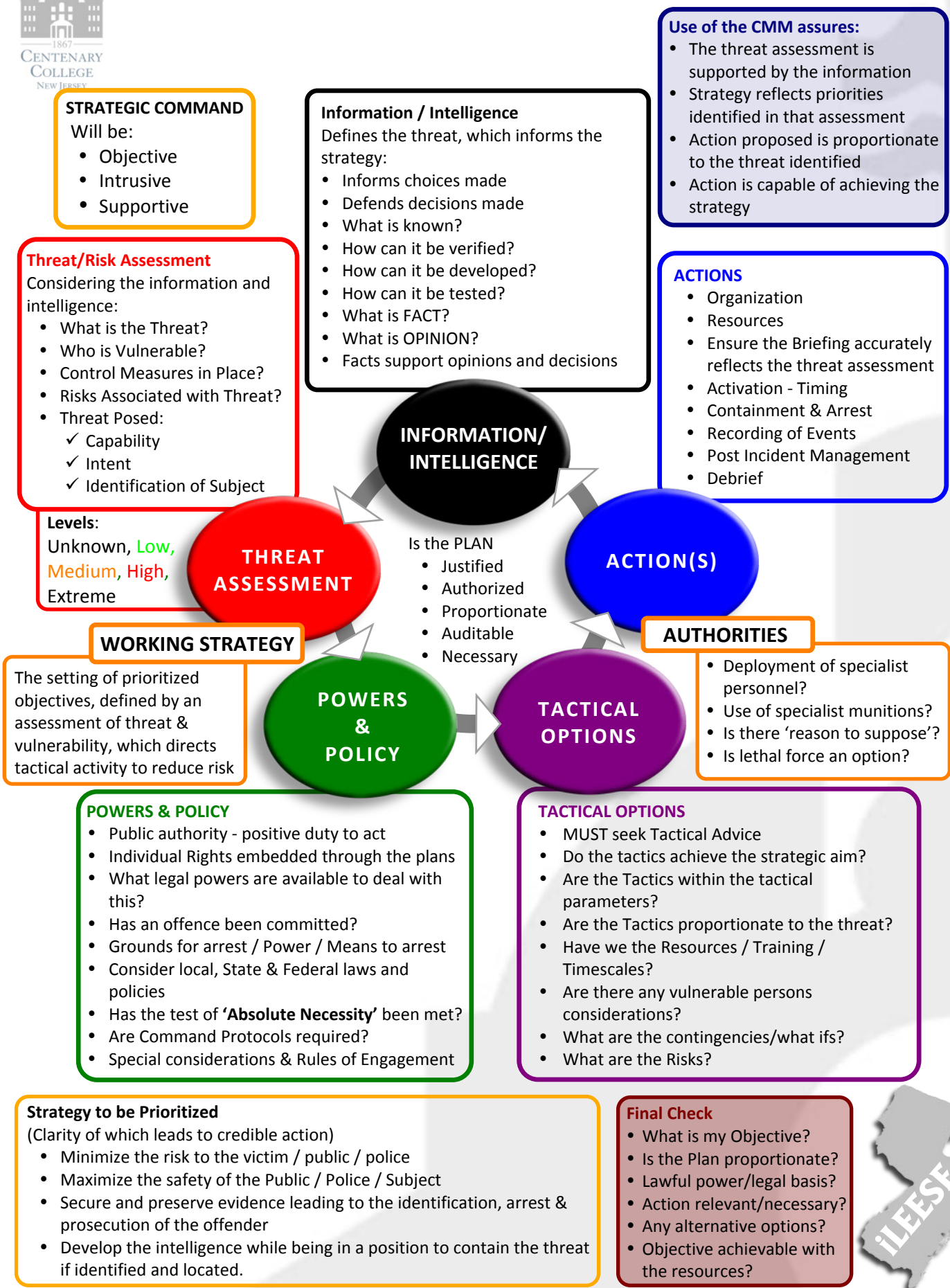




CONFLICT MANAGEMENT MODEL - CRITICAL INCIDENT RESPONSE





COMMAND HIERARCHY

**STRATEGIC
COMMAND
GOLD**

Determines the strategic objectives and sets any tactical parameters. Overall command responsibility.

