

Our ref: 01/FOI/23/011310/T

Please quote our reference
number when responding

FREEDOM OF INFORMATION REQUEST REFERENCE NO: 01/FOI/23/011310/T

I write in connection with your request for information dated 12/09/2023, I note you seek access to the following information:

I am looking to request information (under the Freedom of Information Act) regarding the THRIVE Model and the potential utilization of this particular strategy within your police service- Am I able to request information to support the following questions (?):

1. *Do you use the THRIVE Model?*
2. *What thematic areas/ departments use the THRIVE Model? (e.g All departments, Intelligence units, Roads Policing, etc)*
3. *Do you have any framework for underpinning the assessments that are used for the THRIVE Model?*
(A) If yes, please can we receive a copy?
4. *Do you use these assessments to support any national functions (e.g meetings etc)?*

Result of Searches

Following receipt of your request searches were conducted within Greater Manchester Police to locate information relevant to your request. I can confirm that the information you have requested is held by Greater Manchester Police.

Question 1 – Yes

Question 2 – GMP undertakes a THRIVE risk assessment on all incidents.

Question 3 – Yes. Please see attached the Incident Response Policy & Procedure V1.5.

The redacted information has been exempted from disclosure under **Section 40(2) Personal Information** – this information constitutes personal data of an identifiable living individual, and to disclose this information would breach the principles of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. Personal data is defined by Section 1 of the Data Protection Act 1998 and means data that relates to an individual who can be identified directly or indirectly from that data.

Question 4 – Information not held.

Incident Response

Policy & Procedure

Greater Manchester Police

January 2022



POLICY & PROCEDURE IMPLEMENTED: January 2022

REVIEW DATE: January 2023

POLICY & PROCEDURE OWNER: Superintendent, Force Contact Centre

APPROVED BY: Chief Officers, Senior Command Team Meeting, 19/01/22

GOVERNMENT SECURITY CLASSIFICATION: Official

IS THE POLICY & PROCEDURE?

☐ New

☒ Revised

IF REVISED, PLEASE COMPLETE TABLE BELOW

VERSION NO		SUMMARY OF CHANGES	AUTHOR(S)	PUBLISHED ON CCOs
0.1		Amalgamation of Graded Response, Visibility, Deployment and Cross-border, and Force Crewing Policy.	01/10/11	
0.2		Document content agreed	27/10/11	
1.0		Policy Owner – OCB	03/11/11	
1.1		Review of document - NCHS replaced by NCMS. Incident grading based on HOT assessment by CH. Revised Escalation process	21/11/14	
1.2		Removal of Escalation Guide appendix, as new FWIN Escalation Policy created . No other changes.	01/08/16	
1.3		Removal of Resource Deployment and Visibility Policy appendix as standalone policy in existence . No other changes.	26/07/2017	
1.4		Removal of Crewing Policy to create a standalone policy. No other changes.	24/06/2019	
1.5		Grading now based on THRIVE assessment, streamlined pathways into CRRU, scheduling capability created. Escalation incorporated	19/01/2022	

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1. Policy Statement

Our purpose is to focus on the basics: fight, prevent and reduce crime; help keep people safe; and care for victims.

We do this by appropriately responding to incidents and emergencies.

Greater Manchester Police is committed to dealing professionally with all calls for service, to ensure that we are able to routinely respond to emergency and priority incidents within the timescales set, to safeguard vulnerable victims, and where appropriate secure evidence at the scene. A professional and timely response can have a direct influence on levels of public satisfaction and increase confidence in the police.

Wherever practicable we want to meet the needs of contact and the expectations of the wider community by delivering a timely and effective response, which is appropriate and proportionate to the level of Threat, Harm, Risk, Investigatory opportunities, Vulnerability and Engagement (THRIVE Framework) assessment of the incident.

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

An effective process of call handling, incident management and operational response will help to deliver a quality service to members of the public who seek our assistance. To provide a public-focused service, we must be able to readily identify repeat victims, vulnerable individuals and communities. Accurate data collection and recording are crucial components in delivering this high quality service.

1.1 Aims

This policy aims to provide a framework to ensure that all calls for service are responded to in a consistently professional manner and are dealt with by the most appropriate resource. It aims to resolve incidents and enquiries at the earliest point and is designed to ensure that all contacts receive an appropriate response in line with the threat, harm and risk.

GMP will continually strive to fight, prevent and reduce crime and harm, and keep people safe so that Greater Manchester can be a safer and welcoming place in which to live, work, learn and visit.

1.2 Objectives

The main objectives are to:

- a) Ensure that National Standards for Call Handling are met.
- b) Ensure all available information and intelligence is gathered, to accurately risk assess, the appropriate response in line with THRIVE and the needs of the contact.
- c) Set out the criteria used to prioritise and control the dispatch of police resources to incidents.
- d) Crime an incident at the first point of contact, where there is sufficient information to do so, inline with National Crime Recording Standards (NCRS).
- e) Limit the number of call transfers beyond the Force Contact Centre (FCC), seeking to resolve the contact at the earliest opportunity by identifying the most appropriate pathway.

