSU hub. During 2022 the LSU received 94,459 taskings – all of which are assessed and allocated as appropriate to a Victim & Witness Care Officer (VWCO), who contacts and supports enhanced victims (as per the Victims Code of Practice definition) alongside the OIC. The VWCO undertakes a Common Needs Assessment which helps them to understand specific vulnerabilities and works with them to refer onto the most appropriate commissioned support service and provides additional guidance throughout the life cycle of an investigation.

4.3 Show how we assess and grade incidents according to threat/harm/risk rather than resource availability. When an incident changes or develops, how is it reassessed and reprioritised?

As discussed in section 3, every contact is assessed and graded according to threat, harm and risk regardless of the resource situation and availability on any given day. Call handlers are expected to manage caller expectations, especially in the busier demand months, but this will not change their grading of an incident log.

Diagram of call handling review and allocation process:



Calls can be reviewed and re-graded at any time where it is appropriate on the basis of professional judgement and the specific aspects of the call, including vulnerability. Where this happens, the consideration of Threat, Harm and Risk will remain a guiding principle in the decision.

4.4 What quality assurance tools are used within the IAU for example dealing with domestic abuse incidents?

The IAU has a quality assurance tool which enables supervisors to assess individual performance against statutory requirements, as well as allowing the IAU Leadership Team to monitor team and department performance. This information is also available in Qlik and seeks to drive future training needs.

Domestic incidents that are assessed by a Triage Sergeant as suitable to be dealt with via desktop are dealt with by IAU Police Officers and are normally assessed as low to medium risk. The majority of incidents investigated by IAU PCs are domestic related. Since early 2022, a quality assurance process has been in place, followed by an added 'OIC checklist' in May 2022. A specifically designed evaluation form is used for consistency, records scoring and feedback for the OIC and is stored for transparency and further review. Both positive and developmental feedback is given to the teams as part of this process to ensure quality. This process is delivered by the IAU DI.

We have a similar quality assurance process for Hate crime that has been in place since September 2022 which involves 3 system generated randomly selected incidents every day.

5. To what extent do we understand the demand faced through non-dispatch and where attendance is not required – resolution without deployment?

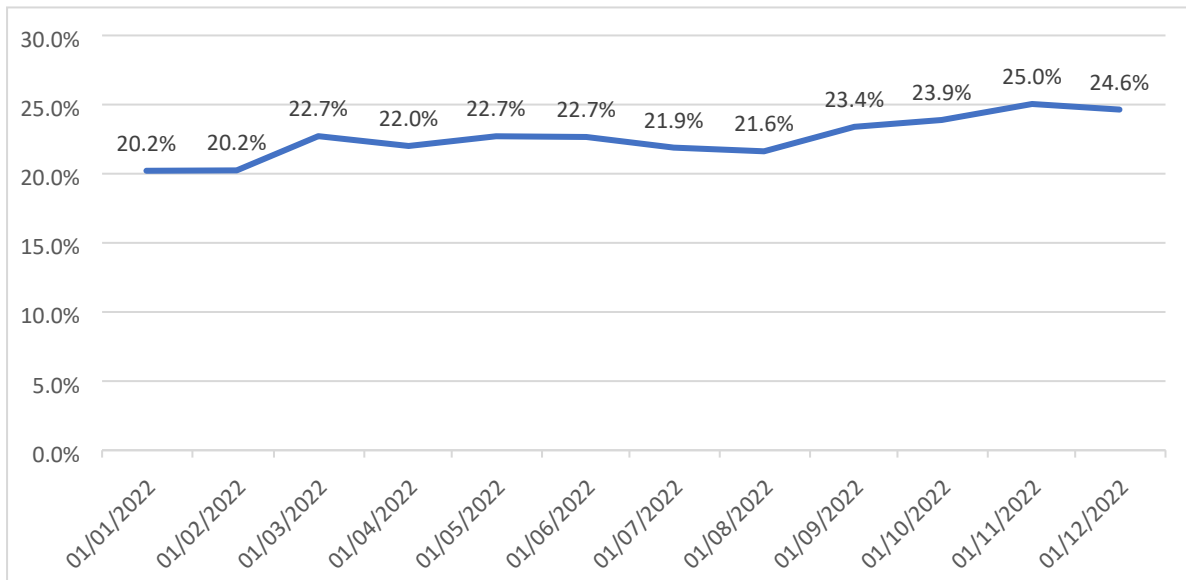
5.1 What is the demand seen in the IAU and how does it contribute to overall dealing with demand in Command and Control?

Aside from some additional processes such as low risk missing person enquiries, the bulk of demand seen in the IAU during 2022 falls into these areas:

- **INCIDENT & CRIME CLASSIFICATION:** 183,159 with 87.3% classified within 24 hours
- **FILE** (incidents deemed no further action from the outset): 19,788
- **ASSESS** (low-level, high-volume desktop investigations by Police staff team): 29,478
- **HIGH ASSESS** (low to medium risk investigations by Police Officer team): 18,736

The benefits to the public of the desktop approach are around the consistency of a dedicated team and the efficiencies of contact through telephone/email vs travel/physical attendance. This also diverts an enormous amount of demand away from our Patrol teams meaning they can focus on getting to those who need us most first. In 2022 alone the IAU took ownership of over 20% of all crime incidents.

% of total force crime retained by IAU in 2022:



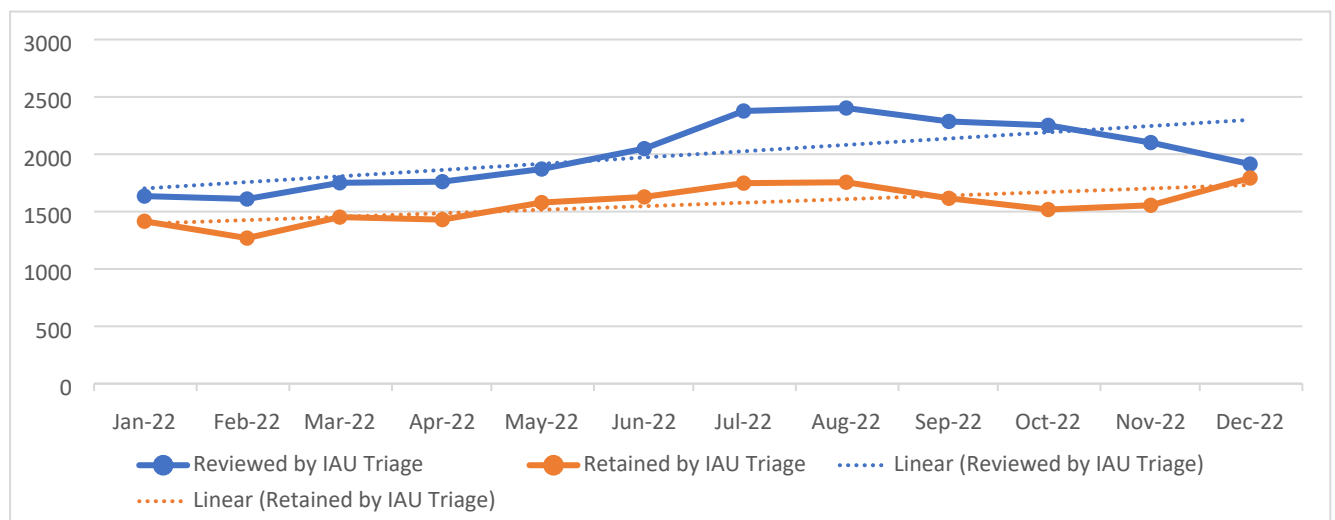
In addition to incidents that are graded for IAU at first point of contact, there has also been an increase in the volume of work that the IAU review and consume where we have not met the patrol SLA for attendance and, over time, the incident has been reassessed and the risk is lower and suitable for desktop allocation (in the majority of incidents allocated to High Assess police officers in the IAU). If an incident log reaches 48 hours old and is of Routine grading it automatically routes to IAU Sgts to review and work on and either retain or allocate to patrol if required.

In 2021 an additional 3,541 incidents were downgraded at some point in the life of the incident log after initial grading for attendance resulting in an average of 9.4 additional incidents a day



routing to an IAU Sergeant for assessment. In 2022 this rose to an additional 7,671 incidents, 21 extra logs a day on top of the incidents that automatically routes to desktop. In a lot of these cases the IAU were able to offer a good service to the victim without further delay. Incidents will only be regraded in line with THRIVE and not based on officer availability regardless if SLA for attendance on live screen has not been met.

Number of incidents reviewed and subsequently retained in IAU during 2022



5.2 What uplift has been seen IAU staffing to cope with changes in demand?

In 2020, a business case saw an uplift of 10 police staff investigators, 2 Supervisors (both precept uplift) and also the amalgamation of the Officer teams to increase the IAU PC team from 10 FTE to 41 FTE plus 10 Sergeants (under Blueprint) to perform the Triage role and manage the PC team. This was in aligned to the force review of incidents suitable for desktop investigation.

