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GUIDANCE ON
MAJOR INCIDENT ROOM STANDARDISED ADMINISTRATIVE PROCEDURES (MIRSAP)
2005

Produced on behalf of the
Association of Chief Police Officers
by the National Centre for Policing Excellence

ACPO
ENGLAND, WALES & NORTHERN IRELAND
ASSOCIATION OF CHIEF POLICE OFFICERS

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GUIDANCE ON MAJOR INCIDENT ROOM STANDARDISED ADMINISTRATIVE PROCEDURES (MIRSAP)

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PREFACE

This manual provides the Police Service with clear information and guidance on the standardised administrative procedures to be used in a Major Incident Room (MIR).

Every member of staff working in an MIR is essential to its efficient running and to the successful outcome of an investigation. MIR staff must, therefore, fully understand their roles and responsibilities along with those of their colleagues.

The guidance offered in this manual differs from earlier versions. Where guidance already exists in specialist areas such as family liaison and scientific support, the content is not duplicated and the reader is directed to the relevant publications. The revised HOLMES 2 Conventions have, however, been incorporated.

MIRSAP 2005 includes new sections which give guidance on working alongside other police business areas such as a Casualty Bureau or a Joint Intelligence Group. It also includes resourcing considerations and resourcing models for MIRs.

Changes in policing requirements such as financial accountability and covert policing have been incorporated into the relevant sections.

The section on linking major incidents has been expanded to give comprehensive advice to ensure all staff involved in a linked series understand their role.

Chief officers should fully support the recommendations and advice given in this guidance.

This manual should be read in conjunction with the *ACPO (forthcoming) Murder Investigation Manual (MIM)* and *ACPO (2005) Major Incident Analysis Manual.*

Section 1
ROLES AND RESPONSIBILITIES

The success of any major investigation requires an organised and methodical approach and the Major Incident Room (MIR) is central to this. It is where all the information is gathered from members of the public, enquiry officers and other sources. The information is documented and managed, using a set of administrative procedures, into a system used by the Senior Investigating Officer (SIO) to direct and control the course of the enquiry. There are numerous roles and responsibilities carried out in an MIR and these are listed in this section.

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1.1 MIR RESPONSIBILITIES

- Providing the SIO with an accurate record of all relevant information relating to the investigation, together with the enquiries made and results obtained.
- Showing the state of the enquiry and how much work in the form of outstanding Actions remains to be done at any one time.
- Enabling investigating officers making an enquiry to establish whether any person has previously come to notice in the investigation.
- Providing investigating officers with a ready means of acquiring all the knowledge the system contains about their enquiry subjects.
- Keeping records that highlight people, vehicles or other factors which have become subject to enquiry, so that those records can pinpoint individuals for further investigation.
- Acting as a means of historical reference so that in long-running enquiries officers joining the investigation can have easy reference to major policy decisions and the rationale behind them.
- Facilitating the production of comprehensive reports for legal consideration.
- Recording and linking all information (in accordance with the standardised procedural rules as outlined in this document) so that it may be readily retrieved to aid the SIO and their team to establish priorities. This will ensure that all enquiries are made efficiently, and the results analysed.
- Ensuring all the recognised protocols have been applied so that the necessary research can be made across different databases and, where appropriate, investigations linked.
- Maintaining the database from which it is possible to undertake internal and external reviews.

1.2 SENIOR INVESTIGATING OFFICER (SIO)

The officer should be of sufficient rank, normally detective inspector, detective chief inspector or detective superintendent, and have received appropriate training and experience to fulfill that role. On the implementation of Professionalising the Investigative Process (PIP) all SIOs must seek accreditation to Level 3 as a minimum.

The SIO must have a working knowledge of all aspects of this document, the *Murder Investigation Manual* and, where applicable, the *ACPO (2004) Road Death Investigation Manual.*

> 'The role of the SIO is to be the leader of the team, provide investigative focus, coordinate and motivate the team, and to be accountable for every facet of the enquiry, whilst managing a whole host of specialist resources to maximum effect.'
>
> *Murder Investigation Manual*

The SIO has a wide range of responsibilities which are found in the *Murder Investigation Manual.* This section, therefore, only details their functions and responsibilities in relation to the MIR.

1.2.1 RESPONSIBILITIES

The SIO has responsibility for the investigation of the crime. This includes ensuring, in liaison with other senior officers as necessary, that an incident room with appropriate resources is set up.

The SIO is also responsible for ensuring the early engagement of the Crown Prosecution Service (CPS) and counsel where necessary.

A regular assessment must be made of the work outstanding to maintain an appropriate staffing level to process documentation at all stages of the enquiry.

Depending on the scale and complexity of the enquiry the SIO should consult the management team and agree timescales for the review of:

- Actions – including
  - Their priorities
  - For allocation
  - Allocated
  - For referral
  - Referred.

- Documents – including
  - Their priorities and progress through the MIR.

In a fast-moving enquiry or at significant points in an enquiry these reviews may be required on a daily basis. In general, weekly or fortnightly reviews may be sufficient, but in any case no more than twenty-eight days should elapse between reviews.

The enquiry in hand may be part of a series and for that reason the SIO must enforce standard practices. This will mean that all documentation is recorded and that research is conducted enabling investigations to be linked.

The SIO is responsible for ensuring that all decisions are fully catalogued in the Policy File, see Appendix 3, and each entry is endorsed with a signature. For further information see also *ACPO (1999) Crime Committee Revised Guidelines for the Use of Policy Files.* It is the responsibility of the SIO to read and mark as filed all documentation generated via the MIR. In appropriate circumstances, the SIO may delegate part of this function to an appointed deputy and/or the Office Manager, for example, where there is a high volume of documentation.

At regular intervals the SIO, together with the Office Manager (OM) and Action Manager (AM), should review the Referred Actions. They should check whether Actions should remain as Referred or be Allocated or Filed.

From the outset of the investigation, and in line with the National Intelligence Model (NIM), there should be an ongoing process to review the accrued covert material, this should be in consultation with the Covert Policing Cell Manager, with a view to further dissemination and sanitisation. This information can then be placed in force intelligence systems in a timely manner.

Recommendation 8, The Bichard Inquiry 2004

The SIO should communicate to the MIR via the OM details of:

- Current lines of enquiry;
- Trace/Interview/Eliminate (TIE) parameters;
- Sequence of Events (SoE) parameters;
- Scene(s) parameters;
- House-to-House (HtoH) parameters;
- Personal Descriptive Form (PDF) completion parameters;
- Unidentified nominal and unidentified vehicle policy;
- Other relevant investigative strategies, eg, forensic, media.

The SIO has the responsibility for ensuring that all staff, including ACPO, are briefed and debriefed. This responsibility includes hot debriefs which are essential within the first twenty-four hours of an investigation.

It is a matter for the SIO to determine appropriate timescales for debriefing but as a minimum all staff going off duty after significant events should be subject to a hot debrief.

Note: During the initial stages of some enquiries an SIO may not have been designated, for example a Missing From Home enquiry (MFH). In these circumstances the officer in charge of the case will assume this responsibility.

> 'It is recommended that a "hot" debrief of officers involved in the initial stages of any critical incident be completed to ensure that all available information is available to the SIO and enquiry team, allowing structured evaluation.'
>
> *Recommendation 12, Metropolitan Police Review of Operation Fincham*

1.3 DEPUTY SENIOR INVESTIGATING OFFICER

The Deputy Senior Investigating Officer (D/SIO) has the responsibility for the control and direction of the investigation in the absence of the SIO. Any decision made on behalf of the SIO will be recorded in the Policy File.

Note: Throughout this document reference to the SIO will include and/or Deputy SIO.

This officer should have received an appropriate level of training and experience to undertake this role and will normally be of detective sergeant, detective inspector or detective chief inspector rank.

In order to undertake the role competently, the D/SIO must have a working knowledge of this document, the *Murder Investigation Manual* and, where applicable, the *Road Death Investigation Manual.*

The D/SIO will read and mark documentation as filed where that responsibility has been delegated by the SIO.

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1.4 THE OFFICE MANAGER

The Office Manager (OM) has the delegated responsibility for the efficient running of an incident room and as such should have the necessary skills and competencies, and be of a supervisory rank.

1.4.1 RESPONSIBILITIES

- Advise the SIO on the level of staff required to carry out the administrative duties efficiently.
- Manage those staff and ensure that they are aware of their duties, updating them with any new developments.
- Brief MIR staff and new staff joining an existing enquiry and, if appropriate, arrange for a scene visit or viewing of a scene video.
- Attend all the briefings held by the SIO and ensure that the Receiver, Document Reader, AM, Crime Scene Manager, (CSM), Covert Policing Cell Supervisor, Indexing Team Leader and HtoH Enquiry Coordinator attend all main briefings.
- Determine, in conjunction with the SIO and the Indexing Team Leader, levels of, and requirements for indexing, ensuring that an appropriate entry is made in the Incident Room Indexing Policy File.
- In liaison with the Indexing Team Leader, continually monitor the quantity of documentation for processing at all stages, evaluating the documents and amending priorities as necessary.
- At all times be aware of developments in the investigation and keep the SIO so informed.
- Liaise with the Finance Manager and make them aware of any requirements for resources including accommodation, staff, vehicles, equipment and telephones.
- Ensure the log of events file is maintained.
- Ascertain from the SIO the designated area for HtoH enquiries, whether a questionnaire is to be used and if supplementary questions are required. (HtoH form questionnaires can be customised). Arrange briefings of the HtoH Teams with the HtoH Coordinator.
- Liaise with the AM, keeping up to date with all High Priority Actions.
- Make sure that typed documentation is proofread promptly.
- Read and assess all documentation and approve it for filing.
- In liaison with the AM assess Resulted Actions, checking that they have been dealt with satisfactorily and raising further Actions where necessary. If satisfied, the OM should Approve the Action and mark the document 'recommended for filing' or 'file' if they have been so authorised by the SIO.
- Assess Actions that the AM considers should be Referred (ie, not pursued at this stage). Together with the SIO review such Actions on a regular basis. An Action should be filed if the enquiry is no longer pertinent.
- Ensure a message system is maintained to capture the receipt of messages for officers engaged on the enquiry.
- Liaise with the force media department in order to maintain a press coverage file.
- Where the need arises liaise with force welfare officers. This may be necessary due to the nature of the investigation, exposure to material or limited resources and length of hours worked.

- Confirm that all officers engaged in the enquiry are aware of the security provisions of the Data Protection Act (DPA) 1998, the Computer Misuse Act 1990, Government Protective Marking Scheme (GPMS) and Freedom of Information Act 2000. These provisions and requirements also apply to copy documentation and its movement, storage and disposal both within and outside the incident room.
- Confirm that all officers engaged on the enquiry are aware of the need to carry out dynamic risk assessment to fulfill their obligations and duty of care under the European Convention on Human Rights and associated case law, such as *Swinney v The Chief Constable, Northumbria Police* 1996. These obligations and duties extend to Great Britain's anti-discrimination legislation, ie, the Race Relations Act 1976 (as amended) the Sex Discrimination Act 1975, the Disability Discrimination Act 1995 and the Disability Discrimination Act 2005.
- Ensure a Current Situation Report is maintained. For further information see *ACPO (1998) Crime Committee Guidelines for the Preparation of Current Situation Reports.*
- Make sure notes are prepared from briefings for future reference.
- In the case of suspected murder, manslaughter or infanticide offences, ensure a Homicide Return Crimsec 7A is completed.
- In the case of an investigation meeting the Serious Crime Analysis Section (SCAS) criteria as defined in *ACPO (forthcoming) Code of Practice for the Use of the Serious Crime Analysis Section,* ensure that full case papers (as defined in the code) are submitted to SCAS by the force SCAS contact officer.
- Make sure national guidelines and local force policy for case management are followed in unresolved cases.
- Liaise with reviewing officers to ensure full access to relevant staff and data.

1.5 THE FINANCE MANAGER

This role coordinates all administration and financial issues regarding staff, vehicles, accommodation, refreshments and equipment, thereby relieving the SIO and OM of all administrative matters not connected with the investigation itself. In enquiries where these administrative functions are minor they may be carried out by the OM.

The Finance Manager should be appointed immediately and is key in the setting up of a major enquiry – *ACPO HWG (2002) research by Lincolnshire Police The Financial Management of Major Crime Investigations.*

This role can be split into two separate roles – one taking responsibility for the operational logistics, the other the recording and administration. In large enquiries additional staff may be required to adequately cover this role.

1.5.1 RESPONSIBILITIES

- Liaise with the OM and local police commander to ensure that adequate accommodation is available for the MIR, property and exhibits storage, car parking and other purposes.
- Liaise with the HtoH Coordinator to ensure suitable accommodation for the HtoH Control.
- Be prepared to form part of the management team, if required, to provide expertise in projected costings.
- Attend briefings and management team meetings as required by the SIO.
- Ensure that furniture, stationery and other necessary equipment is available for incident room use.
- Maintain all records regarding staff employed on the enquiry including contact telephone numbers and details of personal or hired vehicles used.
- Record and maintain details of staff seconded to the investigation, including their stations, the number of normal hours worked and number of overtime hours worked.
- Receive and verify all claims for subsistence, overtime and other expenses, submitting them on a regular basis for authority to pay.
- Administer the use of all police vehicles made available for the enquiry.
- Be responsible for preparing an advance daily duty record for staff welfare, and identify any future potential staff shortages.

- Maintain a running total of the current expenditure of the enquiry which may include:
  – Normal hours worked;
  – Overtime worked;
  – Cancelled rest days;
  – Public holidays worked;
  – Expenses claimed;
  – Travel costs;
  – Hire cars;
  – Equipment purchased;
  – Forensic examination;
  – Pathology;
  – Consultants' fees.

  This list is not exhaustive.

- Provide a timely and accurate ongoing weekly report on costs from information retained.
- Provide data required by the Policing Activity-Based Costing (ABC) Model.

1.5.2 HOLMES 2 RESOURCE MANAGEMENT

If the HOLMES 2 Resource Management functions are to be used, the Finance Manager must have been trained in the use of this database. For further information see 8 Management of Finance and Resources.

1.6 RECEIVER

Ideally the Receiver should be a supervisory detective officer with a thorough policing knowledge, who possesses the necessary investigative skills and related competencies to undertake the role. The Receiver receives and reads all documentation entering the MIR in order to check that it has been correctly completed and to assess whether fast-track Actions should be raised. The Receiver should be the most up to date (within the MIR) on the current state of the enquiry. The Receiver must work in close liaison with the OM and AM.

1.6.1 RESPONSIBILITIES

- Receive returned Actions and accompanying documentation from enquiry officers and:
  - Ensure the Action is correctly completed;
  - Read the attached documentation and if necessary discuss the content with the officer;
  - Assess documentation for security levels, priorities and GPMS;
  - Arrange for any **urgent** Actions to be raised from the accompanying documents or from the result of the returned Action, recording instructions on the Action form (see Appendix 3) and forward prioritised documentation to the index section;
  - Indicate any text contained in the Action Result which is to be indexed, by underlining it;
  - Move returned Actions to the Action Complete queue on HOLMES 2 to give an indication of their current location;
  - When satisfied an Action **is** complete, indicate this on the Action form and forward it for registration together with any accompanying documentation;
  - Ensure that any copy documentation issued with an Action is returned with it, in accordance with GPMS;
  - Assess Actions to eliminate persons, as defined by the SIO's policy, and indicate on the Action the appropriate elimination code to be entered on the nominal record;
  - Inform the AM of Actions which may be Pended or suggested For Referral.
- Prioritise the way **all** documentation is handled.
- Receive and assess **all** documentation and ascertain whether any urgent Actions should be raised.
- Assess **all** documentation received for security issues and indicate the marking required under GPMS.
- After assessment forward **all** documents received for registration.
- Receive and assess Other Documents and ascertain whether any urgent Actions should be raised. Attach the appropriate form (see Appendix 3) to the document and endorse it with the title, indicating the urgent Actions.
- Receive and read Messages and Electronic Transmissions, arranging for any Action to be raised and indicating those parts of the Message or Transmission to be indexed.
- Read HtoH questionnaires (after liaison with HtoH Coordinator), personal descriptive forms (PDFs) and any bespoke questionnaires, indicating any Actions to be raised from them and underlining those parts of the documents to be indexed.
- Notify the Office Manager immediately of any important development.
- Attend all briefings held by the SIO.

1.7 ACTION MANAGER

This officer is responsible for the Action management, eg, allocation and pending. They will suggest Actions for referral in consultation with the SIO's management team.

The AM should preferably be a supervisory officer and is responsible for allocating individual Actions to the enquiry teams. The AM should have a thorough knowledge of the enquiry team personnel, their skills and experience, and also of the area where the offence has occurred.

1.7.1 RESPONSIBILITIES

- Continually research the Action queues, assess the Actions and, if necessary, update their priorities, ie, high, medium, low, in accordance with the policy laid down by the SIO. They should then move the Actions to the appropriate queue.
- Maintain a structure of classes and sub-classes on HOLMES 2 to assist in prioritising Actions.
- Assess the For Allocation queue. To avoid duplication of effort, a number of Actions may be allocated to the same officer(s). This may be determined by the locality or the nature of the Action.
- Assess the type of enquiry to be made and ensure that the officer to whom the Action is allocated has the necessary skills and experience to satisfactorily complete the enquiry.
- Ensure that all the necessary documents relating to the subject of the Action are issued with it or are available for viewing. The officer undertaking the enquiry should then have all the relevant information available.
- Actions relating to unidentified persons and vehicles may be allocated to a researcher or analyst who will attempt to identify such persons and vehicles.
- Liaise with the SIO and identify Actions which are to be Pended or Referred.
- Maintain a pending queue for those Actions where enquiries cannot be completed until a future date.
- Maintain a For Referral queue for those Actions which are not to be allocated at this stage.
- Regularly and in line with the SIO's policy, discuss with enquiry officers any difficulties or problems which may prevent them completing their allocated Actions.
- Continually monitor High Priority Actions.
- Ensure all resulted Actions have been finalised satisfactorily.
- Attend all briefings held by the SIO.
- Liaise with the SIO and OM to report progress of Actions.

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1.8 DOCUMENT READER

The Document Reader is a proven investigator. This officer reads in detail all documentation, although the Receiver should have already manually read and indicated any content to be indexed on Messages, Electronic Transmissions, HtoH questionnaires, PDFs, any bespoke questionnaires and any Action result text.

Documents may be marked up either manually (see Figure 1 Example of Manual Markup) or by using the graphical facility (see Figure 2 Example of Graphical Markup) of HOLMES 2.

Where an incident is likely to be considered as part of a linked series, typed documents must be graphically read and indexed.
For further information see 11.20 Graphical Reading and Indexing.

1.8.1 RESPONSIBILITIES

- Read and assess the content of the document to be marked up.
- Underline or highlight the content of the document to be indexed, indicating which index records or documentary cross-references are to be created or updated.
- Where any line of enquiry is apparent give explicit instructions to raise an appropriate Action, assessing the priority of the Action.
- Record a summary of the document. The summary should commence with the subject's name. This will assist in several areas of the MIR including list management, file preparation and disclosure.
- Assess the initial priority given to the document and update if necessary.
- Forward all marked up documents to the index section, ensuring that their status has been updated.
- Attend all briefings held by the SIO.

FIGURE 1 Example of Manual Markup

TIMME AT PAVILION OVER WEEKEND 070105 STAYED IN ROOM 2149. MONDEO LG53 BNK REMAINED IN HOTEL CAR PARK OVER MATERIAL TIME. WAS WITH GROUP OF FRIENDS SOME BELONGED TO SEALED KNOT AND TOOK PART IN ACTIVITIES.

RESTRICTED

Statement number: S47

DOCUMENT RECORD PRINT

STATEMENT PRINT

I am employed by Carters Information Technology (HSE) of London Road, Watford (STR) (contact 01727 868549 (TEL)) and have worked for them since 1994.

S0E MOVEMENTS TIMME

On Friday 7th January 2005 I left my home address in the afternoon at about midday (1200hrs) to drive to the Pavilion Hotel (HSE) on Fulford Road (STR) in York . I drove there in my company car a blue Ford Mondeo, Registered Number LG53BNK (VEH) and was accompanied by my wife Kay (NOM N375). It was our intention to meet up with some friends at the Hotel at about 8pm (2000hrs) for drinks and then a meal.

A _____ 1ST MAY WIFE OF MARTIN TIMME REGARDING INCIDENT AND MOVEMENTS OVER WEEKEND OF 070105

We arrived at the hotel at about quarter to six (1745hrs) and parked the car in the hotel car park (CAT)

S0E MOVEMENTS TIMME AND PAVILION HOTEL

A _____ (THIS WOULD CONTAIN DETAILS OF LINE OF ENQUIRY OR CLARIFICATION OF AMBIGUITY THE DOCUMENT READER IS HIGHLIGHTING)

RESTRICTED

Statement number: S47

DOCUMENT RECORD PRINT

behind the main reception area. After unloading the car we went to register at the reception desk..

S0E MOVEMENTS TIMME AND PAVILION HOTEL

The time now was five to six (1755hrs), I am able to state this as I have just checked my registration form which has the time and date of check-in on it. I have given this form to Dc901 BURNS (NOM) at eleven o'clock (1100hrs) today and identify it as MT/1 . EXH X218

We took our suitcases up to our room on the second floor, Room Number 2149 (HSE). We unpacked, washed and changed before going down to the main bar on the ground floor at about seven thirty (1930hrs). We were then joined a few minutes later by two of our friends, Carol KINGSLEY (NOM) and Peter BURNETT (NOM). Carol and Peter, like Kay and I, are both members of the Hertfordshire branch of the Sealed Knot . ORG

S0E

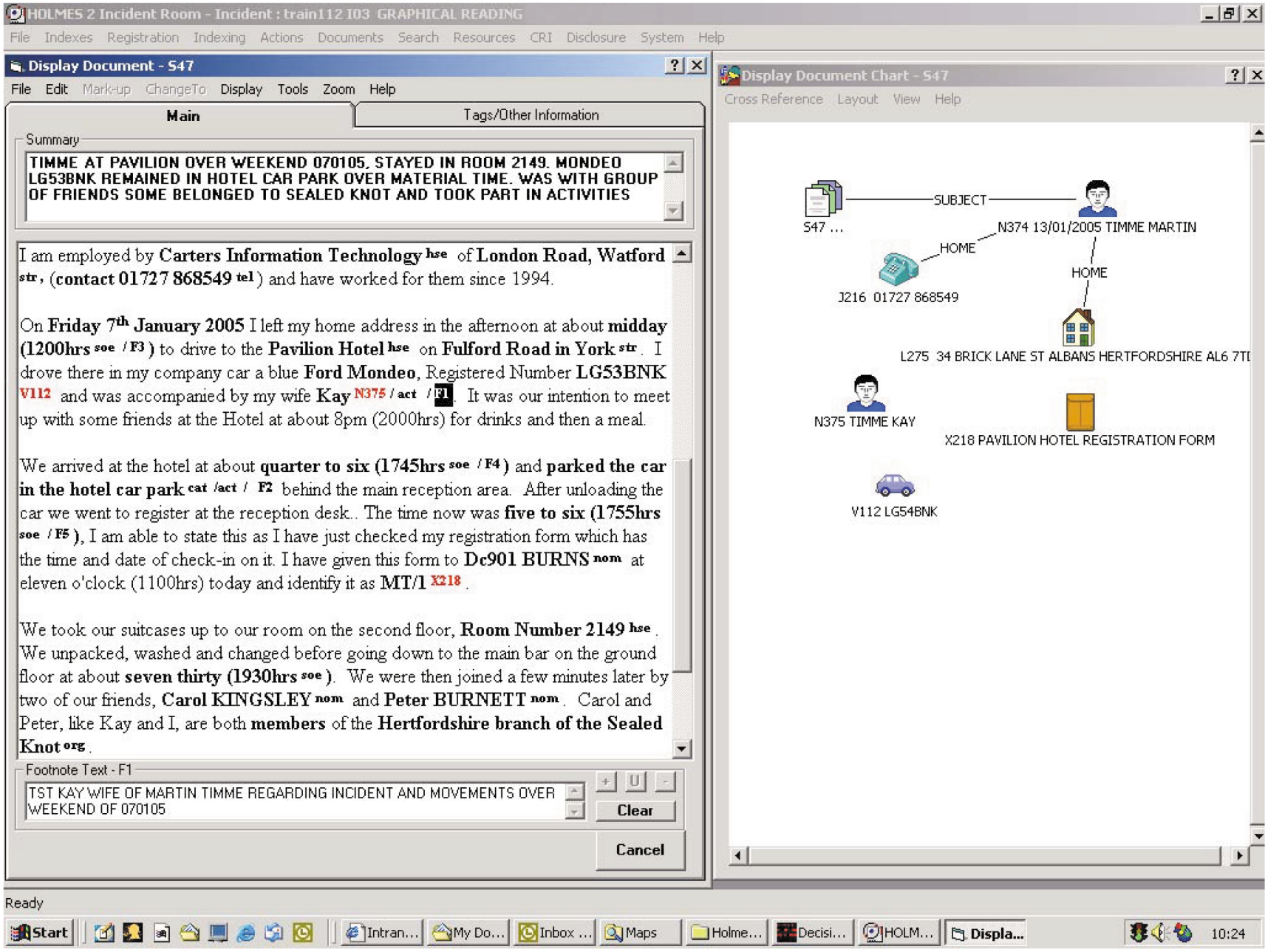

FIGURE 2 Example of Graphical Markup

NOT PROTECTIVELY MARKED Guidance on Major Incident Room Standardised Administrative Procedures (MIRSAP) © ACPO Centrex 2005

1.9 INDEXER/ACTION WRITER/REGISTRAR

These three roles are generally known as Indexer. If, however, the scale and nature of the investigation requires it, the Indexer's tasks may be divided into the three separate roles of Indexer, Action Writer and Registrar. The functions of an Indexer are summarised below and then the three separate roles are detailed.

