

COMMAND CONSIDERATIONS (GOLD, SILVER, BRONZE)

CONSIDERATIONS FOR THE GOLD COMMANDER

<p>Information and Intelligence</p>	<ul style="list-style-type: none"> • Basis of threat assessment and information/intelligence available (ie, identity, capability and intent). • Has the intelligence requirement been documented? • Have intelligence protocols and lines of communication been identified? • Potential or confirmed critical incident?
<p>Police Role</p>	<ul style="list-style-type: none"> • Is the event a protest event? • Is there a need for the police to attend? • What is the police role at the event? • Will the police also have an advisory role to partners/SAG? • Is there a need to develop contingency plans?
<p>Partner Role</p>	<ul style="list-style-type: none"> • Which partners are involved in event? • What is the role of partners? • Is there a need for a SAG? • Is there a need for a SCG?
<p>Advisers</p>	<ul style="list-style-type: none"> • Does Gold require advice, for example: <ul style="list-style-type: none"> – legal, including human rights; – public order tactical advice (ie, setting/reviewing tactical parameters); – community; – media liaison?
<p>Governance and Review</p>	<ul style="list-style-type: none"> • Arrangements to coordinate and review operation: <ul style="list-style-type: none"> – meeting structure(s); – lines of communication; – command protocols; – timescales; – peer review; – debrief(s).

OPERATIONAL REQUIREMENTS	
Development of Strategy	<ul style="list-style-type: none"> • Has Gold provided a strategy? Review any working strategy that Silver may have developed. • Consider the following when drafting strategy: <ul style="list-style-type: none"> – avoid generic strategies; – establish a set of objectives relevant to the current knowledge of the situation and the analysis of the threats and risk presented which reflect the role of the police, and set the policing style. • Include narratives to explain in plain English what outcomes are being sought through the objectives, ie, what success looks like (preferred outcome) what may be acceptable (but not the preferred outcome) and what is clearly unacceptable, as it is indicative of the police operation not meeting its objectives. • Has Gold set or ratified any tactical parameters and/or command protocols to give strategic direction? Commanders should consider consulting a tactical adviser to discuss the effects of the parameters on the formulation of tactics. Where tactical parameters are set, they should be clearly articulated and regularly reviewed.
Scale of Response	<ul style="list-style-type: none"> • Is the police response and command structure appropriate to mitigate threats caused by the event/incident? • Is the police response ECHR compliant and proportionate? • Is the police response and command structure influenced by: <ul style="list-style-type: none"> – size of the event; – time and duration; – numbers attending;

	<ul style="list-style-type: none"> - location; - available intelligence; - resources required; - threat assessment; - level of media interest; - political implications; - wider policing implications; - community implications, expectations and confidence; - organisational reputation; - any history of the event?
<p>Force Capacity and Capability</p>	<ul style="list-style-type: none"> • What are the implications on force capacity and capability, for example: <ul style="list-style-type: none"> - command resilience, facilities and support; - equipment and availability; - communications facilities; - specialist advisers; - internal mobilisation capability; - planning team, logistics support, risk assessors; - intelligence capability; - investigative capability and support; - press liaison; - specialist skills (eg, roped access, EGTs, FITs); - is there a need for mutual aid?
<p>Command</p>	<ul style="list-style-type: none"> • Are Silver/Bronze occupationally and operationally competent? • Is there resilience within the command structure?
<p>TACTICAL PLAN</p>	
<p>Legal and Policy</p>	<ul style="list-style-type: none"> • Consider legality and derivation of powers. • Which human rights articles are likely to be engaged and how? • If a protest event, does the Tactical Plan seek to facilitate peaceful assembly? • Has Silver developed a specific stop and search policy

	<p>for the operation?</p>
<p>Communication</p>	<ul style="list-style-type: none"> • Does the Tactical Plan aim for no surprises and to build trust and confidence? • Does the command structure support effective communication (eg, media, communities, briefing)? • Dialogue/Engagement: <ul style="list-style-type: none"> – have plans been developed for communicating with the public, communities that are likely to be affected, briefing the media? – is engagement phased (ie, before, during, after the operation)? – is a memorandum of understanding (MOU) being sought? • Staff Briefings: <ul style="list-style-type: none"> – what are the key messages? – do briefings include <ul style="list-style-type: none"> ▪ force policy and operational parameters (ie, use of force, stop and search, officer identification) ▪ UK Press Card, role of media ▪ parameters and tipping points (eg, intervention(s), stop and search, containment) ▪ policing style and public perceptions? – how briefing messages are carried through to operational activity? – methods of briefing mutual aid resources (if any)?
<p>Use of Force</p>	<ul style="list-style-type: none"> • Does the Tactical Plan consider use of force, for example: <ul style="list-style-type: none"> – plan to minimise recourse to use of force; – policing style (in accordance with Gold strategy and any tactical parameters); – least intrusive options; – crowd (engagement, dynamics, response,

	<p>perceptions);</p> <ul style="list-style-type: none"> - staff capability; - clarity of decision making and instructions; - tipping points for escalation/de-escalation of use of force or policing style (based on review of threat/risk); - consequences of collective uses of force; - authority requirement?
Containment	<ul style="list-style-type: none"> • If containment is an option, does the Tactical Plan demonstrate consideration of <i>Austin v United Kingdom</i>?
Welfare Issues	<ul style="list-style-type: none"> • Health and safety considerations recorded and control measures in place? • Is there a need to consult welfare partners (eg, Police Federation, staff association)?