**OPERATIONAL
COMMAND
SILVER**

Develops, commands and co-ordinates the overall tactical response in accordance with strategic objectives.

**TACTICAL
COMMAND
BRONZE**

Commands a group of officers carrying out functional / territorial responsibilities related to a tactical plan.

**TACTICAL
ADVISOR**

- Advises on the capabilities and limitations of officers.
- Advises the Strategic or Operational Commander on the implication of Tactical Parameters.
- Advises on Tactical Options being considered and discusses their implications.
- Should be in a position to advise the Operational Commander at ALL stages of an operation.
- Provides advice related to the current threat assessment based on the working strategy.
- Does NOT make command decisions.

CRITERIA FOR THE DEPLOYMENT OF TACTICAL OPERATORS

The deployment of Specialist Officers should only be authorized in the following circumstances: Where the officer authorizing the deployment has reason to suppose that officers may have to protect themselves or others from a person who is in possession of, or has immediate access to, a firearm, or other potentially lethal weapon, or is otherwise so dangerous that the deployment of specialist officers is considered to be appropriate; or an operational contingency in a specific operation based on the RISK and THREAT assessment.

ROLE OF STRATEGIC FIREARMS COMMANDER

- Overall Strategic Command with responsibility and accountability for directions given;
- Must set the strategy based on the threat assessment and the available intelligence;
- Should consult a Tactical Advisor;
- Should consider Tactical Parameters ;
- Must provide a clear audit trail;
- Must authorize the deployment of Specialist Officers;
- Ensure all decisions are recorded;
- Ensure the firearms strategy complies with the wider strategic aims of the operation;
- Should test the Tactical Plan against the established strategy;
- Is responsible for overall resourcing;
- Chairs meetings of the strategic coordinating group during a multi-agency response;
- Set command protocols where appropriate;
- Consult partners and interest groups involved when determining strategy;
- Consider the need for a community impact assessment;
- Consider declaring and managing the event as a critical incident;
- Should maintain a strategic overview;
- Must be contactable by the Operational Commander;
- Responsible for the effectiveness of the command structure;

