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**Post Deployment Procedures
Standard Operating Procedure**

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Owning Department	OSD Armed Policing Training
Version Number	1.00 (Publication Scheme)
Date Published	22/02/2018

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Compliance Record

Equality Impact Assessment: Date Completed / Reviewed:	21/02/2018
Information Management Compliant:	Yes
Health and Safety Compliant:	Yes
Publication Scheme Compliant:	No

Version Control Table

Version	History of Amendments	Approval Date
1.00	Formerly known as 'Firearms – Post Deployment Procedures Standards Operating Procedure' Change of title and revision following publication of the Police Scotland Policy on Death and Serious Injury Following Police Contact. Amendment to contents page, 4. Post Incident Procedures, amendment to 4.1 Post Incident Procedures, addition of 9.19, amendment to 12.4 to reflect changes to the Authorised Professional Practice Armed Policing (APP AP) (Post Deployment)	21/02/2018

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1. Purpose

- 1.1 This Standard Operating Procedure (SOP) supports the Police Service of Scotland's (hereafter referred to as Police Scotland) Armed Policing Policy, and the Police Scotland Death or Serious Injury Following Police Contact (DSI FPC) Policy;
- 1.2 This document has been written with the following aims:
- To provide a clear guide for firearms post deployment, post-incident procedures and related investigations.
 - To act as guidance for those persons involved in such procedures and investigations following a firearms incident.
 - To balance the needs of the enquiry with the welfare needs of the officers, police staff and public.
- 1.3 Whilst this document is largely firearms focused, the principles of Firearms Post Deployment Procedures can be competently applied to incidents that are not firearms related, but require post incident procedures to be implemented. It is recognised that in applying this SOP to non-firearms related incidents much of the content will be not applicable. This SOP supports the Police Scotland DSI FPC Policy.
- 1.4 In creating the document, due regard has been given to the overriding principles of European Convention on Human Rights (ECHR) and in particular Articles 2 (Right to Life), 6 (Right to a Fair Hearing) and 8 (Respect for Private and Family Life). This document should be read in conjunction with the Association of Chief Police Officers (ACPO) Authorised Professional Practice (Armed Policing) (Authorised Professional Practice (APP) Armed Policing (AP). Where the guidance within this document is not contained within the APP the rationale and justification for this has been given within the document.
- 1.5 The main principle that has governed the creation of this document has been the desire to ensure that the policies, guidance and advice within are clear, transparent and legally sound. The aim has been to produce guidance balancing the welfare needs of the officers with the needs of an enquiry that withstands internal and external scrutiny and can be seen to help ensure that any Post Incident Investigation is carried out with integrity and transparency, thus ensuring the creation and maintenance of trust from police, police staff and the public alike.
- 1.6 The criteria for a Post Incident Investigation is covered in the ACPO Authorised Professional Practice (Armed Policing) (Authorised Professional Practice (APP) Armed Policing (AP) and is reproduced herein, however, Article 2 ECHR places a positive duty on the police to carry out a comprehensive investigation into all deaths, whatever the cause. The court only considers investigations effective if they are capable of leading to the identification and punishment (if appropriate) of anybody responsible for the events in question. Failure to carry out such an investigation (*Tanrikulu v*

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Turkey no 26763/94) and a failure to ensure the independence of the investigation (Ramsahai v Netherlands no 52391/99) have both been found to be violations of Article 2 ECHR. From 01 April 2013 the Police Investigations and Review Commissioner (PIRC) will, under direction from the Crown Office Procurator Fiscal Service (COPFS), conduct investigations into:

- allegations of a criminal nature (as directed by the Crown Office and Procurator Fiscal Service (COPFS));
- death or serious injury in police custody (under direction of the COPFS);
- death or serious injury following police contact;
- police use of firearms and other weapons as specified in regulations;
- complaints made against senior officers (at the request of the Scottish Police Authority (SPA));
- relevant police matters where the Commissioner considers it would be in the public interest to do so.

1.7 Incidents involving the discharge of a firearm by a police officer are, by their very nature, highly emotive and stressful for all involved. There is a requirement that Police Scotland manages and minimises the impact of these incidents. The welfare of officers, staff and their families involved in any firearms incident is of equal importance to the requirements of the enquiry and it should be remembered that individuals may be affected irrespective of whether they are armed or not or whether shots have been fired. Welfare considerations should be of particular concern where shots are fired which result in death or injury.

2. Post-Deployment Procedures

2.1 Post-Deployment procedures are designed to ensure that all armed deployments, irrespective of whether weapons have been discharged, are conducted in a manner which:

- Ensures the integrity of the legal process in respect of police action, persons arrested or evidential material seized;
- Enables follow-up action related to any ongoing crime;
- Identifies any operational or safety-critical issues in respect of procedures, training, weapons or equipment used;
- Ensures individual, team and organisational learning takes place and is addressed both locally and nationally as appropriate.

2.2 The appropriateness and sequence of the above issues will depend on the circumstances and whether the criteria for a post incident investigation have been met. If a post incident investigation is to be undertaken, the appropriateness of any of the above considerations should be discussed and agreed with the relevant investigative authority. Issues which become

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relevant when an investigation is conducted are set out within Section 4 of this SOP.

3. Debriefing

- 3.1 Once an armed deployment has been concluded, a full debrief should be considered to identify opportunities for operational and organisational learning. Prior to officers finishing duty, the senior supervisory officer should also consider if there are any outstanding issues which need to be addressed.
- 3.2 Large or protracted operations should include arrangements for a specific debriefing session so that good practice or areas for development related to command structure, tactics, or equipment used can be identified and lessons learned. All debriefs should be documented.

4. Post Incident Procedures

- 4.1 The term post-incident describes the period following the discharge of a firearm(s) by the police, or where an investigation into police action is to be conducted. As with post-deployment procedures, these are also scalable. For example, the full procedure may not need to take place every time and will depend on the significance and consequences of the event.
- 4.2 Post incident investigations will commence in all situations where there has been a discharge of a weapon by the police (including those involving a conventional firearm or less lethal weapon), whether intentional or unintentional which has or may have:
 - resulted in death or serious injury – these will be subject to mandatory referral to the Procurator Fiscal (PF) and the Police Investigations & Review Commissioner (PIRC),
 - revealed failings in command,
 - Caused danger to officers or the public.
- 4.3 The Police Scotland DSI FPC Policy outlines circumstances where Post Incident Investigations should be considered which do not fall into the category as described within the Authorised Professional Practice (APP) Armed Policing (AP) i.e. Non-firearms related incidents. The decision to invoke Post Incident Procedures for an incident involving DSI FPC shall rest with the On-Call Professional Standards Department (PSD) Senior Officer following consultation with and approval by the Deputy Chief Constable (DCC).
- 4.4 Cases which have revealed failings in command or have caused danger to officers or the public or where it is in the public interest should be referred to the PIRC as a voluntary referral. If the above criteria are not met, the force

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should consider the proportionate application of these procedures, where appropriate.

- 4.5 Where firearms and less lethal weapons have been discharged by police officers, it is in the interests of the public, the police service and everyone involved in the incident, that subsequent procedures should be open and transparent and that the integrity of all action can be demonstrated.
- 4.6 Where weapons have been discharged or a person has been shot or seriously injured during an armed deployment, the Initial Tactical Firearms Commander (ITFC) or Tactical Firearms Commander (TFC) must be informed immediately through Service Overview or the relevant or Area Control Room. Arrangements should also be made to ensure that the Strategic Firearms Commander (SFC) and appropriate duty Assistant Chief Constable (ACC) or on-call ACC are informed as soon as possible. The SFC for the firearms operation or incident should request the provision of an additional Strategic officer. This officer should take on the role as designated Strategic Commander for the Post Incident Procedure (PIP) process. This officer is responsible for initiating:
- the post incident investigation (including informing COPFS / PIRC)
 - post incident management.
- 4.7 The Strategic PIP Commander will notify the on-call PSD officer who will, if deemed necessary, notify COPFS and the on-call PIRC Senior Investigator (contact through duty officer service overview) who will have responsibility for any subsequent investigation under the direction of COPFS.
- 4.8 Both the On-Call PF and PIRC Senior Investigator will require a full briefing of the circumstances from the PIP Strategic Commander.
- 4.9 The Initial Investigating Officer (IIO) will take the necessary actions to preserve evidence and maintain the integrity of any investigation until such time as the PIRC Investigation Team are in a position to receive formal handover for their independent investigation. Under the terms of the Police and Fire Reform (Scotland) Act 2012 the PIRC Senior Investigator may direct the IIO to carry out specific actions on behalf of the PIRC.
- 4.10 In situations which do not require investigation by either COPFS or PIRC, the incident may be investigated by the PSD. The information provided in this SOP are relevant to any investigation, whether carried out by the PSD or by the relevant COPFS / PIRC. There are a number of roles specific to the PIP. These are:
- Post Incident Manager (PIM),
 - Initial Investigating Officer (IIO),
 - Investigator from COPFS, PIRC or PSD.

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- 4.11 The responsibilities of those involved in the PIP, including the strategic, tactical, and operational firearms commanders, are outlined in post incident responsibilities.
- 4.12 The recording of the discharge of a police firearm, which meets the criteria to consider post deployment procedures, should be entered onto scope. This will allow the circumstances to be considered by Health and safety representatives, and if necessary allow for the involvement of other interested agencies such as the Health and Safety Executive (HSE) under The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). Further guidance is contained within the Armed Policing Operations and Armed Policing Training SOPs.

5. Providing Accounts

- 5.1 Following the discharge of a firearm by the police, there will be a requirement for those involved to provide relevant information in a number of formats. This will vary depending on the recipient of the information and the purpose for which it is being provided. It can be reasonably expected that the information initially provided may become more detailed or potentially alter as the circumstances become clearer.
- 5.2 In order to clarify the purpose and status of the information provided, it may be helpful to consider the provision of information and accounts chronologically as a staged process. It is recognised that the particular circumstances of the incident may make it unnecessary or inappropriate to include one or more of the stages outlined. Where a Key Police Witness is unfit to make a 'personal initial account' then stage three will not be appropriate.

Where a Key Police Witness is suspected of a criminal or misconduct offence then stages three or four will not apply.

