

Mrs Patricia Harding
H.M. Senior Coroner for Kent and Medway
Kent and Medway Coroners' Service
Oakwood House
Oakwood Park
Maidstone
Kent
ME16 8AE

15 July 2026

Dear Mrs Harding,

Preventing Future Deaths Report – Catherine Morgan

Thank you for providing the College of Policing with a copy of your report dated 19th May 2026 following the inquest into the death of Catherine Morgan. We extend our sincere condolences to her family and all those affected.

In accordance with our duty under Regulation 29 of the Coroners (Investigations) Regulations 2013, we have carefully considered the matters of concern identified within your report and set out below the actions taken and those proposed by the College of Policing.

The College of Policing notes the concern that the application of the Right Care Right Person approach may be interpreted in a way that restricts the professional judgement of call handlers and despatchers resulting in delayed deployment in circumstances involving vulnerable individuals.

We recognise that national guidance issued by the College influences training and operational decision making across policing, and that if such guidance is applied in an overly rigid manner there is a risk that it may inadvertently limit discretion and delay appropriate police response where risk is evident.

Action Taken

The College has already commenced work to address this issue through the following activity:

1. Joint national review of guidance

The College is working in partnership with national leads for Right Care Right Person and Missing Persons to review existing guidance and identify areas where clarification is required to better support operational decision making.

2. Identification of emerging operational practice

We have worked with forces, including the Metropolitan Police Service, to identify emerging practice that supports effective risk-based decision making. This includes the use of improved escalation routes to

review incidents, including to specialist missing person teams where there is uncertainty regarding the appropriate classification of incidents.

3. Engagement with operational stakeholders

The College has engaged with forces to understand how the current guidance is being interpreted in practice, specifically in relation to the exercise of professional judgement and thresholds for deployment.

Further Action Proposed

The College will implement the following actions to directly address the concern raised and strengthen national consistency:

1. Revision of the Right Care Right Person toolkit guidance

The College will revise the national Right Care Right Person toolkit to explicitly reinforce the requirement for professional judgement in all cases. This will include clear direction that risk to life and vulnerability must take precedence over process driven decision making, and that deployment should not be unduly delayed where a real and immediate risk to life or serious harm is identified.

2. Development of interoperability guidance between RCRP and Missing Persons frameworks

The College will produce additional guidance to support decision making in cases where it is not immediately clear whether an incident should be managed under the Right Care Right Person approach or as a missing person investigation. The guidance will incorporate the use of escalation routes, such as referral to specialist missing person teams, to ensure that complex or ambiguous cases receive timely review by appropriately trained staff.

3. Dissemination and implementation support

The College will communicate the updated guidance to all forces and provide a dedicated input within the national RCRP Tactical Delivery Board to support consistent implementation across policing.

4. Work with health and care partners to maintain a strong focus on prevention and early intervention

The College will work to ensure risks are identified, assessed and managed at the earliest opportunity by the right agency responsible for an individual's care and treatment. This includes promoting the appropriate use of health, safeguarding and care powers to reduce escalation, minimise harm, and ensure individuals receive timely care, treatment and support before risks escalate to a level that may require an emergency response.

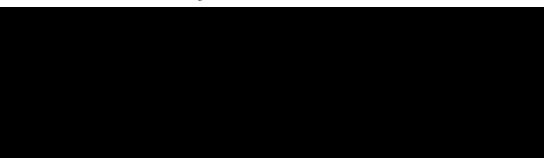
The College will publish the revised guidance following the completion of the review of existing guidance which is currently underway. Updated materials will then be disseminated to forces, supported by clear communications and practitioner briefings to promote understanding, consistency and effective implementation of the revised guidance.

These actions are intended to reinforce the role of professional judgement within national guidance and provide operational staff with greater confidence and support in making proportionate, risk-based decisions. By promoting a more flexible and informed approach to assessment and response, they aim to reduce delays in deployment that can arise from process-driven interpretations of policy. Ultimately, these measures will help ensure that vulnerable individuals receive a timely and appropriate response, improving outcomes while supporting effective and efficient use of resources.

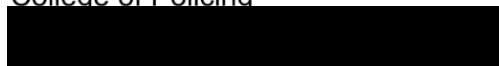
We would like to reassure you that we are continuing to review and update our guidance to ensure that police forces have access to the tools, training and support needed to respond appropriately to the concerns you have raised. This work demonstrates our ongoing commitment to strengthening guidance and supporting forces in the effective delivery of their responsibilities. We hope this provides assurance of our continued focus on ensuring operational policies and guidance remain clear, relevant and fit for purpose.

Should you require any further information, please do not hesitate to contact us.

Yours sincerely

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Chief Executive Officer
College of Policing

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