

WILTSHIRE POLICE FORCE POLICY and PROCEDURE



Grading and Deployment

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POLICY STATEMENT

The Crime and Communications Centre (CCC) is responsible for the deployment of resources to reported incidents. This policy document sets in place guidance for the deployment of appropriate resources in response to reported incidents and outlines the range of resources that are available to do this.

In the application of this policy staff are reminded of the need to comply with the standards and principles of the [Code of Ethics for Policing](#).

The overarching aim of First Contact Resolution is to resolve the optimum number of requests for service at the first point of contact without the need to deploy unnecessary and inappropriate resources. Where the Force does not resolve the request for service at the first point of contact, a police resource will be deployed.

Incident logs generated via the control room will be graded in accordance with the level of Threat, Harm, Risk and/or Vulnerability. Routine crime deemed appropriate for recording at the first point of contact will be dealt with either by the CCC at source or by allocation to the relevant Community Policing Team via NICHE if a Police attendance is required.

The overarching principle of this policy is based upon the level of Threat, Harm, Risk and/or Vulnerability which then determines the need for a police response; to conduct an investigation, respond to vulnerability, carry out community engagement, intervention or prevention. It is acknowledged that in order to meet key Force Performance priorities and ensure the victim is at the heart of everything we do, we must be able to respond dynamically to a changing environment.

The National Decision Model (NDM) will be considered in the application of this policy. The aim of the NDM is to assist officers and staff in making operational decisions based upon organisational values and professional judgement. For further guidance, staff should refer to APP > [National Decision Model](#).

POLICY AIM

The aims of this policy are:

- the maintenance of public safety and reassurance
- the prevention of crime and disorder
- ensuring the rights and freedom of others
- that all graded response decisions and later deployments are made in an ethical and non discriminatory manner to ensure an appropriate and proportionate response
- that where supervisors take any actions, in accordance with policy, they clearly document their decision-making process on the Command and Control system. Such recordings should be capable of withstanding independent scrutiny
- to ensure that performance is monitored in order to determine whether the service provided meets the standard set.
- to ensure compliance with the Equality Act 2010

APPLICABILITY

This Policy applies to all Police Officers and Police Staff.

LEGAL BASIS AND DRIVING FORCE

In formulating this policy the following legislation and documents have been taken into consideration:

- NPCC Security Systems Policy 2020.

Other legislation and documents may be relevant to the issue of “Incident Response Grading” and the above list is not exhaustive.

RELATED POLICIES, PROCEDURES and OTHER DOCUMENTS

[Vulnerability Strategy](#)

[NPCC Security Systems Policy 2020](#)

[Crimes or ASB against Vulnerable Adults Procedure](#)

[Hate Crime Policy and Procedure](#)

[Missing Persons Policy and Procedure](#)

[Domestic Abuse Policy and Procedure](#)

AUTHORISED PROFESSIONAL PRACTICE

APP > [National Decision Model](#).

DATA PROTECTION

Any information relating to an identified or identifiable living individual recorded as a consequence of this policy and procedure will be processed in accordance with the Data Protection Act 2018, General Data Protection Regulations and the Force [Data Protection Policy](#).

FREEDOM OF INFORMATION ACT 2000

This document has been assessed as suitability for public release.

MONITORING AND REVIEW

This policy and procedure will be monitored against the calls received and responses to those calls. This policy and procedure will be reviewed yearly.

WHO TO CONTACT ABOUT THIS POLICY

The Head of Crime & Communications Centre and the Deputy Head of Contact Management are responsible for this policy and procedure. All queries relating to this policy and procedure should be directed to them or to the Force Policy Officer.

PROCEDURE

1. FIRST CONTACT RESOLUTION (FCR)

FCR is where a request for service is properly assessed and not routed beyond that point. This will mean, wherever feasible, the matter is resolved at that point without further police action.

The following are examples of a resolved call

- Advice by telephone
- Signposting to other partners / agencies
- Duplicate incidents
- Crime is directly recorded

If FCR is not appropriate an Incident Log will be created and graded, based on the Professional Discretion Framework; THRIVE+ (Threat, Harm, Risk, Investigation, Vulnerability, Engagement, Prevention and Intervention).