- Stage 1 – Situation Report,
- Stage 2 – PIM basic facts,
- Stage 3 – Personal Initial Accounts,
- Stage 4 – Detailed Accounts, Statements and Interviews.

5.3 Stage 1 – Situation Report

Following discharge of a weapon the ITFC / TFC must be informed immediately and provided with a situation report which will most likely be done verbally over airwave or telephone. The content of the situation report is likely to be brief but factual. This will normally be provided by the Operational Firearms Commander (OFC) and is designed to enable the TFC to manage the ongoing incident in terms of residual impact and to assist them to discharge their post - incident responsibilities.

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- 5.4 Further details on 'Providing Accounts – Four Stages' can be found in Appendix 'F' which outlines the 4 stages in detail together in one short document.

6. Post Incident Command Considerations

- 6.1 Consideration should be given to the appointment of an IIO. Where appropriate, this should be done in consultation with the COPFS / PIRC (if involved). The role of the IIO should include all initial investigative issues pending the handover to an appointed investigator from COPFS / PIRC or other department. The IIO will generally be the senior detective on duty for the division at that time, but could also be a senior 'on-call' detective who has been called out.
- 6.2 Following the discharge of a firearm, the TFC should initially establish what has taken place. This includes the extent of any casualties and taking action, as appropriate, to ensure:
- resources are adequately deployed to deal with the situation, including medical aid, welfare and operational and technical support,
 - continuity of command of any ongoing crime-in-action,
 - integrity of process in relation to securing best evidence,
 - senior command and the Independent Investigative Authority (IIA) are notified of the event,
 - the community impact is considered and, where appropriate, action is taken to address these issues,
 - Where there will be a time delay in the arrival of an investigator, a command decision should be made as to how and by whom the scene should be managed and investigatory issues commenced. In practical terms this would most likely be managed by the OFC on the ground following direction from the ITFC / TFC.
- 6.3 Priorities pending the arrival of the COPFS / PIRC include:
- management of the scene;
 - establishing what took place;
 - identifying of witnesses;
 - identifying of Key Police Witnesses;
 - identifying and securing productions;
 - managing the media.
- 6.4 The interim arrangements should enable a managed transition from the operational phase of the incident to the investigation phase. In this transitional phase there should be close liaison between the ITFC / TFC, the COPFS / PIRC and the officer appointed by the Force to manage the PIP.

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7. Initial Actions of the Strategic Firearms Commander

- 7.1 On being notified of an incident, the SFC should make an assessment regarding continuity of command, and take action to ensure command resilience. This may involve consideration of the command support that is required. The SFC should also consider the strategic issues that need to be addressed in respect of the:
- Incident;
 - Community;
 - Police force(s) involved and any service-wide considerations.
- 7.2 Responsibilities in relation to the welfare of all staff involved are addressed under welfare considerations.

8. Initial Actions of the Tactical Firearms Commander

- 8.1 The TFC's actions will include establishing:
- Is any person injured – and, if so, are they receiving appropriate medical attention?
 - What action is being taken, or needs to be taken, to secure the scene?
 - What additional resources are required?
 - Is there an ongoing threat to life or operational imperative that requires continued action from armed officers at the location of the incident?
 - To what extent have the original operational objectives been met?
 - Are there any new or emerging threats or risks outstanding to any person?
 - What control measures are in place in respect of these?
 - Are there any critical operational safety issues identified that require immediate attention?
 - Are any subjects at large? What action is required to locate them?
 - Have relevant scenes been identified? What action is required to preserve scenes and evidence?
 - Has an appropriate PIP been implemented?
 - Have arrangements been made to hand over to the COPFS / PIRC?
 - Has the force PSD been notified?
 - Has the SFC been briefed?
- 8.2 The TFC responsibilities will be relevant until such time as they are relieved of their responsibilities, or the incident is brought to a conclusion.

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9. Management at the Scene

- 9.1 When weapons have been discharged, officers should take all necessary action to ensure that threats are neutralised and that the scene is safe. Officers should remain operationally active until stood down.
- 9.2 The fact that weapons have been discharged and details of any persons injured or killed should be reported to the ITFC / TFC as soon as practicable through Service Overview or the relevant Area Control Room. Situational and safety critical information should be relayed as soon as possible.
- 9.3 Provision of medical aid is a priority.
- 9.4 Where possible, and without compromise to the security of officers and persons in the vicinity, action should be taken to secure the scene.
- 9.5 Securing firearms and ammunition carried by officers is an important part of the evidence gathering process. Weapons which have been fired should, as far as practicable, be maintained in the condition they were in immediately after being fired, pending forensic examination. Where any police weapon has failed to fire, was discharged unintentionally, or is suspected of any malfunction, it should be isolated for forensic examination.
- 9.6 All firearms which have been discharged, operationally drawn, or pointed during the operation should be identified, as this will be relevant information in the post incident investigation. The IIO, in conjunction with the COPFS / PIRC, will determine which of these weapons need to be treated as productions.
- 9.7 Where a subject has been shot and a weapon is still in their possession, it should be removed from them and secured. Any other weapons found at a scene should remain where they are located, unless this compromises public safety or the security of the production. Wherever possible, weapons recovered at the scene should not be interfered with or made safe, unless there is an operational or safety imperative.
- 9.8 An officer who is injured, traumatised or in a state of shock should have their weapon removed by the OFC, or other suitably qualified officer. This should preferably be someone who has not been directly involved in the discharge of firearms.
- 9.9 The officer should ensure the weapon's security. A dual emphasis on safety and evidential integrity should be applied at all times.
- 9.10 Officers who have been involved in an incident where shots have been discharged, or where death or serious injury has occurred should not be isolated from one another as a matter of routine (see section 16 'Separation'). There may, however, be considerations regarding the prevention of forensic cross-contamination, or other issues, giving rise to 'just cause' to justify doing so.

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- 9.11 The appointment of a Scene Manager should be a priority. The Scene Manager will be responsible for securing evidence, deploying forensic experts and ensuring forensic recovery in accordance with the forensic strategy.
- 9.12 The position of recovered weapons should be noted and relayed to the person who is taking charge at the scene. Where, for operational or security reasons, it has been necessary to take any action in respect of a recovered weapon, details of the precise procedures followed should be recorded.
- 9.13 As far as possible, the positions of officers at the scene of an incident where firearms have been discharged should be recorded. The deployment of Authorised Firearms Officers (AFOs) will, however, often demand the rapid movement of officers. This may involve key actions being taken and weapons being discharged by officers from more than one position during an event which is developing in very fast time. In addition, officers may become involved in detaining a subject, action to search and secure any weapons found and / or in the provision of medical assistance. In these circumstances precise and accurate recall of where officers were at each stage of the tactical deployment is often not possible.
- 9.14 Where there is an operational imperative to remove a person, vehicle or equipment from the scene at an early stage, the reason for this should be recorded along with their initial location, for the purpose of any future investigation.
- 9.15 Unless there is a safety critical reason, the police vehicles in which the Key Police Witnesses attended the scene are not to be removed without the express authority of the TFC, IIO or IIA.
- 9.16 As soon as is practicable after the scene has been secured, AFOs involved in the incident should proceed to the designated Post Incident Suite (see Appendix 'E' for Post Incident Suite locations) or, where this is not immediately practicable, a suitable police office or other suitable location, where Post Incident Procedures will take place. This will assist in securing the integrity of the scene, defuse any tensions at the scene and enable post incident issues, including those of evidence and welfare, to be attended to.
- 9.17 Where officers have discharged weapons, they are permitted, and may be required, to relay situational and safety critical information to those involved in the ongoing management of the incident or operation.
- 9.18 On their arrival at the Post Incident Suite, arrangements will be made for the initial welfare and investigative issues to be addressed in a structured and sensitive manner.
- 9.19 Where officers have discharged weapons, they are permitted and may be required to relay situational and safety critical information to those involved in the ongoing management of the incident or operation (see providing accounts)

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10. The Post Incident Suite

- 10.1 The Service has several nominated Post Incident Suites (listed in Appendix 'E'). Stored securely at each location are suitable items of post incident equipment as shown in the PIM Log. Also within these storage places are laminated signs and a plan layout identifying the offices / rooms required during the PIP. It will be the responsibility of the Post Incident Management Team (PIMT) to prepare the suite for the arrival of the Key Police Witnesses. (Further information on PIMT guidance can be found in Appendix 'G').
- 10.2 Where a further Post Incident Suite is required, consideration should be given to equipping it in a similar manner to the nominated locations.
- 10.3 Early consideration should be given to providing a separate Faith Room and access to religious material within Post Incident Suites for AFOs who may wish to pray following an incident, e.g. Bible, Koran and prayer mat.

11. Key Police Witnesses

- 11.1 In relation to firearms incidents, Key Police Witnesses are police officers who can give direct evidence of the circumstances leading to the discharge of the firearm or less lethal weapon. It is a flexible definition which must be interpreted according to the particular circumstances.
- 11.2 Key police witnesses may include:
- officers who discharged weapons,
 - those who immediately witness the discharge of weapons,
 - those who authorise or command the deployment of firearms officers,
 - those who provide tactical advice.
- 11.3 As the investigation unfolds, others involved in the police operation may become key police witnesses.
- 11.4 During a post incident investigation, the COPFS / PIRC will at an early stage, wish to identify the Key Police Witnesses directly related to the decision to use force.
- 11.5 In relation to non-firearms incidents a Key Police Witness can be any officer or member of police staff who is most involved in, or affected by the incident.
- 11.6 In many cases the Key Police Witness may be those –
- Who were at the scene and in contact with the person(s) who are deceased or seriously injured; or;
 - Whose actions or omissions may have been a cause or a contributory factor to the outcome, or;
 - Performing a command and control role in respect of that incident / operation.

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- 11.7 As the investigation unfolds, others involved in the operation, whose actions or decisions were involved in informing or making critical decisions, may be regarded as Key Police Witnesses. In the initial stages all actions taken by, and in respect of Key Police Witnesses in relation to securing evidence, discussion undertaken and notes made must be documented.
- 11.8 Prior to officers providing accounts of what happened, the following issues should be addressed:
- Weapons and productions to be secured,
 - Welfare, including medical and legal advice considerations.

