CONFLICT MANAGEMENT MODEL - CRITICAL INCIDENT RESPONSE

**STRATEGIC COMMAND**
Will be:
- Objective
- Intrusive
- Supportive

**Information / Intelligence**
Defines the threat, which informs the strategy:
- Informs choices made
- Defends decisions made
- What is known?
- How can it be verified?
- How can it be developed?
- How can it be tested?
- What is FACT?
- What is OPINION?
- Facts support opinions and decisions

**Threat/Risk Assessment**
Considering the information and intelligence:
- What is the Threat?
- Who is Vulnerable?
- Control Measures in Place?
- Risks Associated with Threat?
- Threat Posed:
  - Capability
  - Intent
  - Identification of Subject

**Levels:**
Unknown, Low, Medium, High, Extreme

**INFORMATION/INTELLIGENCE**

**ACTION(S)**

**WORKING STRATEGY**
The setting of prioritized objectives, defined by an assessment of threat & vulnerability, which directs tactical activity to reduce risk

**POWERS & POLICY**
- Public authority - positive duty to act
- Individual Rights embedded through the plans
- What legal powers are available to deal with this?
- Has an offence been committed?
- Grounds for arrest / Power / Means to arrest
- Consider local, State & Federal laws and policies
- Has the test of ‘Absolute Necessity’ been met?
- Are Command Protocols required?
- Special considerations & Rules of Engagement

**POWERS & POLICY**
- Deployment of specialist personnel?
- Use of specialist munitions?
- Is there ‘reason to suppose’?
- Is lethal force an option?

**TACTICAL OPTIONS**
- MUST seek Tactical Advice
- Do the tactics achieve the strategic aim?
- Are the Tactics within the tactical parameters?
- Are the Tactics proportionate to the threat?
- Have we the Resources / Training / Timescales?
- Are there any vulnerable persons considerations?
- What are the contingencies/what ifs?
- What are the Risks?

**Strategy to be Prioritized**
(Clarity of which leads to credible action)
- Minimize the risk to the victim / public / police
- Maximize the safety of the Public / Police / Subject
- Secure and preserve evidence leading to the identification, arrest & prosecution of the offender
- Develop the intelligence while being in a position to contain the threat if identified and located.

**Final Check**
- What is my Objective?
- Is the Plan proportionate?
- Lawful power/legal basis?
- Action relevant/necessary?
- Any alternative options?
- Objective achievable with the resources?

**Use of the CMM assures:**
- The threat assessment is supported by the information
- Strategy reflects priorities identified in that assessment
- Action proposed is proportionate to the threat identified
- Action is capable of achieving the strategy

CRITERIA FOR THE DEPLOYMENT OF TACTICAL OPERATORS

The deployment of Specialist Officers should only be authorized in the following circumstances:

Where the officer authorizing the deployment has reason to suppose that officers may have to protect themselves or others from a person who is in possession of, or has immediate access to, a firearm, or other potentially lethal weapon, or is otherwise so dangerous that the deployment of specialist officers is considered to be appropriate; or an operational contingency in a specific operation based on the RISK and THREAT assessment.

ROLE OF STRATEGIC FIREARMS COMMANDER

- Overall Strategic Command with responsibility and accountability for directions given;
- Must set the strategy based on the threat assessment and the available intelligence;
- Should consult a Tactical Advisor;
- Should consider Tactical Parameters;
- Must provide a clear audit trail;
- Must authorize the deployment of Specialist Officers;
- Ensure all decisions are recorded;
- Ensure the firearms strategy complies with the wider strategic aims of the operation;
- Should test the Tactical Plan against the established strategy;
- Is responsible for overall resourcing;
- Chairs meetings of the strategic coordinating group during a multi-agency response;
- Set command protocols where appropriate;
- Consult partners and interest groups involved when determining strategy;
- Consider the need for a community impact assessment;
- Consider declaring and managing the event as a critical incident;
- Should maintain a strategic overview;
- Must be contactable by the Operational Commander;
- Responsible for the effectiveness of the command structure;