ROLE OF OPERATIONAL FIREARMS COMMANDER

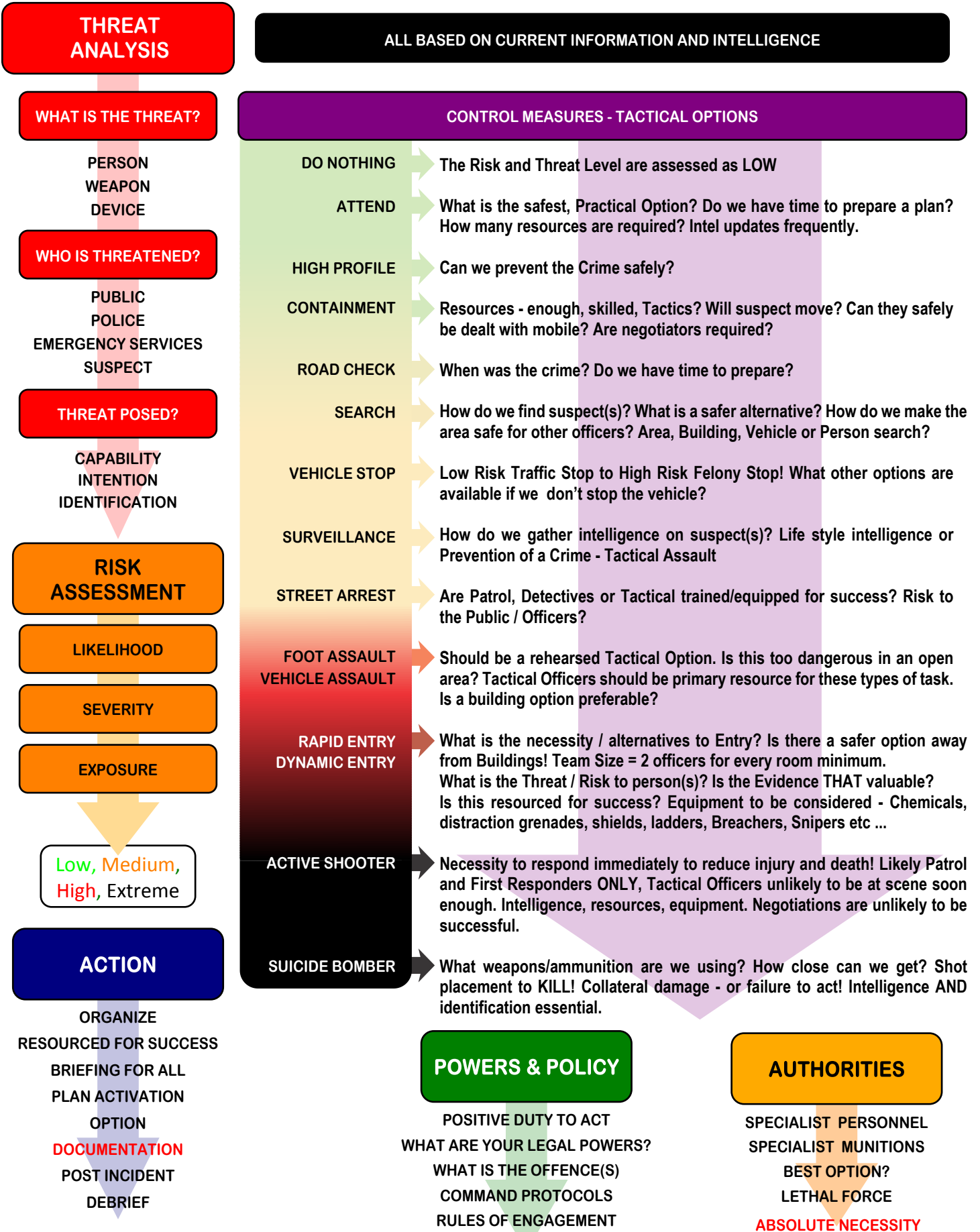
- Must assess the information and intelligence, and complete the threat assessment;
- MUST consult a Tactical Advisor;
- responsible for developing the tactical plan in order to achieve the strategic aims;
- Is responsible for ensuring that officers and staff are fully briefed;
- Should consider medical support;
- Should be able to maintain effective tactical command of the operation;
- Should provide a clear audit trail;
- Provides the pivotal link in the command chain;
- Monitor the need for the deployment of Specialist Officers;
- Must review the Tactical Plan and ensure that changes are communicated to all Commanders;
- Consider a community impact assessment;
- Consider declaring a critical incident;
- Consider the number, role and function of the Tactical Commanders;
- Consider the implications of using specialist munitions, pyrotechnic devices or incapacitants;
- Should ensure all staff are debriefed.

ROLE OF TACTICAL FIREARMS COMMANDER

- Must have knowledge and clear understanding of their role and the overall aim of the operation;
- Must, where practicable, ensure that their staff are appropriately briefed;
- Should be located where they are able to maintain effective command of their area of responsibility;
- Ensures the implementation of the Operational Firearms Commander's tactical plan within their territorial or functional area of responsibility;
- Updates the Operational Firearms Commander, as appropriate, on current developments;
- Makes decisions within their agreed level of responsibility, including seeking approval for any variation in agreed tactics within their area of responsibility;
- Must ensure clear communication channels exist between themselves, the Operational Firearms Commander and those under their command;
- Should consider declaring and managing the event as a critical incident;
- Should be available to those under their command, however, they should allow them sufficient independence to carry out their specific role in accordance with the strategy and tactical plan;
- Should ensure decisions taken are recorded, where possible, to provide a clear audit trail.