12. Role of the Post Incident Manager

- 12.1 An early decision should be made on which officers will be considered Key Police Witnesses, by the PIM in conjunction with the PIP Strategic Commander, the TFC, and the IIO. The outcome of this decision will depend on the circumstances of the incident.
- 12.2 A PIM will usually be nominated by the Force to which the Key Police Witnesses belong. This is particularly relevant in Scotland as there are shared boundaries with several different Police Forces. Appropriate support should be available from the force in whose area the incident occurs.
- 12.3 PIMs will often appoint other PIMs and specialist officers / support staff to assist them as part of the overall PIM Team. These individuals can be given responsibility for various tasks, such as being nominated the 'Appointed Officer' (detailed in section 15) or firearms instructional staff, to assist with the recovery / unloading of firearms and ammunition. There will, however, only be one lead PIM who is the officer appointed by the PIP Strategic Commander.
- 12.4 The PIM's responsibilities will normally commence following the return of the Key Police Witnesses to the Post Incident Suite. In some situations, e.g. where the officers are delayed at the scene, it may be appropriate for the PIM to go to the scene. The PIM's role is to:
- facilitate the investigation
 - ensure integrity of post-incident procedures
 - explain post-incident procedures to key police witnesses
 - keep key police witnesses informed of developments
 - ensure that the key police witnesses' needs are addressed in a manner which does not compromise the investigative process.

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- 12.5 The Key Police Witnesses should be informed of developments and provided with explanations of procedure, as well as obtaining the practical assistance they need.
- 12.6 The PIRC may wish to obtain detailed statements from witnesses. These statements may be taken by the PIRC or be provided by the witness themselves. The manner in which the statements are obtained or provided will be decided by individual witnesses subject to the level advice they receive. Where officers decide to provide their own statements, these should be (except in exceptional circumstances) submitted to the PIRC **within seven days** of the incident.

13. Conferring

- 13.1 As a matter of general practice, officers should not confer with others before making their accounts (whether initial or subsequent accounts). There may, however, be a need for officers to speak to one another following the discharge of a police firearm, in order to resolve an ongoing operational or safety matter.
- 13.2 An important function of the PIP is to record what each individual's honestly held belief was at the time force was used. An officer's honestly held belief should therefore not be discussed prior to them giving their formal accounts.
- 13.3 If a need to confer does arise, then, in order to ensure transparency and maintain public confidence, where some discussion has taken place, officers must document the fact that this has taken place, highlighting:
- time, date and place where conferring took place,
 - the issues discussed,
 - with whom and
 - the reasons for such discussion.

14. Integrity

- 14.1 Where an officer has concerns that the integrity of the process is not being maintained, they must immediately draw this to the attention of the person in charge of the Post Incident Procedures and ensure that this is documented.

15. Appointed Officer

- 15.1 A strategic officer is ultimately responsible for the initiation and management of the PIP. This will include the appointment of an officer to supervise the preparation of officers' evidence and ensure compliance with the guidance on conferring prior to their accounts being recorded.

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- 15.2 The 'Appointed Officer' should, where practicable, be of substantive Inspector rank and be an accredited PIM. They must be appointed in addition to the PIM and not have held an operational or investigatory role in the originating incident. Their responsibility for ensuring the compliance with guidance begins when the Key Police Witnesses arrive at the post incident suite. It includes supervising those Key Police Witnesses while personal initial accounts and detailed accounts are made (unless such accounts are provided during an interview or are recorded).
- 15.3 The Appointed Officer will operate under the direction of the PIM and may, where appropriate, support the PIM in discharging their responsibilities related to the provision of accounts. The appointed officer must fully record their observations and actions. The following support may be appropriate:
- establishing Key Police Witnesses' legal status;
 - ensuring access to legal representation / staff association where necessary or requested;
 - explaining the conferring guidance contained in APP on armed policing to Key Police Witnesses;
 - ensuring that any conferring that takes place is compliant with APP and documented by those conferring;
 - preventing any inappropriate conferring (e.g. related to an individual's honestly held belief at the time force was used);
 - ensuring that any reference material used by the officers is secured and handed to investigators against a receipt / production number;
 - documenting the process by which accounts are provided (including interruptions, breaks and abstractions);
 - ensuring that all accounts are time stamped by those making them as soon as practicable after completion.
- 15.4 Where access to the Post Incident Suite is requested by the IIA or IIO, such access should be provided. This access should be managed so as not to adversely impact on the PIP or the welfare of Key Police Witnesses, and will not relate to medical examinations or consultation with legal or staff association representatives.

16. Separation

16.1 Officers should not be separated as a matter of routine. Officers should only be separated when there is 'just cause', and it is safe and practical to do so.

16.2 Is Separation Safe?

Officers should never be separated unless it is operationally safe to do so.

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16.3 Is Separation Necessary?

The TFC may consider that separation is necessary to prevent conferring where there are reasonable grounds to suspect that either:

- a criminal offence has been committed by a Key Police Witness;
- a disciplinary offence has been committed by a Key Police Witness;
- or this guidance is not being complied with and officers may confer inappropriately.

Where there are no such reasonable grounds and where there are sufficient control measures in place to prevent inappropriate conferring, (such as the presence of an appointed officer or representative of the IIO or IIA), separation is unlikely to be necessary.

16.4 Is Separation Practical?

Once it is operationally safe to separate officers, and if the TFC decides that it is necessary to separate officers, they must consider whether it is practical to do so based on:

- the location of the incident;
- the number of officers who might potentially need to be separated;
- the resources available to achieve separation.

16.5 The Decision Making Hierarchy

Safety must be the foremost consideration, where separation is safe, necessity should then be considered. Where separation is both safe and necessary it may occur only where it is practical in the operational circumstances. If separation of officers is practical but not necessary it is not required. Separation should never occur when it is not safe under the circumstances. A decision whether to separate Key Police Witnesses can be superseded by the PIM or responsible Chief Officer, as appropriate.

- 16.6 The rationale for any decision to separate or not to separate Key Police Witnesses should be recorded, together with the measures put in place to prevent conferring.

17. Responsibility for Decision Making

- 17.1 A decision whether to separate Key Police Witnesses should be made by the TFC in the first instance, whose decision can be superseded by the PIM or responsible chief officer, as appropriate.

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- 17.2 As soon as lethal or less lethal force is used, the TFC should consider and decide whether Key Police Witnesses should be separated to prevent them from conferring. Officers should not be separated as a matter of routine. Officers should only be separated when there is 'just cause', and it is safe and practical to do so.
- 17.3 A decision whether to separate Key Police Witnesses can be superseded the PIM or responsible Chief Officer, as appropriate.

18. Effects of Trauma on Memory

- 18.1 A person involved in a traumatic or life-threatening encounter will often experience a range of physiological and psychological responses which may determine their perception of time, distance, auditory and visual stimuli and the chronology of key events. This may affect their ability immediately after the incident to recall what may be important detail. Where, over time, officers recall further information, this should be recorded in a further account.

19. An Early Requirement for Information

- 19.1 There may be circumstances where it is necessary for officers to provide more detailed information at an earlier stage. This could be to address issues associated with a person who is now in custody or in relation to an ongoing criminal investigation e.g. where a person was not arrested at the scene.
- 19.2 It is the responsibility of each individual police officer involved in the incident to ensure that any information that may be relevant to the investigation is revealed, recorded and retained. This information should include an officer's own observations relating the incident and any accounts received from witnesses. Once officers involved have been able to make their initial accounts, arrangements will be made by the PIM to ensure that these accounts are secured and made available to the investigative authority.

20. Anonymity of Officers

- 20.1 The PIM should ensure that action is taken to maintain the anonymity of Key Police Witnesses until such a time as this is deemed to be unnecessary. Where necessary, the PIM should consider approaching the PIP Strategic officer or delegated senior officer regarding the need to protect the anonymity of Key Police Witnesses.
- 20.2 As with any witness or suspect, concerns for the safety of some Key Police Witnesses and their families means their anonymity should be addressed at an early stage. It should be made clear to officers involved that the issue of anonymity may be the subject of judicial proceedings or challenges and may

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have to be reversed at a later stage. Suggested measures to preserving the anonymity of Key Police Witnesses include:

- restricting access to systems and documents containing details of Key Police Witnesses;
- using anonymous references (e.g. Officer 'A') at an early stage (with a list of such references compiled for inclusion in documents);
- omitting officer details and identity from communications and circulations, including media releases;
- advising all officers of their responsibility to maintain confidentiality;
- advising the COPFS / PIRC and other agencies that anonymous references have been used;
- maintaining a list of the names of officers involved in the incident, (which should be protectively marked as appropriate).

21. Anonymity and Special Measures for Key Police Witnesses

21.1 To protect Key Police Witnesses and their families, immediate consideration needs to be given to ensuring the anonymity of officers involved in operations where police have discharged a firearm.

21.2 Consideration should be given to establishing measures to protect the anonymity of Key Police Witnesses. These measures may include:

- At the commencement of the PIP each officer may be allocated a pseudonym as per Post Incident Manager (PIM) Log. All Key Police Witnesses should thereafter be referred to in all correspondence and statement by their designated pseudonym;
- Automatic restriction of the incident on STORM command and control system (achieved via the relevant Duty Officer / Control Room Inspector / Sergeant within Service Overview / Area Control Room);
- PIM will assess if there is a necessity to removing Key Police Witness details from any other forms / systems;
- Limiting access to the Post Incident Suite and surrounding area – this may entail officers to provide security depending on the scene;
- Liaison with the IIO / SIO / PF / PIRC in order to develop an appropriate strategy for maintaining anonymity;
- A reminder to officers including Key Police Witnesses of their own duty not to discuss the incident with others, which includes the use of social media etc.

21.3 Examples of the types of measures that may be requested in relation to anonymity in the public domain are – use of screens in court to prevent Key Police Witnesses being identified when they give evidence, allowing Key Police Witnesses to enter and exit court buildings avoiding public / main

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entrances etc. Early liaison with the COPFS should be encouraged to ensure that an anonymity strategy has been considered.

