

Operational briefings and planning

Version 6.0

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About this guidance

This guidance tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office about operational briefings.

It tells you when and why you must give an operational briefing and what to include in the briefing.

It is based on instructions in the operational enforcement manual, arrest team guidance and relevant information from the customs enforcement handbook.

This guidance gives information on:

- what an operational briefing is
- when and why you must give an operational briefing
- the format you must present the briefing in
- what you must include in the briefing
- the checks you must undertake prior to any operational visit
- communicating risks to others
- the records you must keep
- security matters

You must follow the procedures given in this guidance, if you either:

- are working in a criminal investigation team
- have joined a Home Office criminal investigation team from another department or employer where you have previously had to give briefings

For more information, see:

- Enforcement visits
- Enforcement planning assessments
- Enforcement visits: Safety and personal protection guidance
- IE risk assessments
- CFI business assurance standards
- CFI Operational Order Template

The Home Office has a duty to safeguard vulnerable people and promote the welfare of children for more information see: Vulnerable people and children.

Criminal Investigators in Immigration Enforcement must be aware of their obligations under the General Data Protection Regulation (GDPR) and the complementary Law Enforcement Directive (LED) domestic legislation via the Data Protection Act 2018 see: Data protection changes (GDPR and Data Protection Act 2018)

Contacts

If you have any questions about the guidance and your line manager cannot help you or you think that the guidance has factual errors then email the CFI Operational Guidance Team.

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 6.0
- published for Home Office staff on 11 March 2020

Changes from last version of this guidance

- Updates to the Risk Assessment section of this guidance and the same section in the Op Order template
- Amendments to the mandatory checks (ONF or equivalent checks)

What is an operational briefing?

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office about what an operational briefing is, when you must hold one and why you must give them.

Definition of a briefing

A briefing is a meeting of the relevant personnel before a deployment (operation) takes place. At this briefing they are:

- given tasks
- receive any necessary information for them to carry out those tasks safely

How you refer to the deployment depends on where you work. In general:

- inland crime teams refer to the 'visit'
- it is also often referred to as an 'operation' or 'deployment'

The written version you prepare and base the briefing on is called an operational order. Once you have completed it, you must use the protective marking 'Official - sensitive'.

It is best practice to ask your supervising officer to check your operational order to make sure you have covered everything. This may not always be possible, however, depending on the circumstances.

Remember, if you are the:

- case officer or officer in charge:
 - $\circ\;$ you will probably research and prepare the briefing
- supervising officer:
 - $\circ\;$ you are responsible for the operation overall, including the briefing

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When to give a briefing

You must give a briefing to your team before any operational deployment takes place outside of the office or port-controlled area, if possible.

There may be times, however, when you are unable to prepare a written briefing or hold a full briefing, for example on a deployment taking place at short notice. In these circumstances you must:

- still give a verbal briefing
- record details as soon as you can, in your personal notebook

For more information, see: The purpose of a notebook.

Who uses briefings

Briefings are given by several different teams that carry out operational work, for example:

- criminal investigation teams, both:
 - $\circ~$ inland crime teams
 - $\circ~$ border crime teams
- arrest teams
- non-arrest trained teams working with police
- surveillance teams
- any other enforcement teams conducting operational deployments

When you use briefings

'Operational deployment' covers many areas, for example:

- immigration crime team visits
- enforcement and arrest team visits
- border crime team knocks
- house searches
- inland drugs or cash interdictions (disruption)
- surveillance

After any deployment it is usual to conduct a debriefing where you assess how the deployment went.

For more information about briefings and debriefings, see:

- Enforcement visits
- Enforcement planning assessments
- Enforcement visits: Safety and personal protection guidance
- Managing information securely

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Why you must give an operational briefing

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office why you must give an operational briefing and what the benefits are.

Preparing an operational order is part of the planning you must do before the deployment (operation) takes place. It helps you to:

- check you have covered everything in your planning
- confirm the proposed deployment is the best course of action
- identify alternative courses of action
- · identify any risks associated with the deployment

You must conduct an operational briefing because it allows you to tell your team about:

- why you are conducting the deployment
- how it will run
- the roles and responsibilities
- the command structure
- the legal basis for the deployment
- what you hope to achieve
- how you will run the deployment as safely as possible

The operational order is looked at closely if anything goes wrong on an operational visit so you must make sure you complete it as fully and as accurately as possible. It is your record of what you have told your team about:

- · how they must act
- · any risks or issues they need to be aware of

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The briefing format

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office what format you must give the operational briefing in and what you must include in it.

The Home Office currently uses the same briefing format as the police, it is known as IIMARCH. You must follow this format, in this order, for all briefings you give.