CRITICAL INCIDENT RESPONSE - TACTICAL OPTION FLOWCHART

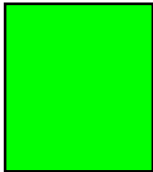




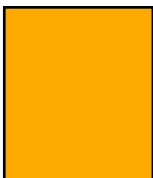
RISK & THREAT ANALYSIS FOR CRITICAL INCIDENT RESPONSE

RISK

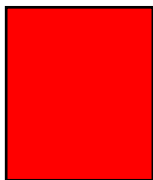
- likelihood of occurrence,
- severity of the threat,
- and the exposure of emergency responders AND public to the risk.



NO / LOW RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
LOW KEY RESPONSE



MEDIUM RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL OPTIONS CONSIDERED.



HIGH RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL OFFICERS REQUIRED.



EXTREME RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
IMMEDIATE RESPONSE REQUIRED.

THREAT

- endanger: pose a threat to; present a danger to; utter intentions of injury or punishment against; something that is a source of danger



NO / LOW THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
PATROL RESPONSE APPROPRIATE



MEDIUM THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL ADVICE REQUIRED.



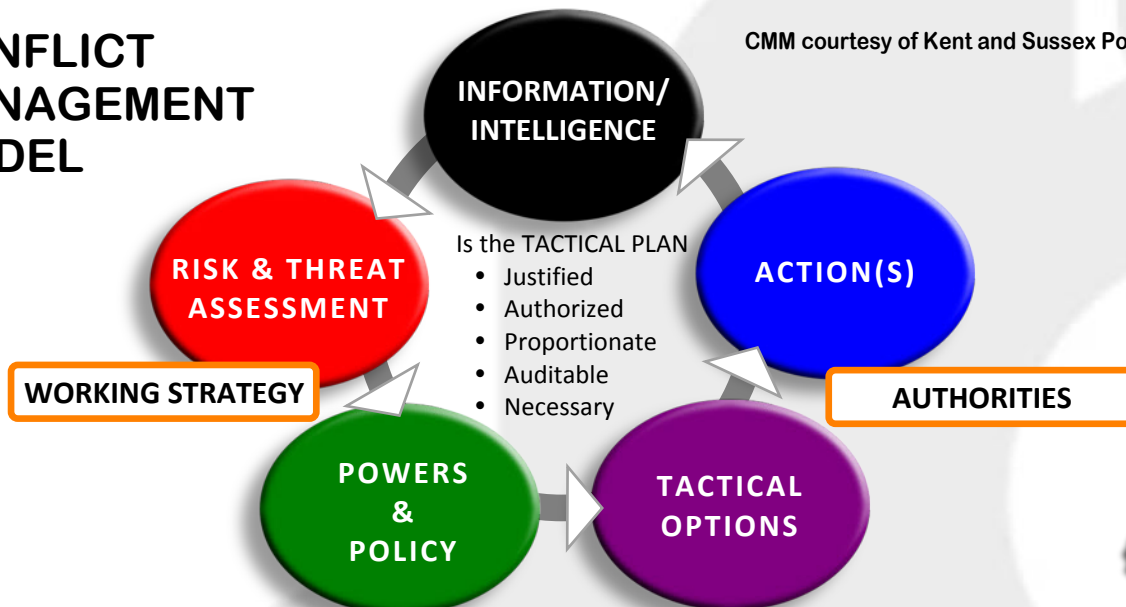
HIGH THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL OFFICERS REQUIRED.



EXTREME THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
FIRST RESPONDERS TO ACT IMMEDIATELY.