1.1 Professional Discretion Framework – THRIVE+

Crime and Communications Centre staff will determine the incident grading based on their knowledge, experience and application of a **professional discretion framework** and consideration of Force values and the Code of Ethics.

In order to gather and accurately assess relevant information to enable them to apply the **professional discretion framework**, Call Handlers will use the NDM. Please refer to APP > [National Decision Model](#) for more information.

This is a cyclical model that structures the application of professional discretion. Within the assessment of the situation element, Call Handlers should consider the mnemonic THRIVE.

THRIVE+ is a risk assessment tool that considers eight elements to assist in identifying the appropriate response grade based on the needs of the caller and the circumstances of the incident and should be re-visited if new or further information comes to light at any stage, as this may alter the appropriate response. All incidents will be subject to the application of professional discretion.

The THRIVE+ components are:

Threat – Harm – Risk – Investigation – Vulnerability – Engagement + Prevention and Intervention

Threat - Is there a threat - who or what is the threat, if any, to?

This would include identification of whom or what is subject to any threat and what threat has been made.

Consideration should be given to whether there is a threat targeted towards a person, property, service reputation, public safety or community cohesion, or nothing.

Harm - If the threat is carried out what is the likely level of harm?

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 the Harm caused would be.

Risk - Understanding the risk - what is the likelihood of this threat occurring?

Risk is the possibility of something occurring; this should be taken into account when determining the response grade.

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.

Investigation - What are the needs of an investigation into the incident? Include evidential considerations.

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
- CCTV
- Property value or identifiable property
- Injury level
- Series of offences similar in nature to one reported or unusual Modus Operandi (MO)

Vulnerability - Vulnerability has been defined for the purposes of call management as:

“A person is vulnerable/at risk if as a result of their situation or circumstances, they are unable to protect themselves from harm”

Considering this definition a person may be vulnerable due to:

- a personal situation (for example, having mental health illness),
- the circumstances they are in at the time of the incident (for example, a person who is that intoxicated they are unable to protect themselves) or
- being unable to take care or protect others (for example a disabled child/adult).

A person may of course be both vulnerable due to their personal situation and the circumstances they find themselves in. When considering both elements of vulnerability, call handlers should consider if the victim is suffering from intimidation or exploitation. This may appear in forms of distress or fear.

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

- Age
- Family circumstances (for example, a child at risk or with special educational needs at the address)
- Personal circumstances (for example, drug/alcohol misuse)
- Intimidation (fear or distress)
- Health and disability (for example, someone with learning disabilities/special educational needs, mental health problems or physical disability)
- Economic circumstances (for example, extreme deprivation)
- Repeat victimisation (see below)
- Equality and diversity (for example, the 9 protected characteristics):
 - age
 - disability

-
- gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - race
 - religion or belief
 - sex
 - sexual orientation

In dealing with incidents relating to or involving a vulnerable person call handlers should be mindful of the [Three Strands of Vulnerability](#).

The 'Three Strands of Vulnerability' outlines clearly the processes for dealing with welfare issues, vulnerable adults and safeguarding adults and provides guidance on the actions to be taken by attending officers.

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.

Staff must ensure the 'broader picture' is considered when dealing with crimes/ASB. Although an individual report may well be the only time that police have been contacted, it may not be the only offence/ASB incident that has been committed against the individual, their family or organisation. NOT recognising this at an early stage may contribute to a 'slow-burn' Critical Incident.

Hate Crime and Repeat Victims of Hate Crime

Hate incident and crimes are defined in the [College of Policing Authorised Professional Practice Guidance on Hate Crime](#) as:

Hate Incident

Any non-crime incident which is perceived by the victim or any other person to be motivated by hostility or prejudice based on race, religion or belief, sexual orientation, transgender or disability.

Hate Crime

A hate crime is any criminal offence which is perceived by the victim or any other person to be motivated by a hostility or prejudice based on race, religion or belief, sexual orientation, transgender or disability.