- f) Update the contact with our intended action and seek their understanding.
- g) Identify any constraints and explain to the contact the reasons, using terms they understand, ensuring we manage their expectations in line with GMP's Policing Promises.
- h) Ensure accurate rationale and decision-making is recorded.
- i) Ensure compliance with the National Standard for Incident Recording (NSIR).

2. Scope

This policy describes how the Force Contact Centre, Local Policing Districts and others will work collaboratively to assess and respond to incidents and emergencies to deliver outstanding service and build public trust and confidence.

The policy whilst inclusive can never cater for every situation and so the organisation will still rely on the professional judgement of trained personnel. What the policy requires of staff is that all matters are resolved professionally and courteously with the needs of victims and witnesses at the core of the response delivered.

3. Roles & Responsibilities

Call Handling Management

The role of Call Handling Managers is to support Call Handlers to ensure the quality of information and decisions recorded on the incident.

Call Handling operators have responsibility:

- For opening incidents;
- Accurately recording incidents in line with National Standards of Incident Recording (NSIR);
- Capturing all relevant data in line with the incident minimum standards and National Call Handling Standards;
- Completing the initial THRIVE Summary assessment on all incidents;
- Ensuring the incident is correctly graded according to the THRIVE assessment.

Where a victim or other relevant party has cause to re-contact GMP ensuring:

- The new information is accurately recorded;
- Completing a further THRIVE summary assessment;
- Reviewing and if necessary referring the incident to Call Handling supervision for re-grade;
- Ensuring the Radio Dispatcher and Supervisor is aware of the new information.

Dispatch Supervisors

The role of Dispatch Supervisors is to quality assure and assess the decisions recorded on the incident and to ensure that all actions are in line with Force policy. They are responsible for all incidents contained within the Grade 1, Grade 2 and P queues.

Dispatch Supervision need to be aware of incidents which are not likely to meet the Service Level of Grade 1 - 15 minutes or Grade 2 - 1 hour.

Dispatch Supervision should ensure;

- All dispatch activity has been promptly carried out.
- Review all dispatch attempts.
- Ensure Radio Dispatcher has reviewed all patrol states 1,2,5,7, documenting their attempts.
- All Associated Escalation Activity has taken place.
- Escalate to District Inspector (Grade 1) immediately if the incident is not allocated.
- Escalate to District Sergeant if the incident is not allocated, as soon as possible following the escalation from the Radio Dispatcher.

At the point of escalation either the District Inspector or Sergeant are responsible for the resourcing the incident. Dispatch Supervision should offer the District every support possible to facilitate their allocation.

Dispatch Supervision should notify and make the District Inspector and Force Duty Officer aware of an incident of interest such as Firearms, High Risk Missing, Critical or Major incidents or incidents likely to draw press or external interest.

Radio Dispatchers are responsible for;

- Ensuring that resources are dispatched to incidents in risk priority.
- Accurately recording information during the life of the incident.
- Completing THRIVE assessment at Touch Points 2 (at Regrade), 3 (at Escalation), 4 (Change of circumstance), 5 (FCC Closure).
- Carrying out the Associated Escalation Activity.
- If unable to dispatch, document all dispatch attempts by reviewing and documenting all patrol states 1,2,5,7.
- Escalate to Dispatch Supervisors, immediately, if unable to allocate a grade 1 incident.
- Escalate to Dispatch Supervisors, if unable to allocate a grade 2 incident within 40 minutes.
- The closure of Grade 1, Grade 2 and P incidents.

Force Contact Centre Senior Leadership Team (FCC SLT)

The FCC SLT is responsible for ensuring the Branch delivers a high quality service to members of the public who call the police for assistance.

The FCC SLT will ensure that the following areas of responsibility are discharged effectively:

- a) The monitoring of speed, accuracy and quality of Public Contact into GMP.
- b) Ensure that all Public Contact is in line with;
 - National Call Handling Standards,
 - National Standard of incident Recording,
 - National Crime Recording Standards.
- c) The monitoring of attendance times relating to calls for service.
- d) The monitoring of first point resolution.
- e) Arrangement for the delivery of training which will enable FCC staff to discharge their roles effectively, and in line with Force standards and expectations.
- f) Drives the delivery of a public focused service, delivering of a high quality outcomes to members of the public.
- g) Ensuring through FCC planning, resourcing and tasking & co-ordination, appropriate staffing levels to meet demand.

District Senior Leadership Team (SLT)

District SLT are responsible for ensuring that the District delivers a high quality service to members of the public who call the police for assistance.

The District SLT will ensure that the following areas of responsibility are discharged effectively:

- a) The co-ordination of all aspects of an effective response capability within the District.
- b) The monitoring of attendance times relating to calls for service.
- c) The development of joint working with the FCC.
- d) Ensuring their staff are appropriately trained and led effectively to discharge their roles in line with GMP's purpose and Policing Promises.
- e) Drive the delivery of a public focused service.
- f) Ensuring the prompt and effective management of the L queue.
- g) The delivery of a high quality service to members of the public who call for assistance, ensuring that it is embedded in District planning, resourcing and tasking & co-ordination.
- h) Ensuring appropriate staffing levels to meet demand.
- i) Ensure compliance with radio test.

District Resource Management Unit (DRMUs)

DRMU are responsible for ensuring that officers are correctly created and managed on DMS. The officer's duties need to reflect their role that day, and therefore their availability to be allocated to incidents.