The Indexer will:

- Receive and register all documentation from the Receiver;
- Raise any Action(s) as instructed, after checking that the enquiry is not already the subject of a previous Action;
- Index the content of the documents following the guide indicated by the Receiver or Document Reader;
- Maintain designated indexes
  - Nominal
  - Location
  - Vehicle
  - Telephone
  - Category
  - Sequence of Events
  - Organisations
  - Exhibits – only the Exhibit Officer can create or update records. Indexers, however, can link exhibits to other records, add documentary cross-references and raise Actions in respect of exhibits.

Note: The role of Indexer should not be reduced to merely recording information. Indexers must interrogate the system and take appropriate action as they update information or link relevant facts.

1.9.1 INDEXER'S RESPONSIBILITIES

The Indexer should possess the skills and competencies to be able to use HOLMES 2 in order to:

- Index all documentation indicated by the Receiver or Document Reader see Figures 1 and 2 (on a hard copy document this will be underlined text together with instructions, or highlighted text with instructions if using the graphical markup facility of HOLMES 2);
- Carefully check that all instructions contained within the document have been carried out;
- Endorse documents as indexed, either manually or electronically;
- Forward all indexed documents to the OM for approval;
- Type the result of completed Actions onto the system, indexing as instructed by the Receiver, raise any further Actions if so instructed and endorse the Action as resulted, unless reallocation is required;
- Forward all resulted Actions to the OM for filing;
- Carry out functions listed under both 1.9.2.1 Action Writer's Responsibilities and 1.9.3.1 Registrar's Responsibilities, except where the roles are being undertaken separately.

1.9.2 ACTION WRITER

An Action Writer is an Indexer who has been tasked with carrying out the single role of raising Actions. This can be particularly useful, for example, at the start of an incident where a number of fast-track Actions have been identified.

1.9.2.1 Responsibilities

The Action Writer should possess the skills and competencies to be able to use HOLMES 2 in order to:

- Raise Actions as directed, either where indicated in any document or by a specific instruction from a named person, after researching the database to see if an Action already exists for that enquiry, if so verify that it fulfils the enquiry **NOW** required;
- Ensure that the originating document number or other originating named authority is included on the Action;
- Raise an Action ensuring that the résumé and full instructions are in clear and precise terms so as to enable the enquiry officer to carry out the action specified; assign the appropriate priority and cross-reference any other associated documents or linked Actions which may need to accompany the allocated Action when issued to an enquiry officer.

1.9.3 REGISTRAR

A Registrar is an Indexer who has been tasked with carrying out the single function of registering documents.

This can be useful in large-scale enquiries where it is necessary to speed up the flow of documentation entering the MIR. Typing resources must be sufficient to meet this increased flow.

The documentation will first be seen and assessed by the Receiver who endorses the document(s) with appropriate comments and forwards it to the Registrar.

This function will need to be considered as a separate role when a high volume messaging system is used (as recommended in 2.7 Additional Resourcing Requirements for A+ High Volume Message System).

1.9.3.1 Responsibilities

The Registrar must possess the skills and competencies to be able to make full use of HOLMES 2 in order to:

- Register accompanying documents which are returned with a completed Action and endorse the numbers on the Action form, then forward the Action to the index section;
- Register all incoming documentation as directed by the Receiver;
- Register Messages or Electronic Transmissions which may then be dealt with in one of the following ways
  - Register and type the Message or Electronic Transmission, where directed raise Actions and index, and then forward to the OM for approval
    or
  - Register a Message (which has already been typed), forward it to the index section for processing or where directed raise Actions, index and then forward to the OM for approval.

The Registrar will register the document and only create sufficient index details to enable that document to proceed speedily into the MIR.

1.10 INDEXING TEAM LEADER

The Indexing Team Leader will be fully conversant with all aspects of major incident room procedures and must have experience of all relevant areas of HOLMES 2.

This role has the responsibility for the quality of the indexes, the structure of the database and for providing advice and guidance to all staff in the MIR supporting the OM.

1.10.1 RESPONSIBILITIES

- Liaise with the OM to establish a system of prioritising documents to be dealt with by the index section.
- Distribute work to the Indexers on a regular basis.
- Maintain an Incident Room Indexing Policy File, recording decisions made on the structure of the incident and indexing procedures adopted to meet the needs of the enquiry.
- Ensure that indexing is carried out in accordance with the agreed instructions.
- Attend briefings held by the SIO and ensure that the index section is kept abreast of developments in the enquiry.
- Regularly review the structure of the database and carry out quality control checks, giving feedback, advice and guidance as necessary.
- Develop aspects of indexing policy and good practice.

1.11 HOLMES 2 SUPPORT MANAGER

This role varies in each force and the functions of it may be carried out either by a member of the MIR (generally the Indexing Team Leader) or by technical support staff.

The person undertaking this role must be conversant with all aspects of the HOLMES 2 system and, where possible, have practical experience of an MIR.

1.11.1 RESPONSIBILITIES

- Advise the SIO on the use of the appropriate HOLMES 2 functions to support the investigation.
- Maintain and develop the system in support of the investigation.
- Create incidents.
- Authorise users, terminals and printers.
- Be a point of contact for fault reporting and recording.
- Resolve user problems and queries.
- Create Tags and/or User Defined Fields (UDFs).
- Assign document flow.
- Set print destinations.
- Be responsible for the housekeeping and archiving of the database(s).
- Have a working knowledge of database transfers and incident linking processes.
- Liaise between MIR staff and force technical support departments.
- Consider and explore innovative IT solutions to further the investigation, for example, scanner technology, importing and exporting data.

1.12 RESEARCHER

The Researcher is responsible for searching and retrieving information and material in support of the investigation, compiling factual reports and briefings, and presenting such material to both the MIR staff and investigation team.

1.12.1 RESPONSIBILITIES

- Support MIR staff to search and retrieve data from relevant paper and computer-based sources, in support of current and potential new lines of enquiry. These could include HOLMES 2, local crime, incident and intelligence databases, open sources and the Police National Computer (PNC), which includes VODS and Quest.
- Devise appropriate methods of evaluation, collation and dissemination of information obtained from research.
- Produce relevant and timely reports presented in a format that is concise and understandable to the audience, and which complies with the 5x5x5 system under NIM.
- Prepare visual aids based on factual data in order to illustrate information in a readily understandable format.
- Under the supervision of an analyst, use information visualisation software such as i2 and Geographic Information Systems (GIS) to display factual data.
- Attend all briefings and management meetings and present briefings and reports as appropriate.
- Record notes for own and/or analyst's use at briefings and meetings.
- Maintain close liaison with the analyst(s) and undertake research on their behalf.
- Produce periodical update sheets for MIR staff, as required by the SIO.
- Undertake comprehensive research in support of the enquiry officers, making internal and external enquiries as required.
- Handle information and intelligence in accordance with legislation, national guidelines and local protocols.
- Ensure that research is undertaken in compliance with all relevant legislation, for example, the Criminal Procedure and Investigations Act 1996 (CPIA), the Regulation of Investigatory Powers Act 2000 (RIPA), the Data Protection Act 1998 (DPA), the Human Rights Act 1998 (HRA), and according to national standards of good practice as prescribed by the National Analyst Working Group.

1.13 ANALYST

The Analyst, acting as a tactical advisor, is responsible for evaluating and interpreting all information and material that forms part of an investigation, together with any other pertinent material, with a view to assisting the SIO in structured decision-making processes. The Analyst should form part of the management team. For further information see *ACPO (2005) Major Incident Analysis Manual.*

Where a high volume of information is received in the MIR, this may cause a significant delay between its receipt and being recorded on HOLMES 2. In these circumstances it may be appropriate to photocopy incoming documents and forward copies to the Analyst as soon as possible.

1.13.1 RESPONSIBILITIES

- Search and retrieve data from HOLMES 2 and other local databases.
- Ensure all documents are read and analysed.
- Establish links and associations between data including intelligence, statements, officers' reports, interview transcripts, telephone calls and financial records.
- Identify gaps and inconsistencies in the data.
- Go beyond the known facts to develop inferences and hypotheses about the matter in question.
- Using analytical software and geographic information systems (GIS), as appropriate, produce relevant and timely analytical charts supported by verbal or written reports and presented in a format that is concise and understandable to the audience. **Note:** Verbal briefings should be backed up by written reports.
- Make recommendations based on the analysis to assist the SIO to progress current lines of enquiry, and identify potential new ones.
- Undertake all analysis in compliance with the relevant legislation (eg, CPIA, RIPA, DPA, HRA) and according to national standards of good practice as prescribed by the National Analyst Working Group.
- Attend all briefings and management meetings, presenting analysis as appropriate.
- Maintain a dynamic workload and work flexibly to provide analytical support to (potentially) a number of major incidents at any one time.
- At all times be aware of the current intelligence requirement and developments in the investigation, and ensure that analysis takes account of these.
- Maintain close liaison with the Researcher(s) and any external analytical services such as those employed by the National Centre for Policing Excellence (NCPE).
- Maintain an awareness of the local force and Basic Command Unit (BCU) intelligence requirements, informing the SIO of issues in the investigation that may have an impact on these (and vice versa).
- Act in the capacity of professional advisor to the SIO regarding the viability, timescales and likely outcome for different analytical products, and assist the SIO to prioritise the most worthwhile analytical course of action.
- Visit the scene(s) of crime as soon as reasonably practicable following the conclusion of physical evidence collection in order to gain a detailed understanding of the location and geographic context of the offence.
- Ensure that all analytical material presented to the SIO and MIR is fully documented, making certain that a separate version of each product is recorded and retained with associated information and decisions made from that product.
- Ensure that a record is kept of all decisions taken to underpin analytical processes and the rationale behind them.
- In liaison with the Interview Coordinator, assist in the preparation of interview schedules and, when necessary, participate in downstream monitoring of the interview to identify inconsistencies and potential lines of questioning.
- Prepare analysis suitable for court presentation and, where required, write statements and give evidence in court on that analysis.

Where an analyst is not called to court as a witness, they may attend court to analyse witness and defendant testimonies. The analyst may be able to identify inconsistencies and inform the SIO. This may assist the prosecution with potential lines of questioning for cross-examination.

1.14 ANALYST MANAGER AND LEAD ANALYST

The Analyst Manager provides professional guidance and is responsible for quality assurance of the analyst's product. They ensure that all aspects of the analytical product comply with national and/or force guidelines. This post is not necessarily based in the major crime department, and may be a function of the force's head of intelligence analysis. The Analyst Manager works closely with SIOs and senior managers in the major crime department to ensure that the major crime structure facilitates and gains maximum benefit from analysis.

The Analyst Manager should be aware of the welfare needs of their staff and, where necessary, liaise with force welfare officers. This may be necessary due to the nature of the investigation, exposure to material or limited resources and length of hours worked.

Where a number of analysts are deployed on a specific investigation, or the investigation is particularly complex, a lead analyst should be appointed. For further information see 11 Linking Major Incidents.

In addition to an analyst's responsibilities, the lead analyst is also responsible for coordinating and supervising analysis, attending and representing the analysts at the management meetings and for being the conduit through which all analytical Actions are raised and resulted.

1.15 INTELLIGENCE RESEARCH AND DEVELOPMENT OFFICER

This officer should be an investigator with experience in researching, gathering and disseminating material. They should also have a thorough working knowledge of the CPIA, particularly in reference to sensitive and non-sensitive material.

They are responsible for undertaking research and development of all open source intelligence, as authorised by the SIO. They also contribute towards the production, dissemination and presentation of intelligence packages, in line with NIM.

The Intelligence Research and Development Officer is located within the MIR. Where a Covert Policing Cell is established, however, some of the responsibilities will be undertaken by the Cell Manager or Supervisor. For further information see 10 The Major Incident Room and a Covert Policing Cell.

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1.15.1 RESPONSIBILITIES

- Receive, evaluate, sanitise and appropriately collate and disseminate intelligence material relating to the enquiry using the 5x5x5 in line with NIM.
- Ensure that all intelligence, logs and other related documentation is recorded, secured and disseminated appropriately, and complies with GPMS.
- Search and retrieve data from HOLMES 2 and other local databases.
- Carry out Actions relating to intelligence gathering.
- Research and develop relevant and timely intelligence packages.
- Make recommendations based on the intelligence to assist the SIO to progress current lines of enquiry, and identify potential new ones.
- Assist the SIO to develop the overall investigative intelligence strategy and underpinning intelligence requirement.
- Develop, plan and evaluate intelligence activity in line with the intelligence strategy to support the SIO's intelligence requirement.
- Ensure that intelligence activity is undertaken in compliance with all relevant legislation (CPIA, RIPA, DPA, HRA) and according to national standards of good practice (ie, *MIRSAP, MIM, ACPO and HM Customs and Excise (1999) National Standards in Covert Investigations Manual of Standards for Recording and Dissemination of Intelligence Material*).
- Attend all briefings, presenting intelligence as appropriate.
- Be aware of the intelligence requirement and developments in the investigation at all times and ensure that intelligence gathering takes these into account.
- Maintain close liaison with the Researcher(s) and Analyst(s).
- Identify opportunities and suggest tactics to address intelligence gaps and information requirements.
- Maintain an awareness of the local force and Basic Command Unit (BCU) intelligence requirements, informing the SIO of issues in the investigation that may have an impact on these (and vice versa).
- At all stages of the investigation, ensure timely dissemination of all intelligence gathered making sure that it does not directly impact on the investigation.

  Recommendation 8, The Bichard Inquiry 2004
- Maximise opportunities to gather intelligence from witnesses, prisoners and members of the public.
- Form good working relationships and liaise with other officers from outside the MIR, external agencies and other professional bodies in order to minimise duplication of effort and maximise intelligence opportunities.
- Submit a Homicide Return Crimsec 7A to the Home Office Data Collection Group after a suspected murder, manslaughter or infanticide offence has been recorded.

1.16 GRAPHICS/BRIEFING OFFICER

This person will have an in-depth knowledge of all aspects of the investigation and should possess the necessary communication skills.

1.16.1 RESPONSIBILITIES

- Prepare and deliver briefings to members (at all levels) of the investigation team and maintain a record of the briefing content.
- Conduct debriefs as directed by the SIO.
- Ensure records are kept of all persons attending briefings and debriefings.
- Be trained and fully conversant with display techniques necessary to prepare visual displays in support of briefings.
- Prepare and deliver briefings for the benefit of telephonists and call-handling staff.

1.17 FILE PREPARATION OFFICER

This officer should be drawn from existing MIR staff or the outside enquiry team. They should be appointed at an early stage of the enquiry and be fully conversant with all aspects of the enquiry. They should also possess the necessary communication skills required by this role.

1.17.1 RESPONSIBILITIES

- Prepare case papers in consultation with the SIO, OM, Disclosure Officer and Exhibit Officer.
- Liaise with the CPS and counsel.
- Consider and explore information technology (IT) solutions for effective presentation of case papers to the CPS and in subsequent court appearances.

  Recommendation 8, A report on the Investigation by Cambridgeshire Constabulary into the Murders of Jessica Chapman and Holly Wells at Soham on 4 August 2002. Summary of Conclusions and Recommendations by Sir Ronnie Flanagan HMI
- Make arrangements for appropriate storage of case papers and associated materials.
- Ensure that copies of all court and/or CPS documentation are retained by the MIR.
- Ensure compliance with the protocol for life sentence prisoners (see 14 Protocol – Life Sentence Prisoners).

1.18 TYPIST

Typing documentation should not be seen as an administrative burden and securing sufficient typing services should be a priority at the start of an enquiry.

The number of typists will vary depending on the amount of documentation received in any one incident. Demand may be particularly heavy where transcripts are required from audio tapes or visual recordings. The workload should, therefore, be constantly monitored.

Typing documents onto HOLMES 2 provides the capability to search for text contained in the typed document and so assists the research capabilities of the investigation.

1.18.1 RESPONSIBILITIES

- Type documentation, both audio and copy, complying with typing conventions as required by HOLMES 2, see 3.12.2 Document Typing Conventions.
- Carry out amendments after proofreading.
- Assist with any other typing requirements, including the transfer of electronic data.

1.19 TELEPHONIST

The appointment and number of telephonists required will vary according to the size of the enquiry, see also 2.7 Additional Resourcing Requirements for A+ High Volume Message System.

Telephonists should have the necessary communications skills and associated competencies to obtain and record the information they receive.

1.19.1 RESPONSIBILITIES

- Interrogate callers and accurately record telephone messages concerned with the enquiry, obtaining as much detail as is possible.
- Either handwrite the information received on the Message form (see Appendix 3) or directly input data onto HOLMES 2. If the Message is handwritten the form should be completed in duplicate, the original forwarded to the Receiver and the copy filed.
- Forward all Messages to the Receiver, highlighting those that are urgent.
- Be aware of media appeals and associated briefing documents.

1.20 CLERK

The appointment and number of clerks will vary according to the size of the enquiry.

1.20.1 RESPONSIBILITIES

- Open and maintain files for the library of original and copy documents received into, and created by, the MIR.
- Maintain the free flow of hard copy documentation through the MIR.
- Be responsible for photocopying and distributing documents.
- Assist with proofreading.
- Carry out any other administrative duties as required.

This list is not exhaustive.

'It is recommended that the role of Telephonist/Clerk be filled at the commencement of any investigation into a critical incident and located in an adjacent room to the MIR.'

Recommendation 24, Metropolitan Police Review of Operation Fincham

1.21 EXHIBIT OFFICER

The principal duties of an Exhibit Officer are to record all items of property seized in the course of the investigation, to store this property in a suitable, secure location, to ensure that each item is considered for evidential value and investigative opportunities, and later disposed of when authorised by the SIO.

The Exhibit Officer:

- Must have completed training in exhibits handling and recording, and the use of the HOLMES 2 exhibits facility;
- Should have knowledge of relevant parts of health and safety legislation in order to carry out dynamic risk assessments;
- Will be forensically aware and fully conversant with methods of recovery, correct packaging procedures, security of evidence, contamination and continuity issues.

A detailed description of these procedures is contained in 5 The Management of Property and Exhibits.

1.22 DISCLOSURE OFFICER

The Disclosure Officer must be fully aware of the facts and background of the case, and should be appointed at the outset of the investigation.

The Disclosure Officer must have:

- Completed training in disclosure and the use of the HOLMES 2 disclosure facility;
- A thorough knowledge of the reference material covering their duties and responsibilities for disclosure, ie,
  - Criminal Procedure and Investigations Act 1996 and the accompanying Codes of Practice;
  - *Attorney General's Guidelines (2005) on the Disclosure of Information in Criminal Proceedings;*
  - *The Prosecution Team (2005) Disclosure Manual.*

1.22.1 RESPONSIBILITIES

- Examine and be responsible for the disclosure material involved in a major enquiry.
- Brief senior officers and counsel on the issues of the case and the rationale used for identifying material that might assist the defence or undermine the prosecution case.
- Liaise with the HtoH Coordinator to identify any HtoH documents which may need to be dealt with on an individual basis for disclosure purposes.

  Recommendation 37, Metropolitan Police Review of Operation Fincham
- Liaise with the File Preparation Officer.

Further guidance on disclosure procedures is contained in 6 Disclosure.

1.23 HOUSE-TO-HOUSE COORDINATOR

The HtoH Coordinator manages all HtoH enquiries. They also read the content of documents collated to assess whether Actions are to be raised for persons to be interviewed by the enquiry team and to ensure that any resulting Actions are raised through the MIR.

1.23.1 RESPONSIBILITIES

- Participate as a member of the SIO management team, attending all briefings and maintaining a close liaison with the OM.
- Liaise with the Finance Manager to arrange suitable accommodation for the HtoH control, ideally away from the MIR.
- In conjunction with the SIO and OM determine:
  - The area to be covered and level of enquiries to be carried out;
  - If the standard House-to-House Questionnaire is to be used or whether a bespoke questionnaire is to be designed;
  - The parameters of persons to be the subjects of questionnaires, eg, age and sex;
  - Time parameters for movements of interviewees.
- Brief HtoH Enquiry Officers.
- Arrange for officers to walk the streets of the designated area and compile a list of streets and properties to be visited. This should be done in conjunction with, but not depend on, the electoral roll.
- Prepare a street index of all premises to be visited, using the House-to-House Enquiry Street Form (see Appendix 3).
- Read all returned completed documentation, checking for discrepancies.
- Indicate any Actions for further enquiries on the House-to-House Questionnaires in liaison with the Receiver and ensure information of an **urgent** nature is brought to the attention of the SIO.
- Liaise with the Disclosure Officer to identify any documents which may need to be dealt with on an individual basis for disclosure purposes.
- Initial the appropriate entry on the Street Form, indicating that the documentation for that address has been checked and the necessary action taken.
- Upon completion of enquiries ensure that all documentation is forwarded to the MIR.

1.24 HOUSE-TO-HOUSE ENQUIRY OFFICER

This officer will interview persons within the parameters set by the SIO.

1.24.1 RESPONSIBILITIES

The HtoH Enquiry Officer must ensure that forms are numbered accurately as this is the basis of registration, filing and subsequent retrieval of information. They should also complete the following documentation:

- House Occupants form for each property;
- House-to-House Questionnaire in respect of each person interviewed.

All details must be accurately recorded and should include: description, whereabouts at the time of the offence, clothing worn at the material time and any vehicles owned or used.

When questionnaires in respect of one address are complete they are removed from the Enquiry Folder together with the House Occupants Form, and submitted to the HtoH Coordinator to be checked.

The HtoH Enquiry Officer will endorse on the Street Form the number of questionnaires required for each address, and a current record will be maintained of the actual number completed to date.

The HtoH Enquiry Officer will inform the HtoH Coordinator of any information considered **urgent**.

> Enquiry officers should always be aware that they may be interviewing the offender(s).

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Section 2
MIR MODELS AND RESOURCING CONSIDERATIONS

Major incident room resourcing requirements need to be flexible as they are dictated by the scale and complexity of the investigation. This section details the incident assessment processes used to determine appropriate staffing levels to maintain the MIR structure, and to ensure that all the necessary checks and procedures are made and adopted.

Many MIR roles are not rank specific but are based on competence and capability.

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2.1 INITIAL ASSESSMENT

Experience has suggested that the following categorisation system is a useful guide to the initial deployment of resources.

Category A+

A homicide or other major investigation where public concern and the associated response to media intervention is such that normal staffing levels are not adequate to keep pace with the investigation.

Category A

A homicide or other major investigation which is of grave concern or where vulnerable members of the public are at risk, and where the identity of the offender(s) is not apparent or the investigation and securing evidence requires significant resource allocation.

Category B

A homicide or other major investigation where the identity of the offender(s) is not apparent, the continued risk to the public is low and the investigation or securing evidence can be achieved within normal force resourcing arrangements.

Category C

A homicide or other major investigation where the identity of the offender(s) is apparent from the outset and the investigation and/or securing evidence can be achieved easily.

Critical Incident

Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community.

Such decisions are often made when the true scale and complexities of the investigation are not fully understood and resourcing decisions, particularly where they relate to MIRs, need to be constantly reviewed.

2.2 MATURE ASSESSMENT

When the facts of the incident are clear, the SIO, in order to determine the appropriate level of resources, should assess a broader range of investigative issues than those contained in the initial assessment, ie, the A+, A, B, and C categorisation.

Consideration should be given to the following factors (this is not an exhaustive list).

Scale (volume of work)

- Number of victims
- Size and number of scenes
- Cross-border issues
- Level of public response
- Number of witnesses
- Exhibit management, CCTV and telecommunications
- Number of named offenders and suspects.

Sources of evidence

- Forensic potential
- Witness potential
- Suspect potential
- CCTV.

Complexity

- Sensitive policing issues
- Language and cultural issues
- Specialist requirements such as medical or fraud
- Organised crime
- Linked investigation
- Joint investigation
- Witness risk management
- Child protection issues
- Legal, what offence, if any, has been committed
- Operational risks, for example, firearms operations.

Media

- Potential of media interest, local, national, international
- Actual level of media interest.

Political

- Risk to the public
- Organisational risks
- Community impact
- Political sensitivity
- Cross-border issues
- Status of suspect.

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2.3 RESOURCING REQUIREMENTS

Initially the SIO must consider the following factors.

