

# GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18<sup>th</sup> September 2024  
Subject: Right Care, Right Person  
Report of: Assistant Chief Constable (ACC) Colin McFarlane / Anna Berry Partnership  
Liaison Lead

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## Purpose of Report

The purpose of the report is to provide an update on the Right Care, Right Person (RCRP) approach being implemented in Greater Manchester (GM) on the 30<sup>th</sup> September.

## Recommendations:

It is recommended that the Police and Crime Panel;

- Note the RCRP model being implemented in GM and note the go live date of the first phase which is taking place on the 30<sup>th</sup> September.
- Receive regular progress updates as and when required.

## Contact Officers

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## Equalities Impact, Carbon and Sustainability Assessment:

A detailed equality impact assessment has been completed and partners have also conducted their own equality impact assessment in readiness for RCRP implementation.

## Risk Management

A robust risk management plan is in place to track and oversee any associated risks.

## Legal Considerations

Legal counsel has been sought, both locally and nationally, throughout the project to inform the development of the RCRP model.

## **Financial Consequences – Revenue**

A budget of £70,900 revenue required to deliver the RCRP project.

## **Financial Consequences – Capital**

N/A

## **Number of attachments to the report:**

None

# 1. Introduction & Background

Greater Manchester Police (GMP) are embarking on a significant change programme called RCRP. RCRP is a national approach, coordinated through the National Police Chief's Council (NPCC). All police forces have been asked to undertake significant analysis to better understand incoming calls, to understand what calls require a police response and, for those calls where police are not the right agency, who would be better equipped to respond.

It is nationally recognised that over many years the police have taken on the role of other agencies, responding to more calls for service that relate to health concerns, mental health where there is no immediate risk and other social issues that would be far better addressed by the agency with the right skills, experience and training to help that person's specific need.

Police forces are being asked to implement an accountable and consistent decision-making model to be used at the very point when a call comes into the police. Using this decision-making tool will re-align deployment decisions against the core policing responsibilities.

RCRP aims for police forces to work with partners including local authorities, NHS trusts and mental health agencies to improve pathways to ensure that individuals receive the right support by the right organisation, at the earliest opportunity.

A RCRP National Partnership Agreement is in place, which sets out a collective national commitment from the Home Office, Department of Health & Social Care, the NPCC, Association of Police and Crime Commissioners and NHS England to work to end the inappropriate and avoidable involvement of police in responding to incidents involving people with mental health needs. Where it is appropriate for the police to be involved in responding, this will continue to happen, but the police should only be involved for as long as is necessary, and in conjunction with health and/or social care services.

A RCRP Strategic Oversight and Learning Group has been established, which is chaired by the Deputy Mayor (DM), Kate Green. Membership also includes nominated system leads across GM. The purpose of this group is to oversee the RCRP programme, identify and develop collaborative opportunities and identify / align more suitable pathways with partners.

From the outset, GMP have committed to working collaboratively with partners to implement RCRP. Over the past number of months, the RCRP Project Team have delivered over 150 inputs, workshops and engagement sessions at both a GM and district

level including engaging with those who have lived experiences. All of which have helped shape the approach.

The majority of other forces have already implemented RCRP and GMP have been working closely with those forces to identify any learning and best practice to help shape the proposed model. Humberside Police, the Metropolitan Police, South Yorkshire Police and Cheshire Police attended one of the Strategic Oversight & Learning Groups to share their experiences and learning. Humberside and the Metropolitan Police have also committed to providing face to face support post go live.

The RCRP transformation will:

- Encourage meaningful and collaborative signposting to the right agency.
- Provide all GM residents with the right care at the earliest opportunity.
- Improve the quality of life for all GM residents and provide the best possible outcomes.
- Enable police officers across the 10 GM districts to have more time to fight, prevent and reduce crime, harm, and anti-social behaviour; investigate and solve crime; and keep people and communities safe.
- Align with the GMP Plan on A Page (POAP) and the Standing Together Plan

## **2. Greater Manchester Right Care, Right Person Model**

GM's approach to RCRP will include the following themes:

- Mental Health
- Physical Health
- Social Issues

It is important to highlight that the RCRP model only relates to calls where policing powers aren't required and where partners would be the better agency to give the care and support needed, to that individual.

The introduction of RCRP, will see a digital assessment tool being implemented within the Force Contact, Crime and Operations branch (FCCO). This will result in a consistent decision-making approach being applied for calls.

The Assessment Tool ensures that all calls for service are subject to a consistent and accountable decision-making process.