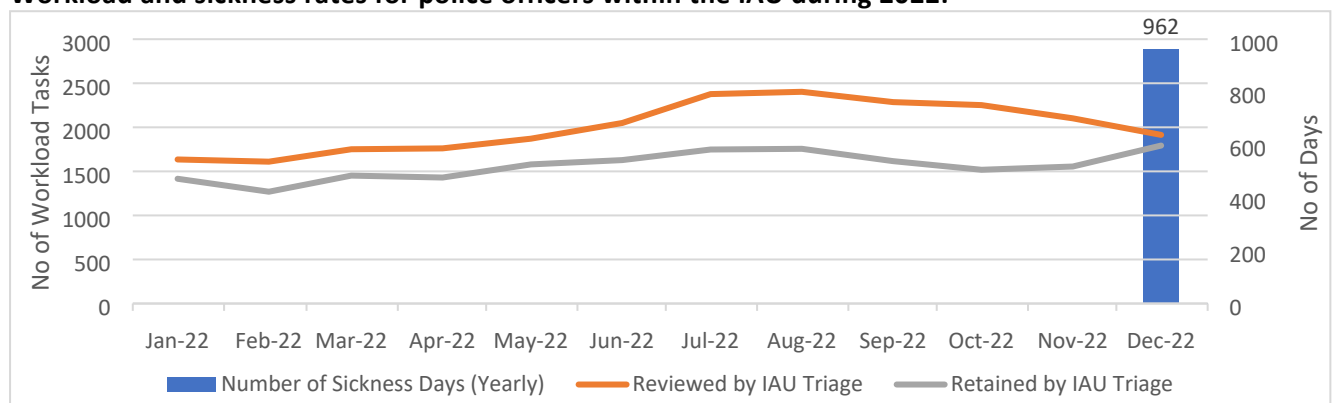
In 2022, the IAU reviewed and resolved 44.5% of all Triage and Routine graded incident logs. 24.1% went to patrol with the rest dealt with by other directorates such as NPT. The IAU have also taken the enquiries for low risk missing people into the IAU Police officer team for the first 24 hours of an enquiry, further alleviating the demand on our response teams. The workload coming into the IAU now exceeds the business case staffing model on a daily basis and is another area of focus. It is hoped that with the uplift of officers in response teams a proportion of the

failed SLA demand that comes to the IAU each day (an additional 21 incidents) will reduce in the coming months.

IAU		FTE
Manager	PO 9-12	1
Assess Team	SO 2	1
	Scale 6	10
	Scale 4	89
High Assess Team	Inspector	2
	Sergeant	10
	Officer	41
Temp attachments	Fluctuating number c. 7	
Total		154 (excluding temp attachments)

The IAU Police Officer Team is largely made up of restricted officers, many of whom work reduced hours and have complex physical and mental wellbeing needs. Therefore the sickness absence in the IAU will always be higher than the force average. This results in an expected, but unpredictable higher than average sickness absence rate which can at times lead to difficulties meeting increased demand incoming to the IAU. Demand coming into the IAU is likely to remain high or increase so this could be a real challenge as we move forward and detrimental effects on officer wellbeing will need to be closely monitored. The team rarely feel the full effects of being at full establishment due to these complexities.

Workload and sickness rates for police officers within the IAU during 2022:



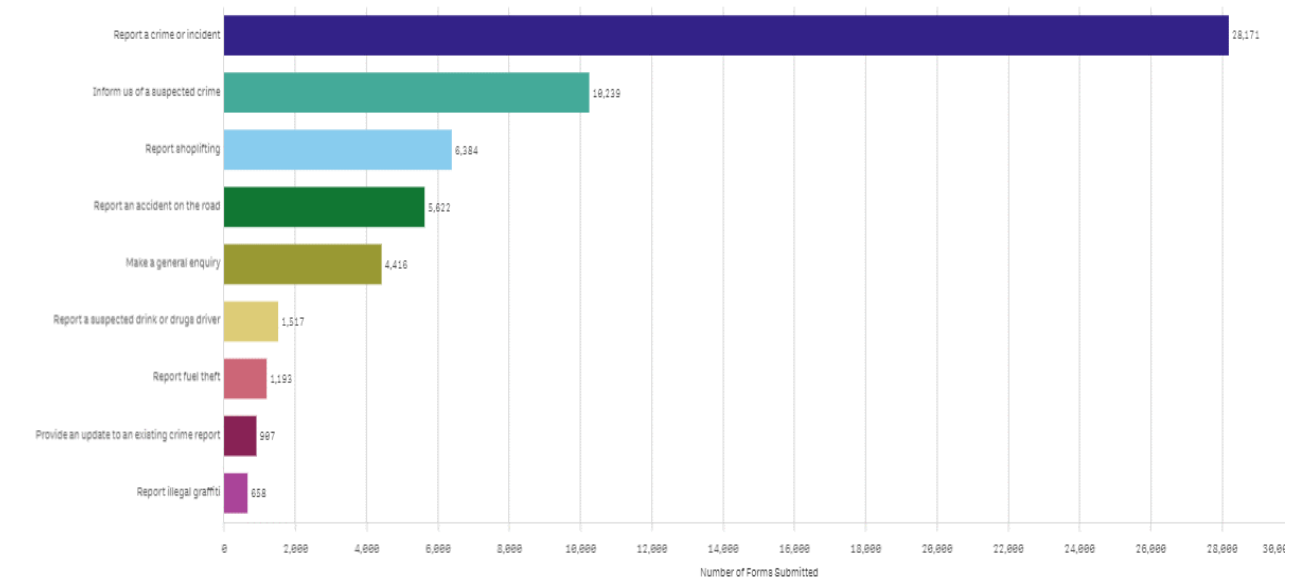
5.3 How do online reporting and use of the IVR contribute to demand reduction? How much is demand reduced by using these routes?

The creation of online reporting forms has enabled public access to our services online and this has risen in popularity over recent years. In part, because of Covid but also as more online forms have been created and awareness has increased. Today, we see around 5500 online reports submitted each month and this can include someone reporting a crime, providing intelligence,

reporting anti-social driving, giving us information about a suspected vulnerable person, or applying to register with our Safe Places Scheme. Online demand has increased by over 50% in 2022, compared to 2020/2021. Whilst this is a positive news story in terms of successful channel shift of non-emergency demand to our online reporting via our Force website, it has caused some demand issues for the Enquiry Office team and the control room and IAU have supported in ensuring these are handled in a timely manner to ensure service to the public, crime recording standards and prevent repeat demand on 101 with chaser enquiries.

Online Crime reporting form submissions

1 Jan 2022 – 31 Dec 2022 - 59,107 online crime submissions



Online Crime Report Submissions over time

This service is provided by the Enquiry Office team during opening hours with the control room covering this out of hours. This allows us to: provide a valuable face to face service, particularly to those who are vulnerable in our communities; be visible; provide a safe place for the public; and make best use of Enquiry Office time, skills, and knowledge. Interestingly, this hasn't impacted hugely on the face-to-face demand – we still see similar footfall each month, but it has reduced our overall call demand with successful channel shift from phone to self-serve online reporting.

The online facility can provide a quick and timely reporting solution for the public, convenient to them and anecdotally, there has been an increase in some types of reports due to this ease of accessibility. In turn, this provides more information which is shared with the relevant Department through Niche, Smartstorm and Qlik, thereby providing more information locally and quickly to enable focused, proactive work to keep our communities safe. We also aim to respond to each online report within 24 hours and this allows us to meet Home Office crime recording standards. This results in an efficient and timely service to the public, whilst making best use of our Enquiry Office staff. However, online demand can increase when 101 are experiencing high call volumes and vice versa. With appropriate resources this demand is manageable but in recent months has proved extremely challenging with Enquiry Office having their own recruitment

problems and 101 delays being prevalent. Overall, public feedback for the online service remains positive.

Form feedback:

Report a crime or incident

- *"I found it easy to use and have ADHD and I am dyslexic"*
- *"Very straight forward and was able to provide lots of details due to the questions being asked which is a good thing"*
- *"Sensible procedure. Allows transmission of correct information first time. Simple to use. Good!"*

Inform us of a suspected crime

- *"This form helps as I struggle with anxiety"*
- *"I'm so glad I've found an autism friendly police service"*

Report an incident on the road

- *"It's the first time I've used an online form for 101 reporting. I think it's a good idea particularly if it saves direct police time"*
- *"It was surprisingly straightforward and all the essential steps seemed to be have been thought about."*

Make a general enquiry

- *"It was so quick and easy to complete and enough space for the information required it made it so easy and I would definitely use this again for non urgent enquiries. Thank you"*

Provide information about an incident of anti-social driving

- *"Really useful for our school to use - and reassuring that police do follow this up. Thank you"*
- *"Only filled out form as working and couldn't wait for the operator to answer. But at the same time felt it was necessary to report the idiot for how he was driving - accident waiting to happen. So found this form really helpful thank you"*

Report a suspected drink or drugs driver

- *"Great service as I wouldn't of wanted to call 999"*

Report illegal graffiti

- *"To be honest We (my husband and I) have problem to speak English. We are Italian. I have hearing impairment, so it is very difficult to speak by phone. This is the reason that we cannot contact 101"*

5.4 What benefits does online reporting bring outside of deployment to incidents, such as insight into hotspots, for example, relating to speeding and how is this used to make Avon and Somerset safer?