District Inspector

Core Responsibilities

- The District Inspector has overall responsibility for ensuring the most efficient use of the resources in the progression of emergency and priority incidents, in their geographical area.
- The District Inspector must consider the Crewing Policy.
- The District Inspector and the Dispatch Supervisors will maintain communication to ensure an effective working relationship is in place.
- The District Inspector will ensure accurate duty states for all response, neighbourhood and tactical resources must be recorded on ControlWorks and DMS. (I.e. All resources are booked on and off duty, and states are regularly updated to ensure clarity within the Resourcing Tool).
- The District Inspector has direct responsibility for Grade 1 incidents which have been escalated by the FCC and they will be responsible for resourcing the incident.
- Should Grade 1 Incidents be escalated they should consider any patrols including Specialist Operations or Cross Border patrols from Neighbouring Districts.
 - If ARVs are being considered discussion with the FDOs is required.
- The District Inspector is responsible for ensuring that Cross Border or Specialist resources complete a primary investigation which includes; preservation of life, preventing further injury or damage to property, detaining offenders and securing evidence and witnesses.
- Where a Specialist Operations officer has been allocated to an incident which does not require their specialist skills beyond 20 minutes, the FDO should be made aware so they can maintain an overview of the availability and allocation of Force Resources.

Demand Management Responsibilities

The District Inspector is responsible for the quality and timeliness of the resolution of emergency and priority incidents within their geographical area. The role of the District Inspector is pivotal in relation to providing the right response to each given incident.

The District Inspector must:

- a) Ensure NDM is utilised by all officers to manage risk and encourage a common-sense approach to resolve incidents.
- b) Aim to resolve and close to the required standard, as many incidents as possible during a shift and ensure that a quality approach is maintained.
- c) Ensure ownership and accountability are maintained on each incident to encourage timely resolution and reduce the number of 'hand-offs'.
- d) Discourage delay in attendance based on incident priority; patrols should always attend as soon as possible.
- e) Encourage officers to record their own rationale on incidents prior to closure. (Utilising mobile technology to reduce air traffic).
- f) Discourage the unnecessary creation of incidents.

District Response Sergeant

The District Sergeant will be directly responsible for Grade 2 incidents which have been escalated by the FCC and will be responsible for resourcing the incident.

They should consider the risk contained within the incident being escalated, against the residual risk contained within;

- The Incident with a patrol in attendance (State 6).
 - District Response Sergeants should consider the factors within Appendix E - Escalation Consideration (Reallocation of officer's "at Scene.").
- The need of officers to take refreshment breaks (State 4).
- The need of officers to complete residual work outside of the incident queues (i.e. files or crime investigations) (State 8).

They should continue to make attempts to resource the incident until a patrol has been allocated.

4. Terms and Definitions

Record of Contact (ROC)

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

- a) For information.
- b) For further contact by a member of the Force.
- c) For further contact or action by another agency.
- d) Reassurance - for circumstances where police or other agency response is not required or appropriate, but the contact has received reassurance from the Force.

Incident

An 'incident' is any event that requires either:

- a) Investigation at scene.
- b) The possible exercise of police powers.
- c) Anything which may amount as a crime as defined under National Crime Recording Standard (NCRS).
- d) The presence of a member of the Force to reassure a member of the public.
- e) Anything which, under National Standards of Incident Recording (NSIR), requires that an incident record is created.

Contacts from members of the public begins life as an ROC but are then converted into incidents once it is clear to the call handler that the above, A to E criteria apply.

The point of incident creation is the start point for the relevant response time, either 15 minutes (Grade 1) or 60 minutes (Grade 2).

Threat, Harm, Risk, Investigation, Vulnerability, Engagement (THRIVE) - THRIVE is a nationally recognised risk assessment framework which stands for Threat, Harm, Risk, Investigation, Vulnerability, Engagement (THRIVE). A risk level of low, medium or high is set to support the onward incident grade and trajectory. (See Appendix A - THRIVE on a Page).

Public Contact - Contact by the public can take place in many forms including (but not limited to); 999 & 101 calls, Single Online Home, Live Chat, Social Media or in person.

Cross Border - Includes the allocation of all frontline officers and specialist officers to incidents on Districts which not their normal geographical area.

Escalation - Is the physical activity of making the District Sergeant or Inspector aware of Grade 1 and Grade 2 Incidents non allocation.

Associated Escalation Activity - Is the activity to research and gain additional operational information to support decision making e.g. Background Checks (RMS, PNC) and recalling the informant.

Notification - Is to bring an incident to the attention of the District Sergeant and Inspector for reasons outside of the escalation process.

5. Procedure

5.1 General Principles

iOPS ControlWorks will be used as the system to record incident reports received by Greater Manchester Police.

Greater Manchester Police will triage calls and, where first contact resolution is not appropriate, will route non-emergency calls into the relevant departments within the Force Contact Centre which best suit the needs of the contact.

If outside of the FCC, the member of the Force who receives the first contact (who may have been seen in person, depending on the circumstances) should determine whether the matter is an 'enquiry' or an 'incident' and look to meet the contact's needs. The member of staff should also ask themselves whether the contact is in fact a matter for the police, or direct the contact elsewhere for resolution.