- Whether to use **HOLMES 2** as opposed to a paper-based incident.
- The level of **HOLMES 2 functionality** required. For example, Disclosure, Action, Document and Exhibit management can be used in isolation or together, without full indexing and research capabilities. The levels of indexing can be tailored to suit the functions required.
- The **roles** required to support the desired level of functions specified. Roles may be supplemented, combined or reduced accordingly.
- The anticipated **volume of documentation and enquiries**, for example, where media interest and public response dictates, a number of Receivers may be required.

2.4 RESPONSIBILITY FOR RESOURCING

Article 2 of the European Convention on Human Rights imposes a positive obligation on the Police Service to protect life.

It is the responsibility of ACPO to ensure there are sufficient, appropriately trained resources available to deal with the incident. Where no force major investigation team exists or resources are insufficient, ACPO will ensure BCU commanders supply the SIO with the required resources based on the mature assessment considerations, as detailed in 2.2 Mature Assessment.

> 'Where a Gold group exists it should have responsibility, interalia, for the oversight of the investigation and the provision of resources, which are capable of making it effective. Records of decisions should be systematically kept.'
>
> *Recommendation 18, The Damilola Taylor Murder Investigation Review. The Report of the Oversight Panel*

2.5 REVIEW OF RESOURCING

Resourcing levels of each incident should be regularly reviewed. Different stages of an enquiry can require different levels of resources. The investigation post charge, for example, should not be routinely seen as the opportunity to reduce resources.

> '… after appointment, neither the SIO nor the resources available to the investigation team should be reassigned until a post-charge assessment of the outstanding and predicted work is available. Case preparation and disclosure activity should be carefully assessed.'
>
> *Recommendation 21, The Damilola Taylor Murder Investigation Review. The Report of the Oversight Panel*

2.6 RESOURCING REQUIREMENTS WHERE THE MATURE ASSESSMENT FACTORS ARE HIGH

As a minimum, **each** role should be allocated an individual member of staff. This also applies to those roles which are sometimes seen as ancillary when resourcing the MIR, such as clerk or telephonist.

The number of individuals for each role may need to be increased to relieve the 'traffic jam' caused in the document flow. This increase in staff may need to be repeated throughout the MIR, as the documentation flows through.

Where it is necessary to increase the staffing levels of Receiver, Document Reader or Office Manager, a lead officer should be appointed in each role.

The lead officer should be responsible for:

- Ensuring a common standard in the work processed;
- Acting as a single point of contact (SPOC);
- Representing the role at any meetings and reporting back from those meetings.

In these circumstances options for processing the documents through a number of staff performing one role may be to:

- Group documents together by type;
- Group documents together by priority.

If additional resourcing of the OM role is not possible another option must be found. With the approval of the SIO certain documents may be vetted and processed by another supervisory officer in the MIR, for example, the AM. The OM should ensure that documents containing pertinent information are still forwarded to them.

Where the mature assessment factors are high, for example, an A+ investigation, consideration can be given to employing mutual aid and staff twenty-four hours in the MIR.

When mutual aid is needed, the SIO must identify the shortfalls in resources and ensure that the appropriate type and level of support is identified. These resources must be selected, mobilised and transferred to the host force. Processes are being developed and will be available in the *ACPO (forthcoming) Police National Mobilisation Plan (PNMP),* which is a current National Centre for Policing Excellence (NCPE) project. This will include a national resource database, a national readiness matrix and common costing model, together with activation guidelines and mobilisation protocols.

When operating a shift system in the MIR, the working day has to be extended to include adequate briefing and handover times. HOLMES 2 back up times may require re-scheduling.

2.7 ADDITIONAL RESOURCING REQUIREMENTS FOR A+ HIGH VOLUME MESSAGE SYSTEM

Where an investigation receives a high volume of telephone calls and messages from the public or where this is anticipated, the SIO and ACPO should consider establishing an MIR call centre and Message Assessment Unit (MAU) as part of the incident room structure and process. The SIO should set criteria for prioritising information received and ensure that all staff are aware of this. Staff briefings should be tailored to the requirements of the call centre and the MAU.

To aid this process the following developments have been made:

- National Mutual Aid Telephony – enabling telephone calls to be received by one or more assisting forces;
- MIRWEB – a web-based message input facility directly linked to the HOLMES 2 Incident Room Database which allows the remote recording of Messages and their immediate transmission back to the host force.

2.7.1 MIR CALL CENTRE OVERVIEW

On receipt of a telephone call to a call centre, an MIR/6 Message Form (see Appendix 3 for document template) must be completed by:

- Writing a manuscript form;
- Direct input onto HOLMES 2;
- Direct input onto MIRWEB.

Based on the information and criteria provided by the SIO, the person receiving the telephone call must indicate whether the Message should be considered **urgent**.

The message should then immediately be passed to the MAU.

2.7.1.1 MIR Call Centre Resourcing Considerations

Generally, decisions on the number of staff required will be based on:

- Actual or anticipated scale of the incident;
- Actual or anticipated number of enquires made by the public;
- Facilities available in each force area.

Following the attack on the World Trade Centre the Metropolitan Police (MPS) Central Casualty Bureau received up to 1,000 calls per hour. During Operation Fincham, Cambridgeshire Constabulary handled over 25,000 calls in a two-week period.

Clearly, staffing levels must be be monitored and adjusted according to the circumstances at any given time, for example, after a press release.

The Police Standards Unit (PSU) have produced a spreadsheet to assist in calculating staffing levels:
http://www.police.homeoffice.gov.uk/police-reform/reform-programme/citizen-focus/call-handling

Other call centre calculators are available to download free from the internet.

2.7.2 MESSAGE ASSESSMENT UNIT RESPONSIBILITIES

The MAU will assess the relevance, urgency and priority of messages received from the call centre(s), prior to the messages being passed to the MIR. The assessment will be based on criteria set by the SIO, supporting the current lines of enquiry.

2.7.3 MAU RESOURCING CONSIDERATIONS

The number of personnel required within the MAU should be regularly assessed based on the:

- Total number and frequency of Messages received;
- Number of paper Messages received that require typing;
- Number of Messages received requiring Registration, Reading and Action.

2.7.4 MAU OVERVIEW

The MAU receives messages from the call centres in one of three ways.

Manuscript message form	The call centre will submit the message form to the MAU. It is then typed using either HOLMES 2 or MIRWEB onto the HOLMES 2 system. This generates a unique HOLMES 2 reference number which is entered onto the Message Form. See also 3 Documents and 4.2.7 Messages. The Message is then ready for further evaluation and processing. The manuscript form should be filed.
Direct input onto HOLMES 2	Messages typed by the call centre directly onto HOLMES 2 will have a unique HOLMES 2 reference number and will be ready for further evaluation and processing.
Direct input onto HOLMES 2 via MIRWEB	Messages typed by the call centre onto MIRWEB will also generate the unique HOLMES 2 reference number and will be ready for further evaluation and processing.

The result of each type of input is that all Messages will be managed on the HOLMES 2 database and the text of these Messages can be searched.

Messages can then be assessed and processed as follows:

- For Registration – where the information indicates Action is required;
- Pended – where the information indicates Action may be taken in due course;
- For Referral – where the information indicates no further Action at this stage;
- Referred – where the information has been assessed and the MAU Supervisor and/or OM agree with the decision to refer the document.

See Figure 3 Message Assessment Unit Structure.

2.7.5 ROLES WITHIN THE MAU

- Message Assessment Supervisor
- Message Assessor
- Typist/Clerk
- Message Registrar
- Message Reader.

The number of personnel allocated to each role should be appropriate to the scale of the investigation.

2.7.6 MESSAGE ASSESSMENT SUPERVISOR

The Message Assessment Supervisor should be of a supervisory rank. They carry out the OM role in respect of Messages to be submitted to the MIR.

When the level of Messages submitted to the incident room reduces to an appropriate level, the document flow should revert to the standard MIRSAP guidelines.

2.7.6.1 Responsibilities

- Maintain a level of staff capable of carrying out the duties of the MAU efficiently and effectively.
- Manage those staff and ensure that they are all aware of their duties and responsibilities regarding the security provisions of the Data Protection Act 1998, the Computer Misuse Act 1990 and GPMS.
- Brief MAU staff and new staff joining an existing unit, ensuring they are aware of developments in the investigation.
- Liaise with the Graphics/Briefing Officer to ensure telephonists and call handling staff are regularly briefed.
- Liaise with the Finance Manager making them aware of any requirements such as accommodation, staffing, equipment and telephones.
- Be prepared to form part of the management team.
- Assist the SIO and MIR management team to develop the appropriate assessment criteria in respect of Messages received.

- Ensure that the MIR management team are fully aware of new developments arising as a result of information obtained via Messages.
- Continually monitor the quality of documentation and the assessment process within the MAU.
- Ensure that appropriate summaries, the indication of urgent Actions required and GPMS assessment, are entered on all Messages by the Message Assessor.
- Liaise with the AM and OM to ensure that urgent and/or High Priority Messages are dealt with efficiently and effectively.
- Review the For Referral Message Queue, transferring each document to the Referred queue or the For Registration queue when appropriate.
- Continually review all Messages in the Pended and Referred Message Queues.
- Attend all MIR main briefings.
- Provide the SIO with statistical information in respect of Messages received.

2.7.7 MESSAGE ASSESSOR

Ideally the Message Assessor should be a supervisory detective officer. They carry out the Receiver role in respect of Messages to be submitted to the incident room.

2.7.7.1 Responsibilities

- Ensure that all Messages received are processed in the HOLMES 2 Incident Room Database and that information is disseminated as necessary.
- Assess both the urgency (indicated by the person completing the Message) and priority of all Messages received.
- Assess the relevancy of the information within a Message, enter an appropriate document summary and indicate any urgent Actions in line with the investigative criteria set by the SIO.
- Mark all Messages in accordance with GPMS.
- Be aware of developments in the investigation and ensure that the MAU Supervisor is fully aware of new developments arising as a result of Messages received.
- Make sure that messages not requiring immediate registration are either Pended to an appropriate date or placed For Referral.

2.7.8 TYPIST/CLERK

Staffing this role depends on the resourcing capabilities and IT solutions available to the call centre(s).

2.7.8.1 Responsibilities

- Ensure all Messages received are typed onto HOLMES 2, either directly or via MIRWEB and are in the appropriate document queue.
- Ensure all Messages typed from paper originals are proofread.
- File all original paper Messages that have been processed.

2.7.9 MESSAGE REGISTRAR

The Message Registrar carries out the role of indexer/registrar/action writer in respect of Messages to be submitted to the incident room.

2.7.9.1 Responsibilities

- Register all Messages indicated by the Message Assessor.
- Research the HOLMES 2 Incident Room Database to obtain relevant information.
- Raise all urgent Actions indicated by the Message Assessor.

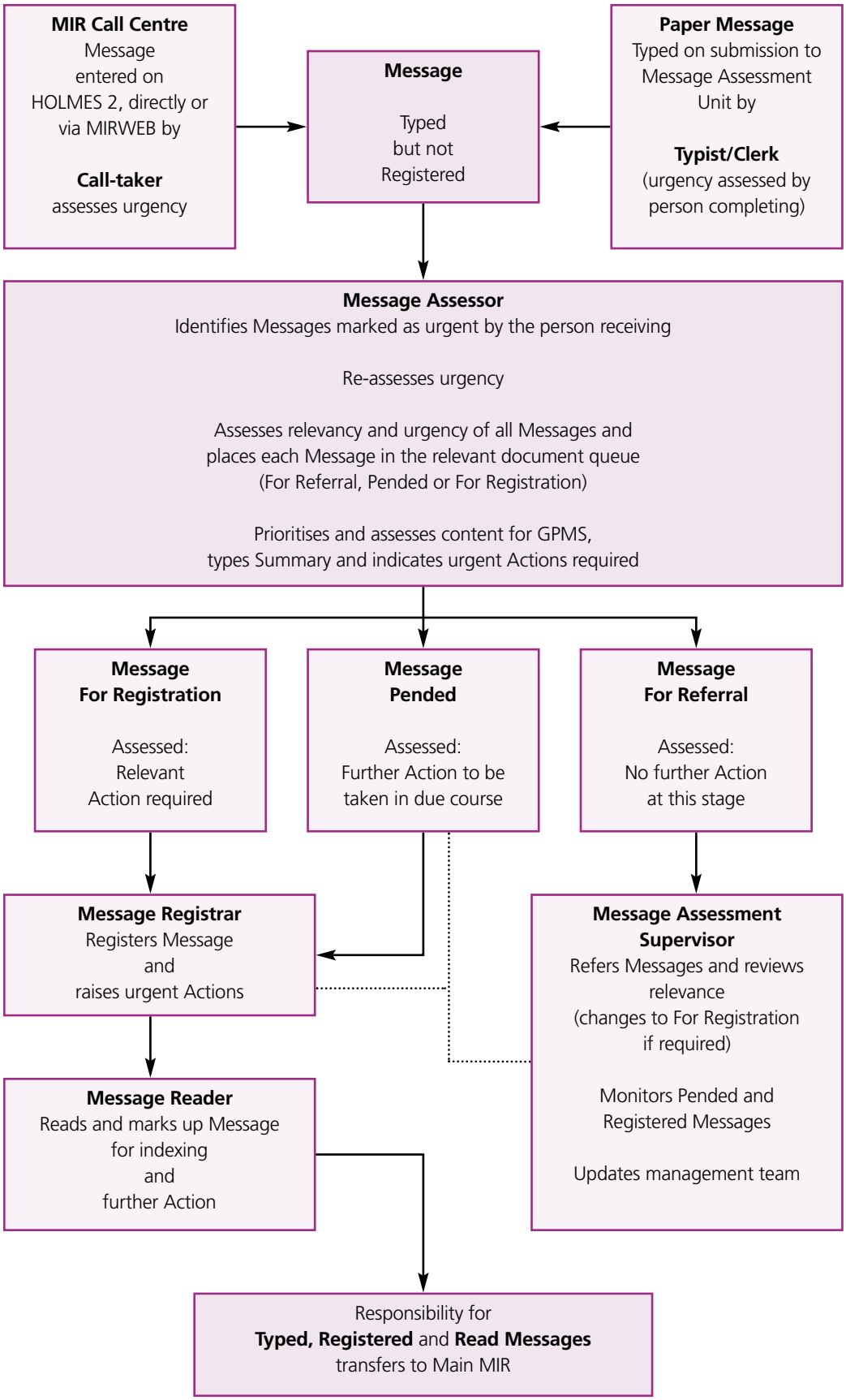
2.7.10 MESSAGE READER

Ideally the Message Reader should be a proven investigator. They carry out the Document Reader role in respect of Messages to be submitted to the incident room.

2.7.10.1 Responsibilities

- Read all Messages either manually or graphically, see Figure 1 Example of Manual Markup and Figure 2 Example of Graphical Markup.
- Mark up Messages for indexing and identify any further Actions where relevant.
- Research the information in the HOLMES 2 Incident Room Database.
- Review the summary of the information contained in each Message and ensure both HOLMES 2 and any paper copy adequately reflect the content.

FIGURE 3 Message Assessment Unit Structure



2.8 STAFFING REQUIREMENTS FOR A MINIMUM DOCUMENT, EXHIBIT AND ACTION MANAGEMENT SYSTEM

Where only these functions are required, they may be carried out by two appropriately trained staff supported by typing services. Index cross-references would only be needed to register documentation and exhibits, and to raise Actions. Research is provided by the free text searching of those documents typed onto HOLMES 2.

This option requires the two individuals to have the necessary training, skills, experience and expertise to carry out the functions usually associated with the other roles required by the enquiry. The following example shows how this may be split.

Individual 1
SIO
Receiver and Document Reader
Action Manager
Exhibit Officer
Disclosure Officer
File Preparation Officer
Enquiry Officer

Individual 2
Registrar
Action Writer
Indexer
Office Manager
Admin and Logistics Officer
Telephonist and Clerk
Enquiry Officer

Where possible, the roles of Receiver, Document Reader and Office Manager should be undertaken by more than one individual as this ensures a quality control check. The suggestion would be to split these three investigating roles between two people. The recommended permutation would be:

1. Receiver and Document Reader;

2. Office Manager.

2.9 FLEXIBLE ROLE COMBINATIONS

Combined roles within an MIR should not be a routine practice but may be necessary where resources are limited. Where this is the case, care needs to be taken that the merging of roles is not at the expense of quality and the control checks built into the document flow.

It is easier to reduce staffing resources after an initial assessment than to try to increase resources in an attempt to keep pace with a rapidly expanding enquiry. For further information see 4.14 Levels of Indexing.

> 'Start bigger than you think you need, it is easier to downsize than to play catch up.'
>
> *NCOF Operational Debrief Report re Operation Fincham*

2.9.1 RISKS

The SIO and ACPO must be aware of the potential risks involved in combining roles, when carrying out a resourcing assessment. Incident contamination may arise where:

- Staff are multi-tasked and work simultaneously on a number of enquiries – quite often working from the same location;
- Documentation from one enquiry is mistakenly fed into another enquiry;
- Individuals are working on the wrong database in HOLMES 2;
- Documentation is assessed with a mindset working to lines of enquiry from another incident.

When decisions are made to combine roles, SIOs and ACPO are encouraged to determine resourcing levels based on the mature assessment factors, see 2.2 Mature Assessment.

Figure 4 Suggested Role Combinations, drawn from research*, identifies main roles within MIRSAP and lists additional roles which may, through either similarity of function or lack of conflict, be considered for combining with the main role. These options are only available where the person identified has the necessary training, skills and experience to carry out **all** the functions required by the combined role.

**Questionnaire carried out 2002 by DCS Harrison on behalf of HWG*

Note: Each person assigned more than one role should **not** necessarily be performing **all** the roles at any one time.

2.10 RESOURCING CONSIDERATIONS INVOLVING FAST-PACED ENQUIRIES

The MIR may be required to support investigations which, due to the pace of the enquiry, have already gathered an amount of information prior to the setting up of the MIR. A Special Branch disruption operation may be an example of this. Here initial resourcing requirements may be high while the MIR catches up with the enquiries made earlier and with the material already collated.

An MIR may be required to support a fast-paced enquiry, for example, a 'crime in action', kidnapping or contract killing. The SIO should ensure that, at the earliest opportunity, the MIR is set up with sufficient resources to manage the investigation and that, where possible, key staff are kept fully updated. This should lessen the backlog of material that the MIR needs to record and action once any compromise of the investigation has passed. The MIR should continue its normal business process of recording information and raising Actions. Actions which may impact on the investigation as it is unfolding, however, such as Actions to recover CCTV footage covering a route taken by a courier in a kidnapping or extortion enquiry, should not be allocated until it is safe to do so. An MIR liaison officer should be appointed to assist the swift transfer of material from any other cells or rooms involved in the investigation, to the MIR.

2.11 THE MIR

There are no hard and fast rules regarding the location, make-up and many other aspects of an MIR in any situation. Security of the room, both physically and visually, must be considered.

2.11.1 MIR ACCOMMODATION

The location and size of the room designated will, to a large extent, determine the layout of the MIR. The MIR should be sited in as large a room as is possible as it can quickly become congested. Finding a quiet corner, or an adjoining room, will assist the Document Reader. The Receiver's position should be such that they are the first person anyone entering the room deals with. This ensures that no one needs to enter the room any further than is necessary.

2.11.2 MIR EQUIPMENT

Visual display facilities such as white marker boards or flip charts should be made available as these can be constantly updated as the incident continues. Efficiency can be enhanced by easy access to a rapid speed photocopier and a shredder. The use of a scanner and software compatible with HOLMES 2 is a matter for consideration by individual forces.

2.11.3 SATELLITE INCIDENT ROOMS

The geography of a force area or the nature of the enquiry being undertaken may require a satellite incident room to be set up. There are risks associated with any separation from the main MIR and procedures should be implemented to minimise them. The following suggestions may overcome these risks.

Briefings must include staff from all rooms and be organised in a way to reduce disruption to the general running of the enquiry. Audio and/or video links between the rooms may help this. At briefing times, the SIO and D/SIO should split their attendance between these rooms to maintain direct contact and avoid any misunderstandings.

If possible the Receiver should remain in the main MIR. Basing the AM at the satellite incident room allows direct contact with the enquiry teams. The AM can also act as a liaison between the two rooms.

All material received at the satellite room should be transferred to the main MIR without delay. Typing resources or scanning facilities at the satellite location may achieve this but the registration process needs to be carried out first. An Indexer(s) in the satellite room can carry out this registration process and raise fast-track Actions when urgent information is received.

FIGURE 4 Suggested Role Combinations

Deputy SIO

May be combined with:

- Office Manager
- File Prep Officer
- Action Manager
- Admin and Logistics
- Receiver

Office Manager

May be combined with:

- Deputy SIO
- File Prep Officer
- Action Manager
- Admin and Logistics
- Document Reader
- Indexing Team Leader

Admin and Logistics Officer

May be combined with:

- Deputy SIO
- File Prep Officer
- Action Manager
- Document Reader
- Indexing Team Leader

Receiver

May be combined with:

- Deputy SIO
- Action Manager
- Admin and Logistics
- Document Reader
- Disclosure Officer
- File Prep Officer
- Indexing Team Leader

Action Manager

May be combined with:

- Deputy SIO
- Receiver
- Disclosure Officer
- Admin and Logistics
- Document Reader
- File Prep officer

Document Reader

May be combined with:

- Receiver
- Disclosure Officer
- Admin and Logistics
- File Prep Officer
- Action Manager

Indexer

May be combined with:

- Indexing Team Leader
- Telephonist
- Clerk

Indexing Team Leader

May be combined with:

- Indexer
- Admin and Logistics
- Receiver
- Document Reader
- Telephonist
- Clerk

HOLMES 2 Support Manager

May be combined with:

- Indexing Team Leader
- Admin and Logistics
- Telephonist
- Clerk
- Researcher
- Briefing Officer

FIGURE 4 Suggested Role Combinations (continued)

Researcher

May be combined with:

- Briefing Officer

Analyst

May be combined with:

- Researcher
- Briefing Officer

Briefing Officer

May be combined with:

- Researcher

File Prep Officer

May be combined with:

- Receiver
- Disclosure Officer
- Admin and Logistics
- Document Reader
- Action Manager
- Exhibit Officer
- Briefing Officer

Typist

May be combined with:

- Telephonist
- Clerk

Telephonist

May be combined with:

- Clerk

Clerk

May be combined with:

- Telephonist

Exhibit Officer

May be combined with:

- Disclosure Officer

Disclosure Officer

May be combined with:

- Exhibit Officer

Note: Extreme caution must be taken when combining a role with more than one other role, especially where staff are simultaneously engaged in a number of investigations.

Section 3
DOCUMENTS

This section identifies the documents used in an MIR and describes how to manage them. Document priorities, security levels, summaries and tags are explained along with the typing conventions to be used.

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3.1 INTRODUCTION

During the course of a major investigation a large amount of information will be received from numerous sources. The MIR is responsible for ensuring that this information is correctly evaluated so that the SIO can control and direct the investigation – see Figure 5 Organisation of a Major Investigation.

All information received must be recorded in a manner that enables efficient retrieval and analysis. To achieve this, information enters the MIR in documentary form (this includes audio and visual recordings).

3.2 ACTIONS

An Action is a written instruction to carry out a task in connection with a particular line of enquiry. The Action may be recorded on a manuscript Action form or printed from HOLMES 2. See Appendix 3.

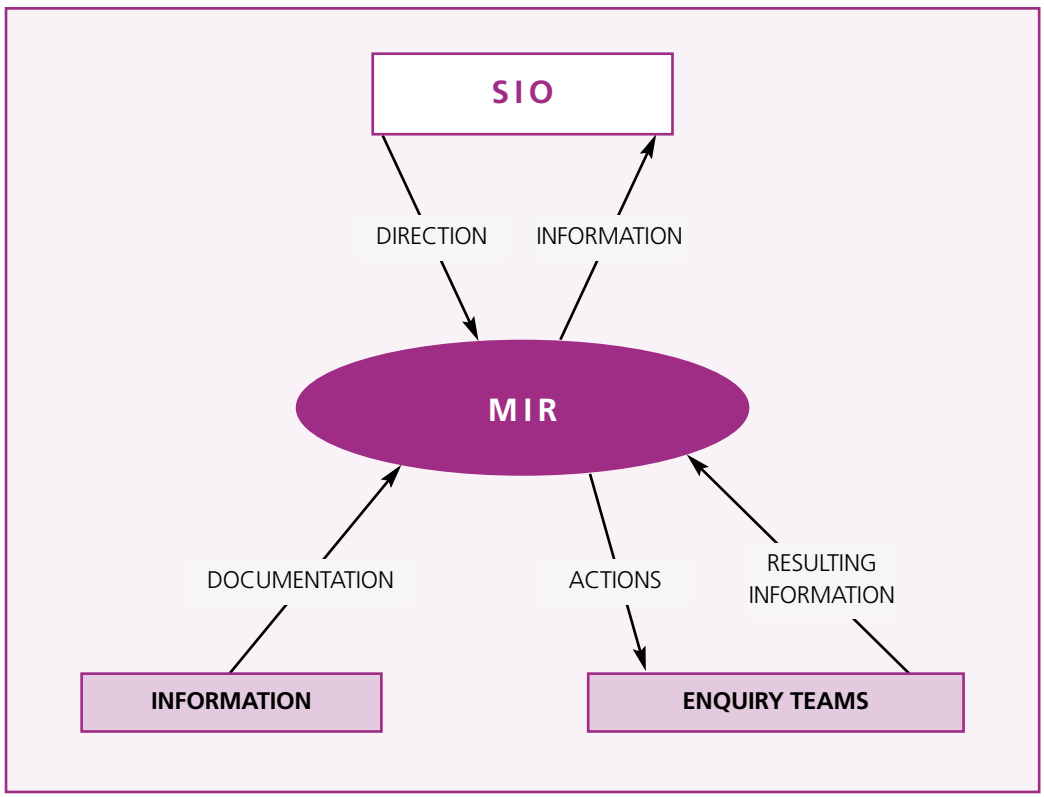
3.3 STATEMENTS

Statements may be taken from any person who has information relevant to the investigation and are obtained in accordance with SIO policy.