Hate incidents and hate crimes may be because of an individual's actual or perceived:

- Race
- Religion or belief
- Sexual orientation
- Gender identity (Transgender - includes people who are transsexual, transgender, cross dressers and those who hold a Gender Recognition Certificate under the Gender Recognition Act 2004).
- Disability

Repeat Victimisation can be an issue for victims of Hate Incidents or Hate Crimes. A repeat victim hate crime or incident is defined as:

"being the victim of the same type of crime (e.g., hate crime) more than once in the last 12 months"

Repeat Victim of Domestic Violence

Domestic abuse, or domestic violence, is defined across Government as: *any incident of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over, who are or have been intimate partners or family members, regardless of their gender or sexuality.*

A repeat victim of domestic abuse is any person who has been the victim of the same type of crime (e.g., domestic abuse) more than once in the last 12 months.

Engagement with repeat victims - *Would the caller or circumstances of the incident suggest a reassurance visit or other form of engagement would be beneficial? What are the caller's expectations?*

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 or would benefit from a reassurance visit. This factor should be considered when identifying the appropriate response grading or the need for a Community Policing Team (CPT) referral.

+ Prevention and Intervention - What is available for preventing and intervening in an incident or crime type?

1.2 Escalation of Decision Making

Call Handlers should seek the advice of a supervisor in the event of being unsure as to the appropriate response grading to give an incident. All incidents will be recorded on STORM and will be graded to indicate to Incident Control the appropriate level of response required.

As the incident progresses through the Control Room chain the incident can be re-graded in light of new information. A down-grade must have a THRIVE+ assessment and the rationale recorded clearly on the log; any down-grade must be authorised by a Force Operations Room Supervisor (FORS). A re-grade to a higher response grade does not require any authorisation.

The rationale for any subsequent change to the level of response must be recorded in full at the time it is made.

Officers must **not** refuse to attend calls to attend immediate or priority response deployments unless they are already committed with those types of incidents. For example it will be unacceptable for officers to refuse to deploy to such incidents because they are committed with paperwork or Niche RMS reports.

Any disagreements with an Incident Controller's decision to deploy a resource to an incident will be addressed by the Force Operations Room Supervisor and escalated to the Force Incident Room Inspector following deployment, if necessary.

1.3 Recording Professional Discretion Decision

Immediate and priority incidents will not require the recording of any rationale for grading as the needs of the caller and circumstances of the incident will clearly indicate the required response.

Call Handlers should use their discretion as to whether to record a rationale taking into account the circumstances of the reported incident and the decision they have made.

2. THRIVE+ Quality Assurance Process

Within the CCC, calls for service are monitored by FORS to quality assure the application of the THRIVE+ concept. Live incidents of all grades are continually monitored and assessed for correct grading. This task is completed by Incident Control Dispatchers on a 24/7 basis.

If the THRIVE+ concept has not been correctly applied; to a call for service, incident grading or resource deployment then the incident will be reassessed using THRIVE+ with the decision maker and guidance provided where appropriate by the FORS.

The THRIVE+ concept will be internally inspected/assessed periodically to ensure its aims, objectives and outcomes are in line with original proposals.

3. RELEVANT RISK PRINCIPLES

The willingness to make decisions in conditions of uncertainty (i.e. risk taking) is a core professional requirement of all members of the Police Service.

Maintaining or achieving the safety, security and wellbeing of individuals and communities is a primary consideration in risk decision making.

Risk taking involves judgement and balance of a particular decision against the seriousness and likelihood of the possible harms.

Risk decisions should be judged by the quality of the decision making, not by the outcome.

Members of the Police Service who make decisions consistent with these principles will receive encouragement, approval and support.

4. WHEN COMMAND and CONTROL SHOULD DEPLOY A RESOURCE

Incident logs generated via the control room will be graded in accordance with THRIVE+. The following is a non-exhaustive list of matters where a police resource would be sent.

- To save life and/or prevent serious injury
- Prevent or deal with public disorder
- Sudden or unexplained death
- Sexual offences within the forensic seven day evidential window
- Serious violent offences
- High public interest
- Offender detained or still in the locality
- Where the scene needs to be preserved
- Where evidence is likely to be lost
- Fatal and injury RTCs, any RTC involving serious traffic disruption
- Missing persons
- The victim is considered vulnerable
- Crimes that have a significant impact on the victim or have special circumstances
- Any Crimes or incidents that have been identified as a Force priority.

The full range of graded responses is:

- ❖ Immediate
- ❖ Priority
- ❖ Scheduled
- ❖ Resolution Without Deployment
- ❖ Appointment

Immediate

The response standard for 'Immediate' category incidents is attendance within 15 minutes in urban areas and 20 minutes in rural areas.

