

Chief Constable
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CA10 2AU



1 May 2025

Dear

FREEDOM OF INFORMATION REQUEST – FOI 415/25

I refer to your request for information which was received by Cumbria Constabulary on 7 April 2025.
I note you seek access to the following information:

I am submitting this request under the Freedom of Information Act 2000 to obtain information regarding how your force approaches the concepts of Threat, Harm and Risk. I am not requesting information for a specific time period. Specifically, I would like information on the following:

- 1. Conceptualisation: How does your force define and conceptualise Threat, Harm and Risk?***
- 2. Operationalisation: What procedures, frameworks, or tools are used to apply Threat, Harm and Risk in operational practice (e.g., DASH, THRIVE)?***
- 3. Understanding: Are there specific training materials, internal policies, or documents that describe how Threat, Harm and Risk are understood at both operational and strategic levels?***

Your request for information has now been considered and I can confirm Cumbria Constabulary does hold some information relevant to your request and where this is the case I have today decided to disclose this to you as follows:

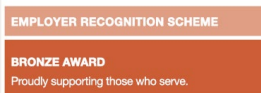
Call Management and Resolution (CMR) Staff Training

INITIAL RISK ASSESSMENT NDM/THRIVE SC

CMR Staff will risk assess all received contact by application of the NDM and THRIVE SC. They will use these risk assessments to decide on the initial grading of an incident.

THE NATIONAL DECISION MODEL (NDM)

The NDM will be used to gather information, assess the threat and develop a working strategy.





Any decision made by a CMR agent must be clearly and accurately documented on the incident log.

THRIVE SC is a structured triage process completed when an incident is created to accurately record the situation and understand how the CMR officer has determined the grade considering call details, victim, offender and evidence whilst managing the callers' expectations.

THRIVE SC is a mandated risk assessment model adopted by Cumbria Constabulary and all CMR officers will be trained in the use of this.

All CMR agents will use the pneumonic THRIVE SC and consider its eight elements to assist in the risk assessment stage and identification of the appropriate response grade. It not only assists in the decision of grading it also assists in the decision on future actions, safeguarding, further engagement, crime identification and investigation.

The THRIVE SC components are:

Threat – Harm – Risk – Investigation – Vulnerability – Engagement – Safeguarding – Crimes

THREAT

Document a shortened version of what has been reported.

Consider the victim, family & community.
e.g. "Victim has had eggs thrown at her window and the offenders have shouted at her to go back to her own country."

HARM

What harm or damage has been caused or is likely to be caused?

Harm can be physical, emotional, financial or damage.

e.g. "Damage to window and this is aggravated by a racist element."

When considering potential Harm, an assessment should be made that if any threat identified were realised or the circumstances of the incident were to deteriorate what would the Harm caused be.

For example, serious injury to a person or a substantial amount of damage to property. In the case of an injury road traffic collision on a major road, a further collision may result in a fatality.

RISK

What is the likelihood of the harm or threat happening?



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Is it ongoing? Have offenders left or still on scene? Is there a possibility of them returning & the potential of further incidents. Grade as low, medium or high and provide rationale.

e.g. *“High risk – reported numerous incidents, high possibility they will return and potential for further financial and psychological harm”*

The imminent threat of violence to persons or damage to property, serious offences in progress, the presence of suspects at scenes or potential evidence loss would dictate a more urgent response.

For example, a threat of violence made in person to the intended victim will be of a much higher risk of occurring than one said over the telephone by someone a distance away from the victim. Harm may also include a person’s demeanour and/or state of mind. For example, are they so drunk they are at risk of injury or harm. Are they too distressed to listen to the safeguarding advice.

INVESTIGATION

What action are you going to take?

Record deployment considerations, investigative actions and the actions you have taken for example telephone advice, system checks, calls to partner agencies.

e.g. *“Previous calls checked, happens 4-6 times per week, has occurred within the last 10mins with CCTV available with inside the premises showing offender”*

Consider is there a need for an investigation and if so in what form? Consideration in determining the nature of the response to an incident in terms of its investigative requirements should consider the following areas:

- Crime in Progress/Recently discovered
- Suspect Seen
- Known Offender
- Forensic Evidence and scene preservation (in accordance with CSI attendance policy)
- CCTV
- Property value or Identifiable property
- Injury level
- Series of offences similar in nature to one reported or unusual Modus Operandi
- House to House enquiries
- Provide immediate advice to secure both physical and digital evidence

VULNERABILITY

Explain if the victim or suspect is vulnerable because of their situation or circumstance.

