



Creating a safer Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 02 July 2020

Demand Hub Review

1. Purpose

1.1 The purpose of this report is to provide an update to the Business Coordination Board ("the Board") on Cambridgeshire Constabulary ("the Constabulary") Demand Hub review and the intended next steps to implement improvements

2. Recommendation

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

3. Background

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

3.2 The Demand Hub went live in May 2018 as part of the Local Policing Review. It brought the functions of Contact Handling, Force Control Room (FCR) (Dispatch) and Investigation Management Unit (IMU) under one roof based at Force HQ and added the Incident Review Team (IRT) function.

3.3 The purpose of the review is to:

- Establish whether the Demand Hub is delivering the principles of the Local Policing Review in terms of 'Deal, Divert and Deploy'.
- Ensure the Demand Hub resolves issues at the earliest opportunity, using the most appropriate method and ensuring the right resources are in the right place at the right time.
- To facilitate the Demand Hub Senior Management Team in providing evidence for a sustainable operating staffing model able to deal with current and predicted demand effectively

The review focuses on three principle areas; The IMU, Contact Handling and the FCR

The Incident Response Team had recently been reviewed by the Demand Hub Superintendent and the CDIR Team was newly created, hence neither are included in this review.

4. Key Findings

- 4.1 The IMU is challenged by delays caused by a requirement to amend officer errors and to assist other areas of the Demand Hub. Teams within the IMU operate with different supervision, communication and culture. The IMU is operating below establishment, however improvements in working practices, supervision, performance management and training may alleviate the need to increase staffing whilst bringing about the desired improvements.
- 4.2 Call handlers are challenged by a requirement to multi task, which can be a cause of stress. The most significant finding related to a lack of resources available to match against demand. Growth bids from the 2019 STRA have been carried over to the 2020 STRA process.
- 4.3 The greatest issue within the FCR relates to the grading policy and procedure which is having a knock-on effect to response times and performance. In addition to this, improvements are recommended in relation to scheduled contact pushing responsibility to local policing so FCR staff can focus on core responsibilities to manage prompt and immediate calls.
- 4.4 Collectively the principle issues across the business areas for further development can be summarised as:
- Training
 - Supervision
 - Working practices, including multi taskings for staff
 - Capacity and growth to match demand

5. Next Steps

- 5.1 The Demand Hub review has been incorporated into the 2020 STRA business planning process. In accordance with all STRA projects the implementation of improvements will be tracked through the Change Board. The details for implementation and benefits

realisation are currently in the design phase, with a view to present a proposed Project Initiation Document at the Change Board in July 2020.

- 5.2 The implementation will take place over two phases, with each phase subject to meaningful benefits realisation in order to assess the impact on the change.
- 5.3 The first phase will centre on delivering improvements in year, and on budget with no requirements for growth. The focus will be on improving efficiency, with a target to implement and complete early benefits realisation in December 2020.
- 5.4 The second phase will develop longer terms solutions in relation to digital transformation, such as the Social Media Project. The opportunities and options for growth within call handling will be explored alongside the financial planning cycle.

6. Recommendation

- 6.1 The Board is recommended to note the contents of the report

BIBLIOGRAPHY

Source Document(s)	
Contact Officer(s)	Supt Adam Gallop, Head of The Organisational Improvement Centre