We have used our online reporting to gather intelligence to help us manage demand and policing patrols more efficiently as a force. An example of this would be in our Roads Policing and Road Safety. Data and intelligence is at the forefront of how we understand and respond to risk on the road, so the introduction of online reporting provided us with a platform to draw more insight from the public. Many of the forms are now fully automated so data and reports generated go directly into our Road Safety Qlik app which is used to direct our initiatives and operations. We also share this data with our partners to influence how and where we need to work collectively to address public road safety concerns.

In addition to reducing demand on our Communication Centre online reporting has enabled us to develop more efficient processes and reduce workload pressure on back office staff.

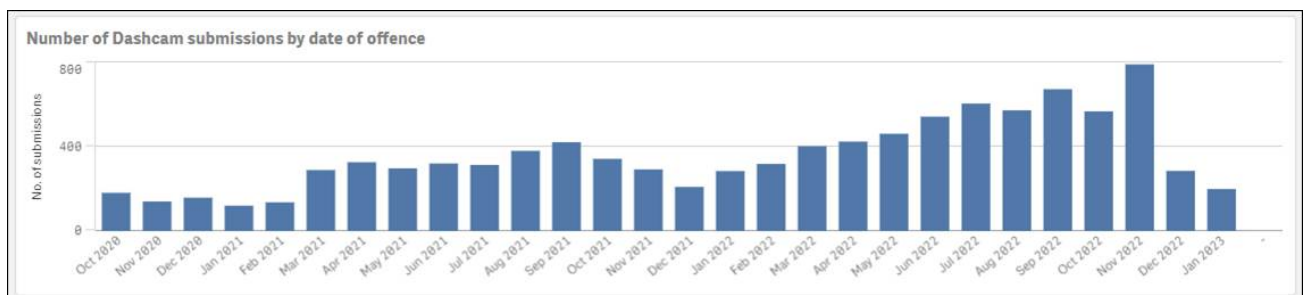
Forms currently in use for road safety:

- 3rd Party reporting of road related offences (see below)
- Near miss reporting
- Collision (RTC) reporting
- Public Speeding Concerns
- Community SpeedWatch session reporting – created an automated process to import roadside activity reports.
- Road related intelligence, for example drink/drug drive
- Report Anti-social driving

Example:

3rd party reporting of road related offences – processing reports supported by video evidence (e.g. dashcam/cyclecam) – these reports previously came into the control room/Incident Assessment Unit:

- Over 10k reports received since it was introduced (2019/20)
- 2022 was a record year with 5,798 reports compared to 1,907 in 2020
- ASP is a lead force nationally in how we receive and process 3rd part reports



During the pandemic we used online reporting to take reports of Covid breaches that were not ongoing at the time of reporting. This meant that we could automatically collate the information without the need for a phone call, freeing up call handling capacity for ongoing Covid incidents and business as usual demand. Over 20,000 online Covid breach reports were submitted. We set clear expectations with the public on the online form so risk was managed and any ongoing

incidents were diverted from the online platform to the phone. Much of the information submitted directly fed into Qlik supporting our intelligence picture and more efficient local policing patrols of breaches during the pandemic in terms of hot spots. Qlik data was then used to report nationally via this means.

5.6 What technological aids should be considered in the future to improve our response to calls for service and our performance? What would the next steps be? What does the likely future for STORM look like?

Avon and Somerset use a range of systems in Command and Control with the main CAD system being STORM. The contract for STORM ends in 2023 and there is currently a review underway to look at how well it meets our current business needs and what other products could better meet our requirements. Sopra Steria, our STORM provider, have recently published a roadmap for improvements to STORM and regular meetings are being held with them to better understand their proposals for change including timescales.

Progressing options for a Customer Relationship Management (CRM) system and voice analytics is considered priority at this time and would meet the most pressing needs. A CRM is a tool that sits at the first point of contact whether that is via a phone call, online or face to face with Enquiry Offices, capturing details such as:

- the reason for the contact
- what other contact have been made by the individual
- what other cases are linked to the individual
- vulnerability and other factors about the individual or location
- how to manage risk from the very 1st point of contact

This enables high-level data to be analysed on all contact including those which do not lead to an incident log, which will enable better demand management.

A voice analytics tool will listen and analyse the content of all calls into force:

- Automatically listens to all calls – hundreds of thousands of hours, greater coverage, less time investment
- Indicators which signify stress – immediate support can be provided to support welfare of team
- Whether the right questions are asked – learning and training needs identified
- Reason for calls, even those unlogged – demand management analysis

The quality assurance work, as part of voice analytics, has long been an ambition but was previously viewed as a manual function, whereas now an automated version is available. The department are already working with IT leads to better understand market options, interoperability with current systems, etc. This is also in line with the findings of the recent HMICFRS inspection.

6. To what extent do we understand the wellbeing needs of contact management staff and officers?

6.1 What is the wellbeing offer to anyone working within the Command and Control?

Ensuring the health and wellbeing of our staff in the control room is vital to ensure that Command and Control can achieve its priorities and demonstrate the value that the Constabulary places upon staff working within the department. In April 2022 we created a new Wellbeing Approach in the department with the aim of demonstrating a commitment to improving and supporting the health and wellbeing of our staff in order to help keep them healthy and safe in the workplace, improve absence and retention rates and ensure our teams achieve our control room priorities.

See Appendix 1 for the full report.

The Wellbeing Approach is aligned to our force values of Caring, Courageous, Inclusive and Learning and incorporates the work of the Constabulary Health and Wellbeing Working Group and the Oscar Kilo Blue Light Wellbeing Framework. It provides a bespoke, consistent and co-ordinated methodology to health and wellbeing across all areas of the Control Room. We will encourage and support individuals to take ownership of their own wellbeing by creating an environment that enables staff to make informed, healthy decisions. We will provide line managers with additional support to improve and monitor wellbeing on their teams and facilitate training and professional development to ensure that our staff are the best they can be in order to deliver the best possible service to our communities and partners.

Ongoing wellbeing activity is delivered monthly and falls under one of the following four pillars:

- Working Environment
- Mental Health and Emotional Wellbeing
- Physical Health and Wellbeing
- Promotion of Health and Wellbeing Activities and Initiatives

We have designed and created access to a designated wellbeing room within our office space. We also have appointed Supervisors with a 'Welfare' portfolio, for example one of whom has a focus on Menopause in the workplace.

Alongside this there is force support through Occupational Health, TRiM process and our Employee Assistance Programme. Unison play an important role in supporting police staff in the department and relationships between the leadership team and Unison are strong, with regular meetings and contact. There is also strong relationships with the force chaplaincy team who offer excellent care for those staff needing additional support through personal or professional circumstances.

For our Police officer team in the IAU there is a high volume of team members with complex mental and physical wellbeing needs and we purposely designed the team intentionally with a low SGT/PC ratio, recognising the increased wellbeing and productivity we see from the officers on this team when given the right amount of support. This team mainly consists of Officers who have been injured mentally or physically by their role in policing and the creation of this Officer team with blended working gives these officers a chance to continue their valuable contribution to the public. See below quotes from a Patrol SGT and a member of the public:

IAU PC:

“After a few very difficult years in my previous role, working in the IAU and the support I have received from my line managers and my team has reignited my spark for Policing”

IAU PC:

“I have thoroughly enjoyed the last eight months, getting the time to investigate reported crimes and actually feeling like I’ve made a difference at the end of a shift. I feel that I have helped more victims of crime, made their lives better, and whilst rebuilding a lot of their trust and confidence in the Police again, than I have done for a while now.”

Patrol SGT:

“My experience over the time the triage system has been in place is very, very positive. The amount of calls coming onto the screen has dramatically reduced, the jobs on the screens are calls that generally police should attend/deal with. The knock on is less NICHES through to the Sgts which makes life more manageable and less stressful. It means we have more time to put towards quality”

Victim of high-value bicycle theft, which was resolved with the ID and return of the bike.

“I was positively surprised by the level of support that I received and of course I was delighted with the outcome, as my very expensive bike was returned to me. All my interactions with PC Timothy Middleton were very polite and respectful and he had a good understanding of the situation and from the beginning showed a really strong commitment to solve the problem”

6.2 How many referrals are made to Occupational Health and TRiM for Command and Control staff and officers?

During 2022 we have captured the following data on TRiM referrals:

- The number of Comms/IAU Staff accepting TRiM offer was 70. The number offered TRiM after dealing with traumatic incidents will be much higher but it is not mandatory to be taken up and is down to personal choice.
- Of those the number referred by TRiM to OHU was 6.