- 21.4 It must, however, be made clear to officers and staff involved that anonymity cannot be guaranteed once the case is to be heard within a public forum. In such cases the preservation of anonymity is no longer within the control of the Police Service. However, in appropriate circumstances Police Scotland will seek to make early contact with the COPFS to seek to maintain the anonymity of Key Police Witnesses.
- 21.5 Maintaining the anonymity of female officers or those from a Black Minority Ethnic (BME) background may be especially difficult, however, early liaison at all levels may assist in achieving this.
- 21.6 Although each application would have to be assessed on an individual basis, recent precedent indicates that the granting of such measures for Key Police Witnesses can be proportionate.
- 21.7 The general issues, which would help support such an application, could involve the following:
- Fears for the safety of Key Police Witnesses and their families either due to specific intelligence or generally due to the background intelligence (for example involvement of known Organised Crime Groups (OCGs);
 - Anxiety for Key Police Witnesses and their families regarding local and national media attention;
 - Anxiety for Key Police Witnesses and their families caused by concerns over potential reprisal attacks;
 - Potential undermining of future covert operations by the identification of Key Police Witnesses e.g. members of the Specialist Firearms Unit (SFU) or Mobile Armed Support to Surveillance (MASTS) team;
 - Advice within the ACPO Authorised Professional Practice (Armed Policing) (Authorised Professional Practice (APP) Armed Policing (AP) in relation to anonymity;
 - Article 8 of ECHR– Right to Respect for Private and Family Life.

22. Weapons and Productions

- 22.1 On return to the location where Post Incident Procedures are taking place, weapons which have been discharged should be identified, as should all other weapons deployed in the immediate vicinity of the shooting.
- 22.2 When weapons are unloaded and exhibited, consideration should be given to photographing or videoing the process. Where this is not practicable, a detailed documented account of the weapon's state and the procedure used for unloading should be completed. The handling and securing of weapons involved in the incident must be undertaken in a manner which maintains the forensic integrity of these productions.

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- 22.3 All firearms, ammunition, less lethal weapons and specialist munitions should be accounted for in a manner which ensures that safety, recording, and accountability are properly addressed. IIOs will, in liaison with the COPFS / PIRC consider which weapons are required to be secured as productions, and whether clothing should be secured or officers examined for forensic traces. It is good practice for this decision to be outlined to the officers in person.
- 22.4 To avoid any dangers of cross-contamination, officers' weapons should be secured by a different person from the one securing the subject's weapon. Since AFOs will, invariably, have moved to another location, it is important that they do not have to await the conclusion of the scene examination before their firearms are taken for examination. All officers involved in an incident will be required to assist with the forensic preservation of their weapons and equipment.
- 22.5 AFOs train with firearms while wearing operational clothing and regularly visit locations at which weapons and munitions are used and stored. Therefore the evidential value of their clothing for examination is likely to be limited.
- 22.6 The PIM or officer coordinating collection of weapon productions will ensure that the weapons are unloaded and handed over, in a controlled manner and by an appropriately trained officer, to the appointed productions officer at the post incident management suite or other appropriate location.
- 22.7 Where a weapon is examined and found not to have been fired or is no longer required as evidence, arrangements should be made, in liaison with the COPFS / PIRC for it to be returned to the relevant department as soon as practicable.

23. Seizing Clothing

- 23.1 Where there is no dispute as to who fired shots, there may be no requirement for other measures to identify officers. Measures such as securing clothing or taking swab samples to forensically identify those officers contaminated by firearms discharge residue will normally only be adopted in exceptional circumstances.
- 23.2 When an investigating officer considers it necessary to obtain additional forensic evidence from officers, the PIM will record the rationale and discuss it with the IIO. If the IIO requires additional forensic evidence, the PIM will explain the rationale to the officers concerned and make a record in their policy log. If clothing is to be taken, suitable, alternative clothing must be provided, including if necessary, replacing religious clothing if it has been removed and seized.

24. Samples

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- 24.1 AFOs often train in their operational clothing and come into contact with other AFOs who are in the same position. Therefore, the evidential value of swab samples is likely to be limited.
- 24.2 All AFOs make a positive declaration as to their fitness to carry out AFO duties at their commencement of these duties and this encompasses the presence of drink or drugs.
- 24.3 However, it is the decision of the SIO / IIO or PIRC Senior Investigator alone as to whether samples should be requested or required from officers. Where he / she considers that swab samples are necessary, then the rationale and justification for this should be made clear to the PIM and in turn to the officers. This rationale should be recorded by the PIM and the SIO / IIO & PIRC Senior Investigator in their respective policy books. Key Police Witnesses who are subject to such requests should be given the opportunity to take legal advice as part of their decision making process.

25. Swab Samples

- 25.1 If officers are requested rather than required to provide swab samples, they need only comply if they consent with this course of action. Officers may wish to consider that agreement to such requests can demonstrate transparency and willingness to assist the investigation, however, no adverse inference can be drawn from a refusal and appropriate legal advice should be sought prior to any provision.
- 25.2 The taking of swab samples to identify those officers contaminated by firearms discharge residue should only be adopted in exceptional circumstances. If officers are suspects, swab samples can only be required in accordance with the Criminal Procedure (Scotland) Act 1995.

26. Drug and Alcohol Testing and Forensic Elimination Samples (DNA)

- 26.1 The rationale for considering taking a sample from Key Police Witnesses has traditionally been to enable investigators to confirm or negate the presence of alcohol and / or drugs that may have impaired an AFO.
- 26.2 The rationale for considering taking DNA samples from Key Police Witnesses could be in order to obtain elimination samples. This would be part of a wider examination of an incident scene where Key Police Witnesses DNA may be present alongside suspects and other witnesses.
- 26.3 Forensic samples should be considered on a case-by-case basis. An incident may reveal that fibre transfer or footwear marks etc. are crucial to the investigation and will help to provide a truthful and accurate account of

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what happened. All requests should be relevant, borne out of a sound rationale, documented and subject to legal advice where appropriate.

- 26.4 No adverse inference should be drawn if an officer declines to give a sample when requested to do so.
- 26.5 Officers should therefore not be routinely asked to provide blood or DNA samples. Where an SIO / IIO / PIRC considers it necessary to make a request from officers for a blood or DNA sample, then the rationale and justification for this should be made clear to the PIM and in turn to the officers. This rationale should be recorded by the PIM and the SIO / IIO / PIRC Investigator in their respective policy books. Key Police Witnesses who are subject to such requests may request legal advice as part of their decision making process.
- 26.6 The power to require such samples comes from the Criminal Procedure (Scotland) Act 1995 (Blood & DNA).
- 26.7 Nothing in this section should preclude an officer being given the opportunity to voluntarily provide a blood sample or DNA sample where the officer initiates the request.
- 26.8 Any officer who is taking part in the PIP will not be subject to random substance misuse testing as per the Substance Misuse SOP.

27. Wellbeing Considerations

- 27.1 The support and wellbeing needs of officers should be addressed throughout the PIP. Considerations will include, but should not be limited to:
- immediate need for first aid and other medical assistance;
 - securing weapons and equipment;
 - the provision of refreshments;
 - making phone calls to immediate family members or partners regarding officers' wellbeing and possible retention on duty;
 - showering and appropriate change of clothes (provided there are no forensic matters to be addressed).
- 27.2 Appendix 'G' provides guidance to the PIM team on the immediate welfare considerations in relation to Psychological First Aid.

28. Wellbeing Support – TRiM

- 28.1 An incident involving the use of firearms by police officers which results in death or injury may affect those involved differently. It is not possible to say who may be affected and to what extent. However, those affected may include those at the scene and those who were directing resources

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(including control room staff and those making critical decisions). Officers who have not discharged weapons or suffered injury may also be traumatised.

- 28.2 All officers involved in an incident where firearms have been discharged by police officers, whether or not they are Key Police Witnesses, should be offered support at the earliest opportunity. Police Scotland will implement the Trauma Risk Management (TRiM) process when requested by a manager or individual. This peer group risk assessment process can be used when post incident support is required for individuals following direct involvement in operational incidents such as the discharge of firearms. It is an internal process, not intended for victims or witnesses of crimes.
- 28.3 This strategy aims to identify those most at risk of psychological harm and providing them with early intervention / support. An individual's involvement in the TRiM process is voluntary. If the PIMs decide that TRiM is required they should contact a TRiM Co-ordinator and / or the National Wellbeing Co-ordinator at an early stage for TRiM support / advice and to make to relevant referral into the team. Full details of TRiM and the associated documentation can be found in the Trauma Risk Management (Police Officers and Authority / Police Staff) SOP published on the force intranet.
- 28.4 The timing of the introduction of the TRiM team will be determined by the PIM / IIO / IIA, in line with ongoing processes, however, if TRiM is required, any briefings, one on one meeting, or group discussions would normally be carried out between 3 days and 14 days post incident after stage 4 has been completed.

29. Employee Assistance Programme

- 29.1 If an officer, following a TRiM process, requires additional and potentially longer term support, a referral to the Employee Assistance Programme (EAP) can be made. The officer can self-refer or they can be referred by a member of the TRiM team. From 01 April 2015 AXA PPP will be the sole provider of the Employee Assistance Programme (EAP) to Police Scotland. Trained AXA staff with significant experience in working with personnel from the emergency services, can assist with emotional support and guidance for officers post incident.
- 29.2 Officers who are experiencing any additional issues such as financial advice, legal issues, consumer rights advice as well as with other life management issues, for example, relationship, family care or housing issues can obtain support and advice from the EAP. The service is available 24 hours a day 7 days a week 365 days a year.

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30. Medical Examination

- 30.1 Officers who were in the immediate vicinity of the discharge of firearms or other munitions should be examined by a police casualty surgeon / registered medical practitioner as a matter of course, subject to their consent, as they may have suffered an injury of which they are not aware. All officers should check for such injuries to themselves and their colleagues.
- 30.2 Where a police casualty surgeon / registered medical practitioner is called to examine an officer, they should be briefed about the background of the incident and the reasons for the examination. They should also be briefed regarding anonymity if this has been implemented. Any other information which may be relevant to the examination should also be provided to the medical practitioner. When briefing the police casualty surgeon / medical practitioner, it should be borne in mind that personal information on the Key Police Witness should only be provided with the consent of the officer. The only exception to this may be where the Key Police Witness is incapable of giving consent.
- 30.3 The most appropriate supervising officer to brief the police casualty surgeon / registered medical practitioner may be the PIM or a member of their team. The content of any outline of the incident given to the registered medical practitioner must be documented.