GMP will continue to deploy to calls:

- When there is a real and immediate risk to life to a person or group.
- When there is a real and immediate risk of serious harm to a person or group.
- When a child is suffering or likely to suffer significant harm.
- If the whereabouts of an individual have not been established.
- To assist with a specific police function (for example section 135 or section 136 of the mental health act).
- To support a partner agency where appropriate.
- If a crime is being reported (as this sits outside of the RCRP model).

Alongside the Assessment Tool, call handlers will ask appropriate questions of the caller to ensure that the circumstances / risks of each call are fully understood, so a decision can be made as to whether it meets the threshold for police attendance. As such call handlers will ask any questions, they deem relevant.

### **THRIVE OVERRIDE & ESCALATION**

The response to calls cannot always be accurately decided by an assessment tool and GMP recognises the skills and expertise of its staff.

If the RCRP assessment tool suggests that the threshold for police attendance is not met, but the call handler does not agree with this outcome, utilising their professional judgement, they can override the outcome of non-attendance and send the incident for the deployment of police resources.

### **TRAINING**

A bespoke training package has been developed using guidance from the College of Policing and good practice from other force areas. Partner agencies have also been invited to review the training material and content. This intensive training programme has now been delivered to all relevant staff / officers prior to go live.

Dedicated subject matter experts, who have received advanced training in RCRP will be introduced as floorwalkers to embed the change and support the implementation process.

The floorwalkers will provide intensive, live-time support for staff and report back any issues or observations. Within the first two week of implementation, staff from both Humberside and the Metropolitan Police will also provide intensive support to embed the changes effectively.

**POST GO LIVE AND WRAP AROUND SUPPORT**

The Chief Constable originally intended to go live in April 2024. However, in the spirit of partnership working, at the request of partner agencies, the first phase of RCRP has now been pushed back to the 30<sup>th</sup> September 2024. This date has now been agreed with key partners to allow sufficient time to fully prepare for the changes.

A robust escalation process will also be in place when RCRP is implemented to ensure GMP staff, members of the public and partners are able to escalate specific incidents and decisions. This will include live time escalation routes, slow time escalation routes and daily huddles with partners, as outlined in the table below.

<p><b>Live Time Escalation</b></p>	<ul style="list-style-type: none"> <li>➤ A live time escalation process is in place for any incidents where:             <ul style="list-style-type: none"> <li>○ the call handler is unsure whether the incident meets the threshold for police attendance.</li> <li>○ the caller (public or partner) insists on police deployment.</li> </ul> </li> <li>➤ Calls will be reviewed live time by a supervisor.</li> </ul>
<p><b>Slow Time Escalation</b></p>	<ul style="list-style-type: none"> <li>➤ Partners wishing to dispute an RCRP deployment decision after the event, or raise RCRP trends, themes feedback can do so by using the RCRP dedicated inbox.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ The dedicated inbox will be reviewed daily, and key themes will be raised / actioned.</li> </ul>
<b>Daily Huddles</b>	<ul style="list-style-type: none"> <li>➤ Internal daily huddles will take place twice daily.</li> <li>➤ Partner daily huddles will also take place on a daily basis.</li> <li>➤ The purpose of the daily meetings is to share thematic issues, feedback and learning for RCRP during the early part of implementation.</li> </ul>

### 3. Right, Care, Right Person Pathways

From the outset, GMP has seen the introduction of RCRP as an opportunity to work collaboratively across the system. This will ensure individuals receive the right support, by the right partner / agency, at the earliest opportunity.

Over recent months, GMP has been working closely with partners to identify suitable pathways for calls that do not require a policing response. Each of the pathways have now been finalised and will be implemented on the 30<sup>th</sup> September.

RCRP Theme	RCRP Pathway
<b>Mental Health</b>	<p>Non-emergency mental health calls will be transferred to 111. Callers will be asked to press 2 to access the 24/7 crisis line service.</p> <p>Details will be also provided both verbally and via text.</p> <p><i>Note - GMP will continue to deploy to emergency mental health calls</i></p>

