



Home Office

# Management of Risk in Law Enforcement (MoRiLE) based scoring: standards

Version 1.0

This document sets out the standards and processes to be followed when assessing, scoring and prioritising IE operational work.

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# About this guidance

This guidance tells members of Crime and Financial Investigations and Immigration Intelligence how to apply the Management of Risk in Law Enforcement (MoRiLE) scoring to Immigration Enforcement operational work.

From February 2018 all IE operational teams within Immigration Intelligence (II) and Crime and Financial Investigations (CFI) must score live operational work using the MoRiLE template. All work will be prioritised via a Joint II and CFI Tasking Board.

## Contacts

If you have any questions about the guidance and your line manager or senior caseworker cannot help you or you think that the guidance has factual errors then email the Crime and Enforcement Analysis team or the Intelligence Capability and Coordination Unit.

If you notice any formatting errors in this guidance (broken links, spelling mistakes and so on) or have any comments about the layout or navigability of the guidance then you can email the Guidance Rules and Forms team.

## Publication

Below is information on when this version of the guidance was published:

- version **1.0**
- published for Home Office staff on **30 January 2018**

## Changes from last version of this guidance

This is new guidance.

### Related content

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# Management of Risk in Law Enforcement (MoRiLE): Background

This page tells members of Crime and Financial Investigations (CFI) and Immigration Intelligence (II) about the background to MoRiLE.

The Organised Immigration Crime (OIC) Steering Group agreed to adopt a MoRiLE scoring process for all operational work. A working group consisting of II and CFI practitioners was set up to review the MoRiLE tactical descriptors and agree a set that were appropriate for joint use by II and CFI. The OIC Transformation steering group has endorsed the approach set out in this guidance.

All standards set within the document meet the MoRiLE Project requirements and have been reviewed by their practitioners before introduction. The requirements remain under review and changes will be guided by additional instructions from the MoRiLE Project to ensure IE meets the wider law enforcement requirements.

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# Handling of current operational work

From 1 February 2018 all operational work (either intelligence or crime) must be scored and moderated on an assistant director (AD) command area basis only cases at **post charge stage** are exempt. A flow diagram of the process can be found in 'Annex G – MoRiLE process map'.

The document formats are mandatory and it is acceptable for teams to hold only their own local data. However, set formats must remain unchanged to allow aggregation of the information. This is particularly critical for the scoring template as locally held information will be amalgamated to allow national prioritisation.

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# Nominated Scorers

All Management of Risk in Law Enforcement (MoRiLE) scoring is to be undertaken by a specified and limited number of staff in each assistant director (AD) command and is not to be devolved lower than higher executive office or chief immigration officer grade. To ensure business resilience all area must have assigned deputies in place. The list of current scorers is in 'Annex A – list of trained MoRiLE scorers'. Individual scorers are encouraged to discuss scoring with their peers.

Scorers should also be Organised Crime Group Mapping (OCGM) users who have received OCGM training within the past twelve months. Alongside MoRiLE, these individuals will also be responsible for recording and scoring organised crime groups in OCGM.

All scorers and moderators must have undertaken MoRiLE training, scoring will not be accepted by specified moderators if assessments are completed by those outside those listed in Annex A. Full list of moderators is shown in 'Annex B – list of trained MoRiLE moderators'.

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# Matrix Scoring

## Descriptors

The current descriptors and context guidance have been agreed and are shown at 'Annex C – MoRiLE scoring descriptors' and must be adhered to.

These are the key points to consider:

- financial impact - you should score financial impact for either the individual victim or the impact on the economy of the United Kingdom (this is where co-conspirators or beneficiaries have been identified)
- organisation position - use the Immigration Enforcement (IE) Control Strategy as a guide and consider the current national response, for example areas such as clandestine entry, human trafficking and modern slavery both have a significant IE response as does illegal working

## Rationale for scoring assessments

'Annex E – MoRiLE scoring rationale template' has been included to record the rationale behind scoring decisions made by the scorer in-conjunction with the officer in charge (OIC). It should be completed at the outset for each operation and revised as the operation progresses to allow changes in the rationale to be auditable.

## Matrix template completion

'Annex D – MoRiLE scoring matrix' should be used to record and score all Crime and Financial Investigations (CFI) and Immigration Intelligence (II) operational jobs. Key information to be included (with critical elements identified) is shown in the table below and your submission will be returned by the moderator if any of this information is omitted.

Matrix area	Instructions for completion
Reference number – critical element	Use the IMM number assigned.
Submitting Area	Choice between II and CFI.
Unit	Your team – Durham CFI or Crime Development Team London.
Operation name	This should have been allocated through the Strategic Operations Command (SOC).
Summary of the job – critical element	As briefly as you can what is the job about. Cover: <ul style="list-style-type: none"><li>• what has happened</li><li>• where it happened</li><li>• when it happened</li><li>• how often it happened</li><li>• what the offence was</li></ul>

Matrix area	Instructions for complexion
	<ul style="list-style-type: none"> <li>• how the offence was committed</li> <li>• who was involved and number of individuals involved</li> <li>• who the victim was (for example, include nationalities, minors)</li> <li>• the number of many victims</li> <li>• if the victims were harmed</li> </ul>
Organised Crime Group Mapping (OCGM) Score and OCGM ID – critical element	From OCGM. See Organised crime group mapping (OCGM) for more information.
Control Strategy Area	This should be taken from the current IE Control Strategy. See: Annex F – IE Control Strategy Priorities.

