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- 7.36 The key headings in the NDM should be used as a basis for briefing and debriefing officers. This provides continuity of approach and enables additional information to be reviewed and updated as the situation develops.
- 7.37 The TFC should ensure that AFOs and other deployed officers are briefed by the most appropriate means of communication. This may be by telephone, radio or in person and may include pre-formatted briefing notes. TFC/OFC should confirm their lines of communication to officers (AFOs and unarmed), once they have been deployed. The OFC may also brief their teams on specific tasks following the briefing by the TFC. The TFC must be made aware of any such briefings.
- 7.38 The TFC should ensure that information, intelligence and details of reliability are included in the briefing where it is relevant to the working strategy. The TFC should also ensure that the level of threat assessed, the reasons for it, and the reliability of the information are included in the briefing.
- 7.39 The briefing should outline the intended course of action and incorporate a range of contingencies that provide officers with as much clarity as possible to the role that they may have to undertake and any tactical parameters, which have been set.
- 7.40 The time available for briefing will vary, depending on the circumstances prevailing at the time and more than one briefing may take place. Limitations may include:
- The speed with which a Commander may be able to attend any venue where AFOs are deployed;
  - The nature of the operation and its location (i.e. rapidly emerging covert deployments and multi-sited operations);
  - The severity of the threat assessment.
- 7.41 Where activation of a particular tactical option is time critical, there should, as far as is reasonably practicable, be clearly agreed procedures for communicating any decision to defer, abort or initiate a specific tactic. All deployed officers must be informed by whom such an order will be given.
- 7.42 Where time permits, briefings should inform officers of the procedures to be followed at the conclusion of the event to which they have been deployed.
- 7.43 TFCs should consider drawing on the expertise of other staff in briefings, where this may be of assistance (e.g. OFCs, Tactical Advisers and Intelligence Officers).
- 7.44 Officers conducting briefings should be mindful that the content of the briefing may directly affect the response of armed officers to any subsequent perceived threat from a subject. Officers providing briefings should stress the aim of any

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operation including, specifically, the individual responsibility of officers and the legal powers relevant to the deployment.

### **Recording of Briefings**

- 7.45 As far as practicable, the most comprehensive method of providing an accurate record of the briefing should be used. Where officers are being briefed while travelling or in a remote location, consideration should be given to using radio or telephone recording as a means of providing a record of the briefing. The absence of secure communication, however, may place constraints on this as an option in situations where classified information is being referred to.
- 7.46 It is the responsibility of the TFC to ensure that all main briefings for firearms operations are audio recorded. This is the minimum standard and Commanders may wish to consider recording **all** briefings for best practice.
- 7.47 The exceptions to this policy are:
- Where audio equipment is faulty or unavailable, or
  - Where the location, circumstances or time restraints make it inappropriate or impracticable to do so.
- 7.48 When one of the above circumstances exists and the briefing is not audio recorded then a written record of the briefing must be made, including the fact that no audio recording has taken place and the reasons. All formal briefing documents should be retained for disclosure purposes.
- 7.49 The general principle for briefings is that all staff deployed on the operation should be present at the briefing. It is accepted that in some circumstances this will not be possible; where such an occasion arises a written record is to be made as to the reasons. Alternative arrangements to brief those omitted staff must be made as soon as practicable.

### **The Recording Process**

- 7.50 For both sensitive and non-sensitive recordings the process should be the same. The TFC or designated briefing officer (appointed by the TFC) will be responsible for the co-ordination and recording of these briefings. It will be that officer's responsibility to ensure the briefings are recorded and that these guidelines are followed.
- 7.51 An officer will be appointed as the recording officer. At the commencement of the briefing that officer will start the recording device and state that the briefing is being audio recorded and the time, date and location. The briefing will then take

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place whilst being audio recorded. It is important that all intelligence should be disseminated at the briefing; however its source should be protected.

### **Briefing model**

7.52 The standard briefing model for MPS firearms operations is **IIMRHAC**:

**I** : Information , **I** : Intention , **M** : Method , **R** : Risk assessment , **H** : Human Rights, **A** : Administration and **C**: Communications

### **Management of Sensitive Information**

- 7.53 If the intelligence is from sensitive sources, firewalls to protect the integrity of this information for briefing purposes will be put into place. The intelligence picture will be agreed by the SIO and TFC prior to the commencement of the briefing in a 'Form of Words' making no reference to the source of the intelligence. This will help to ensure both the accuracy of intelligence and protection of sensitive sources. It is that form of words that will be given at the briefing.
- 7.54 All references to intelligence at the briefings and any subsequent note writing will refer directly to that form of words or to that individual briefing officer.
- 7.55 Officers will make no reference in their notes to the content of the intelligence. The references will be made to either the 'Form of Words' or the officer in charge of the intelligence who will deal with all subsequent issues relating to that intelligence.
- 7.56 The nature of Counter Terrorism investigations is such that it may include intelligence from many sensitive sources. It is acknowledged that as long as this intelligence is capable of being audited, physical visibility of it may be unnecessary, impracticable or impossible. If this intelligence is pertinent to the authorisation and deployment of firearms resources it will be the responsibility of the SIO to ensure that TFC are provided with a form of words that appropriately summarises the critical points of the intelligence, relevant to the deployment, without compromising the nature or source of the intelligence.
- 7.57 The responsibility for management of the original intelligence remains established within the protocols for the management of Counter Terrorist investigations. Nothing within this policy alters those protocols.