CONSIDERATIONS FOR THE SILVER COMMANDER

Intelligence	<ul style="list-style-type: none"> • Source and NIM grading of information/intelligence. • Are there additional intelligence requirements and if so, what sources are being considered? • Is an Intelligence Cell required? • Should Bronze (Intelligence) be appointed? • Is a clear audit trail of decision making in place (eg, loggist appointed)?
Threat Assessment	<ul style="list-style-type: none"> • What is the assessment of threat based on information/intelligence currently available?
Police Role	<ul style="list-style-type: none"> • Nature of the police role (ie, facilitation of protest)? • Is there a need to develop contingency plans? • What is the tipping point for contingency plans?
Partner Role	<ul style="list-style-type: none"> • Which partners are involved in the event? • What is the role of partners? • Is there a need for an SAG?
Gold	<ul style="list-style-type: none"> • Has Gold been appointed? • Has Gold provided a strategy or does Silver need to develop a working strategy? • What are the tactical parameters set by Gold (if any)?
Advisers	<ul style="list-style-type: none"> • Does Silver require specialist advice, for example: <ul style="list-style-type: none"> – legal, including human rights; – public order tactical; – media relations? • Which command roles should have access to advisers, at what phase of operation, and what level of access?
Scale of Response	<ul style="list-style-type: none"> • Has the police response and command structure been assessed in line with: <ul style="list-style-type: none"> – accreditation requirements; – size of event;

	<ul style="list-style-type: none"> - time and duration; - numbers attending; - location; - available intelligence; - resources required; - threat assessment; - level of media interest; - political implications; - wider policing implications; - community implications, expectations and confidence; - organisational reputation; - any history of the event? <ul style="list-style-type: none"> • What command structure is required? • Appointment of trained and operationally competent Bronze (Geographic/Functional)?
Resources	<ul style="list-style-type: none"> • Resource and specialist resource requirements (eg, PSU levels, briefing officers, intelligence, finance, mounted police, dogs, CBRN)?
TACTICAL PLAN	
Legal and Policy	<ul style="list-style-type: none"> • What is the objective of the proposed action? • What is the legal basis for the proposed action? • Is the action necessary and proportionate? • Is there a less intrusive alternative?
Protest	<ul style="list-style-type: none"> • Is this a protest event?
Communication	<ul style="list-style-type: none"> • Does the operation require the development of a communication plan? • Should Bronze (Communication) be appointed? • Does the Tactical Plan aim for no surprises and building trust and confidence? • Community and Public Engagement: <ul style="list-style-type: none"> - community engagement plan;

	<ul style="list-style-type: none"> - community intelligence from normal or directed engagement with communities; - community impact assessments; - mediators/independent advisory groups; - partner engagement; - should Bronze (Community) be appointed? • Protest Groups/Organisers: <ul style="list-style-type: none"> - engagement plan; - structured and recorded contact; - phased dialogue (before, during, after event); - diverse use of media, including social media; - is an MOU sought? • Media: <ul style="list-style-type: none"> - briefings; - embedding; - staff awareness of UK Press Card; - should Bronze (Media) be appointed?
<p>Command Considerations for Use of Force</p>	<ul style="list-style-type: none"> • Plan to minimise recourse to use of force. • Policing style (in accordance with Gold strategy and any tactical parameters). • Least intrusive options. • Crowd (engagement, dynamics, response, perceptions). • Staff capability. • Clarity of decision making and instructions. • Tipping points for escalation/de-escalation of use of force or policing style (based on review of threat/risk). • Consequences of collective uses of force. • Authority requirement?
<p>Tactical Considerations</p>	<ul style="list-style-type: none"> • Stop and Search: <ul style="list-style-type: none"> - is there an intelligence case for use? - authority required? - staff briefing?