IIMARCH stands for:

- I <u>information</u>
- I intention
- M method
- A administration
- R <u>risk</u>
- C <u>communication</u>
- H <u>human rights</u>

Most police forces now add on 'E' and 'R' at the end which stands for 'evaluate' and 'review'. Although the Home Office does not use this at present you need to know about it in case you attend a police briefing. These sections cover a general evaluation and review of the operation.

It is important you give the briefing in this order because it:

- gives structure and clarity
- makes it easier to understand
- is a uniform format all law enforcement agencies are familiar with

You must prepare a separate briefing document for each operational visit you conduct.

The guidance in this section tells you about the sorts of information you can include in each section of the briefing document. You:

- must try to identify everything that could have an impact on the deployment
- must include the information in your briefing so the deployment can be carried out safely
- · do not need to include irrelevant information in the briefing
- may identify other relevant information you want to include as well

For the briefing template, see: CFI Operational Order Template.

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Operational briefings: information

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office what you must consider including in the information section of the briefing.

Official - sensitive: start of section

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Operational briefings: intention

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office about what you must consider including in the intention section of the briefing.

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Operational briefings: method

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Operational briefings: administration

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Operational briefings: risk assessment

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office what you must consider including in the risk section of the briefing.

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Operational briefings: communication

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Operational briefings: human rights

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Telling officers about risks: responsibilities

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office about the risks associated with an operational deployment.

Every officer

If you are involved in an operational deployment, regardless of your role, you must conduct dynamic risk (ongoing) assessments as the activity is taking place and warn the officer in charge and colleagues about any risks you identify.

Officer in charge (OIC) or case officer

It is your responsibility when planning and conducting an operational deployment or briefing to:

- identify all possible checks you can make
- make those checks
- get the results
- identify any known or potential risks
- find ways to reduce the risks
- warn every person going on the visit about the risks
- remind officers of their responsibilities around vulnerability and to notify the OIC
 or case officer should they identify any vulnerable persons at any stage
 throughout the operation

Supervising officer

It is your responsibility to:

- make sure the officer in charge or case officer has made the mandatory checks
- ensure the officer in charge has requested an equality and community impact assessment (see Enforcement planning assessments)
- satisfy yourself the activity can be conducted safely before you authorise it to go ahead
- make a record of your decision and the reasons for it
- make sure all officers on the deployment have been told about any risks

Asking another team to conduct a deployment on your behalf

In some instances, you may need to ask a team in another area to conduct operational activity on your behalf. For example, after an arrest you may wish to search an address that is not in your area.

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If this happens you, as the officer in charge, and your supervising officer must:

- liaise with the officer in charge from the assisting team
- make them aware of all risks already identified
- tell them to conduct checks with:
 - their local intelligence unit
 local police
- obtain authority from their supervisor and local police control room if required
- make a record of what you have done

If you are asked to assist another team

If you are asked to conduct an operational deployment on behalf of another team you and your supervising officer must:

- ask for all available information from the officer making the request, which must include any risks already identified
- make your own checks with your local intelligence unit and local police
- obtain any authority required from:
 - o your supervisor
 - $\circ~$ the local police control room
- give your own briefing to your team
- make a record of:
 - o the request
 - what you have been told
 - o what you have done in response

For more information on risk and risk assessments, see:

- IE risk assessments
- Operational briefings: risk

Planning a briefing

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office what to consider when you are making the practical arrangements for your briefing to take place and how to conduct the briefing.

If you are the officer in charge or the case officer, how you plan the briefing will depend on many things. You must try to identify everything relevant. Some examples of what you could consider are:

Factor	What to consider
Who is going to give the briefing	It is normally your responsibility to prepare and conduct the briefing, but, you may decide that parts of the briefing are given by someone else. For example, you may:
	 ask the silver commander to make an introduction ask individual team leaders to give the briefing for their particular deployment when you are conducting a large operation with several teams ask an expert who is better qualified to give part of the briefing be working with teams who wish to give their own briefing, for example: a police unit for part of the deployment
	 in exceptional circumstances, a firearms unit
Who to invite	 You must invite: all officers taking part in the deployment interpreters who will be assisting any other experts you may need on the deployment, for example social workers There are many other people you may choose to invite, for example: observers members of the media, if authorised

Factor	What to consider
The operational order	You must think about:
	 how many copies you will need. how you will account for each copy (as they all have to be returned at the end of the briefing), for example you can: number copies use a sheet to sign them out and back in when you are going to hand them out, for example: at the start of the briefing at the end of the briefing by email before the briefing itself clearly marking all parts of the operational order officers must not remove or take on the deployment You may decide it is best not to hand them out at the start of the briefing so everyone will concentrate fully on what you are saying.
Time	 email you must: bear in mind you will have no control over officers printing copies make it clear in the email the document is marked 'restricted' When deciding what time to hold your
	 whether the briefing needs to take place immediately before the deployment: this is best practice because the information will be fresh in everyone's minds, but it is not mandatory you want to maximise the time available for the deployment itself likely traffic delays during any travel period the time you hold your briefing may be affected by working time regulations