Unfortunately, due to how referrals to OHU are recorded, it has not been possible to obtain the number of referrals from C&C.

In addition to OHU and TRiM, immediate individual and group debriefing and support is put in place whenever needed; where trauma or distress may have been suffered as a result of an incident they have dealt with. The dedicated wellbeing room is also available for staff to use in these circumstances.

Strong links with Occupational Health and HR leads mean that individual cases are discussed regularly so the best support can be put in place for the staff member and there is continuity and consistency across a large department with hundreds of staff.

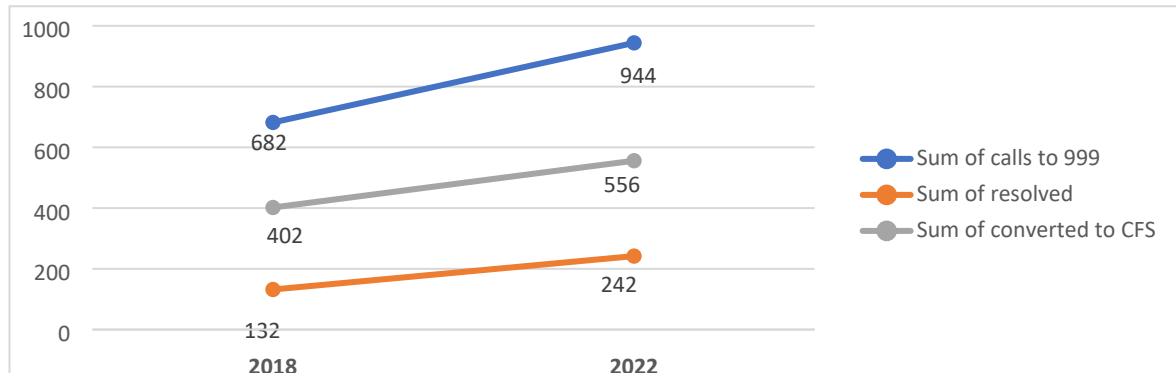
6.3 How have calls received changed and what additional stress and strain does this place on those answering the calls?

Demand and performance has changed pre to post pandemic. The biggest shift is in the volume of 999 calls we are receiving into the control room. An increase of 38,399 x 999 calls in the first half of

2022 which amounts to an average of an additional 6,400 per month or 212 per day. This demand, coupled with vacancies in both call handling and dispatch (who can also take 999 calls) meant our performance, for the first time in several years, was threatened in terms of not meeting the 90% SLA on 999 and resulted in large wait times on 101.

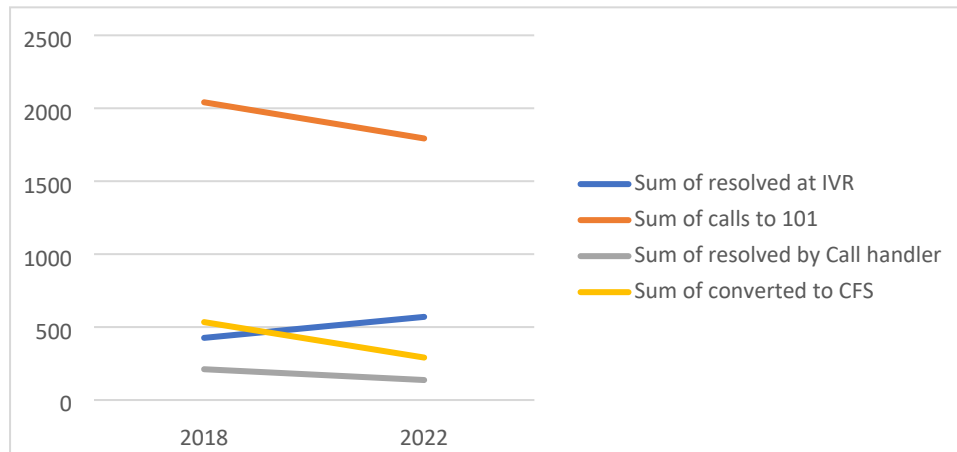
The below graphs show the number of 999 and 101 calls received in 2018 compared to 2022. It shows the number of calls received, converted into a call for service (incident log) and resolved by the call handler or the resolution team (restricted officers working in the control room at the time).

999 call volume data



Since 2018, the 999 volumes have continued to rise by an average of 7975 calls per month – this is a **38.4%** increase and shows no signs of declining. The 101 call volumes have shown a decline in line with the online reporting of non-urgent incidents rising significantly.

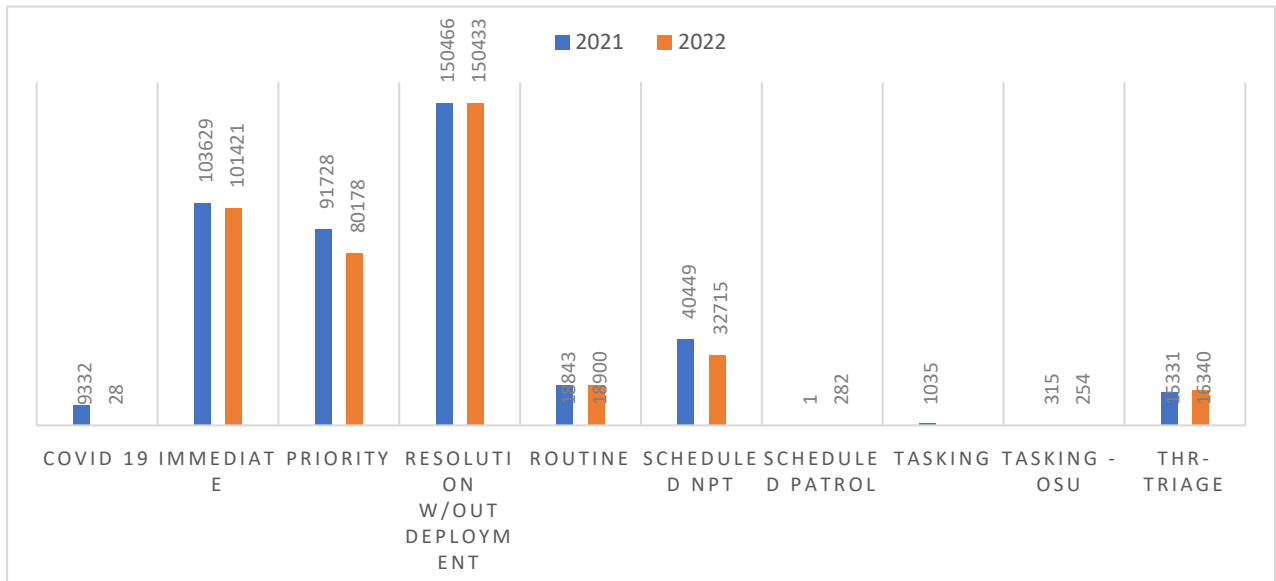
101 call volume data



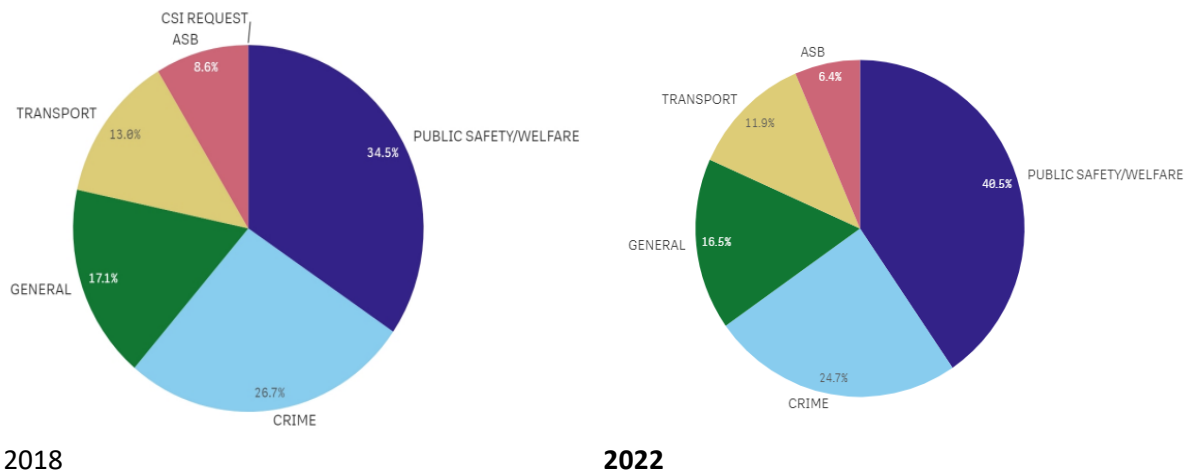
On average during 2018 the number of calls fully resolved at point of IVR was **20.9%**. On average during 2022 the number of calls fully resolved at point of IVR was **31.8%**.