31. Legal Advice and Support

- 31.1 PIMs should ensure that Key Police Witnesses are given the opportunity to consult representatives of the Scottish Police Federation (SPF) or their relevant staff association as soon as possible. It may be useful for the PIM to address this need with Key Police Witnesses soon after their arrival at the post incident suite. Every effort should be made to ensure that early professional legal advice is made available in appropriate cases. This is particularly important where officers have used force as they may be subject to an investigation which can include potential criminal offences.

32. Article 2 ECHR and the Duty to Investigate

- 32.1 European Convention on Human Rights (ECHR) Article 2 imposes a positive duty on the State to conduct an effective official investigation when individuals have been killed as a result of the use of force by agents of the State, (i.e. the police). The European Court of Human Rights (ECHR) has held that the investigation must:
- be on the State's own initiative (e.g. not civil proceedings);
 - be independent, both institutionally and in practice;

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- be capable of leading to a determination of whether the force used was justified in the circumstances and to the identification and punishment of those responsible;
- be prompt;
- allow for sufficient public scrutiny to ensure accountability;
- allow the next of kin to participate, see *Jordan v UK*(2003) 37 EHRR 2.

32.2 These principles were approved by the House of Lords in the case of *ex parte Amin* (the *Zahid Mubarek* case) [2003] UKHL 51, [2004] HRLR 3.

33. Purpose of an Article 2 Investigation

33.1 The requirements under European Convention on Human Rights (ECHR) Article 2 are relevant and can extend to any situation in which death or serious injury occurs during an incident or operation in which police are involved. The essential purpose of an Article 2 investigation is:

- to secure the effective implementation of domestic laws which protect the right to life and,
- in those cases involving agents of the State, to ensure their accountability for deaths occurring under their responsibility.

33.2 The investigation must be capable of leading to a determination of whether the force used was or was not justified in the circumstances, and to the identification and punishment of those responsible in appropriate cases.

34. Effective Investigation

34.1 Reasonable steps must be taken to secure all relevant evidence, including witness testimony and forensic evidence. Any deficiency in the investigation which undermines its capability of establishing the circumstances of the case or the person responsible is liable to fall short of the required measure of effectiveness.

34.2 The aim of an investigation into a police-related shooting is, therefore, twofold:

- to ensure that the applicable law is properly followed and implemented, i.e., so that, where appropriate, effective criminal proceedings are brought;
- to ensure police accountability, whether or not criminal proceedings are brought.

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35. Independent Investigations

- 35.1 The scope of the investigation is likely to be wide ranging. It will not only include the circumstances of any injury to, or death of, any person who may have been shot, but also the circumstances leading up to the discharge of firearms, and all the issues surrounding this such as the management and planning of the deployment.
- 35.2 By their very nature, incidents involving the discharge of a firearm by a police officer attract public interest and can be highly emotive and stressful for all involved. As a consequence, both the investigative function and the chief officer's duty of care to officers and police staff involved must be afforded a high priority.

36. Communication and Duty of Care

- 36.1 The duty of care to officers and police staff will extend to welfare, physical, psychological and medical support. In addition, police staff associations / police federation have arrangements for providing advice and support to officers, including legal advice.
- 36.2 In facilitating the provision of these services, investigating officers, PIMs and staff association / federation representatives have distinct roles. It is, however, essential that all officers, PIMs and those involved in any debriefing process are able to demonstrate integrity of purpose in all communications between each other and in record making and debrief procedures.

37. Investigative Function

- 37.1 In the initial stages following the discharge of firearms, the police service should take all appropriate steps to reduce any possible risks of the investigation required under European Convention on Human Rights (ECHR) Article 2, being undermined by any deficiencies, such as failing to secure the evidence, (including witness testimony and forensic evidence). The procedures adopted should be designed to demonstrate integrity of purpose in all actions and discussions between the officers involved and, must be able to withstand scrutiny.
- 37.2 Nothing in this section should be interpreted as constraining effective action by the police service or the officers involved in adopting an operationally necessary procedure to secure best evidence, arrest or bring to justice those who may be involved in ongoing criminal activity or a follow-up investigative process.
- 37.3 The responsibility for securing evidence and taking appropriate action in an Article 2 investigation remains with Police Scotland until such time as PIRC

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has taken over the investigation. The responsibility of Police Scotland is to facilitate the investigation, through for example:

- the identification and preservation of scenes and productions;
- the identification of immediately available witnesses;
- securing physical evidence;
- the availability of experienced family or witness liaison officers.

37.4 Early notification to PIRC will enable appropriate procedures to be adopted and initial actions required by the police to be agreed at an early stage.

38. Stage 2 – Post Incident Management - Basic Facts

38.1 Post Incident Management is responsible for establishing the basic facts of what happened. Where possible, this information should come from a source other than a Key Police Witness (see initial PIM responsibilities). This is most likely to take place at the nominated post incident location, where the basic facts will be provided by an individual who is willing to supply them. The basic facts will be provided (subject to legal advice where appropriate) in either verbal or written format. A staff association representative may also be present. It may be appropriate for the PIM to advise all of those present of the need to maintain anonymity. The basic facts obtained by the PIM should, where possible, be sufficient to:

- confirm which officers were at the scene
- describe in brief the role(s) of those at the scene
- confirm who discharged their weapons.

38.2 The basic facts recorded or received by the PIM should be confirmed with the person providing them to certify accuracy, and should be timed, dated and signed by the PIM. The original record should be handed to the independent investigatory authority at the earliest opportunity. A copy should be retained by the PIM and the person providing the basic facts.

38.3 Basic Facts from the Key Police Witness

38.3.1 Where the only person able to provide the basic facts has been, or may be, identified as a Key Police Witness, the PIM should:

- offer them the opportunity to take legal advice before obtaining the information;
- be aware of the need to take only basic information;
- record, date and time all information provided.

38.3.2 It may be the case that this is the first account that the Key Police Witness has given; this will mean that the account will be disclosable in court and any

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differences between this and the officer's later account may be challenged. The use of a pro forma to obtain or document the PIM basic facts is not appropriate.

39. Stage 3 - Provision of Personal Initial Accounts

- 39.1 The contents of the initial accounts should not be confused with that of a formal written statement where a detailed account is provided. A formal written statement will be made subsequently when all Key Police Witnesses have had time to fully consider what has occurred.
- 39.2 Subject to legal and medical advice, Key Police Witnesses should provide a personal initial account of the incident before going off duty.
- 39.3 The purpose of the personal initial account is to record the witness's role, what they believe to be the essential facts and should, where relevant, outline the honestly held belief that resulted in their own use of force.
- 39.4 Each officer's personal initial account should consist only of their Individual recollection of events and should be written, signed and dated. Detailed accounts will be made later.
- 39.5 So far as possible, personal initial accounts from Key Police Witnesses should include:
- the officer's identity (or pseudonym if appropriate);
 - the officer's understanding of the nature of the operation;
 - the officer's role in the operation;
 - essential details of the officers' recollection of force being used (e.g. the nature of the force used and what the subject was doing at the time that the force was used);
 - if the officer used force, their honestly held belief that resulted in their use of force.
- 39.6 The same guidance relating to conferring applies to both personal accounts and detailed accounts.

40. Stage 4 - Key Police Witness Statements

- 40.1 Detailed accounts should not normally be obtained immediately. They can be left until the Key Police Witnesses involved in the shooting are better able to articulate their experience in a coherent format. This is usually after at least forty-eight hours (but may be earlier for those Key Police Witnesses not adversely affected by the incident).

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- 40.2 The detailed account should include the witness' full recollection of the incident including, but not limited to, the matters set out under personal initial accounts.
- 40.3 The IIA may wish to have detailed statements from witnesses. These statements may be taken by the IIA or be provided by the witness themselves. The manner in which the statements are obtained or provided will be decided by individual witnesses subject to the legal advice they receive. Where officers decide to provide their own statements, these should be (except in exceptional circumstances) submitted to the IIA within seven days of the incident.
- 40.4 All Key Police Witnesses and other officers involved in the PIP must understand and be guided by the general principles regarding disclosure.
- 40.5 All conversations (except those covered by legal privilege) are potentially disclosable. Key Police Witnesses should be informed at an early stage that discussions about the incident should be avoided until the PIP has begun.
- 40.6 All notes or recordings made during the PIP and after are potentially disclosable. This would not only include the provision of initial accounts but also any forms of therapeutic debriefing (welfare check). The only privilege that the law recognises is that which exists between lawyer and client.
- 40.7 All officers have a duty to record, retain, and produce any information that may be relevant to the investigation.
- 40.8 The originals of all notes (formal or informal) and all documents or other material collected as part of the PIP will be provided to the PIRC. Copies may be retained the police. Where copies of records are retained, these should be managed in accordance with the Records Retention SOP.

41. Security and Welfare of Officers

- 41.1 The PIM will initiate an early threat assessment to determine whether there are any security issues in respect of the Key Police Witnesses involved in the incident.
- 41.2 This will allow the PIM to recommend that the force puts in place the appropriate control measures to ensure the safety of the officer(s) and, where necessary, their families. An ongoing threat assessment process will continue until it is no longer required.

42. Officers' Families and Homes

- 42.1 The Key Police Witnesses force should consider whether the families of the officers involved will require extended welfare, medical and professional support from the force occupational health and welfare advisers. Families

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should be alerted to the possible reactions of those involved in such incidents and be afforded the opportunity to discuss this situation.

- 42.2 The Police Firearms Officers Association (PFOA) offers valuable additional support and appropriate services to Key Police Witnesses and their families. The security of an officer's home should be considered at an early stage. The cost of any appropriate measures, such as the installation of a panic alarm direct to the nearest police station and improved locks, should be met by the officer's force.

43. Family Liaison

- 43.1 Where COPFS has directed an independent investigation in the case of victims or families of police shootings, fully trained independent Family Liaison Officers (FLO) will be deployed by the Senior Investigator of the PIRC.