Below are the steps to be taken to complete the matrix:

1. Use your rationale template and Operational Summary to work through each element of scoring basing your scores on what you currently know. Do not assume harm and volume levels if this is unclear. Use the descriptors to guide your reasoning.
2. You must manually select the appropriate score descriptor for each category using the drop down arrow to bring up the list of options. **Do not** copy and paste data into columns I through to BD as doing this overwrites the scoring calculations and corrupts the final scores.
3. Once scoring is complete save your scores and contact your nominated moderator and arrange for the scores to be reviewed. List of moderators is contained in 'Annex B – list of trained MoRiLE Moderators'.
4. Completed scoring records should be retained in an appropriate shared folder and should follow IE prescribed naming formats and version control. In addition to a current scoring matrix, commands are encouraged to maintain a backup folder for previous versions of the scoring matrix. For example:
  - CFI NORTH Scoring Matrix – Current 01/02/2018
  - Backup folder contains – CFI NE Scoring matrix – 15 Jan 2018 and CFI NE Scoring matrix 29 Jan 2018

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# Moderation

## Moderation role

Individuals who undertake the moderator role are required to review, assess and challenge the recording and scoring of investigations within their area. Moderators are encouraged to work with their local scoring counter parts and peers if questions arise on scoring decisions.

Moderators must be able to access and review any operational summaries and scoring rationale documentation which can clarify why a particular score has been reached. All documents should be held within the team shared folders. If moderators are from outside the unit it is the officer in charge's (OIC's) responsibility to ensure the documentation is available for assessment.

Below are the steps to be taken to moderate the matrix scores:

1. Work through the paperwork provided by the scorer. Does it meet the requirements at paragraph 10?
  - yes – review the rationale template and work through the scoring matrix
  - no – return the paperwork and outline the information required to complete the review
2. For complete information use the rationale matrix and the operational statements to review all scoring decisions. All assessment outcomes must be recorded in column BE (Moderator review action notes). Where you accept the assessments simply record your agreement along with the date. Where you consider scores are incorrect you should adjust the scoring, record your decision in column BE (Moderator review action notes) on the scoring spreadsheet. Then feedback your decisions on why changes have been made to the scorer and OIC. It is important to note that whilst discussion is encouraged in most cases the moderator's decision is final.
3. Moderators are required to ensure consistency in scoring across each assistant director (AD) command. You should look across operations of a similar nature and review how the scores differ and why. This will help identify further questions if the scores differ widely and there is not a clear explanation within the rationale documentation.

## Scoring dispute resolution

Disputes between the local scorer and moderator that cannot be resolved through clarification and discussion locally must be recorded, escalated, considered and ratified at the Joint Crime and Financial Investigations (CFI) and Immigration Intelligence (II) Tasking Board meeting. This meeting will also discuss and assign a priority level to all live jobs.

All moderation and scoring change decisions ratified by the board must be recorded on the central Management of Risk in Law Enforcement (MoRiLE) register to

maintain an appropriate audit trail. Ratification decisions will be fed back directly by the deputy directors (DD).

## **Moderators group**

A virtual moderators group will convene at least quarterly to discuss scoring issues and to review scoring decisions to maintain consistency and best practice across II and CFI. This forum will include input from the MoRiLE project lead whose role will be to provide updates on any changes to best practice, guidance or descriptors to be amended. When appropriate this group will also discuss Organised Crime Group Mapping OCGM issues and developments.

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# Rescoring and monitoring

After initial scoring, re-scoring activity on all live jobs should be undertaken on an ongoing basis. For example, when significant activity has been undertaken (such as, an arrest phase) and, as a minimum, quarterly. If operations have been rescored they should also be re-moderated. Scorers should ensure all the relevant documentation is available for the moderator to re-review. This re-scoring process applies to both Management of Risk in Law Enforcement (MoRiLE) and Organised Crime Group Mapping (OCGM) records.

Monitoring of scoring discussions should also form part of monthly Assistant Director's Tasking Co-ordination Group (TCG) meetings. TCGs should routinely review all scoring ahead of submission/ re-submissions for priority consideration at the next Joint Crime and Financial Investigations (CFI) and Immigration Intelligence (II) Tasking Board meetings.

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# Submissions of scored operations to Joint Tasking Board

Ahead of the Joint Crime and Financial Investigations (CFI) and Immigration Intelligence (II) Tasking Board locally maintained register should be combined into a CFI and II joint scoring spreadsheet. CFI and II Deputy Directors (DD) are required to ensure a complete register for both CFI and II is in place a **minimum of 1 week** before the joint tasking board.

All new (and rescored) operations need to be submitted to the Joint CFI and II Tasking Board for a prioritisation decision. Decisions will be considered against the Immigration Enforcement Control Strategy Priorities which are listed at 'Annex F – IE Control Strategy Priorities' and the national capacity position when allocating resources (this includes discussion on Financial Investigation and Analytical resource requirements).

Joint CFI and II Tasking Board members are responsible for cascading prioritisation decisions. Local scorers should ensure outcomes from the Joint CFI and II Tasking Boards are also maintained on the local scoring registers (columns BF and BG).

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# Closing Jobs on MoRiLE registers

Once an operational job is considered complete scorers should note the closing date and outcome in columns BI and BH. Do not delete the record and take the following action:

1. Confirm operation is closed with Tasking and Coordination Group Assistant Director.
2. Cut the specific row the closed job is on and then paste the information to the Closed Job sheet to maintain the audit trail.
3. Once transferred to the closed job sheet delete the blank row on the main register.

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