<p><b>Physical Health</b></p>	<p>Signpost caller to 111 / 999 (Ambulance Service). Details will be shared both verbally and by text.</p> <p>Call handler to also contact NWAS directly if they perceive the physical health concern to be a real and immediate risk to life or serious harm</p> <p>or</p> <p>If they feel it's necessary to call the ambulance on behalf of the caller.</p>
<p><b>Social Issues</b></p>	<p>Signpost caller to the most appropriate service using the Making the Difference tool kit – a service directory of organisations available across GM that are better placed to support their presenting needs. This directory is currently being used as part of business as usual within GMP.</p> <p><i>The content of the Making the Difference tool kit has been sense checked by partners and is reviewed regularly to ensure information is up to date and accurate.</i></p>
<p><b>Child Concern</b></p>	<p>Threshold lowered to significant harm for all concern for welfare calls concerning a child.</p> <p>GMP will continue to deploy to children suffering or likely to suffer significant harm.</p> <p>If the deployment threshold is not met the call handler will signpost statutory partners to the most appropriate service and ask that they carry out their own statutory safeguarding responsibilities.</p> <p>If the caller is a non-statutory partner or member of the public the call handler will signpost the caller to the most appropriate service and share information with the local authority.</p>



## 4. Operation Addition

GMP has recently reviewed their Missing Persons framework. These changes will provide a consistent and standardised response to all reports of missing persons across GM.

Operation Addition is the operational name that the Missing Person Framework falls within.

Key Headlines:

- GMP will accept a high-risk missing report and work with the informant to locate the missing person.
- The default risk setting is high for children aged 13 or under.
- The default risk setting is high for children identified as being at risk of child sexual exploitation / crime criminal exploitation.
- For calls that are deemed as medium / low risk - GMP will expect reasonable enquiries to have been carried out before the report is made.
- The term 'reasonable enquiries' grants a degree of flexibility in decision-making, particularly as the steps that need to be taken in each case will vary. The term 'reasonable' also makes it clear that there is a limit to what is expected of the caller.

The above policy changes will take effect from **Monday 30<sup>th</sup> September 2024** and partners have been notified to ensure key messages are cascaded to across their workforce and policies are aligned.

## 5. Monitoring and Evaluation

From the outset, GMP have been keen to identify the learning from RCRP. This is also a key function of the Strategic Oversight and Learning Group, chaired by the DM.

A robust performance management framework has been developed to monitor, evaluate, and capture learning.

Monitoring and evaluation will include partner interaction and feedback, issues resolution and collating qualitative and quantitative data from both partners and GMP.

Monitoring and evaluation data will be shared at the relevant governance meetings both internally and externally to ensure effective oversight.

## 6. Communication and Engagement

Communication and engagement have been key to the implementation of RCRP. The collaborative approach being taken in GM provides a framework to inform the public who the right agency is to support their needs.

GMP's Corporate Communications Branch have established a RCRP communications working group to encourage joint working across the partnership. Partners have also been invited to help shape the RCRP Communications Strategy for GM. A comprehensive RCRP Communications Tool Kit has been developed and shared with partners to support readiness of RCRP. Partners are using the templates to cascade across their own workforce, to support training inputs and to act as an aid when reviewing their own policies.

In addition to this a RCRP Partner Brief is circulated to all partners and GMP senior leaders to provide regular updates on the programme and key activities / milestones.

A number of webinar sessions have also taken place, and more are scheduled prior to the implementation of RCRP. The purpose of the webinars is to share the RCRP model and pathways that have been identified through the partner engagement sessions.

GMP has also developed an internal RCRP Communication Strategy to ensure the workforce has a good understanding of the key principles of RCRP, prior to implementation.

## 7. Timescales

The table below provides an indicative timescale to implement RCRP with partners.

<b>PHASED IMPLEMENTATION:</b>	
<b>Phase 1:</b> <ul style="list-style-type: none"><li>○ Concern for Welfare</li><li>○ Walkout of Healthcare Facilities</li><li>○ AWOL from Mental Health Facilities</li></ul>	30 <sup>th</sup> September 2024
<b>Phase 2:</b> <ul style="list-style-type: none"><li>○ Section 136 of Mental Health Act and voluntary mental health patients</li></ul>	April 2025

<b>Phase 3:</b> ○ Transportation	April 2025
<b>Partnership Agreements:</b>	
RCRP Partnership Agreements signed off	Mid-September 24
<b>Training</b>	
Training Completed	End of August 24
<b>Communications:</b>	
Partner Briefings / Webinars	September 2024
Develop and share partner communications tool kit	Complete
Elected Member Briefings	September 2024
Public Communications Strategy	September 2024
<b>Implementation:</b>	
Go Live	30 <sup>th</sup> September 24
RCRP Governance meetings in place (internal & external)	30 <sup>th</sup> September 24 onwards
Post Evaluation & Feedback	December 24

## 8. Conclusion Summary

It is recommended that the Police and Crime Panel members;

- Note the RCRP model being implemented in GM and note the go live date of the first phase taking place on the 30<sup>th</sup> September.
- Receive regular progress updates as and when required.