ROLE OF OPERATIONAL FIREARMS COMMANDER

- Must assess the information and intelligence, and complete the threat assessment;
- MUST consult a Tactical Advisor;
- responsible for developing the tactical plan in order to achieve the strategic aims;
- Is responsible for ensuring that officers and staff are fully briefed;
- Should consider medical support;
- Should be able to maintain effective tactical command of the operation;
- Should provide a clear audit trail;
- Provides the pivotal link in the command chain;
- Monitor the need for the deployment of Specialist Officers;
- Must review the Tactical Plan and ensure that changes are communicated to all Commanders;
- Consider a community impact assessment;
- Consider declaring a critical incident;
- Consider the number, role and function of the Tactical Commanders;
- Consider the implications of using specialist munitions, pyrotechnic devices or incapacitants;
- Should ensure all staff are debriefed.

ROLE OF TACTICAL FIREARMS COMMANDER

- Must have knowledge and clear understanding of their role and the overall aim of the operation;
- Must, where practicable, ensure that their staff are appropriately briefed;
- Should be located where they are able to maintain effective command of their area of responsibility;
- Ensures the implementation of the Operational Firearms Commander’s tactical plan within their territorial or functional area of responsibility;
- Updates the Operational Firearms Commander, as appropriate, on current developments;
- Makes decisions within their agreed level of responsibility, including seeking approval for any variation in agreed tactics within their area of responsibility;
- Must ensure clear communication channels exist between themselves, the Operational Firearms Commander and those under their command;
- Should consider declaring and managing the event as a critical incident;
- Should be available to those under their command, however, they should allow them sufficient independence to carry out their specific role in accordance with the strategy and tactical plan;
- Should ensure decisions taken are recorded, where possible, to provide a clear audit trail.
CRITICAL INCIDENT RESPONSE - TACTICAL OPTION FLOWCHART

EXPOSURE

WHAT IS THE THREAT?
PERSON
WEAPON
DEVICE

WHO IS THREATENED?
PUBLIC
POLICE
EMERGENCY SERVICES
SUSPECT

THREAT POSED?
CAPABILITY
INTENTION
IDENTIFICATION

RISK ASSESSMENT
LIKELIHOOD
SEVERITY
EXPOSURE
Low, Medium, High, Extreme

ACTION
ORGANIZE
RESOURCED FOR SUCCESS
BRIEFING FOR ALL
PLAN ACTIVATION
OPTION
DOCUMENTATION
POST INCIDENT
DEBRIEF

CONTROL MEASURES - TACTICAL OPTIONS
DO NOTHING
The Risk and Threat Level are assessed as LOW
ATTEND
What is the safest, Practical Option? Do we have time to prepare a plan?
How many resources are required? Intel updates frequently.
HIGH PROFILE
Can we prevent the Crime safely?
CONTAINMENT
Resources - enough, skilled, Tactics? Will suspect move? Can they safely be dealt with mobile? Are negotiators required?
ROAD CHECK
When was the crime? Do we have time to prepare?
SEARCH
How do we find suspect(s)? What is a safer alternative? How do we make the area safe for other officers? Area, Building, Vehicle or Person search?
VEHICLE STOP
Low Risk Traffic Stop to High Risk Felony Stop! What other options are available if we don’t stop the vehicle?
SURVEILLANCE
How do we gather intelligence on suspect(s)? Life style intelligence or Prevention of a Crime - Tactical Assault
STREET ARREST
Are Patrol, Detectives or Tactical trained/equipped for success? Risk to the Public / Officers?
FOOT ASSAULT
Should be a rehearsed Tactical Option. Is this too dangerous in an open area? Tactical Officers should be primary resource for these types of task. Is a building option preferable?
VEHICLE ASSAULT
What is the necessity / alternatives to Entry? Is there a safer option away from Buildings! Team Size = 2 officers for every room minimum.
RAPID ENTRY
What is the necessity / alternatives to Entry? Is there a safer option away from Buildings! Team Size = 2 officers for every room minimum.
DYNAMIC ENTRY
Necessity to respond immediately to reduce injury and death! Likely Patrol and First Responders ONLY, Tactical Officers unlikely to be at scene soon enough. Intelligence, resources, equipment. Negotiations are unlikely to be successful.
ACTIVE SHOOTER
What weapons/ammunition are we using? How close can we get? Shot placement to KILL! Collateral damage - or failure to act! Intelligence AND identification essential.
ACTIVE SHOOTER