44. Additional Support

- 44.1 Consideration should be given to having a suitable person, e.g. a trusted colleague, assigned to stay with an officer who has been traumatised or significantly affected during the hours immediately following the incident.
- 44.2 In appropriate cases this person should subsequently accompany the officer home. Consideration should also be given to supporting the families of officers involved, as well as to any other officers or members of staff who are significantly affected by the incident.

45. Special Leave or Suspension from Duty

- 45.1 Special or administrative leave may be granted to a Key Police Witness when appropriate. There may, however, be circumstances where such leave is not in an officer's best interest and the officer and staff association should be consulted.
- 45.2 Suspension from duty should only be necessary in exceptional cases and in accordance with force policy. When it is necessary to suspend an officer, that officer should still be able to contact colleagues within the police service and continue to receive appropriate medical and welfare support.

46. Removal from Firearms Duties

- 46.1 In the event an AFO is required to discharge their firearm while engaged on operational duties, that AFO would, in normal circumstances, be withdrawn from subsequent operational deployment, pending the result of the investigation. The exception to this may be where there is a perceived

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imminent threat from a terrorist attack and the deployment of armed officers who have previously or recently discharged their firearm is necessary for public protection.

- 46.2 Unless in particular circumstances, it is deemed appropriate, the officer may continue to take part in non-operational firearms or firearms training duties.
- 46.3 Other Key Police Witnesses may also be withdrawn from subsequent operational deployment pending the result of the investigation. Account will have to be taken into the circumstances of the incident and the ACC, Operational Support Division, may decide to withdraw officers from operations or training as they deem appropriate.
- 46.4 AFOs in the police service are volunteers and as such in a post incident scenario officers may request that they are temporarily or permanently withdrawn from firearms duties.
- 46.5 This is a decision for the individual and may be an appropriate response to what may well be a traumatic and stressful incident.
- 46.6 All officers who are at the scene of a discharge will have their authorisations temporarily suspended in order to allow the following:
- A referral to be carried out to Optima Health for a hearing test.
 - The officer and their supervisors to make a balanced assessment of any further welfare considerations that may be necessary.
- 46.7 Any decision to remove an officer from operational firearms duties should be regularly reviewed and documented (at least monthly) by the Superintendent of Armed Policing in consultation with the appropriate investigative authority.
- 46.8 If circumstances dictate that an officer be suspended from duty then the officer should continue to receive the full support of the PIM. As a general rule the officer should still have access to close friends within the Police Service but in any case should still continue to receive appropriate medical and welfare support.

47. Media Releases

- 47.1 Subject to any operational reasons, a cooperative and open media strategy should be adopted. The media strategy should be formulated in consultation with the COPFS / PIRC. A clear factual account of the incident should be provided at the earliest opportunity. Care must be taken to avoid compromising any subsequent judicial proceedings. Consideration should be given to the appointment of a specialist media officer who has knowledge of the police service use of firearms, such as the nature of training given to officers, the guidelines under which officers may discharge firearms and the kind of firearms carried.

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- 47.2 Precautions should be taken to protect the officers and their families from unwanted publicity. The PIM must ensure that, where practicable, the Key Police Witnesses are informed of all media releases prior to their circulation, and that he or she may make representations on their behalf. This action may assist in prompting officers to consider their families and others likely to be affected by a media release and allow them to make early arrangements to cater for any foreseeable problems.
- 47.3 No information that might unintentionally identify officers concerned with the incident should be passed to the media. In addition, sensitivity should be exercised in the completion of internal force publications or reports concerning the incident. Care must always be taken when using communications systems, including mobile phones.
- 47.4 Officers involved in the incident should avoid discussing the detail with personnel not involved in the incident unless there is an operational imperative to do so. This is to prevent the possibility of uninformed rumour and to protect the identity of those involved.

48. Documentation and Disclosure

- 48.1 The originals of all documents and statements generated as a result of an incident must be handed over to the force PSD or COPFS / PIRC at the earliest opportunity. All material obtained in the course of an investigation that may be relevant to the investigation must be retained for disclosure purposes.

49. Roles and Responsibilities

- 49.1 The post incident roles and responsibilities are contained within APP (AP) (see role specific task cards at Appendix 'H').

49.2 Operational Firearms Commander:

- remains operationally active until stood down;
- in the absence of the TFC, ensures that the scene is protected and that evidence is preserved until the arrival of the IIO;
- should ensure that the weapon(s) or perceived weapon of the subject is located and secured in situ, unless it is dangerous to do so;
- ensures a weapon safety check is carried out by officers;
- liaises with the IIO and where necessary with the scene examiner, supervises the unloading of the weapons and identifies which weapon was carried by each officer.

49.3 Initial / Tactical Firearms Commander:

- remains operationally active until stood down;

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- ensures that the scene is protected and that evidence is preserved until the arrival of the IIO;
- considers the safety of the public and police personnel, and the immediate welfare of casualties;
- considers which officers are to be treated as Key Police Witnesses (in conjunction with the PIP Strategic Commander, IIO and PIM);
- ensures the transfer of AFOs to the relocation point and assists in identifying Key Police Witnesses;
- establishes the facts of what has taken place and ensures that all relevant information is recorded;
- informs Service Overview and / or Area Control Room and the SFC of the incident;
- determines the rendezvous point for incoming resources;
- briefs and formally hands over to the IIO;
- briefs the SFC.

49.4 Strategic Firearms Commander:

- remains in a position to maintain command until the strategic intention of the operation is achieved or they are relieved;
- continues to be available to the ITFC / TFC if required;
- informs the duty ACC or on-call ACC of the incident;
- ensures all relevant information is recorded.

49.5 Post Incident Procedures (PIP) Strategic Commander is responsible for initiating:

- the post incident investigation (including where necessary informing the PSD / COPFS / PIRC) and
- post incident management.

They also:

- ensure that investigation and welfare procedures are implemented;
- appoint a PIM;
- appoint an IIO;
- ensure that the Key Police Witnesses are identified;
- consider referral to the IIA;
- subject to referral to the IIA, agree the media strategy;

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- ensure that all relevant information is recorded.

49.6 Initial Investigation Officer (IIO):

- has early dialogue with the IIA to agree responsibilities and key actions;
- opens a policy log and ensures all relevant information and decisions are recorded, including issues of anonymity;
- agrees initial terms of reference with the ACPO officer or delegated senior officer;
- identifies and preserves evidence;
- ensures effective scene management;
- considers which officers are to be treated as Key Police Witnesses (in conjunction with the PIP Strategic commander, PIM and TFC);
- identifies and considers relevant national guidelines;
- liaises with the TFC on initial action at the scene;
- liaises with chief officers on media policy;
- liaises with and consults the PIM;
- makes early contact with the appointed investigator from the IIA;
- carries out those enquiries deemed urgent and those that may assist in the collation of evidence which may be lost prior to the arrival of the investigator from the IIA;
- agrees initial objectives in relation to forensic evidence;
- makes early contact with the pathologist (where appropriate);
- liaises with the scientific support coordinator.

49.7 Post Incident Manager (PIM):

- opens a policy log and ensures all relevant information and decisions are recorded, including issues of anonymity;
- considers which officers are to be treated as Key Police Witnesses (in conjunction with the PIP Strategic Commander, IIO and TFC);
- establishes immediate contact with the Key Police Witnesses and ensures that they are given immediate support;
- considers whether to assign a member of the PIM team to each Key Police Witnesses;
- advises all relevant members of staff that Post Incident Procedures have been implemented and explains the PIM role;

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- meets the IIO or any representative from the IIA;
- takes measures to ensure the physical and emotional wellbeing of the staff involved;
- considers the attendance of a doctor or health adviser;
- ensures access to telephones to enable officers to contact relatives or friends;
- informs relevant departments and agencies of the need to attend, if required (i.e. Scottish Police Federation (SPF), Optima Health, TRiM, Casualty Surgeon, and staff associations as appropriate);
- ensures that any necessary forensic procedures are dealt with as early as possible and that officers are fully informed of the relevance of the procedures (e.g. the seizure of productions);
- secures early legal advice or representation if requested (can be achieved through SPF / staff association);
- maintains dialogue with the IIO and addresses issues with them, including press releases and the progress of the investigation, to update staff involved;
- advises Key Police Witnesses of their responsibilities regarding the discussion of the incident with colleagues;
- facilitates the process in which officers provide initial accounts and ensures these (where made) are provided to the investigator.

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List of Associated Legislation

- United Nations Code of Conduct for Law Enforcement Officials
- European Convention on Human Rights (Schedule 1 of the Human Rights Act 1998);
- Equality Act 2010;
- Health and Safety at Work Act 1974;
- Police (Health & Safety) Act 1997;
- The Management of Health and Safety at work Regulations 1999;
- Criminal Procedure (Scotland) Act 1995;
- Police and Fire Reform (Scotland) Act 2012;
- Human Rights Act 1998.