3.4 REPORTS

An Officer's Report may be submitted by a police officer or member of police staff to present information which is not contained in a written statement. Reports should not be submitted as a routine where the information is brief and may be more appropriately recorded on a Message form or by an Action result text. See Appendix 3.

FIGURE 5 Organisation of a Major Investigation



3.5 INTERVIEWS

Interviews are carried out with a person who may be a victim, a suspect or a witness. Interview records are:

- Audio-taped;
- Visually-recorded;
- Written contemporaneous notes.

3.6 PERSONAL DESCRIPTIVE FORMS

A PDF is designed to record the personal details and description of an individual. It also contains details of vehicles owned or used and types of convictions recorded if applicable.

A PDF should be completed for each person interviewed during an investigation, in accordance with parameters defined by the SIO. These parameters should include status or types of persons to be recorded and the amount of detailed information to be recorded. See Appendix 3.

3.7 QUESTIONNAIRES

Questionnaires may be used in major investigations to facilitate and manage specific lines of enquiry where a large number of persons are to be questioned, for example, visitors to the scene at a crime reconstruction or members of an identifiable group such as taxi drivers.

To meet the aims and objectives set by the SIO, the construction and layout of questionnaires should be approached in a structured manner to maximise the investigative potential.

Completed questionnaires should be submitted to the Receiver for quality control and to decide if a re-interview is required. Additional Receivers may be needed to specifically manage the questionnaires, depending on the scale and scope of the enquiry.

3.8 HOUSE-TO-HOUSE DOCUMENTATION

To facilitate the administration of HtoH enquiries the following documents should be used:

- House-to-House Enquiries Street Form;
- House Occupants Form;
- House-to-House Enquiry Questionnaire;
- House-to-House Police Records Check Form.

House-to-House Questionnaires should be submitted via the HtoH Coordinator and/or Receiver for quality control and to decide if a re-interview is required. See Appendix 3.

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3.9 MESSAGES

Information that comes into or goes out of an incident room by telephone, verbal report or officer's information should be recorded on a Message form. For further information on messages, see 2.7.4 MAU Overview and Appendix 3.

3.10 ELECTRONIC TRANSMISSIONS

Electronic transmissions may include facsimiles and email messages. Both incoming and outgoing electronic messages should be retained in hard copy. A Document Instruction Form (see Appendix 3) must be attached giving the document a title and a summary of the content. Any Actions to be raised and content to be indexed are also recorded.

3.11 OTHER DOCUMENTS

An Other Document is any document that does not fit with any of the previously described documents. A Document Instruction Form (see Appendix 3) must be attached. This will include a document title and a summary of the content. Any Actions to be raised and content to be indexed are also recorded together with instructions to type the document if required.

A Document Instruction Form must **always** be attached to an Other Document and an Electronic Transmission. Where the instructions given by the Receiver are complex or lengthy, a Document Instruction Form may be attached to **any** of the documents listed in this section.

Some examples of Other Documents are detailed below.

3.11.1 DOCUMENTARY EXHIBITS

An Other Document can include a **copy** of any document or part of a document which is an item of property retained by the Exhibit Officer. The title of the Other Document should start with the words, 'copy of…' and the witness reference number of the item should also be included. The Other Document should be registered to the appropriate exhibit index record. For further information see 5.5 General Procedures.

3.11.2 INTELLIGENCE REPORTS

An intelligence report, 5x5x5 log, or Form1A should be registered as an Other Document. The benefit of this is that a document title is displayed and registration can be made to a suitable index record. A category of INTELLIGENCE REPORTS should be created and an appropriate documentary cross-reference to this category made. The use of tags to identify 5x5x5 reports submitted by a covert policing cell may be considered.

3.11.3 SIO POLICY FILE

In accordance with *ACPO (1999) Crime Committee Revised Guidelines for the Use of Policy Files,* the SIO should maintain a policy file on all enquiries where an MIR is set up.

The policy file should be a sequentially numbered, carbonated, bound book, with each entry timed, dated and signed by the SIO or anyone directed or requested to make an entry on behalf of the SIO (see Appendix 3).

All members of the MIR and investigation team, subject to the SIO's direction, should be aware of policy decisions. To facilitate this, if using HOLMES 2, the content of the policy file should be typed onto the system.

3.11.3.1 SIO Policy File – HOLMES 2

The policy file may be typed directly onto HOLMES 2 using the policy file facility. This is not part of the routine document management functions and so will not receive a reference number.

Where HOLMES 2 is used to record the policy file, the manuscript document must still be created and maintained. This document should be registered as an Other Document. This generates the unique HOLMES 2 reference number and disclosure record required by the Disclosure Officer.

Reference to the use of this policy file facility should be made in the summary of the Other Document. This summary could state, for example, 'the content of this document is contained in the HOLMES 2 policy file facility and has been registered as an Other Document to provide a unique reference number only'.

Where a separate policy file is maintained, for example, a Covert Policy File, it will be registered as a separate Other Document. The decision to type the content and whether that is as a whole or in part rests with the SIO. See also 3.12.5 Document Security Exceptions.

3.11.4 INCIDENT ROOM INDEXING POLICY FILE

An Incident Room Indexing Policy File should be created and used to record incident decisions made on a local basis and which affect the administrative management of the enquiry.

Entries should be timed, dated and recorded with the approval of the OM and/or Indexing Team Leader.

Suggestions for the types of decisions that may be recorded include:

- Staff in the MIR and the roles(s) they are undertaking;
- Sub-indexes created and guidance on their use;
- Scene(s) definition, both geographic location and time parameters;
- Sequence of Events titles and their parameters as defined by the SIO;
- User defined fields created and their use;
- Tags created and their use;
- Level of indexing to be used and how changes are managed if indexing levels are later increased or decreased;
- Standard approach to functions, eg, the use of index-to-index link words;
- Locally used abbreviations;
- Any variation or deviation from the accepted MIRSAP standards.

This policy file should be registered as an Other Document. For further information see 3.11.5 Log of Events.

3.11.5 LOG OF EVENTS

A log of events is a summary of the investigation. It is maintained under the direction of the OM. Care must be taken not to duplicate work being carried out in maintaining the Current Situation Report, see 3.11.10 Current Situation Report.

The log of events facility on HOLMES 2 is not part of the routine document management functions and so does not receive a unique reference number.

The log of events facility may be used to record the Incident Room Indexing Policy File directly onto HOLMES 2. This policy file must still be registered as an Other Document and (if using the log of events facility for this purpose) reference to this should be made in the summary. The summary could state, for example, 'the content of this document is contained in the HOLMES 2 log of events facility and has been registered as an Other Document to provide a unique reference number only'.

Using the log of events gives the benefit of a living document which can be updated and is immediately accessible to MIR staff (without the delay of being moved through document queues). Other benefits are separate pages or entries can be used for individual items; entries are in chronological order and can be researched either by their title or their content.

3.11.6 PRESS RELEASE FILE

All press and media releases should be recorded and endorsed with the time and date the release is made. They should be registered as Other Documents to a category of press and media releases.

A verbatim record should be retained of all press interviews given, where possible.

3.11.7 PRESS COVERAGE FILE

A file should be maintained of articles referring to the enquiry which are published in the press (this can include websites). The file should be registered as an Other Document to a category of press and media coverage.

A recording of any television or radio coverage should be obtained, where possible.

3.11.8 COMMUNITY IMPACT ASSESSMENT DOCUMENT

Completion of a community impact assessment document should be in accordance with *ACPO (1999) Guidelines for the Completion of Impact Assessment Document by Senior Investigating Officers in Homicide and Other Major Investigations.*

This document will be registered as an Other Document, to a suitably titled category. For further information see the *Murder Investigation Manual.*

3.11.9 FAMILY LIAISON OFFICER'S LOG

Family Liaison Officers (FLO) maintain a record of contact with family members, next of kin, representatives of the family and other parties connected with the family. This log should be made in a securely bound document with carbonated, numbered pages and the contents should be submitted regularly to the Receiver for assessment. The log (not individual pages) should be registered as an Other Document to a category of FAMILY LIAISON. The title should include details of the officer(s) the log is issued to.

Appropriate cross-references should be made to the FAMILY LIAISON category and the nominal records of FLOs and family members, as required. Any documentary cross-references should include references to page(s) as they are submitted.

Where information is not recorded in the log because, for example, it is sensitive, the FLO should submit that information to the Receiver on a Message form. For further information see *ACPO (2003) Family Liaison Strategy Manual.*

3.11.10 CURRENT SITUATION REPORT

Current Situation Reports are important reference documents. They should be kept as a dynamic document and regularly updated during the course of the investigation. Guidelines for the use of Current Situation Reports and the information which should be included (under the headings of Introduction, Scene(s), Victim, Investigation, Suspect(s) and General) are contained in *ACPO (1998) Crime Committee Guidelines for the Preparation of Current Situation Reports.*

3.11.10.1 Current Situation Report – HOLMES 2

The Current Situation Report should be registered as an Other Document as this generates the unique HOLMES 2 reference number. Each time the Current Situation Report is updated a hard copy should be made and kept with the preceding copy or copies. There is a facility on HOLMES 2 to type the Current Situation Report which is not part of the document management functions. This facility contains a document template with the broad headings of Introduction, Scene, Victim, Suspect and Miscellaneous.

3.11.11 BRIEFING AND DEBRIEFING DOCUMENT

All briefing records or notes, together with an attendance list, should be kept for disclosure purposes and registered as an Other Document. In addition to full team briefings, further meetings and debriefings are likely to be held where a record or notes should be made. Examples are:

- Hot debriefs;
- Management team;
- Forensic management team;
- Search teams;
- Arrest teams;
- Interview teams;
- House-to-House teams;
- FLO.

A suggested briefing document template can be found in Appendix 3. See also 13.10.2 Briefings and 13.10.3 SIO Briefing Document.

3.11.12 ENQUIRY OFFICER'S WORKBOOK

An Enquiry Officer's Workbook may be issued to each officer engaged on the investigation team. A register of the workbooks issued should be maintained in the MIR. Additional workbooks issued should be numbered sequentially. All rough notes made during the enquiry should be recorded in this book to comply with the disclosure rules. The book should be registered as an Other Document to the officer it was issued to. The title should include the number of books issued to that officer during that particular investigation, for example, 'PC 999 ENQUIRY BOOK 3 OF 3'.

The Enquiry Officer's Workbook does not replace the officer's pocket notebook for recording evidence.

When a workbook is complete or an officer leaves the investigation, either during it or at the end, the workbook should be returned to the MIR immediately. A suggested Enquiry Officer's Workbook template can be found in Appendix 3. See also 7.10 Enquiry Officer's Workbooks.

3.12 DOCUMENT MANAGEMENT

All documents entering the incident room will be reviewed by a Receiver. Documents then follow a set route through the incident room. The route may be refined by the SIO in consultation with the OM. Figure 6 Document Queues shows an overview of all the possible document queues.

Documents do not proceed to the next stage, either by physical or electronic means, until the current one is complete. This ensures that the checking procedures built into the document flow are not compromised. See Figure 7 Suggested Document Flow.

The document route should be set for each type of document at the start of the enquiry. For example, PDF forms could be set for registration, indexing and approval only. The PDF may not need to be typed and proofread, nor the content read by the Document Reader **if** the Receiver has already performed this function.

Where HOLMES 2 is not being used, document management relies heavily on the maintenance of registers, see 4.2.11 Document Register. OMs must monitor the volume of manuscript documents moving through the room and identify areas where blockages may occur. Where HOLMES 2 is used, this document flow can be monitored by viewing the document queues. It is then possible to identify future potential bottlenecks as the documents progress and resources can be allocated accordingly.

Note: When assessing resources, viewing document queues can only show the volume of work to be done **after** registration. It **cannot** show documents submitted to the MIR which are waiting assessment by a Receiver.

3.12.1 DISCLOSURE ASSESSMENT

In HOLMES 2 a document is available for disclosure assessment after registration when it is in the typing complete queue or no typing required queue. Actions are available when Filed or Referred. For further information see 6 Disclosure, Figure 6 Document Queues and *Chapter 31* of the *Disclosure Manual.*

3.12.2 DOCUMENT TYPING CONVENTIONS

For legal reasons, documentary evidence must be entered exactly as it is written on the original document. This includes dates, times, vehicle registration marks (VRM), cash amounts or special characters such as &, -, %, ?.

Note: the per cent symbol % can be typed into free text on HOLMES 2 but cannot be entered in fields on index records. It is not possible to search the database for this symbol.

Obvious spelling mistakes should be amended by the typist but the manuscript copy must never be amended. If, however, altering obvious spelling mistakes or punctuation changes the meaning or context of the document then these must not be altered.

Where a mistake has been made when taking a handwritten statement and the error has been struck out and initialled by the maker, there is no need for the strike out to appear on the typed copy. If this becomes a contentious issue, the original must be available for examination.

3.12.3 DOCUMENT PRIORITIES

Each document is assigned a High, Medium or Low priority. The priority should indicate the importance of the document and the speed that it progresses through the MIR. The parameters for these priorities are set by the SIO and recorded in the SIO Policy File. Suggested parameters may be:

- High Priority – of the utmost importance to the enquiry for raising fast-track Actions, urgent analysis or important indexing;
- Medium Priority – requires indexing of information and/or raising of Actions which will ultimately progress the enquiry;
- Low Priority – requires little or no indexing, nor Actions to be raised and does not contain information to progress the SIO's lines of enquiry.

3.12.4 DOCUMENT SECURITY

All documents should be marked in accordance with GPMS.

When using HOLMES 2, documents may be assigned a security level. MIR staff are also assigned security levels in order to view documents held on HOLMES 2. The levels are graded one to four, one being the highest level. MIR staff can view documents given the same security level as their own or lower.

A suggested standard for the security levels is:

1. SIO and Deputy SIO only;
2. Only those users identified by the SIO;
3. All MIR staff and enquiry team members;
4. All persons with access to that incident, including access by linked enquiries.

3.12.5 DOCUMENT SECURITY EXCEPTIONS

HOLMES 2 security levels apply to a whole document and cannot be refined to individual pages. Document security cannot be applied to any typed documents which are not part of the routine document management functions.

Where open access to certain policy decisions contained in the SIO Policy File may be of concern, consideration should be given to not typing the content of a page or pages onto the system. The policy entry should be created to show the manuscript page reference number with text typed into the entry to indicate that the document is held by the SIO and is not for dissemination.

The Log of Events facility can be dealt with in the same way.

Security levels cannot be applied to Actions.

3.12.6 DOCUMENT SUMMARY

A document summary can be added to all documents after registration. Generally summaries are not necessary on a PDF, Questionnaire or House-to-House documents.

3.12.7 TAGS

Documents and index records can be grouped together and this association is shown by attaching a tag. When using HOLMES 2, a tag facility is available with up to five separate tags each consisting of four characters. These tags may be appended to each document and each index record. Where HOLMES 2 is not used, tags such as labels or stickers can be applied to documents and/or records.

FIGURE 6 Document Queues

Document Queues	
1. REGISTRATION	Ready for registration Registration complete
2. TYPING	Typing required Ready for typing No typing required Typing complete For amendment
3. PROOFREADING	Proofreading required Ready for proofreading No proofreading required Proofreading complete
4. COURT PRINTING	Court printing required Ready for court printing No court printing required Court printing complete
4a. DISCLOSURE	Not ready for assessment Ready for assessment Ready for secondary disclosure Disclosure complete
5. READING	Reading required Ready for reading No reading required Reading complete
6. INDEXING	Indexing required Ready for indexing No indexing required Indexing complete
7. APPROVAL	Approval required Ready for approval No approval required Approval complete

FIGURE 7 Suggested Document Flow

	STATEMENT OR INTERVIEW	REPORT	MESSAGE	ELECTRONIC TRANSMISSION	PDF	QUESTIONNAIRE	HOUSE-TO-HOUSE QUESTIONNAIRE	OTHER DOCUMENTS
RECEIVER	READ & CHECK IF ANY URGENT ACTIONS	READ & CHECK IF ANY URGENT ACTIONS	READ & MARK UP FOR INDEXING & RAISING OF ANY ACTIONS	READ & MARK UP FOR INDEXING & RAISING OF ANY ACTIONS	CHECK FOR CORRECT COMPLETION	READ & MARK UP FOR URGENT ACTIONS	MARK UP FOR INDEXING & RAISING ACTIONS	READ & MARK UP FOR URGENT ACTIONS
REGISTRAR/ INDEXER/ ACTION WRITER	REGISTER & RAISE ANY URGENT ACTIONS	REGISTER & RAISE ANY URGENT ACTIONS	REGISTER, TYPE IF NECESSARY & RAISE ANY ACTIONS	REGISTER INDEX & RAISE ANY ACTIONS	REGISTER & INDEX INFORMATION	REGISTER & RAISE ANY URGENT ACTIONS	REGISTER, INDEX & RAISE ACTIONS	REGISTER & RAISE ANY URGENT ACTIONS
TYPIST	TYPE, PROOFREAD	TYPE, PROOFREAD	IF REQUIRED TYPE, PROOFREAD	IF REQUIRED TYPE, PROOFREAD	IF REQUIRED TYPE, PROOFREAD	IF REQUIRED TYPE, PROOFREAD	IF REQUIRED TYPE, PROOFREAD	IF REQUIRED TYPE, PROOFREAD
DOCUMENT READER	MARK UP FOR INDEXING & RAISING OF ACTIONS	MARK UP FOR INDEXING & RAISING OF ACTIONS	IF NECESSARY MARK UP FOR INDEXING & RAISING OF ACTIONS			MARK UP FOR INDEXING & RAISING OF ACTIONS		MARK UP FOR INDEXING & RAISING OF ACTIONS
INDEXER/ACTION WRITER	INFORMATION INDEXED & ANY ACTIONS RAISED	INFORMATION INDEXED & ANY ACTIONS RAISED	IF NECESSARY INFORMATION INDEXED & ANY ACTIONS RAISED			INFORMATION INDEXED & ANY ACTIONS RAISED		INFORMATION INDEXED & ANY ACTIONS RAISED
OFFICE MANAGER	IF SATISIFIED CORRECTLY DEALT WITH APPROVE FOR FILING	IF SATISIFIED CORRECTLY DEALT WITH APPROVE FOR FILING	IF SATISIFIED CORRECTLY DEALT WITH APPROVE FOR FILING	IF SATISIFIED CORRECTLY DEALT WITH APPROVE FOR FILING	IF LARGE QUANTITY SUGGEST DIP SAMPLE BEFORE FILING	IF LARGE QUANTITY SUGGEST DIP SAMPLE BEFORE FILING	IF LARGE QUANTITY SUGGEST DIP SAMPLE BEFORE FILING	IF SATISIFIED CORRECTLY DEALT WITH APPROVE FOR FILING

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Section 4
INFORMATION MANAGEMENT

Manual systems or HOLMES 2 can be used to manage information coming into an MIR. This information is contained in documents which have to be registered and processed. A numbering system and different types and levels of indexing are required to manage this. Information management includes TIE enquiries which are part of action management and indexing.

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4.1 INTRODUCTION

Information management in an incident room requires the following processes:

- Registration;
- Action Management;
- Indexing.

The object is to record all relevant information from documents in such a manner that it can be retrieved easily, see Figure 8 MIR Process Overview. This enables the SIO and enquiry staff to make full use of all available information gathered, at any stage. The MIR processes should ensure that there is no duplication of enquiries.

HOLMES 2 can assist with information management as registration generates unique reference numbers for documents as they are registered (except House-to-House Enquiry Questionnaires), Actions as they are raised and certain index records (nominals, exhibits and unidentified vehicles). This automatic numbering removes the possibility of human error.

It is essential that all information is registered and indexed as quickly as possible but note:

Do not sacrifice accuracy for speed.

4.2 REGISTRATION

All documents entering an incident room must be registered, as this establishes their existence.

The registration process allocates each document a unique reference number and creates a subject document-to-index cross-reference.

To register a document an index list (or register) must be maintained. This list may be a card index or an electronic register, eg, HOLMES 2 or spreadsheet.

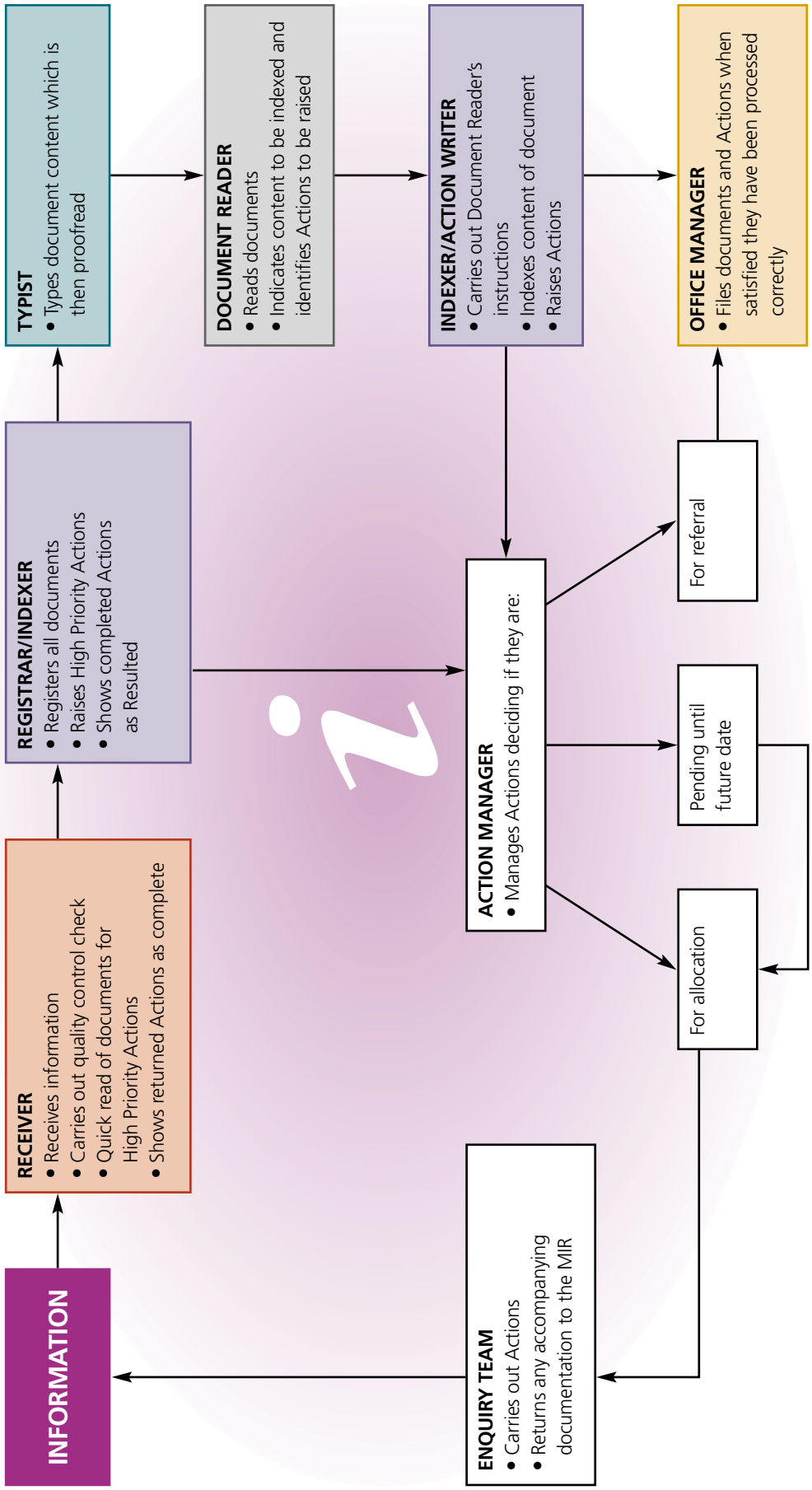
4.2.1 STATEMENTS

Statements are registered to the person who provides them and are always registered to the nominal index. The unique reference number will be the next consecutive number prefixed by the letter 'S'. Should a person make a subsequent statement then the number already allocated is given an alphabetical suffix, for example, S12A, S12B. Numbering continues in this format through the alphabet and, if required, through the alphabet again, for example, S12AA, S12AB, S12AC.