POWERS & POLICY
POSITIVE DUTY TO ACT
WHAT ARE YOUR LEGAL POWERS?
WHAT IS THE OFFENCE(S)
COMMAND PROTOCOLS
RULES OF ENGAGEMENT

AUTHORITIES
SPECIALIST PERSONNEL
SPECIALIST MUNITIONS
BEST OPTION?
LETHAL FORCE
ABSOLUTE NECESSITY

ALL BASED ON CURRENT INFORMATION AND INTELLIGENCE

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RISK & THREAT ANALYSIS FOR CRITICAL INCIDENT RESPONSE

RISK

• likelihood of occurrence,
• severity of the threat,
• and the exposure of emergency responders AND public to the risk.

NO / LOW RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
LOW KEY RESPONSE

MEDIUM RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL OPTIONS CONSIDERED.

HIGH RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL OFFICERS REQUIRED.

EXTREME RISK to Officers and Emergency Responders, to Victims, Suspects and Public.
IMMEDIATE RESPONSE REQUIRED.

THREAT

• endanger: pose a threat to; present a danger to; utter intentions of injury or punishment against; something that is a source of danger

NO / LOW THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
PATROL RESPONSE APPROPRIATE

MEDIUM THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL ADVICE REQUIRED.

HIGH THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
TACTICAL OFFICERS REQUIRED.

EXTREME THREAT to Officers and Emergency Responders, to Victims, Suspects and Public.
FIRST RESPONDERS TO ACT IMMEDIATELY.

CONFLICT MANAGEMENT MODEL

CMM courtesy of Kent and Sussex Police, UK 2009
CRITICAL INCIDENT RESPONSE - INITIAL BRIEFING

INFORMATION

INFORMATION RECEIVED

- Confirm your command and identity as Silver.
  What is already known?
  What is fact?
  What is assumed?
  Are ‘Vulnerable Persons’ involved?

RISK & THREAT ASSESSMENT

- What is your assessment and why?
- What information supports your findings?
- Are your resources appropriately trained?

INTENTION

POWERS & POLICIES

- Have ALL ‘Authorities’ been given and why?
  What are the relevant powers for arrest/entry?

TACTICAL OPTIONS

- Has a Tactical Advisor been consulted?
  What is the Tactical Plan?
  What are the contingencies / what ifs?
  Why is there a requirement for Tactical Officers?

METHOD

ACTION

- Is the chosen Tactical Option necessary?
  Reminders re. principles of dealing with ‘Vulnerable Persons’
  Reminders re. ‘Less Lethal’ options.
  Reminders re. ‘proportionate’ use of force.

ADMINISTRATION

RISK ASSESSMENT

COMMUNICATION

HAZARDS

Ask - Do you understand?

DE-BRIEF MODEL

The Experiential Learning Cycle provides an excellent model on which to base operational de-briefs.

‘What’
What happened, good and not so good! It may be helpful to break the operation down to bite size pieces or even just concentrate on some pertinent areas.

‘So What’
How did the points (‘whats’) raised impact the operation or how might they have effected the overall plan.

‘Now What’
What lessons have been learned, if we had to do the same operation again what would we repeat or do differently?

‘Sponsor’
Once issues have been identified and discussed. Select an appropriate person to Sponsor the issue until resolved.