In addition to the increase in emergency calls the nature of them has changed over the past 2 years with a marked increase in callers in serious mental health crisis, missing people and generally more complex and elongated calls to deal with. The responsibility on the call handlers has increased, for example supporting more people in mental health crisis who are in the process of, or intending to cause harm to themselves when they call us. There is also a proportion of calls that are being taken on behalf of other forces who are struggling to meet 999 demand themselves and partner agencies such as ambulance who are facing unprecedented demand and long delays.

Calls for service 2021 and 2022



Breakdown of disposals 2018 and 2022

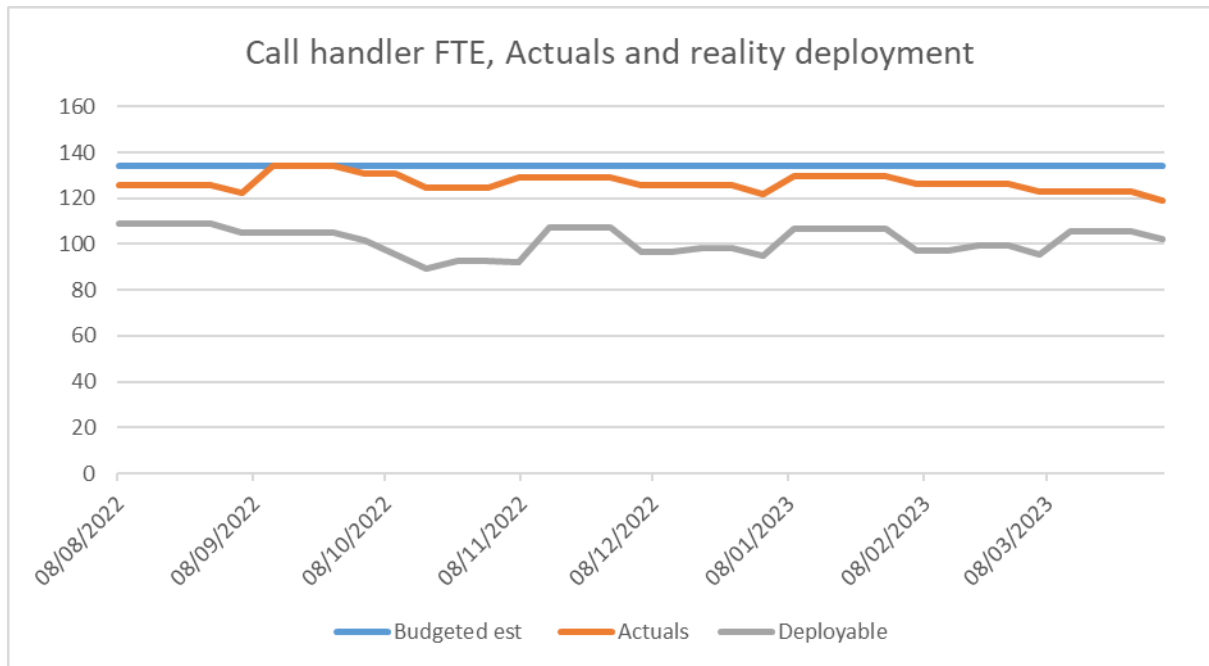


Demand in dispatch remains high with a significant amount of incident logs live at any one time due to the ongoing pressures of limited resourcing in the patrol teams. There has also been a significant rise in the amount of silver operations that are needing to be stood up, in the main requiring 2 x dispatchers to do so. In the first 6 months of 2022 there were 92 occasions where this was necessary with a further 31 requests in July-August (equating to an average of one every other day during the height of summer). Overtime requests were not taken up and it often fell to the core team to cover resulting in solo talk groups on main radio channels at times. This is not a position we want to find ourselves in as a force.

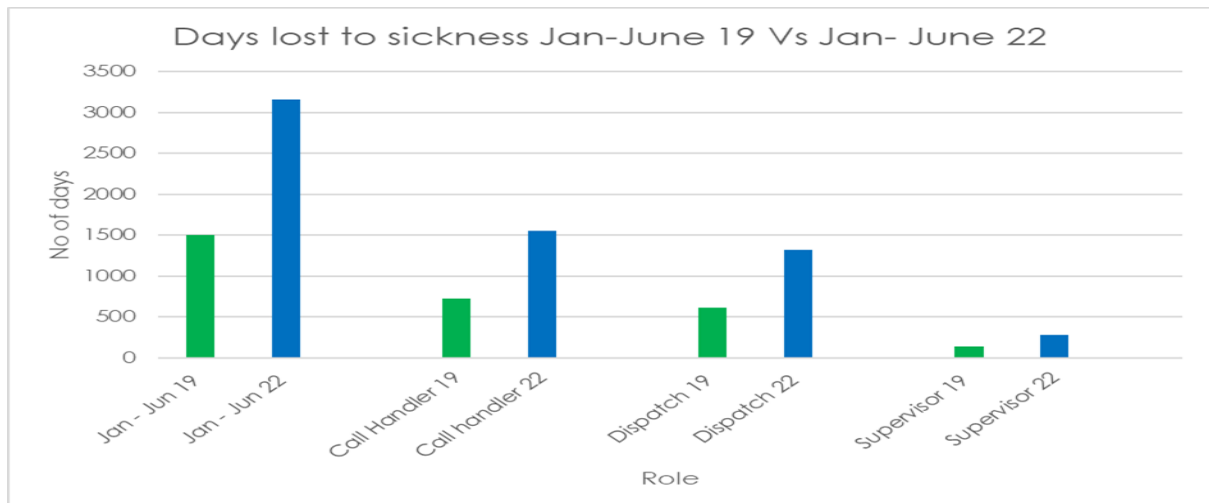
The following graph seeks to show a projection to the end of the financial year for Actual Establishment taking in attrition at the current rolling average rate of 3.6 leavers a month.

It also seeks to show the reality **deployable establishment** within the Call handling team. When new staff join the team they are not actually productive and deployable for 9 weeks due to training and tutorship despite showing on the actual establishment.

There is an assumption that there is also 15% of staff on A/L, 1 person off sick and staff being removed to carry out tutorship training for 5 weeks for the new pipeline staff. This means that the reality does not reflect the current actual figures the managers have available to deploy.



C&C sickness rates 2019 compared to 2022:



With the rise in calls from people in mental health crisis (approximately 2200 mental health related calls for service are received per month) we piloted an approach where we provided a specifically trained communications operator for late shifts working within the ambulance control room with access to police command and control systems and databases. Known as the Mental Health Link Officers (MHLO's) they sat with ambulance and mental health triage teams providing immediate access. Feedback from the MHLO pilot has been entirely positive and has shown to reduce total police time spent at the scene of mental health-related incidents, has caused an increase in police

consultation with triage, and 25% of calls handled by the MHLO are then 'stood down', allowing police not to attend. 100% of the resource for the pilot has been taken from core control room team numbers.

For new starters into the control room we have improved preparedness by ensuring all candidates are fully aware of the mental, physical and emotional nature of the work undertaken so they can make informed decisions about whether the role and working environment will suit them. For existing staff inputs on supporting personal mental health and that of others have been given during training days, newsletters and we have mental health first aiders trained within the department offering support and guidance.

It is recognised that the Control Room is a unique working environment within the organisation, where staff regularly work at a heightened state of alertness and threat and are under immense pressure to make rapid assessments of threat, harm and risk with little or no opportunity to find appropriate respite and consideration for their own wellbeing. In addition, the operational need for 24/7 service means staff are impacted by shift work, often resulting in poor sleep, poor diet, lack of exercise as well as negative impacts on family and social time.

6.4 What is the impact of external scrutiny when serious and major incidents occur and other agencies such as the IOPC are involved? How is this mitigated for Command and Control staff?

The work of the control room means that there will be occasions where incidents are referred to PSD (for example where there has been a death after police contact) or to the IOPC. Control room staff will often end up being part of the investigative trail with review of their part in the incident examined in detail. Whilst it is only right and proper that this occurs it can be very worrying for an individual and often lengthy in terms of timescale of the investigation. Most of the IOPC enquiries actually relate to front line police resourcing levels not meeting demand. When aspirational attendance times at incidents are not met and the incident results in Death or Serious Injury and an Independent investigation by the IOPC, it is often control room staff that are asked to account for why there has been such significant delays in police attendance. The reality is that these delays and resourcing availability of front line police officers are often well beyond the remit of control room staff. This can have a direct impact on staff retention and perception of pay versus associated risk of role, particularly for control room Supervisors.

On occasions the Portfolio FIMs have invited IOPC investigators into the control room to provide an oversight on the structure and working practices. Portfolio FIM's also provide advice following on from PSD / IOPC investigations to legal services and Coroners, and have represented the Constabulary at Coroners court. This has negated the need for individual staff members to attend Coroners court which could be a worrying event for them.