'Enquiries' and/or resolution without allocation should be resolved to the understanding of the contact.

All incidents will be THRIVE assessed. The THRIVE assessment will set the appropriate level of grading and will be decided by the 'first person,' who should then create a ControlWorks incident, with the exception of the Customer Enquiry Unit(CEU).

The incident will be forwarded to Dispatch for allocation (Immediate grade 1 High THRIVE or Priority grade 2 Medium THRIVE incidents). Everything else deemed THRIVE - Low risk will be graded C for Central Resolution within the Crime Recording and Resolution Unit (CRRU). They will triage and deal or forward for District Local resolution (L).

For police generated incidents, administration with the FCC or messages these will be graded P.

There is no requirement for a ControlWorks incident to be created in addition to the crime report where reported directly to a Police Officer.

Radio Dispatch will use technology to locate and task the nearest resource to the incident so as to ensure a prompt response is achieved. This is based on the **"Task don't Ask"** approach to allocation which means that the Radio Dispatcher will assert control and decide on the most appropriate resource to send to the incident without asking if any patrols are available. If patrols self-deploy to incidents they must notify the Radio Dispatch, and may be reallocated if necessary.

Where the dispatch of a patrol to an Immediate or Priority incident is appropriate, the caller should always be informed of the estimated 'attendance time' of the patrol.

If the incident is to be managed by the Central Resolution Team, the contact will be advised that the incident will be triaged and they will receive further contact (either by phonecall, text message or email).

The 'attendance time' should always be given as an estimated time in minutes/hours. Phrases such as 'as soon as possible' are not appropriate. For example, for an Immediate response the contact should be informed that "We aim to be with you within 15 minutes".

Where the attendance time cannot be met for unforeseen reasons, then the contact must be kept informed and provided with clear rationale/explanation as to what the issue is and why an alternative arrangement has to be made. The contact should be told when we aim to be with them or offered an alternative service if the risk is appropriate, which may include a scheduled appointment. Alternative arrangements must be kept. This should only be used where significant operational matters dictate this (for example the occurrence of a critical incident) and should not be used as a routine tool for managing demand.

5.2 Prioritising Incidents

In order to ensure an appropriate response to the contact's needs, incident priority should be assessed taking into account the;

- THRIVE risk assessment (Appendix A),
- Grading by THRIVE Consideration (Appendix B),
- Prioritising Factors and Vulnerability Assessment Framework (VAF) (Appendix C).

The person dealing with the contact should carefully question them to obtain credible information, as to the nature of the report and to identify any associated THRIVE factors. The aim is to ensure that the appropriate police response is initiated from the outset.

The proportionate research into relevant IT systems will be used to support the decision making process (Appendix D). This should be documented using the THRIVE framework ensuring risk is assessed using current, historical and foreseeable factors.

The response to an incident should be indicated by the incident grade recorded on ControlWorks. It is very important that the correct response is initiated. The response must continually be assessed and if the situation changes the response level must be changed to reflect the current risk. Open incidents should be regularly reviewed, and any changes recorded using the THRIVE model. No change in the priority status of an incident can ever be made because of non-availability of police resources.

5.3 GMP Graded Service Levels

Grade 1 - Immediate - Attendance within 15 minutes.

These incidents will be assessed as **High Risk** using the THRIVE assessment.

The 15 minute response target time begins when the incident is created and ends when a patrol arrives at the scene.

This is where an incident is reported, by whatever route, into the Force and is **(ongoing now)** where there is, or is likely to be, a risk of serious:

- a) danger to life.
- b) Use of; or immediate threat of use, of violence resulting in;
 - Serious injury to a person; and/or,
 - Serious damage to property.

When the contact relates to traffic collisions it should be dealt with as an immediate if:

- a) It involves or is likely to involve serious personal injury.
- b) The road is blocked on an Strategic Road Network, or there is dangerous or excessive build-up of traffic.

Grade 2 - Priority Response - Attendance within 1 hour.

These incidents will be assessed as **Medium Risk** using the THRIVE assessment.

The 60 minute response target time begins when the incident is created and ends when a patrol arrives at the scene.

This is an incident that is **ongoing**, where a delay in police attendance will highly likely result in escalation or deterioration of circumstances, but an immediate response is not required.

These typically arise where:

- a) There is specific concern for a person's safety taking into account particular factors or significant vulnerability.
- b) An offender has been detained and there is risk of escape or violence.
- c) A witness or evidence is likely to be lost.
- d) There are injuries or a serious obstruction at the scene of a road collision.
- e) The incident involves any person for whom, in light of all known circumstances (including previous history); a delay in the police response may result in significant distress or the possibility of injury or damage.

Grade C - Central Resolution

These incidents will be assessed as **Low Risk** using the THRIVE assessment.

Crime and Close

- CRRU will attempt to contact the Victim or other relevant party to ensure all relevant details have been captured.

- Record a Crime inline with the National Crime Recording Standards.
- All decisions surrounding '*Crime Investigation Assessment*' will be made using the Crime Management Policy and Procedure.
- The caller will be informed of the crime number.
- The caller will be informed that the crime is to be closed and either provided with relevant details of Victim Support Services or a referral made.

