

the TFC will therefore prioritise activity to develop the information/intelligence within their initial tactical plan.

Where one or more groups or individuals are identified as being at the same level of risk, evaluating their proximity to the threat may assist to prioritise actions to reduce or mitigate that risk. Threat Assessments are therefore multidimensional and time specific and require an assessment of the threat at the time and how will it be likely to change in the future. It is also important to evaluate how police action or inaction may impact upon the threat assessment.

An accurate, multidimensional threat assessment will ultimately allow for an effective prioritised strategy and the formulation of a proportionate response.

As the incident progresses, the regular feedback from the OFC will allow the TFC to ensure that their threat assessment is relevant and proportionate to the actual events at the scene.

### Develop a Working Strategy

Commanders must, at the earliest opportunity, develop an Effective Strategy to direct police action. A working strategy may start to be developed once information is received. It can be formalised once a threat assessment has taken place.

A strategy may contain a number of objectives. Information and intelligence can change, as may the threat assessment, therefore, the strategy must remain dynamic and capable of being reviewed.

While it is important that a strategy is defined and agreed as quickly as possible, it must be based on all the information available at the time. It is rare for a complete or perfect picture to exist. Public safety should always be the priority and at times this may require immediate action to protect life, which, of necessity, may be based on limited information.

The strategy and the rationale behind it should be recorded as part of an audit trail, along with any revisions or amendments. Similarly, the strategy should be regularly reviewed, particularly where a change or handover of command occurs.

An effective strategy should:

- provide clarity of purpose;
- recognise public safety as a priority;
- reflect the multidimensional threat assessment in priority order;
- be achievable;
- be dynamic to reflect changes in circumstance;
- be specific to the operation. (APP Armed Policing 05-017)

### Identify Tactical Options and Contingencies

As soon as the first information is received, generic tactical options may be considered and selected. This may include the deployment of Authorised Firearms Officers as a contingency, or to carry out an Investigative Assessment and take whatever action is deemed appropriate. As more information becomes available, tactical options should be further considered in the light of evaluated intelligence and the relevant powers and policy.

Generic tactical options set out the different ways in which a particular objective can be undertaken in a manner which minimises risk and harm. They are broad descriptions of the options the police may have available to them when dealing with an incident which requires the deployment of armed officers. Along with the primary aim of securing public safety, consideration should be given to whether it is possible to identify, locate and contain the subject and take appropriate action to neutralise the threat posed. (APP Armed Policing 06-011)

This phase of the model is concerned with the different ways in which a particular objective can be undertaken in a manner that minimises risk and harm. A more detailed exploration of generic and specific tactical options is contained within Content 5 below.

Along with the primary aim of securing public safety, consideration should be given as to whether it is possible to identify, locate and contain the subject(s) before taking appropriate action to mitigate the threat posed.

The TFC should make contact with a Firearms Tactical Advisor as soon as practicable in order to examine all viable tactical options. The tactical plan should then be formulated with the support from the Firearms Tactical Advisor and OFC. This plan should include all relevant contingencies and must be proportionate to the threat and capable of achieving the strategic priorities.

The Tactical Firearms Commander should have the knowledge and confidence to determine an appropriate tactical response in the absence of prior communication with the Firearms Tactical Advisor. This is particularly important when commanding an incident within a narrow timeframe where immediate action is necessary to mitigate the threat.

On occasions where the TFC has not been able to obtain tactical advice due to the spontaneity of the incident, the TFC will develop a tactical plan. The OFC should ensure that the TFC is aware of any environmental or operational reasons, such as the current capacity or capability of those deployed, which affect the ability to implement the tactical plan.

Similarly, the Tactical Firearms Commander should be prepared to challenge any advice given, which they feel to be disproportionate to the threat or unlikely to achieve the set strategy.



In consideration of which tactical option or combination of options to take the Tactical Firearms Commander should consider whether an overt or discreet approach or a combination of both would be most appropriate.

Less lethal options must be considered for all tactical responses. This will allow for an appropriate use of force and thereby help to ensure that the plan is flexible enough to minimise the need for recourse to conventional firearms.

Consideration must also be given to the use of both armed and unarmed resources. However if unarmed resources are to be deployed in any capacity, reference should be made to 'STAY SAFE'.

Generic tactical options to consider include:

1. Wait
2. Take mitigating action
3. Keep the subject under observation
4. Investigative assessment
5. Contain the area around the subject.
6. Communicate with the subject
7. Take decisive action

(APP Armed Policing 06-011)

These Generic Options are explained in more detail at content 4 of this module.

Contingencies should also be checked to ensure they cover all foreseeable eventualities and especially the likely actions of the subject(s) at the point of contact. These can be summarised as:

- Resist the challenge      **(Fight)**
- Attempt to escape      **(Flight)**
- Compliance      **(Comply)**

This list is not exhaustive and should be considered as a minimum. They should be specific to the operation and considered in the context of the NDM. Any response planned to such contingencies should be ratified by the TFC.