4.2.1.1 Notes Made Before and During Interview and Statement Taking

Interview plans and officer's notes made during statement taking should be submitted to the Receiver together with the resulting statement. These plans or notes should be registered as an Other Document. A documentary cross-reference should be made between the statement and the supporting Other Document. For further information see 4.2.3 Interviews.

FIGURE 8 MIR Process Overview



Where notes have been recorded in an Enquiry Officer's Workbook, it may be necessary to photocopy the relevant pages to be submitted as an Other Document to accompany the statement.

4.2.1.2 Sketch Plans and Original Notes

Sketch plans or original notes made by a witness and referred to in their statement should be registered as an exhibit (together with any other exhibits the witness produces) and a document-to-index cross-reference made between the statement and exhibit.

4.2.1.3 Foreign Language Statements

With the assistance of interpreters, statements may be taken (and interviews recorded) from people whose first language is not English. The original statement, written in the author's own language, is registered as detailed in 4.2.1 Statements and the manuscript document filed. The translated copy should be typed in English using the statement number issued to the original. The translated copy is registered as an exhibit.

The interpreter's statement (producing the translation) is registered in the normal way. Index-to-document and document-to-document cross-references should be made between the original statement, the exhibited translation and the interpreter's statement.

4.2.2 OFFICER'S REPORT

An Officer's Report may be submitted by a police officer or a member of police staff to present information which is not contained in a written statement. The report is registered to the author and, therefore, registered to the nominal index. The unique reference number is the next consecutive number prefixed by the letter 'R'. The numbering system then follows the format detailed in 4.2.1 Statements.

4.2.3 INTERVIEWS

Interviews are carried out with a person who may be a victim, a suspect or a witness. Interview records are:

- Audio-taped;
- Visually-recorded;
- Written contemporaneous notes.

Interviews are registered to the interviewee and are always registered to the nominal index. The unique reference number will be the next consecutive number, prefixed by the letter 'Y'.

4.2.3.1 Numbering of Taped Interviews

Where an interview is recorded on audio or video tape, each tape should be registered as a separate document. For example, an interview spanning 65 minutes using two 45 minute tapes is registered as Y6 and Y6A. Should the person be re-interviewed, the numbering system for each tape then follows the format detailed in 4.2.1 Statements.

Master tapes of interviews should be dealt with in accordance with local force policy. They should be registered by the Exhibit Officer as an exhibit. A cross-reference should be made between both the exhibit and the interview document.

4.2.3.2 Interview Types

The type of recorded interview can be included in the document details maintained in the MIR and the following abbreviations are recommended:

FULL	suspect interview full verbatim transcript;
ROTI	record of audio-taped suspect interview (pertinent points only);
ROVI	record of visual suspect interview (pertinent points only);
CN	written contemporaneous notes of suspect interview;
SDN	short descriptive note of suspect interview;
SWIT	significant witness, either full verbatim transcript, pertinent points only or short descriptive note;
VWIT	vulnerable witness, either full verbatim transcript, pertinent points only or short descriptive note;
IWIT	intimidated witness, either full verbatim transcript, pertinent points only or short descriptive note.

4.2.3.3 Interviews Used to Prepare Statements

Witness interviews may be used later to prepare statements. The interview should be registered as detailed in 4.2.3 Interviews. The statement is registered as detailed in 4.2.1 Statements. A documentary cross-reference should be made between the two (or more) documents. This is of particular importance where a person has initially been dealt with as a witness and later becomes a suspect.

4.2.3.4 Interview Plans and Notes

Interview plans and notes written in support of an interview should be registered as Other Documents. A documentary cross-reference should be made between the Other Document and the resulting interview and/or statement. Any sketches or diagrams drawn during an interview should be dealt with as in 4.2.1.2 Sketch Plans and Original Notes.

4.2.4 PERSONAL DESCRIPTIVE FORM

The PDF is designed to record personal details. This includes the description of an individual, details of vehicles owned or used and types of convictions recorded if applicable. The PDF is always registered to the person to whom it refers and is registered to the nominal index. It is given a unique reference number. This is the next consecutive number prefixed by the letter 'P', for example, P23. The numbering system then follows the format detailed in 4.2.1 Statements.

Where a number of PDFs are registered to one nominal it may be helpful to type the content of these documents in addition to updating the nominal record. This will assist in clarifying searches using descriptive details by providing immediate access to source documents.

4.2.5 QUESTIONNAIRES

Questionnaires are used for a variety of purposes such as stop checks or reconstructions. They are registered to the person who is the subject of the questionnaire and always registered to the nominal index. The unique reference number will be the next consecutive number prefixed by the letter 'Q' and a code for that particular type of questionnaire. A stop check questionnaire, for example, may be preceded by the code STOP and so the numbering would be QSTOP12.

4.2.6 HOUSE-TO-HOUSE QUESTIONNAIRES

The HtoH Coordinator gives HtoH questionnaires a unique number. They are **not** automatically numbered by the HOLMES 2 system. The number consists of the folder number, premise number (as given by HtoH Coordinator not its address) and occupant number, prefixed by the letter 'H', for example, H1/12/2 (H folder number/premise number/occupant number). When registered this number is entered onto HOLMES 2.

HtoH questionnaires are always registered to the person who is the subject of the questionnaire and, therefore, always registered to the nominal index.

Large quantities of HtoH documentation can be received in an MIR for review by the HtoH Coordinator. Where HtoH documents are not subject to further Action or do not contain information to be recorded, the Receiver and OM should be consulted and registration options may be to:

- Register HtoH questionnaires, creating minimal nominal and address records;
- Collate the HtoH folders and register the folders as Other Documents to the relevant location index, creating the individual house records visited;
- Collate the HtoH folders and register the folders as Other Documents to the relevant location index.

It should be noted that the above options may impact on any future research of the incident by not giving a true reflection of all the data collected.

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4.2.7 MESSAGES

Information that comes into or goes out of an incident room by telephone, verbal report or officer's information should be recorded on a Message form. Messages can be registered to any of the indexes but are usually registered to the person making the call or giving the information. They are, therefore, normally registered to the nominal index. The exceptions are anonymous messages, which are registered to the category index, see 4.10 Category Index.

Each message is given a unique reference number. This is the next consecutive number prefixed by the letter 'M'.

Message forms should be completed in full. If a caller refuses to give details this refusal should always be recorded on the form to avoid any ambiguity.

Where a Message has originated from a member of the public and is subsequently passed by a police officer or member of police staff to the incident room, the Message is registered to the member of the public and **not** the person who passed it on. The Message should be written in the first person.

Example: 'I saw a red car being driven…' **not** 'Mr Williams said that he had seen…'

Further information on high volume messages can be found in 2.7 Additional Resourcing Requirements for A+ High Volume Message System.

4.2.8 ELECTRONIC TRANSMISSION

Electronic transmissions such as facsimiles and emails can be registered to any index. They are given a unique reference number which is the next consecutive number prefixed by the letter 'T'.

Care should be taken when receiving electronic copies of documents which can be registered in their own right. For example, a statement is faxed through to the incident room for immediate processing, **if** the facsimile copy is registered as an electronic transmission, when the original document arrives in the incident room it must then be registered as a statement. A document-to-document cross-reference should be made between the two to explain the apparent duplication.

4.2.9 OTHER DOCUMENTS

An Other Document is any document that is not one of the previously described documents. They can be registered to any index and are given a unique reference number. This is the next consecutive number prefixed by the letter 'D'. Examples of Other Documents are detailed in 3.11 Other Documents.

4.2.10 DOCUMENT NUMBERING – BACK RECORD CONVERSION

The numbering system detailed in 4.2.1 Statements to 4.2.9 Other Documents for documents and in 4.3 Actions for Actions should be employed in any incident room irrespective of the information management system being used. This numbering system should allow all records and documents collated to date to be transferred into a HOLMES 2 database.

HOLMES 2 Back Record Conversion (BRC) is a facility to reserve a number of Action, document, exhibit and nominal reference numbers, thereby allowing the management of an investigation on HOLMES 2 to continue in real time.

4.2.11 DOCUMENT REGISTER

A register should be maintained where an investigation uses a system other than HOLMES 2 for document management.

The register should contain as a minimum:

- A list of all documents grouped by type (including Actions) in numerical order;
- A list of all documents grouped by type in alphabetical order of author or title;
- A list of summaries of all documents, in particular, statements, interviews and reports.

A property register should also be maintained. It should be used to record all property coming into police possession and subsequent storage and/or movement of the property. For further information see 5.4 Property Registers.

4.3 ACTIONS

Actions are generated from information gathered during the investigation and may be requested by any member of the MIR. Actions are raised once authorised by any of the following:

- SIO;
- D/SIO;
- Office Manager;
- Receiver;
- Document Reader.

Actions can be raised and registered to any of the indexes. Each Action is given a unique reference number which is the next consecutive number prefixed by the letter 'A'.

4.3.1 ACTION MANAGEMENT

Action management should ensure that each Action should:

- Refer to one specific line of enquiry only;
- Does not contain multiple instructions;
- Contain sufficient detail to inform the enquiry officer of exactly what is required.

Associated documentation must be made accessible to complete the task.

Action result text completed by the enquiry officer should only contain:

- Enquiries made to trace the subject of the Action;
- Information which is not recorded in any of the accompanying documentation.

For further information see 7.4 Actions.

Actions should be managed by assigning priorities and classes as they are progressed during the enquiry.

4.3.1.1 Action Priorities

Each Action is assigned a High, Medium or Low Priority.

The parameters for these priorities are set by the SIO and recorded in the SIO Policy File. Suggested parameters may be:

- High Priority – A fast-track Action requiring immediate allocation and completion within a defined timeframe, see also 13.8.1 Raising Fast-Track Actions Requested by JIG;
- Medium Priority – An Action that directly relates to a main line of enquiry;
- Low Priority – An Action that may not currently support a main line of enquiry and should not be allocated just as a matter of course.

Fast-track actions are defined as:

> 'Any investigative actions which, if pursued immediately, are likely to establish important facts, preserve evidence or lead to the early resolution of the investigation.'
>
> *Murder Investigation Manual*

As the enquiry progresses, any Actions awaiting allocation should be continually assessed and prioritised accordingly.

4.3.1.2 Action Classes

Action classes and sub-classes enable the AM to group Actions together in themes, lines of enquiry or geographic location. Action classes should be created for each of the SIO lines of enquiry. They can be sub-divided and customised as necessary.

Every effort should be made to group Actions in the most appropriate class or sub-classes. HOLMES 2 default Action classes include MISC meaning miscellaneous. This class should not be used where a more specific class exists or can be created.

4.3.1.3 Action Queues

Once an Action has been raised it is assigned the appropriate priority and class before being managed, using the following Action queues:

- For Allocation – Actions waiting to be allocated;
- Allocated – Actions allocated to enquiry officers;
- Completed – Actions which have been completed by enquiry officers, returned to the MIR and checked by the Receiver;
- Resulted – Actions which have been completed to the satisfaction of the Receiver, the result text typed onto HOLMES 2 and indexed where indicated and any accompanying documentation registered;
- For Referral – Actions which at this stage are awaiting a decision on whether they are to be pursued or not;
- Referred – Actions where agreement has been reached that they are not to be pursued, in accordance with SIO policy;
- Pended – Actions which are to be allocated after a pre-determined date;
- Filed – Actions which have been investigated to the satisfaction of the SIO.

4.3.1.4 Action Disclosure Assessment

In HOLMES 2, an Action will only be available for disclosure assessment when in the Filed or Referred queue.

Should it become necessary to Allocate or Reallocate an Action which has been Filed or Referred and disclosure assessed then a new Action must be created. The new Action will show the Filed or Referred Action as the originating document number together with an explanation for the Reallocation in the text.

4.3.1.5 Action Abbreviations

Action abbreviations provide further space for the Action Writer to compose the Action when using HOLMES 2.

These abbreviations are recognised when creating Actions:

- TST – Interview and Take Statement;
- TFST – Take Further Statement;
- TI – Trace and Interview;
- RI – Re-Interview;
- TIE – Trace/Interview/Eliminate;
- OBT – Obtain;
- ENQS – Enquiries.

For further detail on action abbreviations see 7.4.1 Action Abbreviations.

4.3.2 TIE ACTIONS

Each Action should only refer to one specific line of enquiry and should not contain multiple instructions, see 4.3.1 Action Management.

When conducting TIE enquiries, returning an Action for additional Actions to be raised in order to verify the account of the person being investigated can cause such considerable delay and confusion that a meaningful verification may not be obtained. To avoid this situation, enquiry officers who are allocated TIE Actions should be briefed to complete the enquiry in its entirety. Communication **must** be maintained between the enquiry officers and the MIR to research verification witnesses and, if they are already known to the enquiry, obtain all relevant information before continuing the verification process.

Persons who are the subject of TIE Actions are not necessarily suspects and may in fact be witnesses.

For further information see 4.10.3 TIE Categories – Suspect Management, 4.6.12 Elimination Codes and 7.4.1 Action Abbreviations and *ACPO (2005) Practice Advice on Core Investigative Doctrine (6.8 TIE Strategy)* and *ACPO Murder Investigation Manual.*

4.3.3 LINKED ACTIONS

Actions may be linked because they are in the same geographic location or they are connected by the same line of enquiry. For example, Actions to take statements from a number of residents in one street may be linked, or Actions to take statements from lorry drivers who used an overnight lorry park on a particular night.

4.4 INDEXING AND HOLMES 2 CONVENTIONS

Documents are indexed so that information relating to a particular record can be efficiently retrieved.

Indexing is the process of taking selected information from any document, including Actions, and placing it on the records associated with that information. The information may be anything from a single word to a précis of a whole document.

Indexing is achieved by creating the following cross-references:

- Index-to-index cross-reference;
- Index-to-document cross-reference;
- Document-to-document cross-reference.

4.4.1 INDEX-TO-INDEX CROSS-REFERENCE

An index-to-index cross-reference is created where one record from any index is linked to another record from any index. This link is searchable and should be meaningful when viewed from either record. Index-to-index links may need further explanation by index-to-document cross-references. A link which starts with the letter X indicates past association, eg, XHOME (used to live at this address) or XSPOUSE (ex-wife, ex-husband). A link which ends with the question mark character indicates a suggestion of an association, eg, OWNER? or HOME? When using HOLMES 2 an index-to-index link is restricted to ten characters.

4.4.1.1 Linking Home Telephone Numbers

A person's home telephone number(s) should normally be linked to their nominal record only; the number does not need to be linked to their home address.

4.4.1.2 Linking Business Telephone Numbers

Business telephone numbers should be linked to the nominal and, if appropriate, the business address.

4.4.2 INDEX-TO-DOCUMENT CROSS-REFERENCE

A documentary cross-reference is created when a reference from a previously registered document or Action is made to one or more index records. A documentary cross-reference will consist of:

- The source document reference number;
- The author or the subject to which that document is registered;
- Text – this may be a précis of the whole document or section(s) of it.

4.4.2.1 Abbreviated Index-to-Document Cross-Reference

Where a précis is unnecessary, an abbreviated documentary cross-reference may be used. This will give a broad outline of the relevance of a particular index record in a document, for example:

- Refers to this record;
- Family history of victim;
- Police officer providing continuity at scene;
- Identifies exhibit.

These standard abbreviated cross-reference lists can be stored on HOLMES 2 for future use. This prevents unnecessary re-typing and so reduces indexing time.

Note: Meaningful index-to-index links **must** be made between all records. This helps to clarify information when abbreviated cross-references are used.

4.4.3 DOCUMENT-TO-DOCUMENT CROSS-REFERENCE

Two documents can be cross-referenced to each other. A document in this context includes Actions. A document-to-document cross-reference will consist of:

- The source document reference number;
- The author or the subject to which that document is registered;
- Text explaining the relationship between the two documents.

4.5 INDEXES

With the exception of exhibits, index records are created from information contained in documents entering the incident room. No index record should stand alone and each record should be capable of being traced to its originating document. The eight indexes which can be maintained are:

- Nominal;
- Location;
- Telephone;
- Vehicle;
- Category;
- Organisation;
- Sequence of Events;
- Exhibits.

4.6 NOMINAL INDEX

This index contains details of all persons who come to notice during the enquiry. They will be either the author of a document or have been referred to in a document. Nominals may, therefore, be:

- Identified – where the surname, last or family name is known;
- Unknown – where only the forename, personal or nickname is known;
- Unidentified – where only a description, however vague, is known.

Each nominal record is assigned a unique reference prefixed by the letter 'N'.

4.6.1 UNKNOWN NOMINAL RECORDS

When using HOLMES 2, nominals created where only a forename, personal or nickname is known will be flagged automatically by the system as Unknown. The qualifier field should be overtyped with a meaningful entry to help identify them. Where only a nickname is known, this should also be created as An Other Name, using nickname as a name class.

4.6.2 UNIDENTIFIED NOMINAL RECORDS

When using HOLMES 2, nominals created where only a description is known will be flagged automatically by the system as Unidentified. The qualifier field should be overtyped with a meaningful entry to help identify them.

4.6.3 SEX

Do not assume the sex of a person by their forename, eg, Tony, Viv. Unless specified, the person's sex will be classified as Unknown.

4.6.4 HEIGHT

The nominal height default parameter can be set to record either metric or imperial measurements. Data may be entered in either format but will display in the chosen default. Measurements including half inches are rounded up.

4.6.5 SURNAMES – HOLMES 2

Only alphabetic characters, hyphens and one plus sign (+) can be entered in the surname field. Names with apostrophes or spaces must be entered as:

O'CALLAGHAN	entered as	O-CALLAGHAN
DE CORCY	entered as	DE-CORCY

4.6.6 UNUSUALLY LONG SURNAMES – HOLMES 2

Where a surname is longer than thirty characters including hyphens, the first twenty-nine characters followed by a plus sign (+) should be entered in the surname field and the full name entered in the other information field.

4.6.7 INTERNATIONAL NAMES – HOLMES 2

Where it is unclear which part of the name is the surname, for example, AZIZ ULLAH BAIG, this should be entered in the surname field as AZIZ-ULLAH-BAIG. Each part of the name should then be entered separately in each of the forename fields. Once the construction of the name is established, the surname, family name or last name is entered in the surname field and the forename or personal name(s) entered in the forename fields. The originally recorded, hyphenated spelling should be recorded as an Other Name with a name class of alternative spelling.

4.6.8 FORENAMES – HOLMES 2

Hyphenated forenames, for example, Anne-Marie should be entered, as written, in the first forename field and then an Other Name created for each separate component part.

4.6.9 NICKNAMES – HOLMES 2

Where a nickname is recorded as an Other Name, it should be entered in the forename fields. Nicknames consisting of more than one word should be entered as separate forenames.

4.6.10 OCCUPATION FIELD – HOLMES 2

The occupation field should be entered as it is written in any source document.

Police staff should be prefixed with the word police, for example, police scenes of crime officer, police typist support.

When creating a record for a police officer or cadet, their rank and collar number should also be added in the occupation field as the MG9 takes information from this field, for example, Police Officer DS 2569 or Detective Sergeant DS 2569.

4.6.11 POLICE RECORDS FIELD – HOLMES 2

Police records are PNC, CRO (Criminal Records Office), SCRO (Scottish Criminal Records Office) and local reference numbers. Where these records have been searched with a negative result, the words no trace should be entered in the relevant fields to show the research has been carried out.

4.6.12 ELIMINATION CODES

Elimination criteria are tailored to suit the needs of the investigation. Where a person has been made the subject of a TIE Action, the SIO must record in their Policy File how elimination criteria are to be used.

Specific elimination criteria fall into the following broad headings which can be recorded on the nominal index using the elimination codes 1 to 6:

1 Forensic elimination (such as, DNA, footwear, fingerprint);
2 Description (such as, physical description, clothing, ethnicity);
3 Independent witness (alibi);
4 Associate or relative (alibi);
5 Spouse/common law relationship (alibi);
6 Not eliminated.

4.6.13 SUSPECT IDENTIFICATION MARKER

HOLMES 2 allows an indication on a nominal record that a person has been identified as a suspect (Y or N). This **must** only be used at the direction of the SIO. Raising a TIE Action does **not** automatically designate the person who is subject of the Action a suspect.

4.7 LOCATION INDEX

This index contains records of locations that come to notice during the enquiry. A location can be a property, street, postcode or any other specified location. This may include:

- Addresses of persons in the nominal index;
- Streets in which enquiries have been made or will be made;
- Reference to any location referred to in documentation.

4.7.1 COUNTY FIELD – HOLMES 2

London is a town and will not be entered in the county field.

4.7.2 POSTCODES

All postcodes are entered with a space between the two elements, eg, CB3 6DP or CO10 7PH

4.7.3 NO FIXED ABODE – HOLMES 2

Where a person is of no fixed abode as opposed to living at an unknown address, a house of NO FIXED ABODE on an unknown street will be created and the nominal record linked to it, with the word home entered in the use field. All nominals with no fixed abode will be linked to this one house record.

4.7.4 MULTIPLE ADDRESSES – HOLMES 2

Multiple addresses are where a building occupies a series of numbers, eg, 8 – 12, High Street. These are dealt with by using the number from and number to fields. It should be noted that a search on a number between the range will result in no matches being found. If necessary, the relevant numbers in between the range can be created and all house records linked together with the word identical.

4.7.5 INTERNATIONAL ADDRESSES – HOLMES 2

Complete the most appropriate field(s). Detail in the other information field the correct format for the address as it would appear for mailing purposes.

4.8 TELEPHONE INDEX

This index contains records of telephone numbers and extensions that come to notice during the enquiry. Telephone records may be a complete number, part number or unidentified. The index can also include details of pagers, mobile phones and telephone kiosks.

4.8.1 INCOMPLETE TELEPHONE NUMBERS – HOLMES 2

Where a telephone number is incomplete, the numbers known should be recorded in the telephone number field and no entry should be made in the area code field. Any explanation for the partial number should be recorded in the other information field, together with the source document number, eg, S10 states telephone number ends with 732.

4.8.2 LONDON AREA CODES – HOLMES 2

In line with British Telecom standards the area code for London is 020 followed by an eight digit telephone number.

4.8.3 MOBILE PHONE NUMBERS – HOLMES 2

The area code for a mobile telephone is the first five digits of the number. The following six digits are the telephone number.

4.8.4 SIM CARDS – HOLMES 2

The SIM (subscriber identity module) card defines the subscriber relationship between the telephone network and the customer. The SIM card contains data relevant to the customer and can be moved between handsets, subject to compatibility. A SIM card has a twenty digit serial number and where it is known it should be recorded in the unknown field of a telephone record. If the telephone number associated with the SIM card is not known, the record should be created as an unknown telephone number. When the telephone number is identified the unknown record can be updated.

Where a SIM card is in police possession, it is recorded as an exhibit and an index-to-index link created between the exhibit and the telephone record.

4.8.5 IMEI NUMBERS – HOLMES 2

A mobile telephone handset has an IMEI (International Mobile Equipment Identity) number which is an electronic and physical identifying feature. This number is created by the manufacturer and has at least fifteen digits. IMEI numbers should be recorded in the category index. Where a handset has been recovered, it is recorded as an exhibit and an index-to-index link created between the exhibit and the category record. Links should be made between the IMEI category record and any telephone record(s) created for SIM card(s) used in the handset.

4.8.6 MOBILE TOP-UP CARDS – HOLMES 2

Details of mobile phone top-up cards should be created as a category, and where known, linked to the telephone number they have been associated with.

4.9 VEHICLE INDEX

This index contains records of vehicles that come to notice during the enquiry. They are vehicles which are owned or used by a nominal, or referred to in documentation.

Vehicle records may be a complete vehicle registration mark (VRM), part VRM or description only. The vehicle index can also include details of farm and plant machinery.

4.9.1 VEHICLE REGISTRATION FIELD – HOLMES 2

No spaces or punctuation are allowed in the VRM field, although hyphens can be used when recording foreign registration marks.

4.9.2 INCOMPLETE REGISTRATION MARKS – HOLMES 2

Where only part of a registration is known, it is entered without spaces and created as an unidentified vehicle with any explanations and document reference numbers noted in the other information field, eg, S10 states VRM noted as AB?23G. The qualifier field should be overtyped with a meaningful entry to help identify these records.

4.9.3 CHERISHED REGISTRATION PLATES – HOLMES 2

Cherished VRMs are often transferred and it may be the case that a vehicle has been allocated more than one VRM. Where this occurs, two or more vehicle records, depending on the number of VRMs a vehicle has been issued with, should be created. These records should only be merged when it has been established that they are the same vehicle. Where it is necessary to create a number of vehicle records with the same VRM, the current vehicle should be created with the VRM in the registration field. The other vehicles are created as unidentified vehicles with the same VRM in the registration field and the words cherished transfer in the qualifier field. A full explanation should appear in the other information fields of all the vehicles concerned, together with appropriate documentary cross-references.

4.9.4 UNIDENTIFIED VEHICLES – HOLMES 2

When an unidentified vehicle is identified and merged, the qualifier field is automatically populated with Previously Unidentified. This should be updated to reflect the previously unidentified reason.