	<ul style="list-style-type: none"> – specific operational policy? • Containment – specific considerations of <i>Austin v United Kingdom</i> (eg, time limitations, welfare, public perceptions, media, vulnerable or distressed persons). • Use of overt photography. • Protocols for deployment of FITs and/or EGTs. • Policing style. • Dispersal: <ul style="list-style-type: none"> – displacement of risk? – exit routes? – crowd response? – public perceptions?
Investigation	<ul style="list-style-type: none"> • Should Bronze (Crime) be appointed and at what stage?
Intervention Policy	<ul style="list-style-type: none"> • Is there a need for an intervention policy to be documented? • Staff briefings? • Tipping points? • Should interventions be pre-planned or at the discretion of Bronze?
Evidence Gathering	<ul style="list-style-type: none"> • Are deployments in accordance with policing style? • Are parameters set for taking/retaining images? • Consider RIPA 2000.
Contingencies	<ul style="list-style-type: none"> • Have the 'what ifs' been considered? • Have contingencies been threat and risk assessed? • Have use of force considerations been reviewed? • Have warning messages been developed? • Is an Intervention Plan required or has one been developed?
Welfare	<ul style="list-style-type: none"> • As far as practicable, has the impact of police action on the health and safety of officers and the public been considered and recorded, and have control measures been put in place?

	<ul style="list-style-type: none">• Involve staff associations – especially Federation in Gold meetings.
Staff Briefings	<ul style="list-style-type: none">• What are the key messages?• Have any mutual aid officers been briefed?• Should Bronze (Briefing) be appointed?• Are staff aware of the policing style for this operation and requirement to be identifiable?• Are staff aware of their specific responsibilities regarding the use of force?• Have messages regarding officer identification been reinforced?• Are staff aware of any media issues (eg, UK Press Card, media role, embedded journalists)?

CONSIDERATIONS FOR THE BRONZE COMMANDER

<p>Intelligence</p>	<ul style="list-style-type: none"> • Is the context of information/intelligence understood? • Are there any intelligence requirements relevant to the Bronze role? • Is a clear audit trail of decision making in place (eg, loggist appointed)?
<p>Threat Assessment</p>	<ul style="list-style-type: none"> • Understands the assessment of threat based on the information/intelligence currently available?
<p>Gold</p>	<ul style="list-style-type: none"> • What are the strategic objectives and outcomes sought (eg, preferred, acceptable, unacceptable outcomes)? • What are the tactical parameters? • What is the policing style?
<p>Silver</p>	<ul style="list-style-type: none"> • Awareness of the Operation Order and key elements of the tactical plan, including any operational parameters? • Awareness and understanding of command structure (eg, functional/geographic responsibilities, Sub Bronzes)? • Fully understands the command protocols (eg, functional and geographic responsibilities) and contingencies?
<p>Resources</p>	<ul style="list-style-type: none"> • What police resources are available and how are they to be used in line with the tactical plan? Are they appropriately accredited and equipped? • Public Order Tactical Adviser and support team available (eg, driver, loggist)? • What partner resources are deployed and how can they be used in accordance with the deployment plan?

DEPLOYMENT PLAN	
Legal and Policy	<ul style="list-style-type: none"> • Is the objective of the proposed action understood? • Establishes that the action is necessary and proportionate? • Is there a less intrusive alternative? • Establishes whether any relevant powers have been or should be authorised (eg, section 60 Criminal Justice and Public Order Act 1994)? • Command considerations for use of force understood?
Protest	<ul style="list-style-type: none"> • Is this a protest event?
Communication	<ul style="list-style-type: none"> • Awareness and understanding of any communication and engagement plan for (not exhaustive): <ul style="list-style-type: none"> - Local communities? - Resources, eg, PSU Commanders, specialists? - Event/protest organisers? - Media, eg, handling protocols? - Partner agencies? • Ensure communications with all parties are in accordance with the policing style.
Deployment	<ul style="list-style-type: none"> • If applicable, has pre-planning/familiarisation been undertaken (eg, recce of sector/walk through) in advance of operation? • Tests relevant aspects of Silver's tactical plan, have risks been reasonably foreseen and mitigated? • If applicable, awareness and understanding of the role of partners including any protocols?

	<ul style="list-style-type: none"> • Is the deployment plan adaptable to changes in circumstances, eg, new directions from Silver Commander and/or allows Bronze to self-initiate a dynamic response to emerging threat and risk? • Protocol/process established to update Silver Commander, eg, on evolving threat, risk and crowd dynamics?
Command and Control	<ul style="list-style-type: none"> • Clear tactical and operational parameters, powers and policy communicated via briefing? • Ability to liaise/coordinate with other resources, eg, PSU Commanders, other Bronze Commanders, specialists? • Awareness and understanding of reserve protocols (if applicable)? • Medical/welfare protocols established and understood, eg, casualty evacuation plan? • Clear audit trail established?
Contingencies	<ul style="list-style-type: none"> • Contingency plans verified and briefed? • Intervention plan understood including recognition of tipping points for escalation/de-escalation of use of force or policing style (based on review of the threat risk)?
Staff Briefings	<ul style="list-style-type: none"> • Clear briefing/debriefing arrangements in place? • Ensure officers are identifiable. • Debriefing resources, including: <ul style="list-style-type: none"> - welfare; - intelligence; - evidence. • Ensure any use of force is recorded.