Factor	What to consider
	For more information, see: Working Time Regulations policy
Location	Briefings are usually conducted in a Home Office building or police station, but they can take place in any secure area, for example, a vehicle.
	If for any reason you conduct a briefing anywhere else you must make sure you cannot be overheard, and the area is secure.
	Other things to consider are:
	 the size of venue you will need car parking using a seating plan whether attendees will need to be issued with a pass to get in how far those attending will have to travel the need for overnight accommodation directions and maps if there are any costs involved
Presentation aids	How you conduct the briefing will depend on how many people you have attending. You may find it useful to use:
	 flip charts white boards overhead projectors power point presentations photographs video maps street plans diagrams anything else to help you explain the briefing more clearly
Refreshments	 You must consider: if you will provide any refreshment at the briefing
	 who will pay for it if you do

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Conducting a briefing

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office how to conduct an operational briefing.

The operational briefing is normally given by the officer in charge or case officer shortly before the deployment is due to start.

The gold and silver commander will not always be able to attend the briefing. If they do not you must make sure you have given them a copy of the operational order in advance.

If you have decided to give out copies of the briefing, you must:

- have an audit trail
- make sure they are all returned to you at the end of the briefing

If an officer needs to keep a briefing document

If you decide an officer needs to keep a briefing document for any reason, for example:

- bronze commanders (if you are conducting multiple deployments)
- if a deployment takes place at short notice

you must tell them they must:

- store it securely at all times
- not to take it onto the premises being visited unless there is no other option
- return it to you, normally at the debriefing

When you conduct a briefing, you must:

- make sure everybody involved is present:
 - if anyone cannot be present, you have made other arrangements to brief them
- make any necessary introductions, for example you may be working with:
 o ther departments
 - outside agencies
- not use jargon as it may lead to confusion and misunderstanding, especially if you have people from outside your department attending
- tell officers they do not have to make notes during the briefing in their personal notebooks if they don't want to, as the information will be available at the end
- tell officers when they can ask questions, either:
 - \circ at the end of each section
 - o at the end of the briefing

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- tell officers when they will get a copy of the operational order (if you have decided not to hand this out at the start)
- allow time at the end for asking extra questions
- allow time for officers to look through the operational order if you hand it out
- satisfy yourself before you proceed with the deployment that everybody has understood their role
- satisfy yourself everybody has understood the risk assessment:
 - it is best practice to ask them to read it and confirm they have understood it by signing it, although
 - this may not always be possible for larger deployments
- make sure all copies of the operational order have been returned
- tell officers what things from the briefing pack they may take with them
- close the briefing by confirming:
 - the objective of the deployment
 - \circ there are no more questions

It is good practice to ask officers attending the briefing to sign your hard copy of the operational order to confirm they have attended and understood. If this is not practical you can consider asking team leaders to sign the operational order instead.

For more information see:

- Notebooks, day books and decision logs
- Planning a briefing
- Managing information securely

Considering security and handling an operational order

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office about securing and disposing of operational orders, what to do if you lose an operational order, and using an operational order as evidence in a prosecution.

Security during the deployment

It is best practice never to take a copy of the operational order into the premises where the deployment is taking place. Ideally you should leave the operational order stored securely in your office. If this is not possible and you take the operational order with you, it is your responsibility to keep it secure at all times.

If you do leave a copy of the operational order at the premises you could:

- compromise your investigation
- reveal details that could lead to identifying and endangering a source
- reveal operational practices
- face disciplinary action as a result

Record of investigation

You must note on the 'record of investigation' relating to your case details of:

- the checks you have done when preparing the briefing
- the authorities you have obtained
- the briefing you have conducted
- details of any issued raised
- how you dealt with the issues

Storing operational orders

You must keep the hard copy of the operational order used to give the briefing on the investigation file. It must be kept in secure storage for 7 years once your case is finished. If you have kept an electronic copy you must keep this as well.

Disposal

You must dispose of all spare copies of the operational order you do not need using available confidential waste facilities.

Using an operational order in a prosecution

If the operational order is used in a prosecution the case disclosure officer must enter it on the schedule of sensitive material. This is because it contains details of operational practises that are not to be made public:

- for security reasons
- because it could compromise:
 - o future activity
 - your investigation

What to do if you lose an operational order

If you lose a copy of the operational order you must tell your supervising officer immediately because this could compromise the:

- intelligence
- source of that intelligence

This is why it is a good idea to use some sort of recording method when you are handing out briefing documents.

For more information see:

- Conducting a briefing
- Managing information securely
- Criminal Procedure and Investigations Act 1996 (CPIA)

How to complete the operational order template

This section tells criminal investigators in Immigration Enforcement (IE) and suitably trained and accredited criminal investigators within the Home Office how to complete the operational order template.

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