Crime to investigate (District CPT)

- CRRU will attempt to contact the Victim or other relevant party to ensure all relevant details have been captured.
- Record a Crime inline with the National Crime Recording Standards.
- All decisions surrounding '*Crime Investigation Assessment*' will be made using the Crime Management Policy and Procedure.
- The caller will be informed of the crime number.
- The caller will be informed that the crime is to be passed to the District CPT and further contact will be made.

Crime and Schedule Response

- CRRU will attempt to contact the Victim or other relevant party to ensure all relevant details have been captured to submit a skeleton crime.
- The Victim or other relevant party must be made fully aware of the circumstances and what action will take place next.
- An agreed appointment should be made for the victim or other relevant party to meet an officer at an agreed location and time.
- Technology supported options, where appropriate to facilitate appointments are encouraged.
- A skeleton crime will be recorded inline with National Crime Recording Standards and the Victim or other relevant party will be advised of; the crime number (if applicable)
- The Victim or other relevant party will be informed of the Local District's email and contact details, for if there are any issues with meeting the appointment.
- The Victim or other relevant party will also be advised should the situation escalate or a new issue arise that they should use the 999, 101 or online as appropriate.
- Once an appointment has been set and skeleton crime submitted, the incident will then be regraded to an L for Local Resolution.

No Crime - Advise and Close

Whereby according to standards contained within National Crime Recording Standards (NCRS) there is no recordable crime and no further police response is requested or needed.

Local Tasking (Crime or No Crime)

Is an incident where the CRRU has carried out an initial threat and risk assessment for an incident NOT currently ongoing, THRIVE Low, which acknowledges that there is a degree of importance and time criticality associated with police response.

Whether or not a notifiable crime has taken place and a Local Task (LT) is required this incident will be placed within the L queue for District Local Resolution.

Where a notifiable crime is identified;

- CRRU will attempt to contact the Victim or other relevant party to ensure all relevant details have been captured to submit a skeleton crime.

Record a Crime inline with the National Crime Recording Standards.
Grade L - Local Resolution (Only Accessed via Grade C) Is an incident where the CRRU has carried out an initial threat and risk assessment for an incident NOT currently ongoing, THRIVE Low, which acknowledges that there is a degree of importance and time criticality associated with police response. The Local Resolution queue will break down into; - Local Scheduled (LS) - Scheduled for Officer attendance to complete enquires in relation to a criminal investigation. - Local Tasking (LT) - A task of importance and time criticality associated with police response where there is no scheduled attendance planned. This Grade is exclusively managed by and the responsibility of District Teams.
Grade P - Police Generated / Administrative / Messages The Police Generated incident will break down into; - Police Dispatch (PD) - To record police generated incidents, such as arrest attempts, force operations and vehicle or person circulations. - Police Administration (PA) - To record police administrative work required to identify the grading by THRIVE (e.g. abandoned 999).

5.4 Incidents referred to the Force Duty Officer (FDO) or Force Operations Centre (FOC)

There are various incidents such as firearms related, which, by definition, should be assessed as an Immediate response. Certain incidents (e.g. one in which the contact has indicated that a firearm is involved, or a bladed weapon) are referred to the Force Duty Officer for consideration regarding the nature of the police response. Whilst such incidents require an immediate response, it may not be possible to achieve an immediate response time. This must be communicated to the contact so that they understand that we are working out how to get Police Officers to them in a way that ensures both the safety of the public and attending officers.

The FDO will direct the policing response to such incidents, as appropriate, and will endorse the incident with their assessment of the circumstances, decisions and instructions.

Where practicable in such circumstances, the contact should be notified of the estimated response time, and the reason for any delay, with the incident endorsed accordingly.

The following incidents should be referred to the Force Duty Officer and Force Operations Centre;

- High Risk Missing Persons,
- Major or Critical Incidents,
- Incidents which are likely to draw press or external interest.

5.5 Incident Re-Grading (THRIVE touchpoint 2)

Re-grading incidents to vary the attendance time should be carried out only where there is credible information that the circumstances have altered since the original report was taken, sufficiently to

alter the risk and therefore the trajectory of the incident. This means that the incident can be re-graded.

THRIVE factors should be dynamically assessed throughout the life of the incident and support any decision making regarding the re-grading of the incident. The incident **MUST** always be updated with a full THRIVE and rationale for re-grading. The caller must be advised regarding the regrade. No change in the grade status of an incident can ever be made because of non-availability of police resources.

5.6 Performance Measurement

Performance will be measured in accordance with a mutually agreed framework between Districts, Force Contact Centre and External Relations and Performance Branch (ERPb).

This framework and reporting criteria will be regularly reviewed to ensure that it meets the needs of the public and is inline with the Force's Plan on a Page.

6. Associated Documents

None.

7. Statutory Compliance & Consultation

7.1 Statutory Compliance

7.1.1 Equality Act (2010)

Our approach to recognising vulnerability-related risk is based on the concept that vulnerabilities are features of individuals, and that harm – or the risk of harm – occurs when relevant vulnerabilities interact with the individual's situation. For example, an individual with a learning disability may not be at risk of harm if they receive suitable support and protection that helps to prevent them from being exploited or abused.

We have adopted the THRIVE (threat, harm, risk, investigation, vulnerability and engagement) definition of vulnerability. This states that a person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation.

