

5.2.5. The amendment included within the second bullet point at 5.2.3 better reflects the SFC ongoing responsibility in respect of ensuring that the tactical plan and contingencies remain sufficient and appropriate to the evolving threat and risk and working strategy.

5.2.6. Using the NDM as a framework the TFC will develop a tactical plan based on the information and intelligence available to them. The information and intelligence helps to inform the TFC in respect of; identified or potential victims; known or potential locations that may be relevant to the incident or operation; and the identity, capability and intent of the subject(s) in question. This in turn assists the TFC to develop a threat assessment in which they articulate who they deem to be at risk from the threat(s) posed. This threat assessment may identify individuals or groups and each is graded at high, medium low or unknown risk.

5.2.6.1. The level of risk is used to identify a priority order, and the TFC bases their working strategy on minimising the risks, or maximising the safety, of those on their threat assessment, in that priority order. The term 'maximising safety' is used to differentiate those on the threat assessment that are under police control; primarily the armed and unarmed officers or staff deployed by the TFC, and this aim is largely achieved by the provision of briefing, training and equipment.

5.2.6.2. The working strategy will usually mirror the threat assessment in terms of priority, in order to direct activity towards minimising harm to anyone who is identified to be at risk. The working strategy may also include references to things such as the recovery of evidence and arrest of offenders, but this should generally not take priority over minimising the risk of harm. The tactical plan is developed to best meet the working strategy, hence the testing process referenced in the SFC responsibilities of 2015 and further expanded in the 2021 revision.

5.2.7. Fast moving or spontaneous incidents will affect the level to which an SFC is able to fully discharge their responsibilities in respect of application of the NDM. The APP-AP in December 2015, and which is unchanged now, acknowledges that; *'In a dynamically evolving incident it will not always be possible to segregate thinking or response according to each phase of the model. It may not be practical or possible, given the speed at which an incident may evolve, to articulate each decision and rationale when the overriding requirement is for immediate decision-making and action. In such circumstances it will be necessary and appropriate for officers undertaking both command and tactical response to use the professional knowledge, skills and experience which they have developed across their police service and life experience'*.