Such incidents include - where there is an immediate threat to life; a serious crime is in progress or likely to occur or a suspect for a serious crime is present or nearby; to allow evidence of a serious crime to be secured, that would otherwise be lost; a road traffic collision involving personal injury has occurred; where a person who is especially vulnerable needs urgent assistance; or the person receiving the call assesses that an immediate response is required.

Priority

The response standard for 'Priority' category incidents is attendance within 60 mins for both rural and urban

An incident that does not merit an immediate response, but where a resource deployment should be made on a priority basis, either because of the potential impact on the individual or the community; the likelihood of reoccurrence or escalation; the serial nature of the offence; or the vulnerability of the victim.

Such incidents will be attended as soon as reasonably practicable and in any case within 1 hour where resources permit, unless (in either case) negotiated otherwise with the caller.

Scheduled

Where a caller is assessed as a vulnerable victim, because of ASB or a concern for safety, and an immediate or priority attendance is not essential, but a response is required due to the vulnerability of the caller (in line with the Three Strands of Vulnerability).

A STORM log will be created in the first instance so that the vulnerability of the caller can be assessed; the response time being within 8 hours.

Appointment; a sub-category of Scheduled

Where immediate attendance is not essential, but a response is sought from a particular individual or resource; the response time being agreed between the caller and person receiving the call. An example being where the victim has been subject to Domestic Violence or is at risk of Domestic Violence and due to availability of the victim a priority response cannot be achieved.

Resolved No Deployment

Calls in this category are where information/advice only is given or the caller is referred to a member of staff, department or another organisation and the operator or person receiving the call considers it appropriate to create a log for example: where an incident is reported on a fast road and HATO are tasked and where an immediate or priority response is not required as there is no identifiable risk to the public.

Calls in this category are logged for information only and do not require Police action or deployment.

5. REQUEST FROM ANOTHER FORCE FOR SERVICE OF A PCR

1. If tasked by an outside Force to serve a PCR in relation to serious sexual offences, Wiltshire Police should request a copy or precis of any post interview/pre-release enhanced risk assessments conducted by the custody unit or OIC from the other force. The CCC should consider failure or refusal by the requesting force to provide such assessments as justification to delay tasking.
2. Officers serving a PCR must conduct a PNC check on the subject prior to making the journey to serve. Any identified risk of suicide, self-harm or mental health must be considered by the officer and a report should be completed on the designated Niche occurrence OEL to state that such issues were considered.
3. If vulnerabilities are identified prior to or during the serving of a PCR, a risk assessment must be considered and local safeguarding signposting leaflets, similar to those used in Wiltshire Police custody, must be offered by the officer serving. The result of the assessment, the passing of leaflets and any failure or refusal to engage by the recipient of the PCR must be recorded on the designated Niche occurrence OEL.

6. NATIONAL CALL GRADES and DEFINITIONS

Incidents that cannot be resolved without deployment will be dealt with by CCC Incident Controllers who will assess the incident and decide on the appropriate resource(s) to deploy.

Emergency and non-emergency contacts are any call for service and all such responses will be in line with the National Call Grades and Definitions which provides a framework to influence and to assist the call handler. The guidelines give examples to support the definitions and should be linked into the definitions of specific incidents and recording practices contained in the minimum data standards and counting rules associated with the National Force Crime Recording Standards and the National Standard for Incident Recording.

The National call grades and definitions are required to support consistency and comparability between Forces.

A contact is defined as emergency or non-emergency as a result of the information available to the operator and not by the means of access to the operator (i.e. 999 /non-999, etc.). It will only qualify as an 'emergency' if the criteria set out below is satisfied.

6.1 An Emergency Contact – Immediate Response

An emergency contact will result in an immediate emergency police response.

An emergency contact encompasses circumstances where an incident is reported to the police which is taking place and in which there is, or is likely to be a risk of:

- Danger to life
- Use, or immediate threat of use, of violence
- Serious injury to a person and/or
- Serious damage to property

'Serious' for the purpose of Call Grading means that the Incident Controller can objectively determine the contact as serious.