List of Associated Reference Documents

Policy

- Armed Policing Policy.
- Police Scotland Death or Serious Injury Following Police Contact Policy;

SOPs

- Armed Policing Operations SOP
- Armed Policing Training SOP
- Family Liaison SOP
- Health and Safety (Police Officers and Authority / Police Staff) SOP
- Trauma Risk Management (Police Officers and Authority / Police Staff) SOP
- Record Retention SOP

Guidance

- ACPO Authorised Professional Practice Armed Policing (APP AP)
- The ACPOS Statement of Intent on the Police Use of Firearms and Less Lethal Weapons in Scotland.
- The National Police Firearms Training Curriculum (NPFTC)
- Firearms Strategic Threat and Risk Assessment (STRA)

List of Associated Forms

- Policy Log for Firearms Post Incident Managers (Form 064-016)
- Policy Log for Firearms Post Incident Managers - Policy Log Continuation Sheet (Form 064-016 (A))
- Policy Log for Firearms Post Incident Managers - Decision Log Continuation Sheet (Form 064-016 (B))

Glossary of Terms

ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
AFO	Authorised Firearms Officer
APP (AP)	Authorised Professional Practice (Armed Policing)
BME	Black Minority Ethnic (background)
CFI	Chief Firearms Instructor
COPFS	Crown Office and Procurator Fiscal's Office
COP	College of Policing
EAP	Employee Assistance Programme
ECHR	European Court of Human Rights
FLO	Family Liaison Officer
HSE	Health and Safety Executive
IIA	Independent Investigating Authority
IIO	Initial Investigating Officer
ITFC	Initial Tactical Firearms Commander
NPFTC	National Police Firearms Training Curriculum
OCG	Organised Crime Group.
OFC	Operational Firearms Commander
PF	Procurator Fiscal
PFA	Psychological First Aid
PFOA	Police Firearms Officers Association
PIM	Post Incident Manager
PIMT	Post Incident Management Team
PIP	Post Incident Procedure
PIRC	Police Investigations and Review Commissioner
PSD	Professional Standards Department
SFC	Strategic Firearms Commander
SFU	Specialist Firearms Unit
SPA	Scottish Police Authority
SPF	Scottish Police Federation
STRA	Strategic Threat and Risk Assessment
TFC	Tactical Firearms Commander
TRiM	Trauma Risk Management

Post Incident Suite Locations

Information has been removed due to its content being exempt in terms of the Freedom of Information (Scotland) Act 2002, Section 39, Health, Safety and the environment.

Providing Accounts – Four Stages

Following the discharge of a firearm by the police, there will be a requirement for those involved to provide relevant information in a number of formats. This will vary depending on the recipient of the information and the purpose for which it is being provided. It can be reasonably expected that the information initially provided may become more detailed or potentially alter as the circumstances become clearer.

In order to clarify the purpose and status of the information provided, it may be helpful to consider the provision of information and accounts chronologically as a staged process. It is recognised that the particular circumstances of the incident may make it unnecessary or inappropriate to include one or more of the stages outlined. Where a Key Police Witness officer is unfit to make a 'personal initial account' then stage three will not be appropriate. Where a Key Police Witness is suspected of a criminal or misconduct offence then stages three or four will not apply.

Stage 1 - Situation Report

Following the discharge of firearms by the police, the tactical firearms commander or force control room must be informed immediately. This notification is likely to be provided by radio communication from an officer at the scene of the incident. The information provided should be sufficient to provide a situational report which will enable the tactical firearms commander to manage the ongoing incident and assist them to discharge their post incident responsibilities.

Stage 2 - PIM Basic Facts

The PIM is responsible for establishing the basic facts of what happened. Where possible, this information should come from a source other than a Key Police Witness, see initial post incident manager responsibilities. This is most likely to take place at the nominated post incident location, where the basic facts will be provided by an individual who is willing to supply them. The basic facts will be provided (subject to legal advice where appropriate) in either verbal or written format. A staff association representative may also be present. It may be appropriate for the PIM to advise all of those present of the need to maintain anonymity. The basic facts obtained by the PIM should, where possible, be sufficient to:

- confirm which officers were at the scene;
- describe in brief the role(s) of those at the scene;
- confirm who discharged their weapons.

The basic facts recorded or received by the PIM should be confirmed with the person providing them to certify accuracy, and should be timed, dated and signed by the PIM. The original record should be handed to the IIA at the earliest opportunity. A copy should be retained by the PIM and the person providing the basic facts.

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Basic facts from the Key Police Witness

Where the only person able to provide the basic facts has been, or may be, identified as a Key Police Witness, the PIM should:

- offer them the opportunity to take legal advice before obtaining the information;
- be aware of the need to take only basic information;
- record, date and time all information provided.

It may be the case that this is the first account that the Key Police Witness has given; this will mean the account will be disclosable in court and any differences between this and the officer's later account may be challenged. The use of a pro-forma to obtain or document the PIM basic facts is not appropriate.

Stage 3 - Provision of Personal Initial Accounts

The contents of the initial accounts should not be confused with that of a formal written statement where a detailed account is provided. A formal written statement will be made subsequently when all Key Police Witnesses have had time to fully consider what has occurred.

Subject to legal and medical advice, Key Police Witnesses should provide a personal initial account of the incident before going off duty.

The purpose of the personal initial account is to record the witness's role, what they believe to be the essential facts and should, where relevant, outline the honestly held belief that resulted in their own use of force.

Each officer's personal initial account should consist only of their individual recollection of events and should be written, signed and dated. Detailed accounts will be made later.

So far as possible, personal initial accounts from Key Police Witnesses should include:

- the officer's identity (or pseudonym if appropriate);
- the officer's understanding of the nature of the operation;
- the officer's role in the operation;
- essential details of the officers' recollection of force being used (e.g. the nature of the force used and what the subject was doing at the time that the force was used);
- if the officer used force, their honestly held belief that resulted in their use of force.

The same guidance relating to conferring applies to both personal accounts and detailed accounts.

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Stage 4 - Key Police Witness Statements

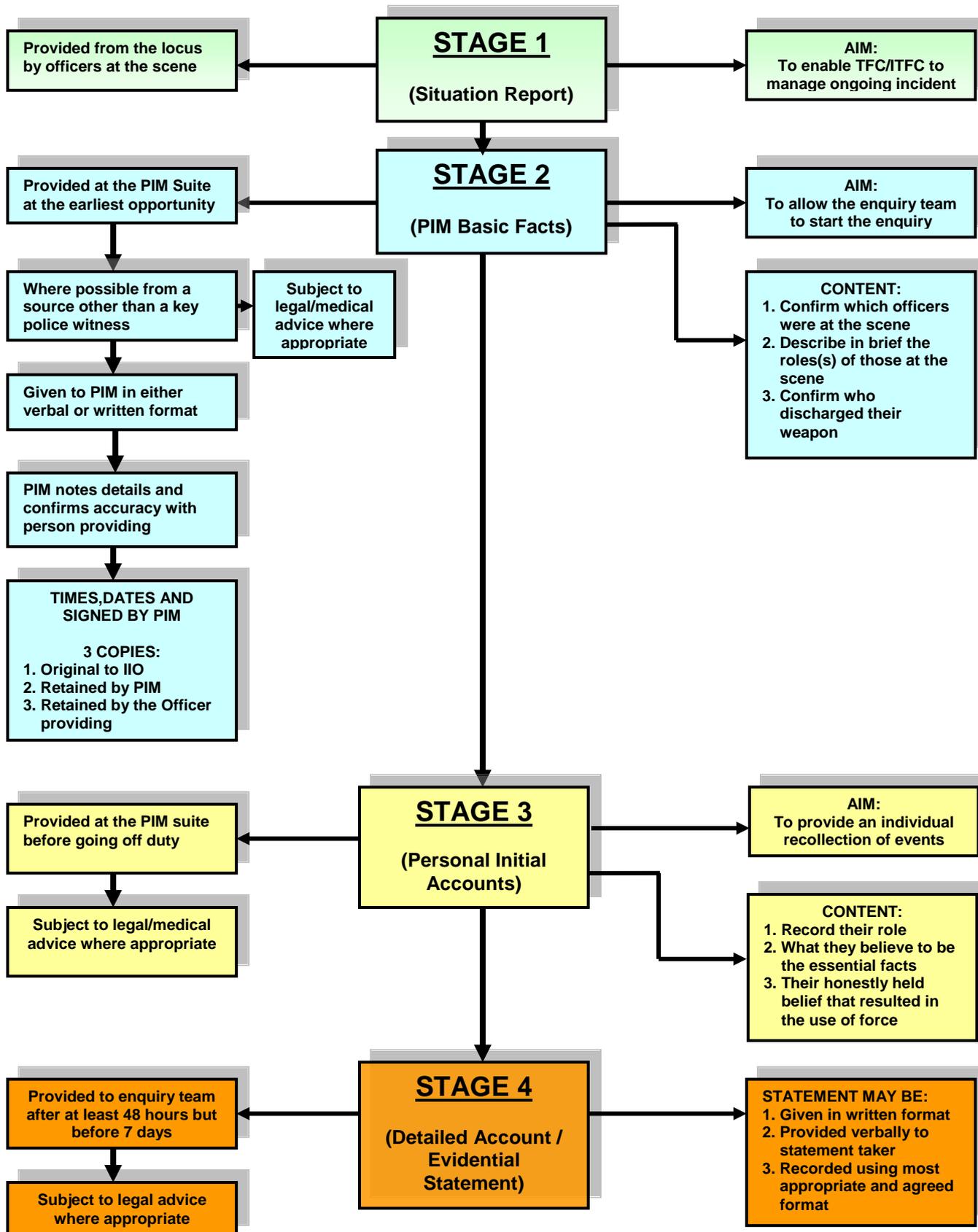
Detailed accounts should not normally be obtained immediately. They can be left until the Key Police Witnesses involved in the shooting are better able to articulate their experience in a coherent format. This is usually after at least forty-eight hours (but may be earlier for those Key Police Witnesses not adversely affected by the incident).

The detailed account should include the witness's full recollection of the incident including, but not limited to, the matters set out under personal initial accounts.

The IIA may wish to have detailed statements from witnesses. These statements may be taken by the IIA or be provided by the witness themselves. The manner in which the statements are obtained or provided will be decided by individual witnesses subject to the legal advice they receive. Where officers decide to provide their own statements, these should be (except in exceptional circumstances) **submitted to the IIA within seven days of the incident.**

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OFFICIAL ACCOUNTS – THE 4 STAGES



Note: Where a key police witness is unfit to make a personal initial account then stage 3 will not be appropriate

Note: Where a key police witness is suspected of a criminal offence or misconduct offence then stages 3 and 4 will not apply

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Post Incident Management Team – Guidance

As previously discussed the discharge of a firearm may be a traumatic experience for many of those involved and not just the Key Police Witnesses. There will therefore be a requirement to complete a welfare check for all officers involved. This Appendix is intended as guidance for the Post Incident Management Team (PIMT) to assist in the initial stages of the procedure.

