



### Officer/Staff Presence:

This term encompasses the visual, physical and psychological impact, an officer/staff's uniform and presence of specialist equipment may have. This presence may subsequently affect the mind and will of another.

An officers/staff appearance, bearing, stance and even the sight of officers/staff personal protective equipment, can have an effect on the subject's behaviour. Officer/staff presence forms a large part of non-verbal communications. This will include tactical positioning.



### Tactical Communication:

Tactical communication is an essential part of policing, and means the ability to give and receive information in a way that gains a tactical advantage. It incorporates verbal and non-verbal communication skills and is the ability of an individual to effectively use all forms of communication, within reason, to resolve an identified area of conflict. This can include giving specific direction, commands and / or instructions to a subject, even in a forceful vocal manner.

For full guidance on tactical communications, please see module 3.

**Disengagement:**

Officers/staff need to be able to withdraw from any type of situation. Upon arrival officers/staff should be assessing the area and looking for an escape route should the need arise, cover and concealment should be considered. After selecting the appropriate option, the officers/staff should continually assess available options to gain a tactical advantage



### Empty Hand Techniques:

Empty hand techniques allow the officers/staff to control and restrain a subject.

Empty hand techniques include; holds and restraints, blocks, strikes, take downs, spit hood, ground defence, breakaways and searching.



### Baton:

The baton allows the officers/staff to defend themselves and/or to control and restrain a subject.

Baton techniques include baton strikes, baton arm locks and knife defence.



### **Irritant Spray:**

Irritant spray is a hand held canister, which uses an airborne delivery system to convey an inflammatory agent to a subject to limit the subject's actions.

### **Leg Restraints:**

Leg restraints are a temporary restraining device which allows the officers/staff to restrict the movement of a subject's legs.

### **Personal Protection Shield:**

The personal protection shield provides protection to the police officer against attacks from thrown objects and blunt edge weapons and can be utilised in a containment situation.

### **Handcuffs:**

Rigid handcuffs are a temporary restraining device which allows the officers/staff to restrict the movement of a subject's arms.

### **Tactical Positioning:**

Tactical positioning gives officers/staff an overview of the subject and surrounding area, enhancing their safety and ability to deal with an evolving situation.

### **Specialist Tactics:**

These include armed policing, public order, deployment of horses, dogs or any other specialist tactics not normally deployed by conventional officers.

### **Contain and Negotiate:**

Best practice in high risk situations is contain and negotiate.

A situation may arise where there is a need to set up a controlled area and restrict access to an area. Immediately setting up inner and outer cordons may be required to prevent escalation of the situation and maintain a distance between the subject and the police or public.

The principal operating strategy of resolving high risk incidents by police is containment and negotiation. Force is to be used as a last resort.

## **Stage 5: Take Action and Review what Happened**

An appropriate response should allow officers/staff to verbally and/or physically control the situation.

This will ensure the safety of everyone involved namely, the public, the officer/staff and the subject.

Officers/staff should select and implement the option that will provide the best result for all, in any given situation. Officers/staff should continually assess the situation with a view to implementing the correct tactic. Officers/staff should be aware that if circumstances change (new information or intelligence then such decisions should be re-assessed and the process repeated until the best decision is reached and action taken. Recording and reviewing the incident is important to assess what went well and what didn't go so well. Should use of force forms be required to be completed, the NDM will assist in this process.

## Section 3: Code of Ethics for Policing in Scotland

The code of ethics for policing in Scotland sets the standards expected of all those who contribute to policing Scotland. It is neither a discipline code nor an unattainable aspiration tool. Rather the code is a practical set of measures, which reflect the values of Police Scotland. All officers/staff in Police Scotland are responsible for delivering a professional service to everyone across the country. This code sets out both; what the public can expect from Police Scotland, and what Officers/staff should expect from one another.

### Integrity

Officers/staff must recognise their role in policing as being a symbol of public faith and trust, and the obligation that is placed upon them to act with **Integrity, Fairness** and **Respect**. Officers/staff should behave in a manner which reflects the values of policing in Scotland. They are personally responsible for their own actions and will when appropriate, exercise their discretion. They should act as a positive role model in delivering a professional, impartial service, placing service to communities before their own personal aims. Officers/staff will not accept any gift or gratuity that could be perceived to compromise their impartiality. They should avoid all behaviour which is or may be reasonably considered; abusive, bullying, harassing or victimising. Officers/staff will demonstrate and promote good conduct and will challenge the conduct of colleagues who they reasonably believe to have fallen below the standards set out in this code.

### Fairness

Officers/staff should act with courage and composure and face all challenges with self-control, tolerance and impartiality. They will promote positive wellbeing within the community and ensure that all people have fair and equal access to the police services according to their individual needs. Officers/staff will maintain an open attitude and strive to improve their understanding and awareness of cultural, social and community issues. Officers/staff will carry out their duties in a fair manner, guided by the principles of impartiality and non-discrimination.