Support is put in place for all staff being investigated with a dedicated welfare officer, staff union or federation support and timely updates are requested and delivered to the staff member(s) in question.

In the event of a post incident procedure (PIP) being called leadership team support is immediately put in place accompanying staff involved to the PIP location alongside Unison and supporting throughout. The team are briefed on PIP/PIM so that there is an understanding of why it happens and how it protects them by taking them from live environment to a PIM suite, usually as a key police witness, looking after them and showing openness and honesty throughout. Leadership days for supervisors also have a more in-depth briefing for awareness and support for the wider teams.

Where a staff member is restricted in their duties for the duration of the investigation the leadership team will work to find alternative, meaningful work that they can undertake so they are able to remain in the workplace, supported by colleagues and receiving regular updates.

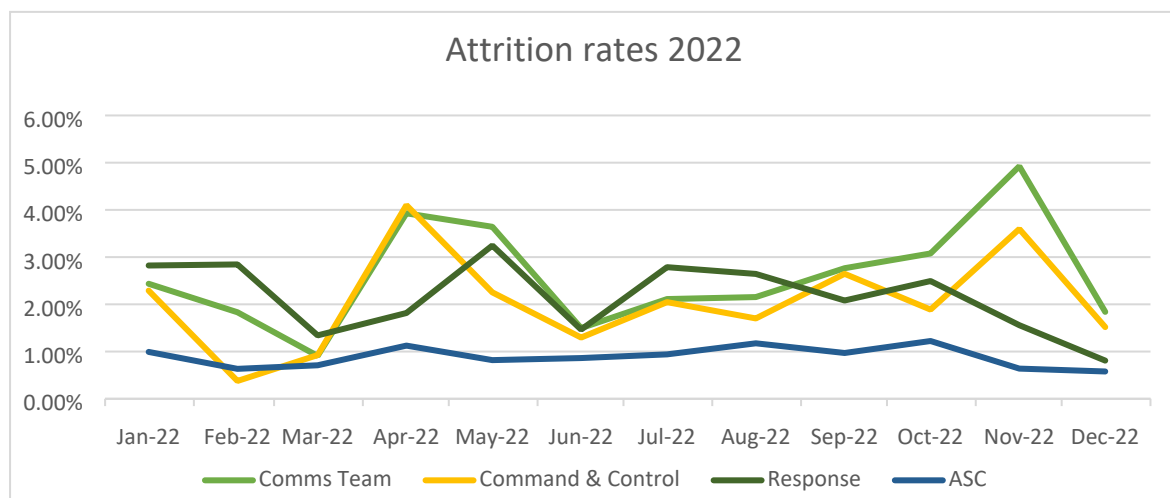
The force are looking to reduce non-policing demand especially in the area of concern for welfare where other agencies should be taking responsibility. It is going to be vital that control room staff make bold decisions at the first point of contact and this will need top level executive support with a policy that underpins any new process.

6.5 What would be the risks of not supporting the staff in Command and Control, and the onward impact to members of the public?

The control room has always seen team members moving on to other roles within the constabulary following the probation period (12 months) and tenure period (2 years) and this is something we support fully and is a draw for a lot of people when taking up the roles.

The control room has an FTE of 14 Switchboard, 136 call handling, 142 dispatch, 30 supervisors and 10 FIM positions. There are 16 TR positions in both call handling and dispatch which are temporary funded positions allowing the control room to over recruit into roles and have new starters undertaking their training prior to the existing team members leaving. This has worked well for several years. However, over the last couple of years and increasingly since the end of Covid restrictions, our attrition rates have risen significantly. Recruiting new starters has become difficult due to other better paid, blended working roles in the force. This has resulted in a higher number of vacancies being carried and existing staff feeling increased demand pressures upon them. Internal force recruitment for roles outside of Command and Control has drawn a lot of interest for control room staff in recent months with the benefits of higher salaries, less shifts, arguably less risk and blended working options. This has made retaining full establishment impossible and has presented a real risk to the running of the control room and service delivery to the public.

A comparison has been done against the force attrition rates. Below tracks control room attrition significantly higher than the force attrition rate. The total yearly attrition for the force was 10.52% Compared to 26.54% in the control room.



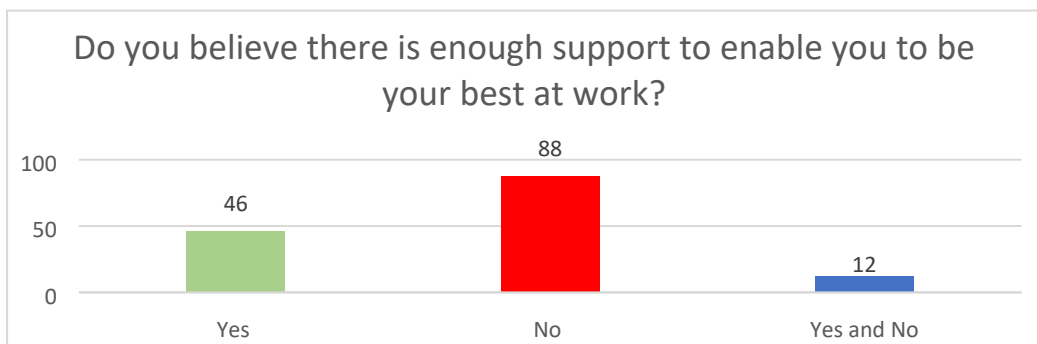
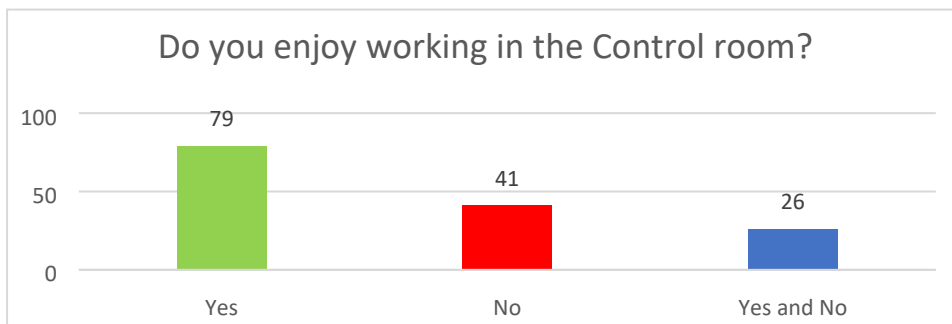
The national position paints a bleak outlook for recruiting into call centre roles; however the Force has the added pressures of not being able to offer remote working or financial

incentives/bonuses which adds further pressure. What it does have is the chance to make a real difference and to be part of a team that change and saves lives – it is the unique selling point and something that aligns with many people’s values. We have refreshed and revised our recruitment strategy and have worked with Talent and Training School to agree double courses for both call handling and dispatch to address the immediate issue of large vacancy gaps. Due to the cost of living crisis and lack of applicants from the south of the force we have opened up Express Park at Bridgwater as a secondary call handling site. We have reviewed shift patterns and offered more choice and options for staff and have focussed on wellbeing and support for the entire team.

It is clear the team need support in order to carry out the vital roles they do in Command and Control. They are the entry point for the public; in many cases the first person to have contact with someone in distress or in need. Equipping our control room and IAU leaders, many of whom are new to the roles to be able to fully support, develop and lead the team is a priority and plans have been developed for “2023 – the year of the supervisor” If we do not get this honed then attrition will remain high and service to the public will falter. We have already seen this play out with a small impact on our Police officer team where we have added demand through the Sergeant role, reducing the time available to support their teams which has resulted in a 21% increase in overall absence across 2022. This in turns means that crime build up, members of the public wait longer to hear from us, potential loss of evidence and re-offending by prolific offenders.

In May 2022 we undertook a control room wellbeing survey. Led by a portfolio FIM, there was a good take up with all responses anonymous. There were some really positive comments about support and care received and overall people enjoy working in the control room. However, many answered to say how busy the supervisors were and how they feel they would be able to receive more support if the supervisors had less pressure around operational responsibilities that they try and balance with staff wellbeing and development.

Example of Questions and number of responses:



Some of the verbatim comments in relation to the support question were as follows:

“I enjoy the job but it is so stressful – I worry constantly that I will miss something vital that will end in disaster”

“There are good days and bad days – overall yes, but so much demand, so much pressure, it’s not enjoyable. I’m drained and exhausted”

“I have a great team but we are understaffed, not everyone is on the same page and we never get praise”

“Supervisors are too busy, I barely have contact or 1-21’s. They don’t have time to support me day to day”

Overall people who work in the control room like their roles and enjoy the job but exit interviews have shown it is the demand, responsibility and understaffing that is driving a lot of leavers to consider alternative roles.