Applying this approach requires the following four steps:

- Identify an individual's vulnerability or vulnerabilities.
- Understand how these vulnerabilities interact with the situation to create harm or risk of harm.
- Assess the level of harm or risk of harm.
- Take appropriate and proportionate action if required, involving partners where they have the relevant skills and resources.

It is expected, through this considered approach, that we will recognise and support people with protected characteristics.

7.1.2 The General Data Protection Regulation (GDPR) and Data Protection Act (2018)

Greater Manchester Police has a duty to ensure, so far as is possible, that all staff comply with the provisions of the GDPR and the Data Protection Act 2018, particularly relating to their access to, and dissemination of, a wide variety of personal information and intelligence.

This policy and procedure has been assessed for compliance issues by the Information Compliance and Records Management Unit (ICRMU), and is considered to be compliant with the legislation as there is a clear lawful basis for the processing of personal data, at times special category data and offence data. It should be read in conjunction with GMP's Data Protection Policy and guidance issued on the Data Protection Intranet pages.

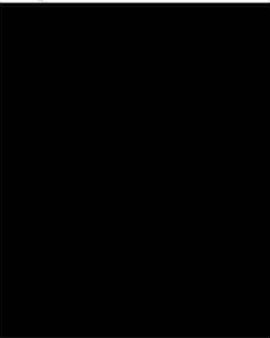
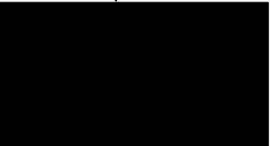
For more information on Data Protection please contact the ICRMU [REDACTED]

7.1.3 Freedom of Information Act (2000)

The Freedom of Information Act 2000 (FOIA) grants a general right of access to all types of recorded information held by public authorities. Requests for data will be assessed carefully by the Information Compliance and Records Management Unit taking into account the harm of disclosure and release into the public domain. For advice and assistance on FOI, please contact [REDACTED]

7.2 Consultation

Consulted	Date	Comments
Police Federation - [REDACTED]	07/12/21 Initial consultation 11/02/2022 chased as no response. 13/02/2022 Presentation delivered to Federation to aid issue and feedback understanding.	Issue raised around Social media and its definition, ie complaint to not monitored account, responsibility. Feedback - Current policy dictates directive to include a disclaimer for police activity therefore member protection. Also clarified that reference to Social Media future proofs this policy in line with ECC legislation, ie 999 via Social media. Raised issue of shifting responsibility on failed allocation and excessive workloads for Sgts and insp. Feedback - There is no change to the responsibilities in relation to the escalation roles with this policy. The new process creates significant reduction in Go now response demand and response policing review escalation will be minimised and not at the current level seen. Go later strategy produces a structured risk assessed response in line with Threat, Harm and Risk. Chair and representatives received full presentation [REDACTED] Where issues raised were discussed and mitigated.
Trade Unions - [REDACTED]	UNISON - initial consultation 29/11/21, formal	Issue raised around CRRU role and function, specifically around terminology around low level crime and Police Works and CRRU activity.

	28-day consultation 07/12/21.	Feedback - Policy amended so that a Control Works incident is created for all reports received by the CRRU and clarity on low level crime. Training concern mentioned. Feedback - No change to the policy required but recognise certain roles will require training. (Not planned but futures- PEC) IT issues around Control Works around visibility and usability. Feedback - CW upgrade V17 will help resolve many of the issues currently experienced. It is recognised this is an issue. Ownership and role issues around escalation Sgt and Inspector. Feedback - Roles updated and defined to provide clarity.
Staff Associations	07/12/21	No issues raised.
Staff Support Networks	07/12/21	No issues raised.
Information Compliance and Records Management Unit	22/12/21	No issues raised. Approved as per compliance factors
Chief Superintendents: 	16/12/21 and 11/01/22.	Stockport - No issues raised on the content of the policy. Trafford - Terminology issue page 3 -THRIVE. Feedback - updated as identified. Bury - Policy reads well and has clear ownership at each stage of the process. Looks really positive some better processes, bolder decision making, better service to victims. Bury - Would like policy to move GR2 into LS queue if not resourced. Feedback - No, as graded on risk, should this change yes a decision to schedule can be made. Documented in a THRIVE. COM - The policy can be simplified. A volume of the wording is repeated and could be reduced and where required better housed as an appendix. Feedback - duplication removed and where possible placed into appendix.
Chief Inspector 	10/01/22	Query over the 4th bullet point under the 'Crime and Schedule Response' on page 8. Feedback - Incident will be triaged then sent to L Local resolution; the Skeleton crime will sit with the open incident for officer allocation, No process of crime until after appointment or task management, then onward District crime allocation management District responsibility. Crime process being reviewed by  crime future project.