The PIP must take into account the welfare and psychosocial needs of the officers involved. This intervention will be based on the principles of Psychological First Aid (PFA), which is agreed to be best practice in the immediate aftermath of a distressing and / or potentially traumatic experience. The seven components of effective PFA are listed below. There is no particular order to follow, as the order will depend on the individual and the incident:

1. Practical help;
2. Comfort and console distress;
3. Education on normal responses to trauma. This involves two essential elements;
 - Recognising the range of reactions;
 - Respecting and validating the normality of the post trauma reaction;
4. Protection from further threat and distress;
5. Furnish immediate care for physical needs;
6. Support for real-world-based tasks;
7. Facilitation of reunion with loved ones.

The PIP is designed to address these seven components.

A welfare check will be completed when staff, have completed a traumatic task before they go off shift by their line manager. In a PIP the PIM will be responsible for carrying this out but officers should be reminded that the welfare check may be disclosable. The following is included for guidance for the PIM carrying out the welfare check:

“Thank You for Your Efforts Today. Just a brief word:

Adjusting after incident is the key;

Doing routines – check for change, going back to before: e.g. exercise, sleep, activity;

Judging the incident – it is normal to review your performance after a difficult incident. Self-criticism can often be distorted;

Use trusted others to talk – internal self-talk may be unhelpful;

Sleep is key. If it doesn't settle then let key others know.

Thank you”

Post Incident Procedures - Task Cards

These are intended as a guide

The Police Service of Scotland	Post Incident Command
PIP Strategic Commander	
Title:	PIP Strategic Commander
Responsible to:	Not Applicable
Job Purpose:	Overall responsibility for the Post Incident Procedure

Task

Provide strategic responsibility for PIP	Ensures investigation and welfare procedures are implemented; Appoints PIM; Appoints IIO; Ensures that Key Police Witnesses are identified; Considers referral to the IIA; Subject to referral to the IIA, agrees the media strategy; Ensures all relevant information is recorded.
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The Police Service of Scotland	Post Incident Command
Strategic Firearms Commander	
Title:	Strategic Firearms Commander
Responsible to:	PIP Strategic Commander
Job Purpose:	Strategic responsibility for the initial firearms incident and initial PIP

Task

Provide strategic command of initial PIP	<p>Remains in a position to maintain command until the strategic intention of the operation is achieved, or they are relieved;</p> <p>Continues to be available to the ITFC / TFC, if required;</p> <p>Informs the duty ACC or on call ACC of the incident;</p> <p>Ensures all relevant information is recorded.</p>
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The Police Service of Scotland	Post Incident Command
Initial / Tactical Firearms Commander	
Title:	Initial / Tactical Firearms Commander
Responsible to:	Strategic Firearms Commander
Job Purpose:	Tactical responsibility for the initial firearms incident and initial PIP

Task

Provide tactical command of initial PIP	<p>Remains operationally active until stood down;</p> <p>Ensures that the scene is protected and that evidence is preserved until the arrival of the IIO;</p> <p>Considers the safety of the public, police personnel and the immediate welfare of casualties;</p> <p>Considers which officers are to be treated as Key Police Witnesses (in conjunction with the PIP Strategic Commander, IIO and PIM);</p> <p>Ensures transfer of AFOs to relocation point and assists in identifying Key Police Witnesses;</p> <p>Establishes the facts of what has taken place and ensures that all relevant information is recorded;</p> <p>Informs Service Overview and / or ACR and the SFC of the incident;</p> <p>Determines the rendezvous point for incoming resources;</p> <p>Briefs and formally hands over to the IIO;</p> <p>Briefs the SFC.</p>
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The Police Service of Scotland	Post Incident Command
Operational Firearms Commander	
Title:	Operational Firearms Commander
Responsible to:	Initial / Tactical Firearms Commander
Job Purpose:	Operational responsibility for the initial firearms incident and initial PIP

Task

Provide operational command of initial PIP	<p>Remains operationally active until stood down;</p> <p>In the absence of the Initial / Tactical Firearms Commander, ensures that the scene is protected and that evidence is preserved until the arrival of the IIO;</p> <p>Should ensure that the weapon(s) or perceived weapon of the subject is located and secured in situ, unless it is dangerous to do so;</p> <p>Ensures a weapon safety check is carried out by officers;</p> <p>Liaises with the IIO and, where necessary, with the involvement of the scenes of crime officer supervises the unloading of the weapons and identifies which weapon was carried by each officer.</p>
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The Police Service of Scotland	Post Incident Investigation
Initial Investigating Officer	
Title:	Initial Investigating Officer
Responsible to:	PIP Strategic Commander
Job Purpose:	Responsibility for the initial investigation of the firearms incident, to preserve evidence and scene management and initial PIP

Task

Provide initial scene management and preservation of evidence	<p>Has early dialogue with the IIA to agree responsibilities and key actions;</p> <p>Opens a policy log and ensures all relevant information and decisions are recorded, including issues of anonymity;</p> <p>Agrees initial terms of reference with the PIP Strategic Commander;</p> <p>Identifies and preserves evidence;</p> <p>Ensures effective scene management;</p> <p>Considers which officers are to be treated as Key Police Witnesses (in conjunction with the PIP Strategic Commander, PIM and ITFC / TFC);</p> <p>Identifies and considers relevant national guidelines;</p> <p>Liaises with the Tactical Firearms Commander as to initial action at the scene;</p> <p>Liaises with chief officers as to media policy;</p> <p>Liaises with and consults the PIM and makes early contact with the appointed investigator from the IIA;</p> <p>Carries out those enquiries deemed</p>
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	<p>urgent and those that may assist in the collation of evidence which may be lost prior to the arrival of the investigator from the IIA;</p> <p>Agrees initial objectives in relation to forensic evidence;</p> <p>Makes early contact with the pathologist (where appropriate);</p> <p>Liaises with the scientific support coordinator.</p>
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The Police Service of Scotland	Post Incident Management
Post Incident Manager	
Title:	Post Incident Manager
Responsible to:	PIP Strategic Commander
Job Purpose:	To facilitate, manage and ensure the integrity of the PIP where the Key Police Witness needs are addressed in a manner which does not compromise the investigative process.

Task

To facilitate, manage and ensure the integrity of the Post Incident Procedure.	<p>Opens a policy log and ensures all relevant information and decisions are recorded in it;</p> <p>Ensure all records and documents retained by Police are managed in accordance with the Records Retention SOP</p> <p>Considers which officers are to be treated as Key Police Witnesses in conjunction with the PIP Strategic Commander, IIO and TFC);</p> <p>Establish immediate contact with the Key Police Witness and ensures that they are given immediate support;</p> <p>Advise all relevant staff that PIP has been implemented and explains the PIM role;</p> <p>Considers whether to assign a member of the PIM team to each Key Police Witness;</p> <p>Take measures to ensure the physical and emotional wellbeing of the staff involved;</p> <p>Meets the IIO or any representative from the IIA and outline the role of the PIM;</p>
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	<p>Considers the attendance of a Police Casualty Surgeon;</p> <p>Ensures access to telephones to enable officers to contact relatives or friends;</p> <p>Informs the following departments and agencies to attend, if required Optima Health, Police Casualty Surgeon, Scottish Police Federation, Staff Associations as appropriate;</p> <p>Ensures that any necessary forensic procedures are dealt with as early as possible and that officers are fully informed of the relevance of the procedures (for example, the seizure of productions);</p> <p>Secures early legal advice or representation if requested;</p> <p>Ask Key Police Witnesses if they wish clothing provided from PIM suite, their own clothing collected from their place of work or from their home (contact to be made with relatives / friends who will deliver or arrange to collect);</p> <p>Ask Key Police Witnesses if they wish to be provided with any update(s) on the injured parties condition; policy log decision;</p> <p>Facilitate the process in which officers provide initial accounts and ensures these are provided to the IIO;</p> <p>Maintain dialogue with the IIO and address issues with them, including press releases and the progress of the investigation;</p> <p>Advises Key Police Witnesses of their responsibilities regarding the discussion of the incident with colleagues;</p> <p>Regular updates to staff involved;</p> <p>Contact director of corporate</p>
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	<p>communications to formulate media response;</p> <p>Key Police Witnesses to be provided with individual interviews to ascertain their placement during period of temporary withdrawal from firearms related duties. To be specific to their career development, conducted by the Chief Firearms Instructor (CFI) and policy logged;</p> <p>Where Key Police Witnesses are placed in non-firearms related roles, supervisors are to be fully briefed regarding circumstances and appropriateness of allocated duties e.g. recovery of bodies, missing persons, suicides etc.;</p> <p>Hearing test / medical examination to be arranged with Optima Health within 72 hours;</p> <p>Each Key Police Witness and their family to be referred to Employee Wellbeing Programme;</p> <p>Appoint Family Liaison Officer and policy log (FLO SOP for guidance);</p> <p>PIM to brief Optima Health regarding referral of officers;</p> <p>Meeting with SIO to explain investigation strategy to be arranged within 96 hours of incident;</p> <p>Notification to ACPO Armed Policing;</p> <p>Chief Inspector AP Operations to conduct formal operational debrief on receipt of PIRC report;</p> <p>Quality Assurance check of Police Scotland action plan to be conducted or co-ordinated through ACPO Armed Policing;</p> <p>Chief Inspector AP Operations to provide Police Scotland action plan in response</p>
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	to PIRC.
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The Police Service of Scotland	Post Incident Investigation
Armed Police Training Support Team	
Title:	AP Training Support Team
Responsible to:	PIM
Job Purpose:	To co-ordinate, facilitate, and manage the PIP under the guidance of the PIM.

Task

Provide assistance to the PIM in coordinating, facilitating the PIP	<p>To attend at Post Incident Suite and prepare for the arrival of Key Police Witnesses etc.</p> <p>Ensure appropriate signage is affixed to suite doors.</p> <p>Ensure suite has appropriate furniture, seating etc.</p> <p>Confirm suite cabinet contents are adequate for the PIP, including sufficient productions bags etc. available for seizing of weapons etc.</p> <p>Facilitate the immediate welfare requirements of Key Police Witnesses i.e. access to telephones, change of clothing, washing facilities, etc.</p> <p>Arrange suitable supplies of food and refreshments dependant on time of day.</p> <p>Provide link from PIM to welfare agencies, police federation, staff associations, medical support and legal advice if and when appropriate.</p> <p>Provide security to PIM Suite to ensure no unauthorised entry during process</p> <p>Maintain a log.</p>
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