We have a great team in the control room, a committed team and a team who have a unique skillset learnt over time that we do not want to lose. Supporting the wellbeing of staff within Command and Control is vital in maintaining a healthy, strong team who can continue to deliver exceptional public service in an increasingly challenging and complex environment.

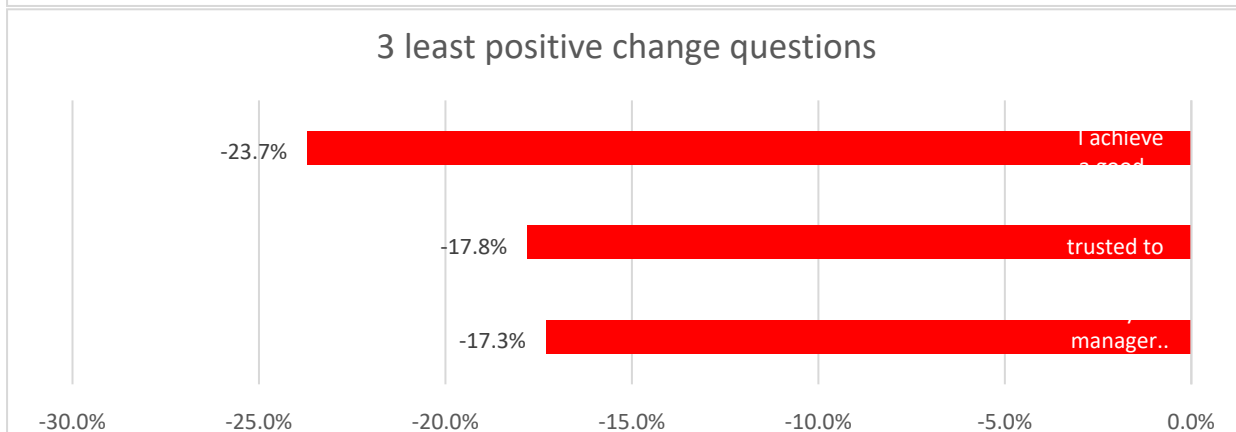
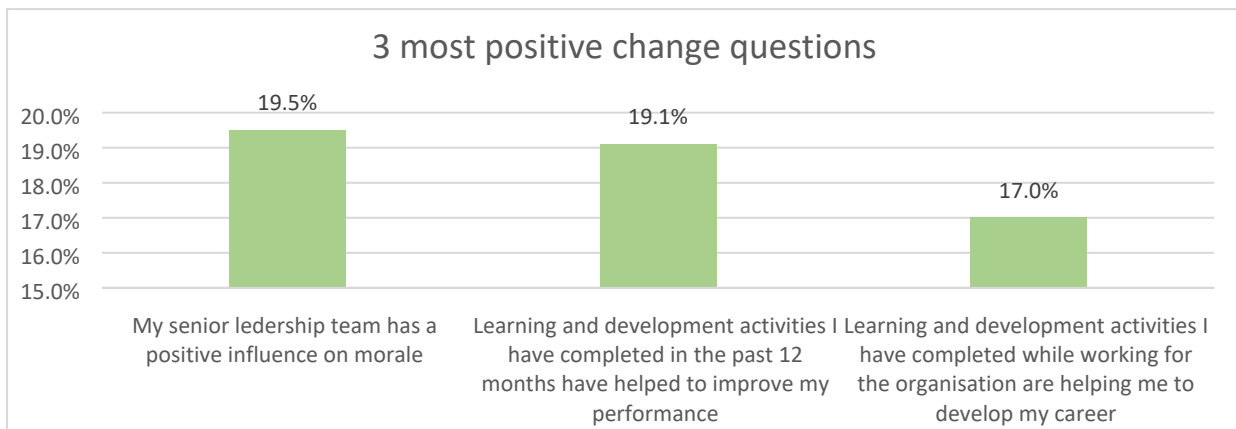
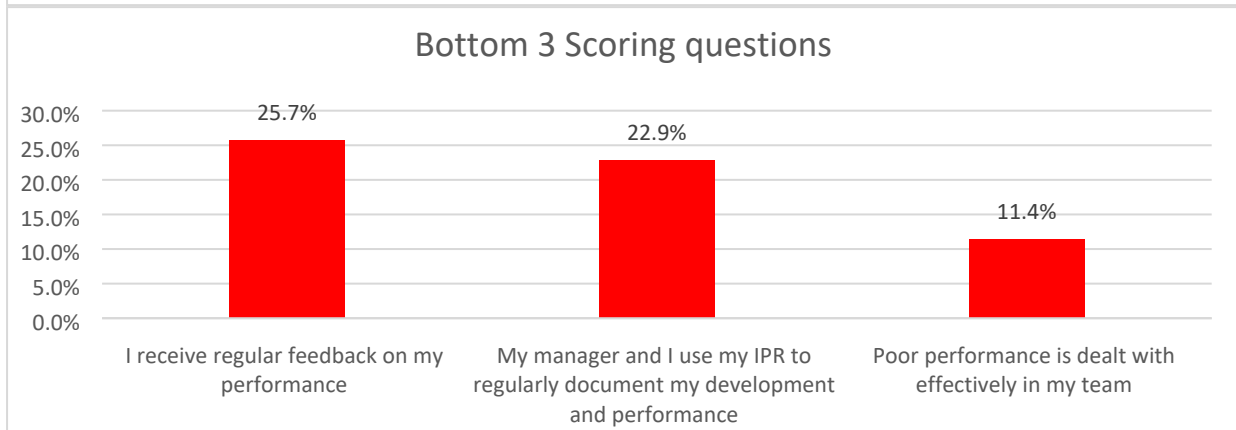
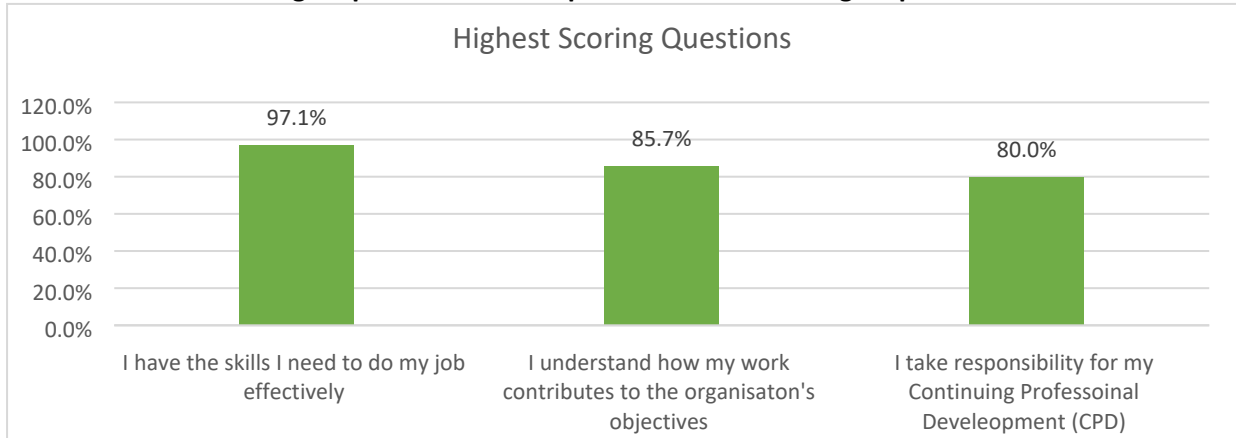
6.6 What evidence can be drawn out of the staff survey that staff in Command and Control feel supported and valued? How has this changed over time?

The control room team have, for a number of years, had a positive staff survey with increased team engagement in completion and a significantly more positive response year on year in the areas of inclusion, wellbeing and fair treatment and leadership. Overall the surveys showed the team were feeling happy in their work and feel they have the opportunity to contribute their views before decisions that affect them are made.