CONFLICT MANAGEMENT MODEL

CMM courtesy of Kent and Sussex Police, UK 2009





CRITICAL INCIDENT RESPONSE - INITIAL BRIEFING

Source Material - ACPO Manual of Guidance - Police Use of Firearms 2009©

INFORMATION RECEIVED

Confirm your command and identity as Silver.
What is already known?
What is fact?
What is assumed?
Are 'Vulnerable Persons' involved?

INFORMATION

RISK & THREAT ASSESSMENT

What is your assessment and why?
What information supports your findings?
Are your resources appropriately trained?

INTENTION

What is the Initial Strategy?

POWERS & POLICIES

Have ALL 'Authorities' been given and why?
What are the relevant powers for arrest/entry?

TACTICAL OPTIONS

Has a Tactical Advisor been consulted?
What is the Tactical Plan?
What are the contingencies / what ifs?
Why is there a requirement for Tactical Officers?

METHOD

ACTION

Is the chosen Tactical Option necessary?
Reminders re. principles of dealing with 'Vulnerable Persons'
Reminders re. 'Less Lethal' options.
Reminders re. 'proportionate' use of force.

- A**DMINISTRATION
- R**ISK ASSESSMENT
- C**OMMUNICATION
- H**AZARDS

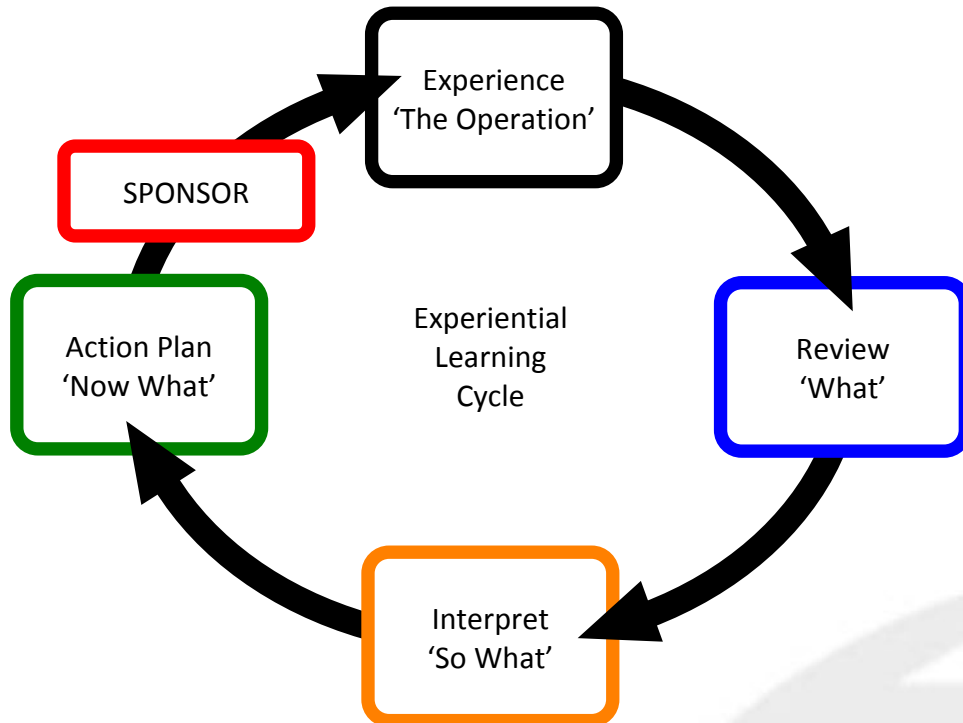
Ask - Do you understand?





DE-BRIEF MODEL

The Experiential Learning Cycle provides an excellent model on which to base operational de-briefs.



'What'

What happened, good and not so good! It may be helpful to break the operation down to bite size pieces or even just concentrate on some pertinent areas.

'So What'

How did the points ('whats') raised impact the operation or how might they have effected the overall plan.

'Now What'

What lessons have been learned, if we had to do the same operation again what would we repeat or do differently?

'Sponsor'

Once issues have been identified and discussed. Select an appropriate person to Sponsor the issue until resolved.