Consider markers on the address, is the informant a repeat victim being targeted, do they feel vulnerable, ensure you consider the voice of the child (ensuring meaningful engagement with a child or young person, responding to what they say, take their views into account and consider their wishes)

e.g. *“Repeat victim, numerous logs created, informant feels targeted and offending behaviour is escalating! This is a hate crime. Victim is a child”*

Vulnerability has been defined for the purposes of call management as **“a person is vulnerable if as a result of their situation or circumstances, they are unable to take care or protect themselves, or others, from harm or exploitation.”**

Considering this definition a person may be vulnerable due to a personal situation (for example having a mental health illness) or may be vulnerable due to the circumstances they are in at the time of the incident (for example a person who is intoxicated to the extent that they are unable to protect themselves).

A vulnerable person may of course be both vulnerable due to their personal situation and the circumstances they find themselves in.

The following factors *may* indicate someone is vulnerable, but this decision must be made taking into account the circumstances of the incident:

Family Circumstances

-Child at risk

Health and Disability

-Learning difficulties



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- Domestic abuse
- Presence of a child

Personal Circumstances

- Consider themselves vulnerable
- Social isolation
- Poor social skills
- History of offending
- Self neglect
- Under intimidation (fear or distress)

Economic Circumstances

- Extreme deprivation
- Extortion

- Physical disability or illness
- Mental Health needs
- Drug/alcohol misuse
- Distressed state

Equalities/Discrimination Factors

- Hate Crime: 9 protected characteristic groups age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and Maternity

Repeat Victim

Any person who has reported three or more incidents of crime, Anti-Social Behaviour or a combination of both within a 12-month period.

Repeat Victim of Hate Crime:

Where a person or immediate family member suffers more than one Hate Incident in a 12-month period following the date the first crime was reported.

Repeat Victim of Domestic Violence:

Any person who has reported 2 or more incidents of domestic violence in a 12 month period.

ENGAGEMENT

Ensure the callers understanding around what action you are taking.

Record what you have told the caller around action taken, managing expectations, obtaining availability for deployment. Send a text from the Incident Log Recording System with the log number to the informant.

e.g. *"Informant aware a patrol will be deployed, given reassurance and advised this will be dealt with as a priority and we aim to be there within the hour. Text message sent with log reference number."*

The needs of the caller or circumstances of the incident may represent an opportunity for an engagement, particularly if the caller is from a hard-to-reach group, would benefit from a reassurance visit or as an opportunity to gather intelligence. This factor should be considered when identifying the appropriate response grading or the need for Neighbourhood Policing Team (NPT) attendance. Opportunities should also be considered for engaging with partner agencies if the circumstances dictate.

SAFEGUARDING

Safeguarding must be considered and immediate safeguarding advice offered. For example:

- 1) Caller has been advised to lock all the doors and windows, not to go near the window and to phone 999 should the offender return.
- 2) Caller has been advised to keep out of the vehicle, not to enter the carriageway and to await police arrival.

Further and longer-term safeguarding must also be considered and crime prevention advice to be given to stop person from becoming a victim again. Once risk assessed the CMR officer will decide, based on all the circumstances and information whether to escalate to a CMR Sergeant or CCR Inspector (FIM) or other appropriate partner agency if appropriate.

CRIMES

Identify what crimes have been disclosed during the contact and if these will be recorded within CMR or by the attending officer



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All reports of crimes identified must be recorded in line with NCRS and Home office counting rules. All CMR staff have received training on this. This also includes not just what the caller is reporting but can also include their demeanour. For example, caller was alarmed and distressed by what they had seen.

ALL decisions and rationale must be clearly and accurately recorded on the incident log.

Police Officer Training

As well as the NDM, the Constabulary supports training in the Joint Decision Making (JDM) in decision making and risk principles lesson. This is consolidated with a practical exercise which runs a police-based scenario, start to finish, with breakout sessions to get the students thinking. It is conceptualised by asking and discussing what the students can expect to see in an average or extraordinary day. It is operationalised through the police trainers discussing a range of our own experiences. This can include the roles of being a firearms commander, pursuit commander, officer with several years policing experience. We also discuss hypothetical situations.

THRIVESC is taught across several lessons, including responding to incidents and a separate session on critical and major incidents. Operational, tactical and strategical situations are covered in several lessons too, NDM/Major and critical incidents, and responding to incidents. Where possible the training involves students in operational training such as green fledging or other multi-agency events to assist their own conceptualisation and operationalise the theory into practice.

DASH is taught but being replaced by DARA Domestic Abuse Risk Assessment and is covered in several lessons and DA matters, as well as role plays.

The lessons can change monthly and between cohorts to meet entry route learning outcomes and changes to training material.

Whilst every care has been taken in the retrieval of the information provided, please do not hesitate to contact us for clarification, if you do have any issues or queries relating to this data.

Complaint Rights

Your attention is drawn to the attached sheet, which details your right of complaint.

I would like to take this opportunity to thank you for your interest in Cumbria Constabulary.



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