6.2 Crime in Action-Immediate Response

Where the contact relates to an allegation of criminal conduct, it will be dealt with as an emergency if:

- The crime is, or is likely to be serious, and in progress
- An offender has just been disturbed at the scene
- An offender has been detained and poses, or is likely to pose, a risk to other people.

6.3 Road Traffic Collision-Immediate Response

Where the contact relates to a traffic collision, it will be dealt with as an emergency if:

- It involves or is likely to involve serious personal injury
- The road is blocked on a major route and this is likely to cause excessive build-up of traffic
- There is danger to road users

6.4 All Other Immediate Responses

Where the above circumstances do not apply, a contact will still be classified as an emergency if:

- The circumstances are such that a police Incident Controller has strong and objective reasons for believing that the incident should be classified as an emergency;
- An emergency contact will require immediate response in line with Force Deployment Policy.

6.5 A Non-Emergency Contact

A contact will be classified as a non-emergency if the above criteria are not met.

The consequences of classifying a contact as a non-emergency mean only that the police response may not be immediate, and may encompass a range of solutions, some of which will not involve the attendance of a police officer.

A non-emergency contact attracts three levels of initial response:

- Priority
- Scheduled -
- Resolution without deployment.

6.6 A Priority Response

In which the police Incident Controller acknowledges that there is a degree of importance or urgency associated with the initial police action, but an emergency response is not required.

These typically arise in the circumstances where:

- There is genuine concern for somebody's safety
- An offender has been detained
- A witness or other evidence is likely to be lost
- At a road collision, there are injuries or a serious obstruction
- A person involved is deemed to be suffering extreme distress

6.7 Scheduled Response

All non-vulnerable scheduled responses should be tasked to the CPT via NICHE (not placed on a scheduled log). In these circumstances, it is accepted that the needs of the caller can be met through scheduling because:

- The response time is not critical in apprehending offenders

-
- The matter is service-oriented and a better quality of initial police action can be taken if it is dealt with by:
 - ◆ A pre-arranged police response by a Police Officer or by other appropriate resource
 - ◆ Attendance at a police clinic or surgery.

Under no circumstances should CPT be tasked, or any updates provided to the CPT, through Microsoft Teams.

6.8 Resolution Without Deployment

In these circumstances, it is accepted that the needs of the caller can be adequately met through telephone advice or Help Desk, access to a database of frequently asked questions, the involvement of another and more appropriate agency or service or through some other method.

6.9 Conferencing calls to another Emergency Service.

Where calls are made to the emergency services via 999/112 requesting more than one service then the BT operator should remain on the line in order to transfer the call to the next service requested after the first one has finished.

It may be the case that the call is therefore not received first by the most appropriate service. Such as an arson where the call is received by police instead of fire. Or persons at a road traffic collision where they are dealing with an injured person and the advice needed immediately is medical.

In these circumstances where the call taker immediately realises that another service is required they are to request that the BT operator redirects the call to the service that the call taker believes is most relevant.

e.g. 'BT Operator'

When the operator has answered,

'Please [transfer this call to ambulance](#)' or '[Please transfer this call to Fire](#)'

If the BT operator has cleared the line or in those cases that the need for another emergency service wasn't immediately obvious then the call taker where the caller is unable or unwilling to redial and ask for the correct service, is to use the conference facility to place the caller onto hold stating;

["I am conferencing the ambulance service into this call, the line will go quiet during this time, you must not hang up, if the call becomes disconnected then redial 999 and ask for Ambulance / Fire. Do you understand?"](#)

The operator will then, using the emergency contact number in cortex for the relevant emergency service, conference the call. See [Appendix A](#).

When the conference call is answered the operator is to explain to the other Emergency Service, briefly, the reason that the call is being conferenced.

e.g. [I have caller on the line at an RTC who needs medical advice](#)

If there is additional Police information needed then the operator is to remain on the line to overhear that information, such as location details.

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If no further information is required the operator can exit the call and the conference will remain between the caller and second emergency service.

It may be the case that where the caller is able to redial it is quicker and more effective for the caller to be told to hang up and call back on 999 requesting the correct Emergency Service. This will be at the operator's discretion, assessed by the level of competence / comprehension shown by the caller and is usually the case where it is not the caller suffering the emergency but witnessing it. EG the person reporting someone else injured etc.

7. STAFF WELFARE

It is very well documented that this policing role is associated with higher than average levels of stress, pressure and at times exposures to potentially traumatic events in comparison to the general population.