4.9.5 COLOUR FIELDS – HOLMES 2

Reference to two tone in the vehicle colour fields is to accommodate vehicles that have two shades of the same colour.

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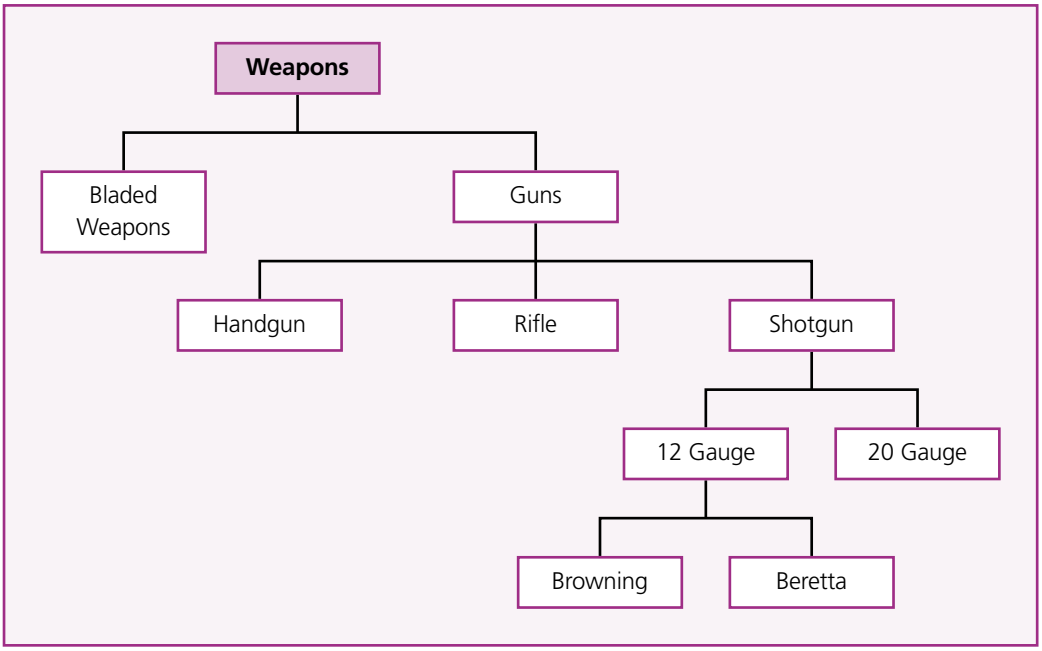
4.10 CATEGORY INDEX

This index is used to record a wide range of information that does not fit in any of the other indexes.

Creating category records requires a structured approach so that information can be easily retrieved. Categories can be arranged in a hierarchical structure using master categories and sub-categories, see Figure 9 Example of Category Hierarchy Structure.

FIGURE 9 Example of Category Hierarchy Structure



4.10.1 RECORDING ANONYMOUS INFORMATION

The category index is used to record messages containing information from an anonymous source. The following categories may need to be created:

- Anonymous messages male;
- Anonymous messages female;
- Anonymous messages unknown.

4.10.2 RECORDING CRIMESTOPPERS INFORMATION

The category index can be used to record messages received via Crimestoppers. The following categories may be required:

- Crimestoppers messages;
- Anonymous messages Crimestoppers.

Where the source of the information is known, the message should be registered to the named nominal and a document-to-index cross-reference made to the relevant category.

Anonymous messages received from Crimestoppers should be registered to the anonymous messages Crimestoppers category. This allows them to be easily identified from any other anonymous information received.

4.10.3 TIE CATEGORIES – SUSPECT MANAGEMENT

The objective of a TIE process is to identify groups of people which may include the offender. Categories are created for individual groups identified as worthy of further investigation, for example:

- TIE MO (modus operandi);
- TIE relative of victim;
- TIE associate of victim;
- TIE owners of or those who have access to certain types of vehicles;
- TIE persons with access to the scene at the relevant time.

Research is carried out to identify nominals who fit into one or more of the categories created.

Nominal records are index-to-index linked to each relevant category. Where a nominal falls into two or more categories, they should be linked to each relevant TIE category. For example, a relative of the victim may also own a type of vehicle significant to the enquiry or a person with previous convictions for a similar offence may have had access to the scene during the relevant time.

This cross-referencing enables the MIR to provide the SIO and investigation team with information showing the subjects of TIE enquiries:

- For one or more specified reasons;
- Who have not been eliminated;
- Who have been eliminated by one specified criterion **or** who have been eliminated by a number of specified criteria.

For further information on TIE processes, see 4.3.2 TIE Actions, 4.6.12 Elimination Codes and 7.4.1 Action Abbreviations.

4.10.4 SUB-INDEXING

Sub-indexing divides cross-references into groups or lists which naturally belong together. These groups are recorded under separate headings in the category index. As enquiries progress, particular records in any of the indexes may have many cross-references. As more cross-references are added it becomes increasingly difficult to find information quickly. If an index record grows so large that research becomes inefficient, then the record should be sub-indexed. Even though a large number of cross-references exist on an index record, this should not be the sole criteria for deciding the record will be sub-indexed.

Sub-indexing rules:

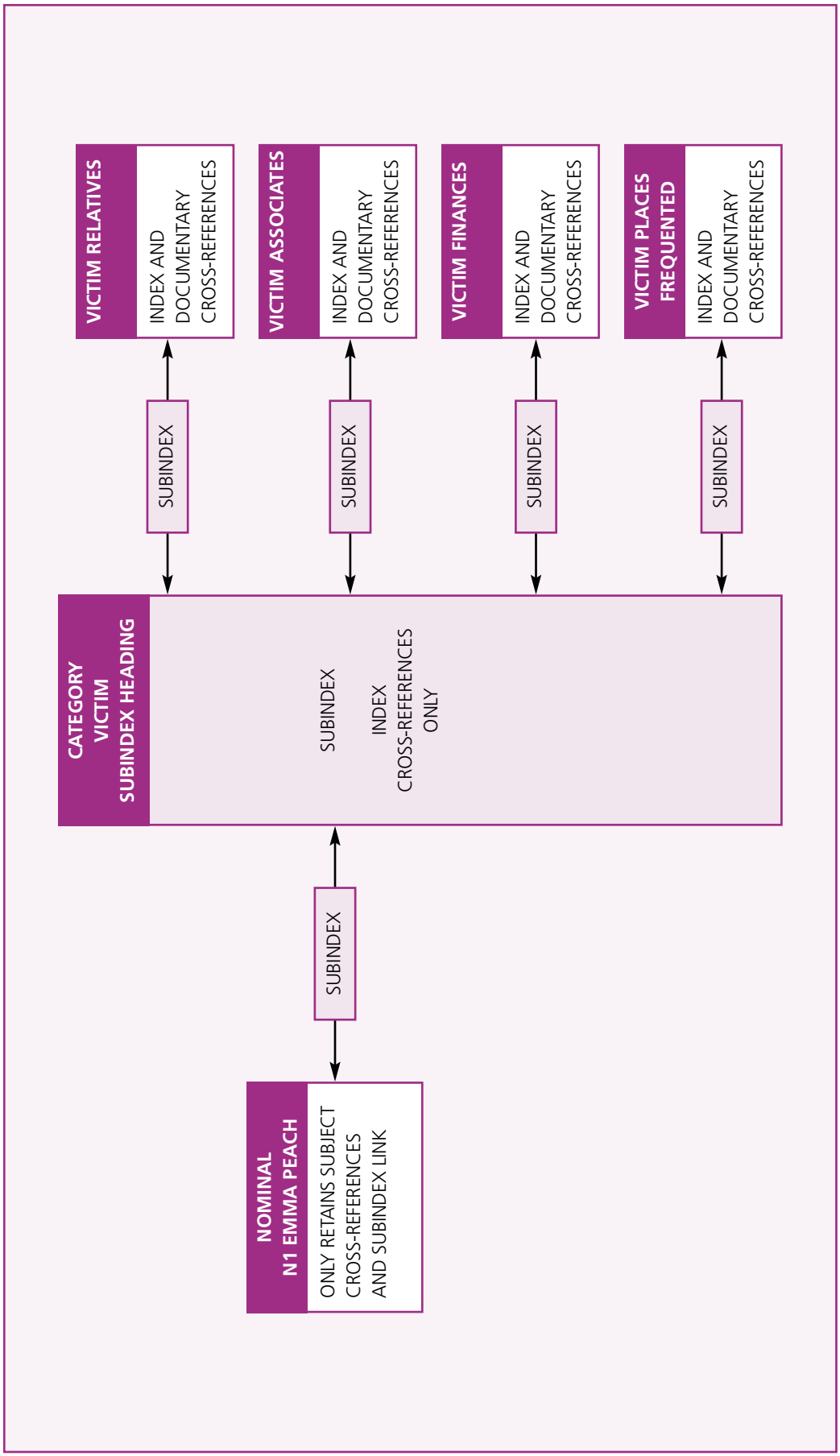
- A sub-index heading category is never a master category nor will it have a master category over it;
- A main sub-index heading never has any documentary cross-reference linked to it and, therefore, should never appear on an indexing list;
- A sub-index heading is linked to other sub-indexes with the word subindex;
- A nominal record that is sub-indexed retains any document cross-references it is the subject of, together with those location and telephone index-to-index cross-references necessary to assist case file preparation.

Example – the victim's nominal index record may be sub-indexed using category index records titled:

- Victim relatives;
- Victim associates;
- Victim finances;
- Victim places frequented;
- Victim medical.

See Figure 10 Sub-Indexing Structure Using the Category Index.

FIGURE 10 Sub-Indexing Structure Using the Category Index



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4.11 ORGANISATION INDEX

The organisation index is structured in an identical manner to the category index. The hierarchical structure uses master organisations and sub-organisations. This index should be used to record the structures of organisations, for example, during fraud investigations.

The organisation index should only be used under the direction of the SIO, their Deputy or the OM. The reasons for its use should be recorded in the Incident Room Indexing Policy File.

4.11.1 WEBSITES AND EMAILS

The organisation index may also be used to record email addresses and website details. There may be limitations on HOLMES 2 in recording certain special characters but this can be explained in the other information field. The method used to record any special character data in this index should be documented in the Incident Room Indexing Policy File.

4.12 SEQUENCE OF EVENTS

Pertinent events can be recorded in chronological order in this index, enabling events to be grouped into themes or timelines. The parameters for sequence titles should be set by the SIO as soon as practicable.

The Sequence of Events index can be linked to other records on the system or can exist using only the source documentary cross-reference.

4.12.1 TIMES

Where an exact time is not indicated in the source document, a time approximation will usually need to be made. Where this is the case, reference should be made to this approximation in the documentary cross-reference.

4.13 EXHIBITS INDEX

This index is used to record details of property taken into police possession during an enquiry. By recording exhibit movements and the disposal methods an audit trail for each item of property is produced.

Where HOLMES 2 is not used, a property register must be maintained to provide this information. For further information see 4.2 Registration.

The exhibits index or property register is maintained by the Exhibit Officer or their deputy. Exhibit records may be updated with documentary and index-to-index cross-references from information entering the MIR. For further information see 5 The Management of Property and Exhibits.

4.14 LEVELS OF INDEXING

A document is indexed from information identified by the Receiver and/or Document Reader. To be able to achieve different levels of indexing, both the Receiver and Document Reader must have the ability and experience to identify information falling into the parameters set by the SIO.

The levels of indexing used in an MIR can fall into three main headings:

- Full indexing;
- Intermediate indexing;
- Document/Action/Exhibit Management only.

The SIO together with the OM should decide on the level of indexing to use. This decision must be based on the needs of the investigation, **NOT** the availability of resources. An enquiry may start at one level of indexing and change later to another, as in the following examples.

- An enquiry starts using full indexing where the offender is not obviously apparent. When the offender is identified it is later changed to either intermediate indexing or document management.
- An enquiry starts using intermediate indexing where it is initially thought the identity of an offender is known and is changed to full indexing when this person is eliminated.
- An enquiry starts using document management where the identity of the offender is known and it is anticipated only file preparation will be necessary. The enquiry changes to an intermediate or full level of indexing when the complexity factors increase, for example, a number of scenes are identified or the involvement of organised crime is identified (see 2.2 Mature Assessment).

All decisions on levels of indexing to be used and any changes to be made are recorded in both the SIO and Incident Room Indexing Policy Files.

Where the level of indexing is changed, it may be necessary to identify indexes and documents processed after this decision. In this case, the tag facility on HOLMES 2 can be used to highlight records processed at different stages.

4.14.1 RESOURCE IMPLICATIONS CAUSED BY CHANGES IN INDEXING LEVELS

An enquiry started on a paper or card system can be converted (BRC) to a HOLMES 2 database but this may require initial intensive resourcing to convert all the information. For further information see 2.9 Flexible Role Combinations and 4.2.10 Document Numbering – Back Record Conversion (BRC).

Note: An enquiry using a level of indexing that is later changed to a more comprehensive level may require additional resources to review documentation already processed at the lower level.

Where there is the possibility that an enquiry could become part of a series, a full indexing level should be adopted **and** maintained. This will help searching capabilities and any database comparisons.

4.14.2 FULL INDEXING

This can be defined as:

- All index records created and maintained;
- All index-to-index links created;
- Index records to have document cross-references from **all** documents they are recorded in – meaningful text should explain the context of **that** record in the document being indexed, (this also includes Action cross-references on index records contained in Action result text);
- Document-to-document cross-references;
- Summaries added to all documents;
- All documents should be typed where this is possible;
- All Actions are indicated, raised and subject to continual review.

Full indexing may not be required for PDFs, questionnaires or HtoH questionnaires, as index-to-document cross-references, document-to-document cross-references, summaries and typing may not be necessary for these.

4.14.3 INTERMEDIATE INDEXING

The research capability required by the SIO determines the style of intermediate indexing to be used. This is based on the factors identified during the mature assessment. Building on the base level outlined in 4.14.4 Document/Action/Exhibit Management Only, intermediate indexing may include the following:

- Creating only those indexes necessary to further the investigation;
- Only identifying and raising Actions which fall within the SIO's lines of enquiry or are necessary to further the investigation;
- Maintaining index records with only sufficient detail to further the investigation;
- Index-to-index linking made either to assist file preparation and/or further elaborate on a relationship between records;
- Abbreviated document cross-references (see 4.4.2.1 Abbreviated Index-to-Document Cross-Reference);
- Summaries added to documents where appropriate;
- Documents typed where appropriate;
- Document summaries used as a base for a documentary cross-reference on the index record which is the subject of the document.

Note: To assist research capabilities, documents which have not been typed may need a higher level of indexing than those which have been typed.

4.14.4 DOCUMENT /ACTION/EXHIBIT MANAGEMENT ONLY

This level of indexing can be for three separate management systems: document, action, exhibits or a combination of these. Depending on the management system chosen, the following indexing may be required:

- Create only those index records needed to register documents;
- Create only those index records needed to raise Actions;
- Raise only those Actions necessary to further the investigation and/or assist file preparation;
- Create only those exhibit records needed to manage the exhibits;
- Create index-to-index links between nominal records, their addresses and contact telephone numbers, (this will assist file preparation and the production of an MG9);
- Summaries can be added to documents to assist file preparation, as a minimum, summaries may be added to statements only;
- Type only those documents required in any file preparation.

Some documentation, for example, press releases and electronic transmissions (both in and out), may be dealt with in bulk. To do this the documents are registered as one Other Document to a suitably titled category. Individual documents may later be removed from this generic Other Document and dealt with on an individual basis, if necessary.

4.15 CLOSING DETECTED INVESTIGATIONS

Following the detection of an investigation, the SIO should decide on their requirements for any Actions and documents which have not yet been processed and any changes to be made in the level of indexing used. These decisions must be recorded in the SIO Policy File.

Actions referred during the investigation should be reviewed and may remain referred.

All outstanding Actions should be reviewed. All reasonable enquires should be made to fulfil the requirements of the CPIA. Actions not being pursued should be referred.

Documents should be processed through their normal cycle to the status of approved unless directed otherwise by the SIO.

4.16 CLOSING UNDETECTED INVESTIGATIONS

In line with local force procedures, a policy decision may be taken to close an enquiry without detection. Where this occurs, documents should remain in their current queue. All Actions allocated but incomplete should be returned to the for allocation queue and the text of any enquiries made should be updated. This will provide a good foundation should the enquiry be re-opened. It will also present an accurate reflection of the investigation for any subsequent reviews.

A summary showing the status of Actions and documents should be recorded in the Incident Room Indexing Policy File and the Current Situation Report.

4.17 GENERIC HOLMES 2 CONVENTIONS

In addition to HOLMES 2 conventions previously detailed in this section, there are standard practices to be adopted when entering data (in both documents and index records) on HOLMES 2. Where possible, these conventions should be adopted irrespective of the information management system being used.

4.17.1 ERROR RECORDS

If a document or index record is created by mistake, for example, a duplicate record, the data can be deleted. Care needs to be taken with this process as the unique identifier from all records deleted will be re-issued at the next opportunity.

Where records are to be deleted, all index and document links must first be broken and the reason for the error fully explained in the mandatory field. The identity of the operator deleting the record and the authorising officer should also be included.

If the mistake is not identified within a reasonable period of time then authorisation to delete the record should be obtained from the OM or Index Team Leader in accordance with local practices. Where a duplicate nominal or duplicate vehicle record is found it may be an option to merge the records. Where a document is registered incorrectly and there are documents with alphabetical suffixes registered after it, an option may be to remove the text content and replace it with a suitable explanation for the error and removal of the text.

Actions and exhibit records cannot be deleted.

4.17.1.1 Actions

Where a duplicate Action exists, if not already allocated, it should be set as, for referral and the text entered, 'This is a duplicate of A (number inserted here)'. The Action may then be referred. Where an Action is already allocated, the enquiry officer should be notified immediately and the Action returned to the MIR, and the same process followed.

4.17.1.2 Exhibits

Where an item of property is registered in error, the label description field should contain the word error. A full explanation should be recorded in the other information field and all other fields should be left blank.

4.17.2 DATES

In validated and non-validated fields dates must be entered as DD/MM/YYYY. In typed documents they should be entered as written.

4.17.3 TIME

In validated and non-validated fields the 24-hour clock is used, ie, 2300. In documents they should be entered as written. Where possible the 24-hour clock should be used as this removes confusion between am and pm. Midnight is recorded as 0000.

4.17.4 ABBREVIATIONS

Abbreviations are permitted in free text fields but their use needs to be strictly controlled for consistency in data input and searching. As a general rule only nationally understood abbreviations are acceptable. Where localised or personal abbreviations are necessary, their use must be recorded in the Incident Room Indexing Policy File. If cases are linked a glossary of local abbreviations will be available.

Examples of nationally recognised and acceptable abbreviations:

AM . . . . . Morning	**PLC** . . . . . Public Limited Company
ASAP . . . . . As Soon As Possible	**PM** . . . . . Afternoon
CCTV . . . . . Closed-Circuit TV	**PSTN** . . . . . Police Station
CSI . . . . . Crime Scene Investigator	**RE** . . . . . Regarding
FAX . . . . . Facsimile	**SOCO** . . . . . Scenes Of Crime Officer
HQ . . . . . Headquarters	**SUSP** . . . . . Suspect
INFO . . . . . Information	**TWOC** . . . . . Take Without Owner's Consent
INFO RE . . . Information Regarding	**U/F** . . . . . Unidentified Female
LTD . . . . . Limited	**U/K** . . . . . Unknown
MISC . . . . . Miscellaneous	**U/M** . . . . . Unidentified Male
PH . . . . . Public House	**U/U** . . . . . Unidentified Unknown

Police Ranks must be recorded according to the constrained list in the nominal index, eg, PC, DS. Acting or temporary ranks should be recorded as the substantive rank.

Vehicle types must be recorded as per the constrained list in the vehicle index, eg, SAL, MCY.

4.18 UNIDENTIFIED RECORDS

Unidentified records can be created in both the nominal and vehicle indexes. The parameters for creating unidentified records should be set by the SIO. If it is necessary, references to unidentified records, which fall outside the SIO's parameters, may be recorded in a suitably titled category.

For example, a press appeal produces many possible sightings of unidentified people – it may be unrealistic to create nominal records for each one and so a category titled 'sighting resulting from press appeal 22/01/2005' may be a more useful way to record this information. These parameters should be recorded in both the SIO Policy File and the Incident Room Indexing Policy File.

Extra care must be taken to fully research data already held before creating unidentified records. Where full indexing is not being used, creating all index-to-index and full document-to-index cross-references on any unidentified records created should be considered. This decision can be reviewed if the record is later identified.

4.19 MERGED RECORDS

In the nominal and vehicle indexes records can be merged. Merged records are those which are found to be duplicates. Duplicate records can occur by error through lack of thorough research or where insufficient detail was known at the time a record was created to confirm it was already on the database. For example, an unidentified nominal record is confirmed as being identical with a nominal who is already identified and recorded on the database.

Records may only be merged on the authority of the OM where there is sufficient information to confirm that the two or more records are, in fact, the same. Prior to merging, hard copy prints of the records to be merged should be taken and retained in the MIR.

4.20 GOVERNMENT PROTECTIVE MARKING SCHEME

The GPMS uses four levels of protective marking which can be applied to sensitive assets:

- Restricted;
- Confidential;
- Secret;
- Top Secret.

The majority of information held by the Police Service contains personal or sensitive data and, therefore, requires a level of protective marking. Information that has been obtained from publicly available sources does not require a protective marking.

The SIO needs to value the assets of a major investigation, having regard for the nature of the crime or investigation, the status of the victim(s), the likely or potential threat to the public, the interests of justice, state security, public and media interest.

It is not the type of incident under investigation that is necessarily important but the implications of a breach of security to the incident data or the loss of data. In general terms, major investigation data is regarded as Restricted. Where HOLMES 2 is used, this classification is likely to apply to more than 90% of the total data held on a HOLMES 2 system with a small percentage of investigations classed as Confidential and to an even lesser extent some as Secret. Just because a specific item or a group of data falls into a higher classification than that generally held, it does not necessarily create a requirement where all data has to be held at the higher level. Where the classification is Confidential the data should be encrypted.

4.21 INFORMATION SECURITY

MIRs do not lend themselves to a clear desk environment but the nature of the information they hold means that care should be taken to control physical access to and the sight of documents, screens and displays. If access is strictly controlled, it may be sufficient to secure the incident room out of hours. Where the MIR contains documents marked Confidential or Secret, other controls should be considered including intruder alarms and secure cabinets.

Displays in police premises of posters and charts, or images that contain details of wanted or suspected persons pose a threat to confidentiality as those without the 'need to know' may see them. The display of such information must be balanced between the needs of the investigation and any potential breach of confidentiality.

Where it may be impractical to enforce a clear desk policy, the OM should ensure that:

- Work trays are away from areas accessible to unauthorised persons;
- Work trays are in an area that is constantly supervised;
- Only current work is held in trays.

4.21.1 PHYSICAL SECURITY OF THE MIR

The security of an MIR depends on the investigation but in broad terms an MIR should be locked and access limited to 'need to know' staff. Staff, especially those not in uniforms, should wear a form of identification and non-compliance should be challenged. When not in use, the room should always be locked. SIOs and OMs should be aware of any security problems in allowing non-vetted, non-police personnel access to the MIR, such as holding media interviews in the MIR.

The use of mobile phones capable of taking still or moving images should be discouraged in the MIR to prevent inadvertent disclosure.

Computer workstations should not be left unprotected. Passwords are the responsibility of each individual user. When leaving a workstation it should be left in the locked mode and if the absence is to be lengthy, the user should log off.

The additional layers of security around computer networks and the physical security of the MIR mean that the weakest link is likely to be material lost, stolen or left in public view in a vehicle used by an investigation team. This was shown in the case of *Swinney v The Chief Constable, Northumbria Police* 1996. In an effort to avoid this, printing material which is to leave the security of the MIR should be limited. Requests for printed material should be recorded and signed for so that individuals take personal responsibility for the information they possess.

Section 5
THE MANAGEMENT OF PROPERTY AND EXHIBITS

This section outlines the role of the Exhibit Officer (Productions Officer) and Deputy Exhibit Officer in a major crime investigation. It also gives guidance on the procedures used in the handling, recording and storage of property recovered during the enquiry.

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5.1 EXHIBIT OFFICER'S RESPONSIBILITIES

The principal duties of an Exhibit Officer are to:

- Record all items of property seized or that come into possession in the course of the investigation;
- Ensure the continuity is recorded for each exhibit;
- Store this property in a suitable, secure location;
- Ensure that each item is considered for evidential value and investigative opportunity to establish whether an Action is to be raised;
- Liaise with the Disclosure Officer;
- Arrange the transport, security and production of exhibits, as requested by a court;
- Dispose of property when authorised by the SIO or Procurator Fiscal.

At the start of an investigation the SIO should appoint an appropriately trained Exhibit Officer to manage property seized. This officer should not generally be engaged in other duties and will be responsible for the preparation of final exhibits lists for use at court proceedings.