External Relations & Performance Branch	01/22	Query about performance measurement, best practice, and best for public in relation to ROC/Incident creation. Feedback - Page 3 rewritten paragraph to clarify GMP position from incident creation. Query around GR1 delay due to FDO risk assessment, does this impact performance? Feedback - This should not pose an issue for performance as District allocates a supervisor whilst risk assessment is ongoing. POAP - increase reporting availability to ensure accountability. Feedback - A change request has been submitted to assist with strategic reporting for this purpose. Concerns around regrade and backflow performance reporting. Feedback - recognise backflow issue, added to policy. In relation to reporting on the regrade Touch Point 4 would need to be evaluated and is currently technologically undeliverable.
People & Development	01/22	Issues raised around the impact this policy will have on P&D training. Feedback - This was acknowledged and a transition period will need to be established. Issues around terminology. Feedback - addressed Issue with process flow. Feedback - meeting held to ensure P&D understood the new process flow and the impact upon their portfolio. Issue raised around Dispatch recall capacity. Feedback - Grade 1 and Grade 2 volumes reduced with new THR THRIVE grading this will provide capacity. This was expected in the previous escalation policy. Issue CPD QA is this in place? Feedback - Full Supervisory QA CPD sessions are being undertaken. Full QA performance process has been developed.

8. Appendices

Appendix A - THRIVE on a Page

Appendix B - Grading by THRIVE Considerations

Appendix C - Prioritising Incidents

Appendix D - Proportion Background Check

Appendix E - Escalation Considerations

Appendix A - THRIVE on a Page

THRIVE on a page

This guidance seeks to describe the layout of a THRIVE risk assessment and THRIVE summary. The guidance will explain the “touchpoints” at which a THRIVE risk assessment or THRIVE summary must be appended to an incident, which of the two must be used, and who must complete this. “THINK VICTIM”. Good quality risk assessment drives meaningful action that puts the victim at the heart of what we do.

THRIVE Summary layout

THRIVE 'RISK LEVEL' (LOW / MEDIUM / HIGH)

Rationale for risk level and safeguarding - You need to write a rationale for the risk level based on the possibility or likelihood of something occurring. You should manage and review the expected or forecasted levels of harm to individuals, the public, offenders or property. You should consider a full range of historical, current, potential and foreseeable factors in determining levels of risk. You should also record your safeguarding considerations and what advice you have given the victim, as the better quality safeguarding advice given, the risk may reduce.

Vulnerability - A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation. It is vital our staff identify whether our victims, informants or suspects are vulnerable and can explain why they are or why they are not vulnerable.

Touchpoint 1: At Inception

Anyone creating an incident must append a THRIVE risk assessment.

Touchpoint 2: At Regrade

Anyone requesting a regrade (to & from any grade) must append a THRIVE risk assessment.

Touchpoint 3: At Escalation

Dispatch must append a THRIVE risk assessment as per the Incident Escalation Policy and Procedure. If Dispatch supervisors disagree with any of the THRIVE they must append a new THRIVE with their amendments.

Touchpoint 4: At Change in Circumstances

If circumstances change and risk or vulnerability alters but a regrade is not required, a further THRIVE risk assessment will be required.

Touchpoint 5: Closure

Where a practitioner resolves the incident and there will be no further risk management e.g. through a crime event or neighbourhood problem solving, a THRIVE risk assessment is required. Finalising incidents must be completed by supervisors.

THRIVE Risk Assessment

T-Threat – Source of harm / how harm is indicated / circumstances

H-Harm – If situation deteriorates what harm will be caused?

R-Risk – Low, med or high and rationale including safeguarding.

I-Investigation – Grading, evidence retention advice, allocation?

V-Vulnerability – Consider victim or anyone else? Why / why not vul?

E- Engage – NWS / Fire / Other forces (BTP) / GMMHTAS? (CRS) etc.

Appendix B - Grading by THRIVE Considerations

GRADING BY THRIVE



Considerations

Grade 1 - THRIVE HIGH Immediate 15 Minutes

Ongoing **NOW** where there is **SERIOUS** -

- Danger to Life
- Use of violence
- Threat of violence
- Injury
- Damage

Grade 2 - THRIVE MEDIUM Priority 1 Hour

Ongoing, where **NO** Police attendance within 1 hour will highly likely result in escalation or deterioration of the circumstances causing -

- Injury or damage to occur
- Specific concern for safety
- Significant vulnerability identified
- Loss of evidence
- Loss of Witnesses
- Person detained, risk of escape or violence

Grade C THRIVE LOW

CENTRAL

L

P

Appendix C - Prioritising Incidents

Urgency Factors

Every incident will have its own combination of circumstances, **Basic** and **Additional** Urgency Factors. The impact and likelihood of all factors should be considered within the THRIVE assessment, Vulnerability Assessment Framework (VAF) considerations and influence the risk assessment.

Basic Factors

The basic factors are:

- a) Risk to life or limb is indicated.
- b) A member of the public is in fear or distress.
- c) A criminal offence is in progress.
- d) A criminal offence is anticipated.
- e) Suspects at or near the scene are at risk of escape.
- f) Evidence is at risk of being lost.
- g) A Force level instruction applies to this type of incident.
- h) A member of the public requires reassurance.
- i) The incident requires investigation at scene.
- j) A member of the public is in fear, is vulnerable or upset.

The presence of one or more of the above Basic Factors should affect the level of THRIVE risk assessment.

Additional Factors

The additional factors are:

- a) The level of risk to life or limb.
- b) The seriousness of any offence involved.
- c) The level of fear or distress involved.
- d) The nature and circumstances of the persons affected (Including, for instance, where the incident involves any minority community).
- e) The potential seriousness of the incident.