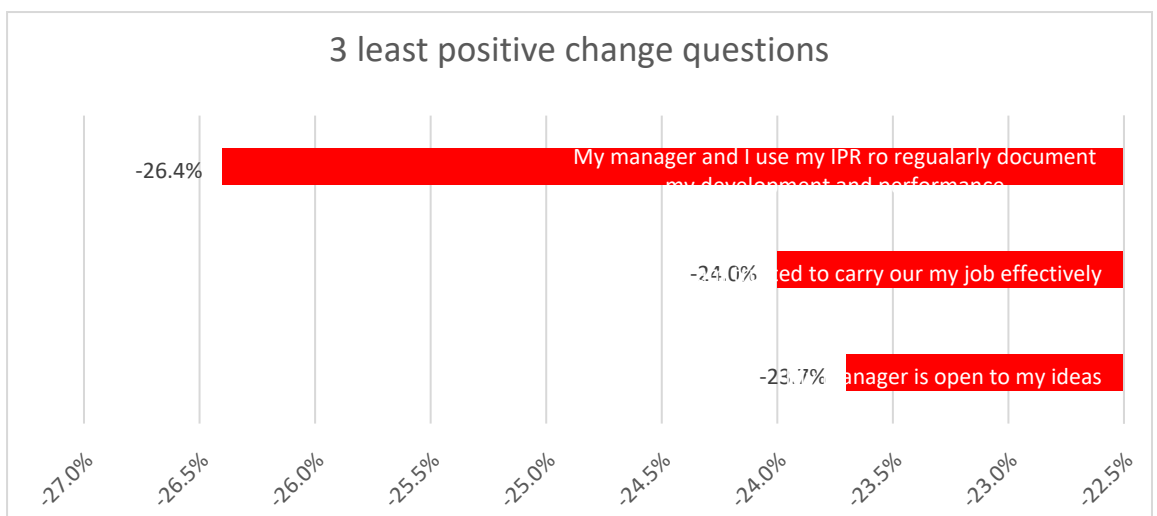
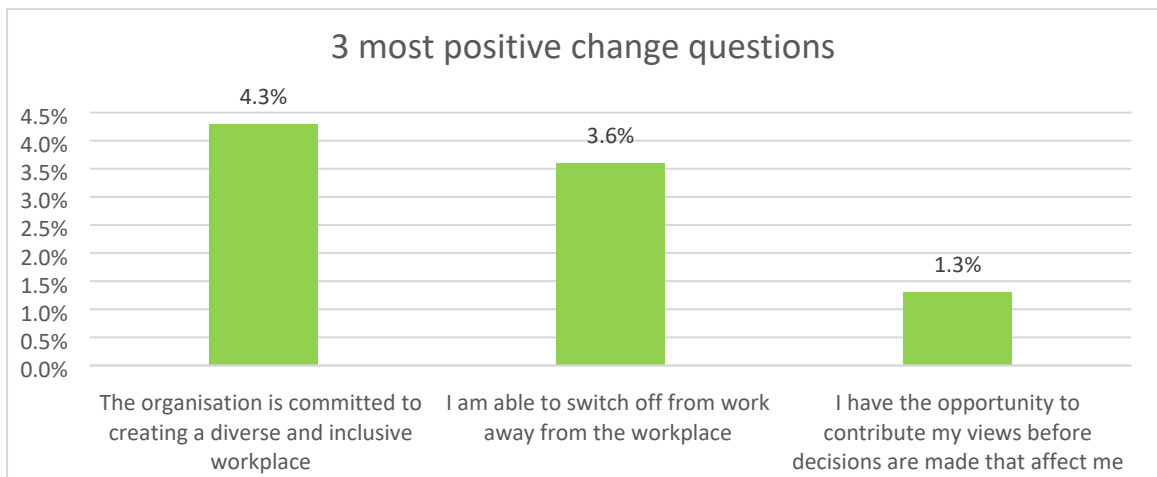
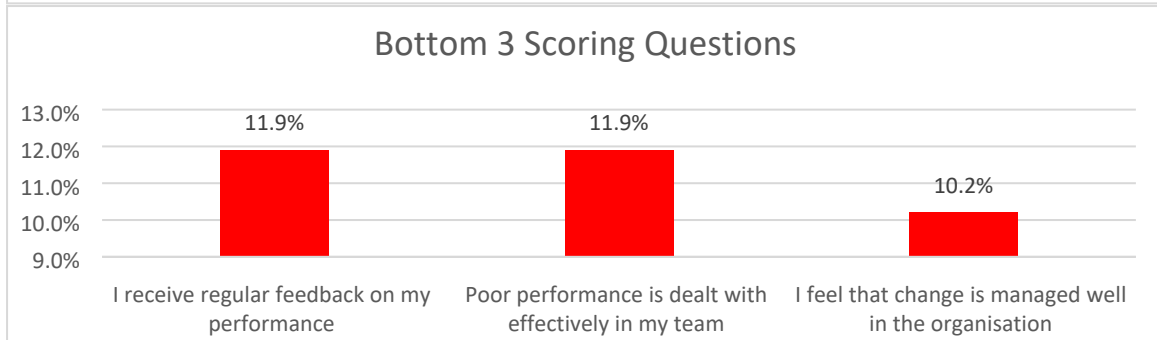
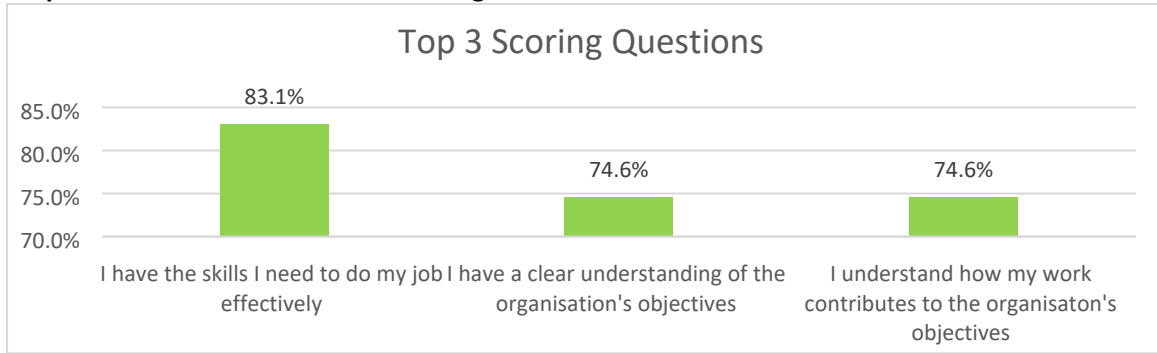
However, in the most recent survey the control room team results told a very different story with only 35 call handlers and 59 dispatchers completing it despite being given time to do so:

	2022	2021	2020	2019
% Employee Engagement				
FORCE	61	64.2	68.5	58.1
Call Handlers	60.6	49.5	77.3	73.9
Dispatch	51.7	59.4	73.4	61.1
IAU	65.1	67.7	68.9	62.1
% Overall I am Happy at Work				
FORCE	64.4	69.6	75.2	63.2
Call Handlers	51.4	61.3	81.3	82.9
Dispatch	30.5	48.7	77.9	58.3
IAU	77.9	69.7	75	51.2

Within the call handling responses the team provided the following responses:



Dispatch results showed the following:



Demand challenges with lower staffing numbers, increase in emergency calls and constant changes in process and ways of working to accommodate wider force changes to way of working are clear within the results and verbatim comments of the staff survey this year. The control room team are feeling the pressure and the leadership team have held a series of briefings to update, inform of plans and reassure. These will continue throughout 2023 as plans progress.

The IAU was a far more positive picture in all areas. We have seen a marked increase in 'Overall I am happy at work' for the IAU following changes in Blended working, Structure and Leadership. This peaked during the pandemic year when we were able to quickly give staff the equipment to work from home and is now levelling out

- 2019 51.2% vs 63.2% force (100% office working)
- 2020 75.0% vs 75.2% force (100% home working – pandemic year)
- 2021 69.7% vs 69.6% force (100% home working)
- 2022 67.5% vs 64.4% force (83% home working)

The IAU scores 10% higher than the force in 2021 & 2022 for 'I know how to access tools and resources through the organisation to support my own wellbeing'. Also, 'I feel valued for the work I do' was 7% less than the force in 2020 but has risen to 7% higher than the force in 2022 suggesting the blended working approach and office time/engagement is working well.

Area for focus for IAU from verbatim comments were CCTV, Training and Communication/Feedback. A series of training day sessions have been undertaken with the team to explore these areas further with great engagement. Results will be shared and worked on throughout the year.

6.7 Overview of how Command and Control can offer police officers specifically an opportunity to use their skill sets to feel like they are making a difference and how this contributes to their sense of wellbeing.

For our Police officer team in the IAU we designed the team intentionally with a low SGT/PC ratio, predicting increased wellbeing and productivity from the officers on this team if given the right amount of support. Previously with 1 SGT to 20 PCs, this is now 1:4.5. This team mainly consists of Officers who have been injured mentally or physically by their role in policing and the creation of this Officer team with blended working gives them a chance to continue their valuable contribution to the public by carrying out a valuable policing role whilst supporting their health and wellbeing needs.

See the quotes from IAU officers in section 6.1.

7. Recommendations

Recommendation 1

Support to continue to prioritise Command and Control on the force digital roadmap, for example in the implementation of a CRM and Voice Analytic Software (RFS submitted). This will enable better identification of vulnerability and risk at first point and beyond, better management of demand into the force, including reducing non-policing demand, problem solving workstreams and better quality assurance of an inexperienced control room team. This aligns with HMICFRS findings, force analysis and will support training needs and learning on an individual, team and departmental basis.

Recommendation 2

Organisational support to maintain the same prioritisation of recruitment, vetting and training provision to ensure Command and Control can fill vacancies and maintain a good level of service to the public. Recognition that additional action may be required to further accelerate in light of the challenges presented, especially around 101 performance.

Appendix 1 – Wellbeing Report



Control Room
Wellbeing Approach 2