The Exhibit Officer is also responsible for recording third party material, for example, documentary medical records and items not in police possession, such as property obtained by members of a forensic science provider, Scenes of Crime Officers (SOCO) or Crime Scene Investigators (CSI).

The Exhibit Officer must:

- Have knowledge of relevant parts of Health and Safety legislation, the CPIA and the Police and Criminal Evidence Act 1984 (PACE);
- Be forensically aware;
- Be conversant with methods of recovery;
- Have knowledge and experience of correct packaging procedures and the security of evidence;
- Be aware of contamination and cross-contamination issues.

Where HOLMES 2 is approved for use in managing the property seized, the Exhibit Officer should be provided with a dedicated terminal near to the storage area. HOLMES 2 will enable effective management of property seized, location found and subsequent movements and actions. This will also allow the production of MGFSP forms, property receipts and disclaimers, and the creation of an MG12 Schedule of Exhibits.

5.2 PROPERTY STORAGE AND SECURITY

The Exhibit Officer must be provided with a suitable, lockable store for the secure and safe storage of property. This includes secure facilities for the storage of biological evidence. Ideally there should be an office nearby from which he or she can work. Access to the store should be controlled by the Exhibit Officer. A key pad or recording device should be fitted to offer security. This store must be kept locked at all times.

5.3 BRIEFINGS AND LIAISON

The Exhibit Officer should:

- Attend all main briefings to facilitate information sharing;
- Be part of the management briefing as required;
- Be responsible for maintaining liaison between the SIO and the Crime Scene Manager (CSM) or Crime Scene Coordinator when appointed;
- Be an integral member of the forensic management team;
- Liaise with SOCO and forensic scientists attending the scene to identify property that has been seized and taken directly to the forensic laboratory or any other agency for examination;
- Ensure that the SIO is continually updated with all property recorded within the system and that this is reviewed for information and evidence on a regular basis through the forensic management team structure. The Forensic Coordinator should be part of this review process. This review may result in Actions being raised and lines of enquiry identified. Towards the end of the investigation this will also permit identification of property which is to be disposed of, either by being returned to the owner or destroyed.

5.4 PROPERTY REGISTERS

Property registers follow a nationally approved design. They are used to record all property coming into police possession, its subsequent storage and/or movement. A suggested format of the register is to be found in Appendix 3.

Where HOLMES 2 is used to record the details of property seized there is no requirement to use a register.

When property registers are used at a post-mortem, crime scene or during searches, all items must be entered in the register. If the entries are to be transferred to HOLMES 2 they do not need to be numbered, other than with the witness reference number.

Each search will have a designated Exhibit Officer. This officer is responsible for completing the register. Once the register is full, the search complete or the scene closed, the register should be handed to the case Exhibit Officer to maintain. If HOLMES 2 is used the Exhibit Officer will then enter the property details onto the database.

The use of multiple registers at different scenes within an investigation should be carefully considered. This is because the risk of contamination between scenes through the transfer of minute particles of trace evidence could damage a case.

5.4.1 SENSITIVE PROPERTY REGISTER

A property register to record all sensitive property seized must be maintained. This should be registered as an Other Document. The content should not be typed onto HOLMES 2 nor the exhibits created in the Exhibit Index.

5.5 GENERAL PROCEDURES

Property seized will **only** be accepted if:

- The exhibit label contains a description of the item, the details of the person finding it, the time, date and location found, the witness reference number, and it has the appropriate signatures on it;
- The property is correctly packaged and sealed, and the exhibit label is visible and secured on the outside of the package.

It is good practice for the property to be accompanied by witness statement(s) proving full continuity.

The Exhibit Officer is required to carry out the following duties.

- Sign, date and time the exhibit label and record details of the person handing over the property.
- Ensure the details of the property are accurately entered into the exhibit register or computerised database. It is good practice that the sequential number of the exhibit is added to the exhibit label and, where appropriate, to the packaging.
- Where the investigation is based on HOLMES 2 and the property seized is as a result of an Action, the Exhibit Officer should make sure that the Action is endorsed with the exhibit number. The Action will then be returned to the MIR for processing.
- Place the property in the secure store in numerical order. For ease of retrieval it is suggested that the property is placed in boxes in order. Small or documentary exhibits should be stored in an A4 size envelope or plastic folder with the exhibit reference and sequential exhibit number on the outside.
- Store biological evidence in the recommended manner suitable for the particular sample, see 7.11 Exhibits and Table 1 Sample and Storage List;
- Ensure that all movements of property are correctly recorded and documented using witness statements.
- View and, where necessary, provide a copy (photocopy, photograph, scanned document or scanned image) of documents or items seized, to the MIR for further investigation or to provide background information. Where copying the item is not possible because of its nature, the Exhibit Officer should ensure that the MIR is informed of the details by submitting a Message via the Receiver.

5.6 EXHIBIT WITHIN AN EXHIBIT

When it is necessary to split property from a master exhibit, each subsequent exhibit is given the next consecutive reference number of the person carrying out the split.

For example, a split from briefcase **ABC1** would be:

Exhibit No	Description of Item
ABC2	Letter from John Jones found in briefcase ABC1

A record of the date, time and details of the person carrying out the split, together with the reference numbers of exhibits created is recorded on the master exhibit.

If **ABC2** already exists, the exhibit should be given the person's next available consecutive reference number.

If a split is made by a person who did not originally recover the item, then the item split would become this person's exhibit and given their next available reference number. In these circumstances the reference of the same document would read:

Exhibit No	Description of Item
XYZ1	Letter from John Jones found in briefcase ABC1

Where exhibit splits are necessary, for example, where drugs wrappings are separated from the master exhibit for the purposes of fingerprinting or DNA, the master exhibit number could be extended with the use of a '/' and then the next available witness reference of the person splitting the exhibit added.

Exhibit	Exhibit No	Description of Item
Master Exhibit	ABC1	Wrap of white powder
Split Exhibit	ABC1 / XYZ1	Wrapping split from wrap of white powder ABC1

In complex cases this procedure will allow every split item to stand alone evidentially if required, with clear details of their provenance.

5.7 CONTAMINATION

The Exhibit Officer must always be mindful of the integrity of the property seized. To maintain this integrity, they should not visit the scene or assist in dealing with prisoners. No property should be given to the Exhibit Officer without it being correctly packaged and sealed.

A decision to unseal or split property should only be taken after consultation with the SIO, Crime Scene Coordinator or forensic science provider. In the unusual event that property is to be opened, this task should be undertaken by an appropriately trained officer in an area away from the property store. The officer opening the item must reseal it, including the original packaging and seal, prior to returning it to the store. They must also ensure a record is made of the actions taken and by whom. Should this item be subsequently sent to a forensic science provider, it is the duty of the Exhibit Officer to inform them that the item has been opened.

5.8 LABORATORY SUBMISSIONS

The SIO and forensic coordinator, in conjunction with the management team, decide on the strategy for submission of articles for examination by the forensic science provider or other expert witnesses. The Exhibit Officer may be required to complete the relevant MGFSP forms and provide details of the articles for submission. If HOLMES 2 is being used this may be managed directly from the database. Continuity evidence is required to cover the transport of the articles to and from the laboratory.

The recovery of exhibits by crime scene examiners will include fingerprint lifts, articles for chemical enhancement, photographs and trace evidence. The movement of these items, throughout the investigation, must be recorded even when they are transferred within the different police departments.

5.9 DEPUTY EXHIBIT OFFICER

There may be occasions when the Exhibit Officer is not available. In this case a deputy Exhibit Officer should be appointed. The deputy will assume the duties of the Exhibit Officer for the duration of their absence, including ensuring security of the store, recording further items of property seized and the movements of property previously recorded. This may be a full-time role depending on the volume of property seized.

5.10 FILE PREPARATION

The Exhibit officer will prepare an MG12 schedule for submission with the case papers. The MG12 reflects the items of property to be exhibited at any subsequent trial by either the SIO or CPS.

The Exhibit Officer must liaise with the Disclosure Officer regarding items of property not used as exhibits, and assist the Disclosure Officer by identifying items of a sensitive nature for Public Interest Immunity (PII) issues.

5.11 COURT DUTIES

Prior to the trial, the prosecuting counsel will indicate which exhibits are relevant. The Exhibit Officer is responsible for arranging the transportation of exhibits to and from the trial venue, for their security and their production as requested by the court.

5.12 RETENTION OF EXHIBITS

Exhibits must be retained in accordance with local force policy and:

Section 23 (1) CPIA 1996 Codes of Practice Part II

Disclosure Manual Chapter 5.

5.13 DISPOSAL

Following the trial all exhibits should be returned to the secure storage area pending an appeal. The SIO will determine which items should be retained and the method of disposal for others. The SIO should be provided with schedules of property still in police possession to assist in making these decisions.

Section 6
DISCLOSURE

This section explains the responsibilities of the Disclosure Officer and provides advice on the integration of the Disclosure Officer within the MIR environment. It also gives guidance on the knowledge required to use HOLMES 2.

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6.1 THE DISCLOSURE OFFICER

The SIO and the Disclosure Officer should be fully conversant with the reference material covering their duties and responsibilities for disclosure:

- Criminal Procedure and Investigations Act 1996 and the accompanying Codes of Practice;
- *Attorney General's Guidelines on the Disclosure of Information in Criminal Proceedings 2005;*
- *Disclosure Manual.*

All staff have a duty and responsibility under the CPIA to comply with its provisions and the codes of practice. Reference should be made to the above manuals.

The Disclosure Officer should liaise with the SIO to ensure that the existence of all material obtained in the course of the investigation is revealed to the CPS by means of disclosure schedules. The Disclosure Officer must be able to brief counsel on the issues in the case and the rationale used for identifying material that may assist the defence or undermine the prosecution case.

6.2 THE DISCLOSURE OFFICER AND THE MAJOR INCIDENT TEAM

The Disclosure Officer is an integral part of the major incident team and the individual appointed must have completed training in disclosure and the specific HOLMES 2 disclosure facility. Disclosure is a crucial part of the investigation and the Disclosure Officer must, therefore, receive support and supervision in this role.

6.3 THE DISCLOSURE OFFICER AND HOLMES 2 DOCUMENTS

The HOLMES 2 disclosure facility has been designed so that the Disclosure Officer will have to consider all source material for disclosure purposes. This is as follows:

- Actions;
- Electronic Transmissions;
- Exhibits;
- House-to-House documentation;
- Interviews;
- Messages;
- Other Documents;
- Officer's Reports;
- Personal Descriptive Forms;
- Questionnaires;
- Statements.

6.4 THE DISCLOSURE OFFICER AND HOLMES 2 INDEXES

The HOLMES 2 indexes are a working tool of the investigation and contain information drawn from the source documentation. In line with the CPS Policy Directorate advice, indexes do not have to be considered for disclosure. All information entered onto an index must, therefore, be sourced to a document.

The indexes referred to are as follows:

- Categories;
- Location;
- Nominals;
- Organisations;
- Sequence of Events;
- Telephone;
- Vehicle.

The index records will contain cross-references from a mixture of non-sensitive and sensitive records and there is no facility to edit the index records on screen. As such, it is **not** appropriate to allow the defence even supervised access to HOLMES 2.

6.5 APPOINTMENT OF DISCLOSURE OFFICER

By their nature, HOLMES 2 enquiries are likely to generate a vast amount of documentation. A Disclosure Officer should be appointed at the beginning of the enquiry so that they are aware of all aspects of the case and can start to assess the material.

The Disclosure Officer should aim to submit the schedules with the file, but in a major enquiry this may not be possible due to the volume of unused material. The CPS should be informed of the volume of unused material and this should be revealed in phases within agreed timescales with the CPS special caseworker. HOLMES 2 has been designed to facilitate this.

The arrest and post-charge stage of the investigation may raise new lines of enquiry from, for example, interviews, forensic possibilities and telephone examinations, which will require further timely revelations to the CPS.

6.6 MULTIPLE DISCLOSURE OFFICERS

In circumstances where more than one Disclosure Officer is required, for example, because of the volume of material gathered, sensitivity of covert material or a linked series, a principal Disclosure Officer should be identified and used as a single point of contact for the prosecutor. They must also be aware of all schedules submitted.

For further information see the *Disclosure Manual Chapter 31* and *Chapter 32.*

Section 7
GUIDANCE FOR INVESTIGATORS

This section is relevant to all investigators engaged on an enquiry. It gives practical advice on working on an investigation in conjunction with an MIR and provides guidance on the completion of documents used in an MIR.

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7.1 PRACTICAL ADVICE

For the purposes of this document, the term enquiry officer refers to an officer or member of police staff who is engaged in an investigative role in the enquiry. Enquiry officers may be full-time members of a murder investigation team or officers drawn into the enquiry on an ad hoc basis.

Enquiry officers have diverse policing knowledge and experience but they should all be aware of their responsibilities under:

- CPIA 1996;
- PACE 1984;
- Disclosure;
- Data Protection Act 1998;
- GPMS.

The MIR collates all the information gathered during an investigation. By using standard administrative procedures, the MIR provides enquiry officers with all the data about the investigation. See Figure 5 Organisation of a Major Investigation and Figure 8 MIR Process Overview.

In a protracted or wide-ranging enquiry it is impossible for every member of the enquiry team to know all aspects of the investigation. On occasions there will be matters that require a degree of confidentiality. In these circumstances the 'need to know' rule should apply. Officers should not speculate or pass on information outside the investigation.

Enquiry officers may find it useful to visit locations connected with the investigation and also to obtain a map of the relevant area.

Enquiry officers should make themselves aware of the content of press and media files maintained in the MIR. Officers need to know the times, dates and the extent of information released into the public domain when making their enquiries.

The OM will ensure a messaging system is established to capture messages left for officers engaged on the enquiry. Officers must be aware of this system and collect messages on a regular basis.

A system may also be established to record details of personnel including: specialist skills, contact details, rostered duties and known absences. Where officers join an enquiry they should ensure their details are recorded on this.

The administration of expenses incurred or hours worked should be in accordance with guidance issued by the Finance Manager or Office Manager, as appropriate.

Enquiry officers are responsible for the security of all information coming to their attention. Care must be taken with allocated Actions, associated documents and documents generated as a result of those Actions. For example, officers must be aware of the possibility of the casual viewing or theft of these documents if left in an unattended vehicle. Enquiry officers may be required to sign for documents prior to their removal from the MIR. All documents must be returned to the MIR for storage.

7.2 MIR ROLES

Enquiry officers should be aware of the various roles which may be required by an MIR.

They should be able to identify those staff performing key roles and those that they need to communicate with, as follows:

- SIO;
- Deputy SIO;
- Office Manager;
- Action Manager;
- Receiver;
- Researcher;
- Exhibit Officer;
- Disclosure Officer.

For further information see 1 Roles and Responsibilities and Figure 8 MIR Process Overview.

7.3 MIR DOCUMENTS

Enquiry officers should make themselves familiar with the additional documents they are likely to encounter in a major investigation. The documents are listed in 3 Documents. The guidance outlined below is to assist with the completion of those documents.

When dealing with all documents in the MIR, enquiry officers should ensure that:

- Information is accurate, up to date and relevant;
- They are written clearly and legibly, with attention paid to detail, as others may be required to read the text later;
- All spellings are confirmed;
- Terms such as yesterday or last week are not used – refer to times and dates and, where possible, use the 24-hour clock as this removes confusion between am and pm;
- Make, model, colour and registration mark should be included when recording vehicle details;
- Information is copied correctly, and when recording email addresses or website details include full stops and any other special characters used;
- Post codes are obtained when recording address details;
- Full national dialling codes are recorded with telephone numbers;
- Network service providers are included when recording pager or mobile telephone details;
- Security of documents is maintained at **all** times and that all documentation is returned to the MIR for recording and safekeeping.

7.4 ACTION

An Action should contain sufficient information to enable the enquiry officer to complete it. The Action text should be read carefully and its instructions complied with. Where possible, all linked Actions will be allocated to one officer to stop any overlap of enquiries. Enquiry officers should ensure they are sufficiently briefed and that they have read any associated documents.

Actions should be completed as soon as practicable. SIO policy may require that they are submitted within a given timeframe. Actions can be submitted with a partial result. If an Action cannot be completed then the Action must be returned to the AM with the steps the officer has taken recorded on it. That line of enquiry may no longer be a priority to the investigation or other Actions may be dependent on the Action result, therefore its submission must not be delayed.

Where enquiries have revealed that an officer will be unable to complete the Action until a given time, for example, a witness is away on holiday, then the Action should be endorsed with that information and returned to the MIR where it will be pended until the specified date.

On rare occasions documents may need to be submitted to the MIR without their associated Action, for example, where an Action to obtain the pathologist's statement has resulted in the receipt of an initial report but the signed statement is not yet available. In this case the Action number should be noted on the top of the incoming document.

If the result of an Action will not fit easily into the result box then enquiry officers should consider submitting an Officer's Report. The Action result does not need to contain a summary or information that is included in the accompanying documents.

Notes **must not** be scribbled on Actions.

Completed Actions must be signed and endorsed with the time and date. This may assist the officer at a later date.

If, as a result of an enquiry, it is felt that another enquiry should be generated, then the recommendation for this should be written on the Action. Enquiry officers **must not** go ahead and conduct the enquiry as it may have already been identified and an Action raised. If it is urgent officers must speak to the OM or AM who may verbally authorise them to go ahead.

Research Actions should include the results (both positive and negative) from the sources explored together with a précis of findings and any recommendations drawn from the data gathered.

Actions must not be passed on to someone else. They must be returned to the AM for reallocation. This can be organised over the phone if necessary.

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Information considered urgent or important should be brought to the attention of the OM or SIO immediately.

7.4.1 ACTION ABBREVIATIONS

Standard abbreviations may be used in the text of an Action and are listed in 4.3.1.5 Action Abbreviations. These abbreviations are recognised instructions.

TST – Interview and Take statement

The text will identify an individual to be interviewed and a statement taken from. The reason why the interview and the statement are required and if the interview is to be visually-recorded will be made clear in the Action. If during the interview process a witness is identified who now demands a visually-recorded interview, ie, a significant, vulnerable or intimidated witness, the OM should be contacted before any further action is taken, and the appropriate procedures followed. For further information on these procedures see, *ACPO (2002) Guidance on the Recording of Interviews with Vulnerable and Significant (Key) Witnesses.*

If a witness is unable to provide the information requested a negative statement should be obtained, unless the SIO's policy states otherwise. Information provided by a person who refuses to make a statement should be submitted on an Action result, Officer's Report or intelligence report (5x5x5) as appropriate.

TFST – Take further statement

The individual will have already made a statement or statements. Enquiry officers must make sure that they are aware of all previous information gathered and understand the reason for this further request.

TI – Trace and interview

The text will identify an individual to be located and general information obtained from them but which may not be required in statement form, for example, asking a newsagent to provide the names of roads where they deliver newspapers. It may be that the information provided is such that it should be contained in statement form, in which case the statement should be taken as the opportunity presents itself.

RI – Re-interview

The individual will have already been contacted during the investigation. Enquiry officers must make sure that they are aware of all the previous information gathered and understand the reason for this further request.

TIE – trace/interview/eliminate

TIE Actions are raised on the authority of the SIO and the elimination criteria will be recorded in the SIO Policy File. The Action text will identify an individual to be located and interviewed using the PEACE model of interviewing. The SIO's policy will specify the information that must be included in any statement taken or interview recorded, for example, the individual's movements in a given area or during a given timeframe, or access to a particular type of vehicle. Enquiry officers must ensure they know what further enquiries they are expected to carry out before that Action is returned to the MIR in its entirety. Communication must be maintained between the enquiry officers and the MIR to research verification witnesses and, if verification witnesses are already known to the enquiry, enquiry officers must obtain all relevant information before continuing the verification process. Completed TIE Actions may be accompanied by a number of documents such as witness verification statements and/or questionnaires, supporting verification documents, work records, vehicle tachograph records, credit card receipts, forensic samples, DNA mouth swabs, fingerprints or handwriting samples. For further information on TIE Actions, see *Practice Advice on Core Investigative Doctrine, 6.8.7 Conducting TIE Enquiries.*

OBT – Obtain

This text will give instructions to obtain information. For example, to obtain a list of taxi companies in a given location or a copy of a 999 call made to a police control room. These Actions may be completed by the information being recorded in the Action result text, or if lengthy, in an Officer's Report. Where necessary, the Action should be accompanied by witness statements to produce and provide continuity for an item of property recovered.

ENQS – Enquiries

The text will give instructions for enquiries to be made to establish information, for example, if CCTV covers a given location. These Actions may be completed by the information being recorded in the Action result text or, if lengthy, in an Officer's Report. Where necessary, they may be accompanied by witness statements.

7.5 STATEMENTS

Enquiry officers must ensure that all statements, including their own, are signed, dated and completed on both the front and back.

To ensure best evidence, statements must not be taken in the presence of other possible witnesses. Details of dates of birth, former names, maiden names and nicknames must be included, and spellings of names and addresses checked. When identifying other people in statements, if full names and details are known, then they should be recorded. Where descriptions are used, it may be useful to number each subject, record the full description and then refer to the subject number throughout the statement. Statements containing identification details must always be taken in accordance with the guidelines of *R v Turnbull* 1976.

Interview plans and officer's notes should be attached to the statement when it is returned to the Receiver. Where these notes have been recorded in an Enquiry Officer's Workbook they should be clearly identified with the Action number, witness details, times, dates and location taken. A copy of the relevant pages should be attached to the statement. Where the witness has exhibited sketch plans, original notes or other documentary evidence, these should be submitted directly to the Exhibit Officer. Copies of these exhibits may be required in the MIR.

7.6 INTERVIEWS

Interviews are conducted with people who may be victims, witnesses or suspects, and are audio taped, visually recorded or written contemporaneous notes are taken.

Master tapes of interviews should be dealt with in accordance with local force policy and exhibited by an interviewing officer. The Exhibit Officer must be made aware of their existence and where they are stored. A working copy must be made of the interview tapes and returned to the Receiver.

7.7 PERSONAL DESCRIPTIVE FORM

The SIO will define the parameters to be used when taking PDF details. This will include the status or types of people to be recorded, together with the amount of detail required. Unless otherwise specified by the SIO, the descriptive factors and clothing worn are at the time of the incident. If descriptive details have changed since the date of the incident, enquiry officers should consider completing a further PDF. The PDF should always be completed when speaking to the person concerned; enquiry officers must not rely on memory to complete the PDF later. The forms used to record a PDF and a House-to-House Questionnaire are very similar in design, enquiry officers should, therefore, make sure they complete the correct form.

7.8 OFFICER'S REPORT

Any information to be passed into the MIR that is not contained in a statement should be recorded in an Officer's Report. Information explaining the submission of other documentation can be similarly recorded. Lengthy Action results should **not** be written directly onto the Action but also made the subject of an Officer's Report.

7.9 MESSAGE

A Message form is used to record information entering or leaving an MIR. This information may be a telephone call in or out of the MIR, a verbal report or officer information.

When recording the receipt of a telephone call, officers should write the caller's details in the relevant area on the form and record the content of the information given by the caller in the first person, for example:

> 'I've read in the local newspaper about the murder at The Willows and your witness appeal for people in the area on 01/04/2005. I walked past the house that day on my way to work.'

Information introduced into the MIR should not be recorded on ad hoc pieces of paper.

7.10 ENQUIRY OFFICER'S WORKBOOKS

Local force policy will specify whether Enquiry Officer's Workbooks are used by investigation teams. The workbook does not replace an officer's pocket notebook for recording evidence. Where Enquiry Officer's Workbooks are used, they should be issued on a personal basis and the officer should record the receipt in their pocket notebook. Additional workbooks should be numbered sequentially.

Workbooks should only be used as an aide-memoire and contain entries relating to briefing notes, timed entries for statement or interview note taking and timed entries for enquiries conducted. Where officers work in pairs, the lead officer should record the notes in their workbook, these notes should be countersigned by their colleague. All rough notes must relate to the enquiry being conducted. Entries should be clear and identify the source of information. Workbooks may contain an exhibit reference grid to aid in remembering an officer's last exhibit reference number. Workbooks may also contain a declaration of the disclosure of unused material to be signed before the book is returned to the Receiver.

7.11 EXHIBITS

During an investigation enquiry officers may be required to seize items of property in any number of situations.

Enquiry officers should ensure that:

- The exhibit label contains a full description of the property;
- The details of the person finding it are obtained together with the date, time and place and they are clearly marked on the exhibit label;
- The witness reference is completed correctly and the label signed in all the appropriate places by all persons referring to the property in their statement;
- The property is placed in an appropriate, sealed container, if the Exhibit Officer is not readily available it must be stored in the correct manner such as secure store, fridge or freezer;
- The enquiry officer is responsible for the integrity of the receipt of the property and should be in possession of statements that prove this, including their own, when the item(s) are handed in to the Exhibit Officer.

Table 1 Sample and Storage List provides a reminder for the storage of property recovered.