The most resilient officer/staff member is not invulnerable to traumatic events and the adverse responses associated with the policing role. Resilience is fluid and should never be considered a constant state.

Therefore, a TAB can be added to any STORM Log where it is suggested that anyone involved would benefit from being offered [Traumatic Risk Management \(TRiM\)](#). It often helps make sense of these abnormal scenarios and is seen as a supportive mechanism amongst peers.

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Additionally to this, the welfare of Supervisors managing the staff needs to be considered. The effect of managing the staff, room and commanding incidents that are emotional, violent, upsetting and graphical does have or can have severe repercussions on the mental health of individuals. Therefore, all FIM's and FORS within this environment will be offered a Risk Assessment Based Medical (RABM) annually with the [Occupational Health Department](#).

RABM's both psychological and physiological safeguard the staff in this specific role. They provide preventive screening and identify mental health problems, in line with NICE guidelines.

Occupational health referrals can also be made using indicators such as increases in absence management.

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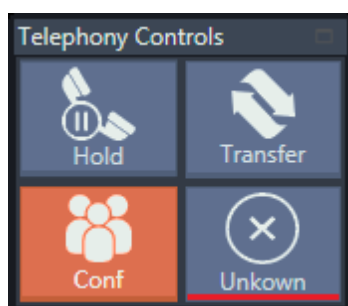
Cortex 7

To make a conference call:

1. Call the first conference member and wait for the call to be answered. For example, using the Dialpad:

- a. Enter the phone number you want to dial.
- b. Press the phone button to start dialling.

2. Press **Conf** in the Telephony Controls:



3. Make a call to the contact to add to the conference call.

Making the call places the already established call on hold.

4. When the new call is answered, press **Conf** again.

This establishes a simple conference call between your workstation, the original call, and the new call.

5. Repeat steps 2 to 4, to add more members to the conference call.

The conference call is not affected by members dropping out of the call. The call is only cleared when one of the last two members closes the call.

To leave a conference call, press the button representing the call in the Active Call Queue Cortette.

DOCUMENT ADMINISTRATION

Ownership:

Department Responsible: HQ Operations and Contact Management
Policy Owner/Author: Supt. Conway Duncan / CI Douglas Downing / Andrew IRVING
Technical Author: Marcus Beresford-Smith
Senior Officer/Manager Sponsor: ACC Local Policing and Partnerships

Revision History:

Revision Date	Version	Summary of Changes
26.08.2021	5.0	Additional line added page 5 under THRIVE+ - should be re-visited if new or further information comes to light at any stage, as this may alter the appropriate response. Definitions of hate crime/incidents, domestic abuse updated. New Section 6. STAFF WELFARE added.
02.11.2021	5.0	Section 5.7: Line added re not using teams for tasking and updating CPT.
23.12.2021	5.0	Guidance on actions to be taken upon receipt of a request from another force for a PCR added.

Approvals:

This document requires the following approvals:

Name & Title	Date of Approval	Version
Force Policy Officer	26.08.2021	4.1
ACC Operations	02.11.2016	1.0
JNCC (Not required for all policies)	N/A	

Distribution:

This document has been distributed via:

Name & Title	Date of Issue	Version

Equality Impact Assessment:

Has an EIA been completed? If no, please indicate the date by which it will be completed. If yes, please send a copy of the EIA with the policy.	☒ Yes ☐ No Date:
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Consultation:

List below who you have consulted with on this policy (incl. committees, groups, etc.):

Name & Title	Date Consulted	Version
Catherine KINGWELL, Insp Andrew BRIDGE, Luke WHEELER, Geoffrey WEST	21.09.2016	0.6
UNISON and the Police Federation	21.09.2016	0.6
Insp Barry REED, Sgt Gemma VINTON, Sgt Louis McCOY, Sgt Tamara CAMPE	21.09.2016	0.6
Supt. Craig HOLDEN, Supt. Dave MINTY, Supt Phil STAYNINGS,	21.09.2016	0.6
Sgt Tamara CAMPE	10.07.2019	2.2

Implications of the Policy:

Training Requirements

All CCC staff will undergo THRIVE+ training as required. All FIM's / FORS staff will have annual RABM's

IT Infrastructure

None