### Respect

Officers/staff should take pride in working as part of a team dedicated to protecting people. They will show respect for all people and to their beliefs, values, cultures and individual needs. Officers/staff will have respect for all human dignity and understand that their attitude and the way they behave will contribute to the consent communities have for policing. Officers/staff will respect and uphold the law in order to maintain public confidence and, by enhancing their own personal knowledge and experience, contribute to the professional development of policing. They should always treat people, including detained people, in a humane and dignified manner. They will ensure that relationships with colleagues are based on mutual respect and understanding and shall, therefore, conduct all communications on that basis.

### Human Rights

Officers/staff should ensure their actions in policing operations respect the human rights of all people, whilst understanding that they themselves also enjoy these same human rights. Officers/staff will not undertake high-risk activities or use force other than where Absolutely Necessary in order to attain a lawful objective and only after they have balanced all the competing priorities, being aware of (**Article 2**). Officers/staff will not encourage, instigate or tolerate any act of torture, inhumane or degrading treatment, under any circumstance, and will never stand by allowing others to do so. Officers/staff must understand that the humane treatment of prisoners is an essential element of policing and that the dignity of all those entrusted to their care remains their responsibility (**Article 3**). Officers/staff must understand all people have an equal right to liberty and security, and accordingly will not deprive any person of that liberty, except in accordance with the law (**Article 5**).

Officers/staff must investigate crimes objectively, being sensitive to the particular needs of affected individuals, whilst following the principle that every subject of a criminal investigation is innocent until found guilty by a court (**Article 6**). In carrying out their duties officers/staff will respect everyone's fundamental rights. Officers/staff will only interfere with privacy or family life when legally authorised to do so (**Article 8**), and will respect; individual freedoms of thought, conscience or religion, expression, peaceful assembly, movement and the peaceful enjoyment of possessions (**Articles 9, 10, 11**).

## How we Deliver Matters

### 'Accountability begins at the first encounter'

The way policing is delivered has a direct effect on the individuals, communities and the public and will influence the degree of relevance, trust and confidence the public have in Police Scotland. Officers/staff must remember that it is equally important to show not only **WHAT** is delivered but also **HOW** it is delivered.

The diagrams below illustrate and show that **WHAT** is delivered, and **HOW** it is delivered, is in direct proportion to the degree of public support or consent achieved. By understanding what has gone before, Officers/staff should be clear that if policing is delivered in a negative way, Police Scotland's relevance as a police service reduces, trust within communities diminishes and Police Scotland loses the support of the public.



If all the decisions made, and the choice of action are in accordance with the principles of the Code Of Ethics, then there is a greater likelihood that Police Scotland will secure public trust and confidence. Every interaction Officers/staff have with the public leaves a trace.

Officers/staff should ask themselves, **what trace did they leave?** And more importantly, **are they proud of it?**

## Section 4: Stay Safe Principles

The deployment of ‘authorised firearms officers’ (AFOs) should only be authorised in the following circumstances:

Where the officer authorising the deployment has reason to suppose that officers may have to protect themselves or others from a person who:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- For the destruction of animals which are dangerous or suffering unnecessarily.

Unarmed officers/staff are most likely to be initial responders to incidents which meet the first two of the above criteria, and are at greatest risk when called upon to deal with armed subjects if they act upon their own initiative.

Armed officers have a range of generic tactical options and specific firearms tactics that can be used to respond to the incident. Prior to the attendance of armed officers, it may be possible for unarmed initial responders to take action as previously described. They may also be required to perform specific roles in support of armed officers.

Some of the general tactical options that may be considered by firearms commanders and armed officers are:

- Waiting
- Taking mitigating action
- Keeping the subject under observation
- Carrying out an investigative assessment
- Containing the area around the subject, thereby minimising the opportunity for harm
- Communication with the subject
- Taking decisive action

Unarmed initial responders should consider these generic tactical options when responding to a firearms incident. It may be necessary for unarmed officers and staff, in consultation with the tactical or operational firearms commander, (TFC or OFC), to implement some of the options prior to the arrival of armed officers.

What are your responsibilities under the European Convention on Human Rights (ECHR)?

Under the ECHR, the police, as a public authority, have a positive obligation to ensure that the rights and freedoms guaranteed by the ECHR are protected.

In keeping with the principles of the ECHR the rights of all people must be considered, including those of the subject. Each individual’s right to life is absolute. However, potentially lethal force may be used if it is absolutely necessary for the legitimate aims outlined in Article 2 of the ECHR.

Officers must not be expected to endanger their own lives, or the lives of their colleagues in ill considered attempts at rescue, or to effect an early arrest.



What can you expect when you arrive as an unarmed initial responder?

