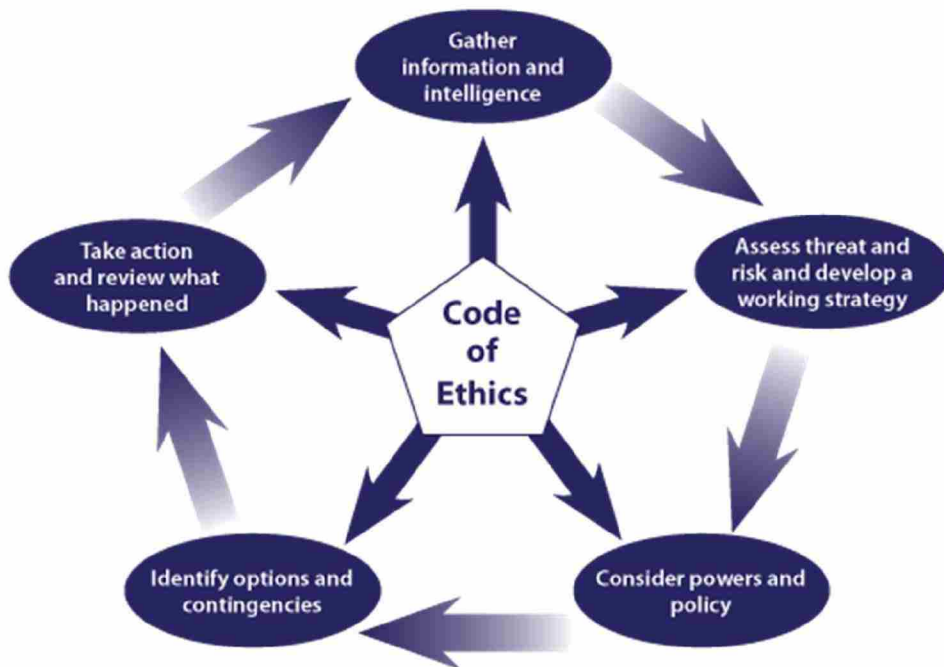


The National Decision Model (NDM)



Gather Information and Intelligence

7.8 APP defines information and intelligence as follows:

- Information refers to all forms of information obtained, recorded or processed by the police including personal data and intelligence;
- Intelligence is information that has been subject to a defined evaluation and risk assessment process in order to assist with police decision making.

7.9 In firearms related situations, information and intelligence, combined with the experience of those responsible for directing the police response, will assist in determining the most appropriate response to a given situation. The assessment of information is a dynamic and continuing process throughout the life of an incident or operation. All involved have a responsibility for updating information and ensuring that in so far as possible there is a full intelligence picture and that this is conveyed as appropriate to those involved.

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- 7.10 The TFC must ensure that, as far as time permits, information and intelligence is appropriately assessed, graded and where possible verified. Information and intelligence should be passed to officers as necessary for the roles they are performing.
- 7.11 Where only limited information is available it is important to establish and maintain an effective information gathering process at an early stage. In a protracted or more complex incident there may be a need to establish a dedicated intelligence function in support of the Tactical Firearms Commander.

Assess Threat and Risk

- 7.12 A threat assessment refers to the analysis of potential or actual harm to people, the probability of it occurring and the consequences or impact should it occur. It is based on fact, information and intelligence and will vary over time.
- 7.13 A threat assessment is used to develop a prioritised working strategy and ultimately forms the basis on which the proportionality of the police response will be judged.
- 7.14 A threat assessment;
- Should be based on information known at the time;
 - May be supported by historic information;
 - Should take account of the nature of any threat anticipated and its proximity;
 - Should identify to whom and under what circumstances the threat may occur;
 - Should take account of the impact of change;
 - May take the form of an analytical report or problem or subject profile.
- 7.15 The more accurate and specific the analysis, the greater the likelihood of being able to reduce or mitigate the threat. It may not be possible to eliminate the risk of harm.
- 7.16 An accurate multi-dimensional threat assessment will ultimately allow for an effective prioritised strategy and the formulation of a proportionate response. As an incident progresses, the regular review of available information and intelligence will ensure that the threat assessment remains relevant.

Develop a Working Strategy

- 7.17 A working strategy may start to be developed once information is received and can be formalised once a threat assessment has taken place.
- 7.18 The strategy and the rationale behind it, as well as any revision or amendments, should be recorded and will form an audit trail. The strategy should be regularly reviewed, particularly where a change or handover of command occurs.