These additional factors must be considered in all cases and will serve to raise or lower the level of urgency required and will affect the attendance time allocated and notified to the caller.

In addition to the Additional and Basic factors also utilise the THRIVE grading considerations (appendix).

When assessing the vulnerability of individuals, officers are asked to consider the factors contained within the College of Policing's Vulnerability Assessment Framework considerations;

- A. **Appearance and Atmosphere** - What you are being told people can see first, including physical problems such as bleeding.
- B. **Behaviour** - What individuals are doing and if this is appropriate behaviour given the situation.
- C. **Communication** - What individuals say and how they say it.
- D. **Danger** - Whether individuals are in danger and whether their actions put other people in danger.
- E. **Environment** - Where they are situated, whether anyone else is there and what impact the wider circumstances may have on the individual's health and safety.

Appendix D - Proportionate background checks

Call Handlers

Must;

- Create and complete all relevant forms.
- Complete linkage of people and vehicles.
- Utilise THRIVE to identify and document;
- Markers & Flags.

Radio Dispatch

Must;

- Ensure all relevant forms are completed

Grade 1 - Utilise THRIVE to identify and document;

- Address, Person(s) and Vehicle (in that order).
- Markers & Flags (ControlWorks Only)
- Previous Incidents – Immediately Relevant
- PNC Person/Vehicle - (Front Page only) [Accessed via the CW Platform]

Grade 2 - Utilise THRIVE to identify and document;

- Address, Person(s) and Vehicle (in that order).
- Markers & Flags – (ControlWorks Only).
- Previous Incidents – with 'relevance' and 'real impact'.
- PNC Person/Vehicle - (Front Page only) [Accessed via the CW Platform]
- Intelligence reports (excluding CAPs and DABs)

At Escalation – Utilise THRIVE to identify and document.

- Address, Person(s) and Vehicle (in that order).
- Markers & Flags (Including interigation of PoliceWorks)
- Previous Incidents – Immediately Relevant
- PNC Person/Vehicle - (Full PNC)
- Intelligence reports (including CAPs and DABs)

Crime Recording and Resolution Unit (CRRU)

Must;

- Ensure all relevant forms are completed

Grade C – Utilise THRIVE to identify and document.

- Address, Person(s) and Vehicle (in that order).
- Markers & Flags (Including interigation of PoliceWorks)
- Previous Incidents – Immediately Relevant
- PNC Person/Vehicle - (Full PNC)
- Intelligence reports (including CAPs and DABs)

Appendix E - Escalation Considerations

Reallocation of officers enroute to an incident.

- The decision to redeploy an officer who is enroute to an incident is an option available to the Dispatch Supervisor.
- A decision to divert an officer from an incident should not be made on the grading alone but on the THRIVE Assessments contained within both incidents.
- As the officer has never been to the scene (State 6) the original incident will be treated as if it had not been resourced and the management of the risk will remain with the Dispatch Supervisor.
- The original incident should therefore be subject to the standard escalation process, in line with the perceived risk level of the THRIVE Risk Assessment.

Reallocation of officers 'at scene' (State 6) to another incident.

- Diverting a patrol from another incident will remain a consideration for District Response Supervisors. The District Response Sergeant has primary oversight over District officers who are shown as being deployed to incidents (Radio State 6).
- Whilst the priority is to mitigate any vulnerability, threat, harm and risk, care must be taken to consider the adverse effects of diverting the officers from the progression of the current incident.
- A decision to divert a patrol from another incident will not be made based on Grade alone, but on the remaining VTHR posed from the current incident.
- Once a decision has been reached to divert a patrol from an incident The District Response Sergeant is responsible for deciding if the original incident has been progressed sufficiently to be considered resolved.
- Should the incident be considered unresolved, The District Response Sergeant is responsible for updating the actions remaining by placing a rationale on the Incident Record.
- Should the original incident need to be delayed then the decision maker is responsible for using the National Decision Model (NDM) to rationalise the delay including the length of delay.
- The original incident should then be treated as unresolved, however remains the responsibility of the District Response Sergeant to resource.
- It is recognised that some incidents which have been resourced, despite the best efforts of the officers at the scene, may not be resolved and may need to be returned to FCC Radio Dispatcher.
 - These incidents should be the exception rather than the norm.
 - It is expected that the officer will carry out all reasonable actions in order to resolve any incident which they are allocated to.
- In these cases, the attending officer is responsible for endorsing the incident with actions which have been carried out at the scene.
- The District Response Sergeant is to endorse the incident stating that they are satisfied that:
 - The officer at the scene has completed all actions possible to resolve the incident,
 - All relevant powers have either been used or considered.
 - A rationale as to why appropriate powers have not been used endorsed on the incident.
 - The officer has complied with any relevant GMP or National Policy and guidance.

- Why it is necessary for the incident to be returned to Radio Dispatch. The District Response Sergeant is to ensure that this information is brought to the attention of the Dispatch Supervisor.
- Should the District Response Sergeant not have access to record their rationale directly, then the Radio Dispatcher should record the rationale of the District Response Sergeant as accurately as possible.

Should the incident be considered unresolved, the District Response Sergeant is responsible for updating the actions remaining by placing a rationale on the Incident Record.