- Support from initial TFC
- Confusion from the public
- Armed support

The initial responder is a vital link in the gathering of relevant information to assist firearms commanders and armed officers in determining an appropriate response. Armed officers may wish to speak to first responders prior to deployment. The TFC / OFC should provide advice to first responders at the earliest opportunity.

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What can you do at the scene?

- **Stay Safe** :- Think about your own and the public's safety
- **See** :- What is happening and where
- **Tell** :- Communicate, describe incident/type, weapon
- **Act** :- Stay Safe, update, observe/contain

## Stay Safe

1. Use the National Decision Model (NDM)
2. Do not approach unnecessarily
3. Use cover
4. Consider safe approach / escape routes
5. Consider safety of others
6. Wear correct PPE

## 1. Use the National Decision Model

Use the NDM to guide your actions and help you identify information and intelligence important to incident commanders.

## 2. Do Not Approach Unnecessarily

It is important that you consider your own safety. Do not unnecessarily expose yourself to danger and do not go straight to the scene without a dynamic risk assessment of the dangers.

The first police officer who attended the scene of the Hungerford massacre in 1987 was shot and killed by the subject. The officer had just arrived at the scene in response to reports of gunfire. He died sitting in his patrol car, radioing colleagues that he had been shot. Michael Ryan, the subject, had fired 23 rounds at the officer as he arrived. Remember you may become the focus of the subject's attention.

### 3. Use Cover

The use of effective cover can offer a degree of protection. There are two types of cover.

#### Cover from fire

#### Cover from view

You must consider the type of weapon that the subject may possess. This will alter your risk assessment and cover required.

Firearms generally fall into three categories:

#### Handgun

#### Shotgun

#### Rifles

The bullet or shot fired from any weapon can travel over some distance and still cause injury. Remember that rifles are normally more powerful and accurate than other firearms and their ammunition is capable of travelling the greatest distance (in some cases miles). If you cannot confirm the type of firearm 'Treat it as a rifle'. Treat all firearms as real and loaded until proved otherwise (normally when in possession of the police).

Not all firearm incidents involve firearms carried by the subject. You may have to consider:

- Bladed weapons
- Other potentially lethal weapons or devices

### Cover From Fire

Examples would include:

- Substantial brick
- Stone walls (not breeze block)
- Substantial tree
- Earth banks
- Vehicle's engine block- vehicles offer very little ballistic protection with the possible exception of the engine block.

Cover from fire is sometimes also described as hard cover.

Where cover from fire is not available it may be possible to make use of:

#### Cover from view

If the subject cannot see you, they may not fire at you. However, it is possible to anticipate where you are and shoot through the cover.

Examples would include:

- Wooden fence
- Hedgerow
- Vehicles

### 4. Consider Safe Approach and Escape Routes

Ideally the subject should not be able to see your approach and will therefore be unaware of your presence or position. Whatever the cover you have been able to utilise, always ensure that you have a safe approach and escape route from it. If a subject approaches you or identifies where you are, you may need to move.

If utilising cover of darkness, consider how safe your escape route would be during daylight hours.

## 5. Consider your colleagues and members of the public and prevent them from coming into the danger areas.

Direct them positively, using a safe route to containment positions or rendezvous point away from the scene.

Consider safety of others.

Remember your duty under the ECHR.

## 6. Wear Correct Personal Protective Equipment (PPE)

Do you know what protection your force issue patrol body armour gives you?

Is it stab resistant?

Does it protect you from firearms?

What size / type / calibre firearms/ammunition will it stop?

If you cannot answer these questions you are at risk. **Find out.**

Most issue patrol body armour is only effective against short barrelled handguns! (Not shotguns or rifles).

You should check that your body armour is in good condition and still fits you correctly.

**See**

Where are the subjects now/going?

How many casualties/subject(s)?

**What weapons, actions?**

The initial responder is vital to the gathering of first hand 'real time' information and intelligence. Accurate information from the scene will enable armed officers to be deployed more quickly and effectively.

Confirm, as far as possible, the exact location of the subject(s) and the nature of the incident, without unnecessarily exposing yourself to danger.

Gather relevant intelligence on the subject(s) and related premises or vehicles, potential victims and casualties. Accurate information and descriptions are important.

The subject(s) location is vital to directing armed officers to the right place as quickly as possible. Where the subject(s) are moving about, real time updates allow the effective redirection of those officers.

The type of weapon will have an impact on the equipment and tactics used by armed officers.

Is it a firearm or other type of weapon?

What type of firearm/weapon is it? Describe what you see or have been told at the scene.

Detail is important, e.g. type and size of knife. Not just that it is a knife.

What is the subject(s) doing with the weapon?

Have threats been made?

**Tell  
Communication**

**Describe location and subjects**

**Explain type of Incident**

**Accuracy, Brevity, Clarity**

The information that the initial responder gathers at the scene needs to be passed accurately, briefly and clearly to the control room. The picture in the control room may not be as clear as the initial responder thinks.

If you think you have a firearms incident – say so!

Ensure descriptions are accurate. If you don't know details, guard against guessing or speculating. In many firearms incidents different descriptions of the same subject have led to confusion about the number of subjects involved.

The TFC and the firearms tactical advisor will be relying on accurate information from you at the scene in order to plan an effective response and to deploy suitable resources to protect the public and assist you as an initial responder.

**Act**

**Stay safe**

**Update**

**Observe / Contain**

**First Aid**

**Stay Safe**

Consideration needs to be given to minimising the risk to the public. Direct them to a place of safety or prevent them from approaching the scene if appropriate. Each incident will be different and you should seek advice from the TFC as soon as practicable.

**Remember your obligations under the ECHR.**

**Update**

Where you gain additional relevant information, provide updates whenever possible. You are the eyes and ears on the ground supplying 'real time information'.

**Observe/Contain**

Remember the generic tactical options that may be considered by armed officers that were discussed earlier. Two of these options (observation and containment, may be viable for use by unarmed officers and staff.

Keeping the subject under observation, either overtly or covertly, will assist with the gathering of intelligence and the subsequent deployment of armed officers.

Containment is an option when the subject is known or believed to be in a particular location, the intention being to isolate the subject or place limits on their permitted movement. Where the subject is in possession of a firearm it is less likely that their movement can be constrained safely by unarmed officers or staff. Where viable, containment may be either static or, in some circumstances, may move with the subject. It may also allow time for more detailed planning of a police response. When considering this option, consult with the TFC as soon as practicable.

**First Aid**

You have an obligation under the ECHR. Render first aid if safe to do so.

## High Explosive (HE) Grenades

Whilst the criminal use of HE grenades is extremely rare in the United Kingdom, the tragic murders of PC Fiona Bone and PC Nicola Hughes in Greater Manchester in September 2012 have highlighted the potential that both armed and unarmed initial police responders may be required to respond to such a threat.

The characteristics of HE grenades are inherently unpredictable. The following guidance should therefore be considered to be indicative rather than prescriptive.

## General Considerations

The capability of a grenade will vary depending upon its type and environment in which it is deployed. As a general rule, where no protection exists, a grenade will be lethal within a range of 5 metres of where it detonates and may cause death or serious injury within a range of 50 metres of where it detonates. The characteristics of a grenade mean that it will create a 360 degree threat and it should therefore be remembered that protection from all sides may be necessary to prevent injury being caused.

## Distance

In the absence of any appropriate PPE, persons in line of sight are likely to suffer fatal injury within 5 metres, serious and possible fatal injuries within 20 metres and injury within 50 metres. To minimise the likelihood of any injury being caused a person in direct line of sight without PPE or without any suitable cover would need to be 200 metres or beyond from the point of detonation.

## Characteristics of the Blast

A grenade blast and accompanying fragmentation tends to travel upwards and outwards in a conical shape from the ground. The angle of this blast direction depends upon factors such as the type of ground.

## Cover

Effective hard cover will generally protect a person from the effects of a grenade even when it is deployed in close proximity. Effective cover could be provided by structures and objects such as brick walls, vehicle engine blocks, mounds of earth etc. Generally cover that would stop conventional firearms ammunition would also be effective against grenades. The potential for the grenade to be thrown and subsequently explode behind or to the side of the cover being used should be considered.

## Immediate Reaction to the Deployment of a Grenade

Officers/staff may be aware that a grenade has been deployed against them in several ways:

### Physical sighting of the grenade being thrown/deployed towards them.

Physical sighting of components of the grenade such as the fly-off lever or extracted pin as the grenade is deployed.

Sound of a sharp 'crack' as the grenades fuse is initiated prior to detonation. (About 4 to 6 seconds later).

Where it is believed, or becomes evident that a grenade threat exists, immediate action should be taken to find hard cover/or create distance from the grenade. If possible this should be simultaneously accompanied by a clear shout of "GRENADE" in order to warn others.

If a grenade is thrown, any hard cover used must be very close by as the unpredictability regarding where and when the grenade will detonate creates a danger of being caught in the open ground. In the absence of immediate hard cover, or ability to create an effective safe distance, officers/staff should lie prone (face down) with legs and feet facing towards the threat. When deciding whether to adopt this position the proximity of the subject and nature of any other weapons that the subject has should be considered. Adopting this position should allow the blast to pass over head and enable the officer to then react by either creating distance from the threat or adopting a more suitable position to respond to any continuing threat.

## What do you need to remember?

**Stay Safe:-** Think about your own and the public's safety

**See:-** What is happening and where

**Tell:-** Communicate, describe incident/type weapon

**Act:-** Stay safe, update, observe/contain