TABLE 1 Sample and Storage List

Type of Property	Packaging	Storage	Advice
Clothing/Shoes	Brown bags (with window if possible)	Secure store	
Wet clothing (non-urgent forensic examination required)	Polythene bag left open to dry before being sealed in brown bag	Secure warm dry storage area	Contact forensic investigator in force who have specialist drying cabinets
Wet clothing (urgent forensic examination required)	Seal in polythene bags	Not applicable	Submit to forensic science provider asap and ensure they are aware of the contents and they will ensure it is dried
Clothing involved in arson	Nylon bags, knotted or swan neck tied. (no adhesive tape)	Cool secure store or room	Loosely pack clothing so as to leave airspace. It is the airspace that is tested for volatile accelerants
Tools/Knives/Sharp Instruments	Plastic container	Secure store	
Documents	Plastic bag or clear document folder, if document is required for ESDA (Electrostatic Detection Apparatus) indented writing examination also store in protective box	Secure store	Write on the bag and exhibit label before putting the document inside to ensure that no additional indented writing is added
Drugs	In accordance with force policy, in numbered, tamper evident bags	Secure and alarmed environment	
DNA eg blood swabs, mouth swabs, semen, hair	Placed in polythene bags	Freezer	
Blood for drugs	Glass containers placed in polythene bag	Refrigerator	
Blood for alcohol	Glass container (vial) from FMO (Force Medical Officer)	Refrigerator	

TABLE 1 Sample and Storage List (continued)

Type of Property	Packaging	Storage	Advice
Urine	Suitable container	Refrigerator	
Combed head hair	Place paper and comb in polythene bag and seal	Secure store	Comb over a large piece of paper **do not freeze**
Control head hair	Place in paper wrap and seal in tamper evident bag	Secure store	Pluck a minimum of 25 hairs from around scalp to get representative sample of colours **do not freeze**
Mobile telephones	Place in cardboard phone exhibit box (and Faraday bag if necessary) and seal in tamper evident bag	Secure store	Contact specialist forensic science provider for advice as the phone's battery life must be taken into consideration

7.12 DISCLOSURE

As a result of the volume of documentation received each investigation should have a Disclosure Officer appointed at an early stage. There is an obligation placed on all investigators to record and retain information and material.

Enquiry officers must ensure the Disclosure Officer is aware of any third-party material that exists but is not in police possession, for example, social service records for child protection issues. They should also notify the Disclosure Officer of any sensitive material or other information which satisfies the disclosure test.

7.13 BRIEFINGS

Briefings and debriefings are held to ensure everyone on the enquiry is kept up to date with the progress made. Enquiry officers should endeavour to attend all briefings promptly. Information which officers believe to be pertinent at that time should be discussed at briefings. Enquiry officers should submit a Message or Officer's Report to the Receiver containing this information if it is **not** already contained in documentation. Information received during the course of the enquiry that has not been discussed at briefings and is not already contained in documentation should be submitted in the same way.

An incident room is only as good as the information it receives. Officers must never assume that others will feed the information in or that it will be of no significance.

Section 8
MANAGEMENT OF FINANCE AND RESOURCES

There is a requirement to set common standards for the financial management of major crime. This section provides options to consider for apportioning costs across forces involved in a linked series.

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8.1 INTRODUCTION

At the outset of a major investigation many resources, both in terms of staff and equipment, are required to ensure an effective response to the incident. As the investigation progresses the SIO must be provided with details of the current cost of the investigation. There may also be a requirement, using the Policing Activity-Based Costing (ABC) Model, to detail costs for cost centre accounting.

8.2 PRINCIPAL DUTIES OF THE FINANCE MANAGER

The Finance Manager provides the SIO and the major investigation team with administrative support. The Finance Manager should ensure that general administration, finance and human resource procedures and requirements are met in accordance with force policy and the SIO's policy. The Finance Manager should assist the SIO by providing accurate records, costs and any other information on expenditure.

It is essential that the Finance Manager can demonstrate:

- Clerical and administrative aptitude;
- Financial and accounting awareness;
- Good communication and inter-personal skills;
- IT and data input ability.

As the Finance Manager will be expected to organise and plan their own workload, and deal with a wide range of issues on a daily basis, they must be suitably trained to operate any in-force IT solution used for recording the pertinent data.

8.3 GENERAL DUTIES OF THE FINANCE MANAGER

At the direction of the SIO they may be responsible for liaison with:

- Senior managers for the release of all staff;
- Vehicle fleet managers to obtain vehicles either from the force or on hire;
- Communications managers to ensure effective telecommunications to receive information;
- Outside agencies for the provision of specialist knowledge;
- Outside agencies for the procurement of specialist equipment.

The Finance Manager should establish a system to ensure that details of all staff engaged on the investigation are recorded. These records allow personnel to be managed, and as a minimum the following should be recorded:

- Specialist skills;
- Contact details;
- Rostered duties;
- Notification of known absences.

The specific responsibilities of the Finance Manager are detailed in 1.5.1. Responsibilities.

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All staff should be provided with relevant material and information to enable the MIR to run smoothly. The Finance Manager should ensure that:

- Staff have appropriate security codes and keys for entry to relevant police premises;
- A comprehensive list of contact numbers for enquiry officers and MIR staff is maintained;
- Where an MIR suite does not exist, they arrange suitable accommodation for the investigation team, for example, the MIR, any additional cells working alongside the MIR, report writing room(s), exhibit store, management offices and/or suitable briefing accommodation;
- External and internal mail is delivered;
- Staff have access to force IT systems and databases as required;
- Health and Safety legislation is complied with.

The Finance Manager, in conjunction with the SIO, will report absences to the relevant BCU and assume the role of absence manager.

There are no set performance indicators within a major investigation but the Finance Manager must be aware of the review process and be prepared to assist with details such as:

- Total cost of the investigation;
- Cost of individual items, for example, forensic, searches;
- Cost of overtime as a percentage of total staff costs;
- Percentage of staff from each BCU or other unit;
- Availability of trained staff;
- Percentage of working days lost due to illness or absence both during and as a result of the investigation;
- Consequential overtime and costs.

8.4 THE POLICING ABC MODEL – MAJOR INCIDENT COSTING REQUIREMENTS

At the end of an investigation the SIO should be prepared to provide certain details in accordance with the ABC model. For the purposes of the model a major incident is defined as:

> '… where an incident room is set up and officers are abstracted from their normal duty and deployed to the incident and/or the incident is staffed using a dedicated specialist squad…'
>
> *The Police Service National ABC model – Association of Police Authorities (2005) Manual of Guidance v2.1*

The Finance Manager should record the following details:

- Type of incident;
- Incident or operational name;
- The BCU in which the incident took place;
- Cost centre and rank of officers or grade of staff abstracted;
- Hours of duty worked, at plain time, time and a third, time and a half, and double time.

8.5 MAJOR INCIDENT COSTING REQUIREMENTS AND HOLMES 2

Use of the HOLMES 2 resource management module can provide these details, as detailed in *The Financial Management of Major Crime Investigations.* It allows the user to record details of all human resources including rank, BCU and the activity they are assigned within the investigation; vehicles and equipment used; and any miscellaneous costs. These can be recorded as a daily, weekly or monthly cost. A standard report can be produced that may be configured to the needs of ACPO and the SIO to show daily, weekly or total costs for the entire investigation or within a given category.

8.6 EFFECTIVE RESOURCE MANAGEMENT

The prompt appointment of a Finance Manager assists the SIO in the following areas:

- Judgement and monitoring of where financial improvements can be made;
- Consultation with external suppliers to ensure standards are set and suppliers achieve those standards;
- Ensuring that value for money is obtained;
- Addressing the requirement to include details of all costs associated with an investigation to ensure that true costs are reported – the cost to the force of replacing officers abstracted to major crime investigations, sickness levels and annual leave should be calculated to assist in any future planning;
- Providing weekly monitoring of the cost of the investigation.

8.7 LINKED INVESTIGATIONS

Where two or more forces are involved in investigations, which may have been committed by the same offender, the MIRs may be linked. For further information see 11 Linking Major Incidents.

At an early stage, following the decision to link investigations, each of the forces involved must ensure that policy decisions are made and recorded regarding the payment and sharing of costs.

In any linked series the Lead Chief Constable together with the Chief Officer Group should agree the funding mechanism to be used during the investigation. All parties should agree three main points:

- The date the linked series began;
- The costs that will be borne by individual forces;
- The costs that will be shared.

Should further forces become linked after the initial set-up then these points regarding dates and costs may need to be readdressed and made subject of a policy decision to take account of the change in circumstances.

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8.7.1 THE STANDARD SPENDING ASSESSMENT

The Standard Spending Assessment (SSA) is one model used to assist in apportioning costs. If, however, the forces involved differ greatly in size, area and population this can lead to a disproportionate burden of payment being placed on the larger force.

If the Lead Chief Constable together with the Chief Officer Group decide that the SSA is not appropriate, it is vital that these agreements and policy decisions are recorded to ensure clarity and accountability.

8.7.2 ALTERNATIVE OPTIONS FOR SHARING OF COSTS

Alternative formulae which the Lead Chief Constable and the Chief Officer Group may consider are:

- Equitable funding – the participating forces agree that costs identified as being shared are divided by the number of forces involved;
- Proportional funding – the identified shared costs are divided by the number of offences being investigated, each force then contributing according to the number of offences in their respective areas.

Section 9
INTELLIGENCE-LED DNA SCREEN ADMINISTRATIVE GUIDELINES

This section outlines the roles and responsibilities of staff, and the administrative procedures required to enable an MIR to manage an intelligence-led DNA screening exercise.

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9.1 INTRODUCTION

An intelligence-led DNA screen is an elimination process that can have a significant impact on resources. Before embarking on this process, procedures and protocols must be in place for handling and cataloguing documentation and exhibits. The Scientific Support Manager must be contacted at an early stage to ensure the Forensic Science Service (FSS) can set up for their part of the screening process. For further guidance contact the NCPE Crime Helpdesk.

9.2 ROLES AND RESPONSIBILITIES

For intelligence-led DNA screening to work specific roles must be designated to individual officers. Each officer must understand their role and responsibilities and the way in which they fit into the overall strategy.

9.2.1 SIO RESPONSIBILITIES

- Ensure the crime stain is checked against the national DNA database.
- Consider the possibility of familial searching prior to the screening process.
- Consider searching the database for partial stain comparisons.
- Ensure a full crime scene analysis is completed.
- Ensure parameters are set to identify persons of interest for elimination by screening.
- Establish a scoring matrix to identify screening priorities (see examples in Figure 11).
- Consult Behavioural Investigative Advisors and Geographic Profilers to assist in setting parameters for the screening and scoring matrix.
- Establish a policy for dealing with nominals who refuse to provide a sample.
- Consider an arrest policy for use during the screen process.
- Ensure a policy for dealing with nominals who are found to have died is in place.

9.2.2 SCREEN MANAGER

The Screen Manager should be a supervisor situated within the MIR. This role may also be performed by the OM or AM if the scope of the DNA screen allows this.

9.2.2.1 Responsibilities

- Make sure that all persons engaged in the screening process fulfil their specified roles.
- Ensure administrative procedures including Identification Verification Cards and FSS results are in place. See 9.3.2 HOLMES 2 Procedure and Appendix 4.
- Prioritise all persons to be swabbed.
- Organise and coordinate the swab taking geographically.
- Brief and debrief the swab teams having checked they are trained and proficient in swab taking and the identification verification process.

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- Ensure the swab teams fully explain to volunteers the procedure for loading volunteer samples onto the DNA database for that operation, and also onto the National DNA database (NDNAD) and obtain appropriate consent and signatures.
- Receive and quality control the completed Identification Verification Cards, Actions and paperwork from the swab teams before forwarding them to the Receiver.
- Ensure the refusal policy and death policy is implemented.
- Ensure a review policy is in place for persons of interest who have previously scored below the matrix threshold for screening.
- Ensure all verification card thumb prints are checked for authenticity.

9.2.3 FSS LIAISON OFFICER

The FSS liaison officer should be nominated at an early stage and will be the twenty-four hour point of contact for the FSS. They should liaise with the FSS at all stages of the enquiry and be available for urgent communications. They should work as part of the intelligence research and development team within the MIR.

9.2.3.1 Responsibilities

- Be the nominated twenty-four hour point of contact for the FSS.
- Liaise with the FSS special advisor and FSS DNA screen team as appropriate.
- Receive all results back from the FSS before forwarding to the Receiver.
- Ensure rigorous procedures are in place for checking that details of persons submitted are accurately checked and eliminated by the FSS.

9.2.4 SWAB EXHIBIT OFFICER

The Swab Exhibit Officer must ensure that all swabs are correctly stored and subsequently transported to the FSS. If the scope of the screen allows it, this role may be performed by the MIR Exhibit Officer or (where one exists) their deputy. Where it is anticipated that a large number of samples will be taken a dedicated Swab Exhibit Officer may be required.

9.2.4.1 Responsibilities

In addition to the responsibilities detailed in 1.21 Exhibit Officer and 5 The Management of Property and Exhibits this officer must:

- Receive, quality control and store all completed swab kits;
- Ensure swab teams have sufficient swab kits, cool boxes, Polaroid film and associated equipment;
- Arrange transport of the swabs to the FSS in line with the prioritisation policy.

FIGURE 11 Examples of Prioritisation Matrix for Intelligence-Led DNA Screening. Example 1

	Priority 1	**Priority 2**	**Priority 3**	**Priority 4**
Area 1 Resident or has strong links to within half a mile of scene	Age 16 to 35 Recorded assault and/or sex pre-cons Living without partner	Age 16 to 35 Recorded other pre-cons Living without partner	Age 16 to 35 Known for violent and/or criminally sexual behaviour Living without partner	Age 16 to 35 No pre-cons Living without partner
Area 2 Resident or has strong links to within one mile of scene	Age 16 to 35 Recorded assault and/or sex pre-cons Living without partner	Age 16 to 35 Recorded other pre-cons Living without partner	Age 16 to 35 Known for violent criminally sexual behaviour Living without partner	Age 16 to 35 No pre-cons Living without partner

FIGURE 11 Examples of Prioritisation Matrix for Intelligence-Led DNA Screening. Example 2

	Priority 1	**Priority 2**	**Priority 3**	**Priority 4**
Area 1 Resides or previously resided within, works or visits within a five-mile radius of the encounter/attack/ abduction site	Age 16 to 40 Male Recorded pre-cons for assault and/or sexual behaviour or criminal intelligence Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to crime scene or other locations	Age 16 to 40 Male Recorded other pre-cons or criminal intelligence Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to crime scene or other locations	Age 16 to 40 Male Known for violent and/or criminal or sexual behaviour Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to crime scene or other locations	Age 16 to 40 Male No pre-cons Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to crime scene or other locations
Area 2 Resides or previously resided within, works or visits within a five-mile radius of the body deposition site	Age 16 to 40 Male Recorded pre-cons for assault and/or sexual behaviour Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to body deposition site	Age 16 to 40 Male Recorded other pre-cons Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to body deposition site	Age 16 to 40 Male Known for violent and/or criminal or sexual behaviour Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to body deposition site	Age 16 to 40 Male No pre-cons Single Access to vehicle Not provided a DNA sample OR recorded on the NDNA Database Known connections to body deposition site

9.2.5 SWAB TEAM MEMBER

A swab team member is required to complete the swabbing process, the Identification Verification Card and volunteer DNA form in accordance with the instructions supplied. Enquiry officers may also be required to complete this process where appropriate.

9.2.5.1 Responsibilities

- Obtain consent and swabs from identified persons.
- Package and store swabs satisfactorily before returning to the Swab Exhibit Officer.
- Verify and complete the identification documentation and forward to the Screen Manager.
- Be conversant with the research and intelligence information and individual risk assessments of each subject Action they are allocated.
- Be aware and capable of implementing the:
  - Refusal policy;
  - Arrest policy;
  - Death policy.
- Notify the Screen Manager of any problems with identification verification or suspicions on persons swabbed.

9.2.6 OTHER FORCES SWAB MANAGER

An Other Forces Swab Manager may be required to manage and collate all swab requests sent to other forces.

9.2.6.1 Responsibilities

- Manage the process of obtaining a swab and its completed paperwork when carried out by another force.
- Be the main point of contact for other forces.
- Maintain up-to-date records of all swab enquiries and requests made to other forces.

9.2.7 INTELLIGENCE RESEARCH AND DEVELOPMENT OFFICER

The Intelligence Research and Development Officer works closely with the FSS liaison officer within the MIR. This officer generates persons of interest for screening in accordance with the SIO policy. They also review all material quickly and efficiently, enabling subjects for screening to be identified as soon as possible.

9.2.7.1 Responsibilities

- Maintain and review the scoring matrix.
- Ensure markers are placed on PNC files of persons selected for swabbing but not yet located.
- Identify the home address of each person to be swabbed.
- Prepare an intelligence profile on each subject.
- Prepare an individual risk assessment on each subject.
- Support the swab team members with necessary research and advice while they are completing their tasks.
- Continually update the FSS liaison officer.
- Liaise with the National DNA Database and Data Quality and Integrity Team to verify if subjects for screening are on the database or not.

9.3 ADMINISTRATION

To manage an intelligence-led screening process the HOLMES 2 system should be set up to administer it. MIR staff must be familiar with these administrative processes.

9.3.1 HOLMES 2 PRACTICAL ADVICE

The HOLMES 2 system should be set up with the following categories:

- Research;
- DNA requested;
- DNA provided;
- DNA submitted;
- DNA eliminated;
- DNA refused;
- DNA match/partial match.

A new User Defined Field (UDF) should be created on the nominal record entitled 'DNA sample number'.

9.3.2 HOLMES 2 PROCEDURE

Where the name of a person who may be subject to DNA screening comes into the enquiry, an Action should be raised for the Intelligence Research and Development Officer to research, locate and check them against the National DNA Database through the Data Quality and Integrity Team. At this stage the nominal should be linked to the 'research' category and if found on the DNA database, the Action should be resulted 'no further research required'. The nominal record should be updated to Elimination Code 1 and the barcode number entered on the PDF2 tab. The nominal should then be removed from the 'research' category and linked to the category of 'DNA eliminated'.

If the subject is not on the DNA database as a conviction, volunteer or acquittal, the Intelligence Research and Development Officer will prepare an intelligence profile giving all known details on the subject and return it with the Action. The Action will be completed and resulted, and the intelligence profile registered as an Other Document on the HOLMES 2 system. A new Action will then be raised from the resulted Action to take a DNA screening swab. The nominal should then be removed from the 'research' category and linked to the 'DNA requested' category, and the DNA field on the nominal record PDF2 tab amended to show 'required'.

This new Action will be completed and resulted when it is returned with a completed Identification Verification Card, together with the sealed volunteer DNA sampling kit containing the swabs and signed volunteer DNA form.

To assist in managing the volume of volunteer DNA sampling kits, they should be entered onto the HOLMES 2 system as an exhibit showing the name, date of birth and DNA barcode number in the extended description field. The barcode number should also be entered onto the nominal record DNA sample number UDF. The PDF2 tab DNA field should be amended to show 'taken'. The nominal record should then be removed from the 'DNA requested' category and linked to the category of 'DNA provided'.

When Actions are raised, Action classes and sub-classes should be used to help determine their appropriate priority, in accordance with SIO policy. This will govern the order in which they are transported to the FSS. When the DNA kit is sent to the FSS the nominal record should be removed from the 'DNA provided' category and linked to the 'DNA submitted' category.

When a negative result is received from the FSS, the nominal record should be amended to show Elimination Code 1 and the nominal removed from the 'DNA submitted' category and linked to the category of 'DNA eliminated'.

When a positive result is received from the FSS, the nominal record should be amended to show suspect with the Elimination Code 6 and the nominal removed from the 'DNA submitted' category and linked to the category of 'DNA match/partial match'.

Section 10

THE MAJOR INCIDENT ROOM AND A COVERT POLICING CELL

This section outlines the roles and responsibilities of staff in a Covert Policing Cell and the procedures that should be adopted to transfer material from that cell to the MIR.

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10.1 INTRODUCTION

The deployment of a covert option, usually where there are strong suspects and limited evidence, carries risks. Surveillance and intrusion can reveal evidence and further investigative opportunities but there is an increasing public awareness of what the police may do. Covert options must, therefore, be planned with care, only use trained staff and maintain high levels of integrity.

At the earliest opportunity the SIO, in conjunction with the Covert Policing Manager (see 10.3.1 Covert Policing Manager), should determine whether a covert strategy is required and, if so, provide specific terms of reference to the Covert Policing Cell. The SIO's strategy will be defined within the Covert Policing Policy File and subject to regular review and modifications where necessary. Guidelines for the content and structure of this document are contained in *ACPO and HM Customs and Excise (2004) National Standards in Covert Investigations Manual of Standards for Surveillance Chapter 8.*

The covert cell should be sited to facilitate the needs of the SIO and the tasks to be carried out. The independence of the cell is important when dealing with covert material developed from sensitive sources including those witnesses whose identity must be protected. A 'sterile corridor' is required to ensure that sensitive sources and methods are protected, as all covert material gathered will have to pass through it, see Figure 12 MIR/Covert Policing Cell Model.

10.2 FUNCTIONS AND RESPONSIBILITIES OF A COVERT POLICING CELL

The primary function of the Covert Policing Cell is to collect material (evidence and intelligence) gathered by covert policing methods, and to analyse it to assist in the successful conclusion of an investigation.

> 'Material – is material of any kind, including information and objects, which is obtained in the course of a criminal investigation and which may be relevant to the investigation.'
>
> *CPIA 1996 Codes of Practice Part II Section 2.1*

10.2.1 COVERT POLICING CELL RESPONSIBILITIES

- Advising the SIO on covert opportunities and tactics for pursuing current lines of enquiry and identifying new ones.
- Managing the covert opportunities identified.
- Managing the material produced by protected witnesses.
- Ensuring that all material can show its provenance by an audit trail.
- Providing, in consultation with the SIO, timely evaluated and sanitised (if necessary) material to the MIR, using the 5x5x5 system in line with NIM.
- Maintaining a close liaison with the SIO and the Disclosure Officer to provide the required disclosure information at agreed timescales to conform with the CPIA.
- Identifying material that should be the subject of a PII application and the preparation of reports to support such applications.
- Maintaining the integrity of the sterile corridor.
- Maintaining the Covert Policing Policy File.

10.3 ROLES WITHIN A COVERT POLICING CELL

Individual enquiries have their own specific staffing requirement but the following roles are key to a Covert Policing Cell. Additional roles may form part of the cell depending on the size and complexity of the investigation.

10.3.1 COVERT POLICING MANAGER

This role should be undertaken by an experienced individual with expertise in managing covert operations and who has received the accredited Covert and Law Enforcement Manager (CLEM) training. The overall circumstances of the matter under investigation will determine whether this is a full-time role or is as an advisor to the SIO when required.

10.3.1.1 Responsibilities

- Advising on, agreeing and delivering a covert strategy with the SIO.
- Managing the implementation of the covert strategy.
- Creating and maintaining a Covert Policing Policy File in respect of the covert policing options employed or considered.
- Continually reviewing the covert policing options in order to meet the requirements of the investigation.
- Ensuring compliance with the CPIA in conjunction with the Disclosure Officer, as agreed by the SIO, see 6.6 Multiple Disclosure Officers.
- Attending management team meetings and later informing the SIO of any additional resources required in order to pursue tactical options to best effect.
- Reviewing both during and at the conclusion of the investigation, in consultation with the SIO, the accrued covert material with a view to further dissemination and sanitisation to allow the information to be placed in the relevant force intelligence systems in a timely manner.
- Maintaining the integrity of the sterile corridor.
- Managing the security strategy and need to know policy that is part of all covert techniques.
- Managing the security policy throughout the period of the trial to prevent inadvertent disclosure or exposure of covert techniques.

10.3.2 COVERT POLICING SUPERVISOR

The Covert Policing Supervisor role is not rank specific. Experience in supervising the gathering, use and dissemination of covert material is more important.

10.3.2.1 Responsibilities

- Supervising the staff and activities of the Covert Policing Cell to meet the requirements of the SIO.
- Liaising with the covert tactical team as appropriate.
- Receiving, assessing and sanitising, where necessary, all material gathered by covert methods.
- Ensuring that all available material gathered by covert methods is made available to the MIR by timely submission of intelligence reports (5x5x5).
- Presenting covert material as evidence.
- Maintaining an audit trail of all material gathered by covert methods.
- Attending briefings of all staff in order to coordinate activities of the Covert Policing Cell and other investigative functions.
- Providing briefings to covert policing cell staff and others as directed.
- Advising the SIO of any perceived duplication of effort or potential compromise.
- Supervising Covert Policing Authorities arising from the investigation, ensuring compliance with RIPA and the HRA.
- Maintaining an audit of all Covert Policing Cell Actions (for Action template see Appendix 3).

10.4 COVERT POLICING CELL TASKING

The cell is tasked by the SIO via the Covert Policing Manager in accordance with the covert strategy. The Covert Policing Supervisor maintains a log of covert taskings (ie, Actions as in the MIR) received from the SIO. The log may be produced by using a separate HOLMES 2 account to record the taskings and the product of them. The advantage of using this option is that this covert account can be linked to one or more associated incidents, therefore, providing additional research capabilities to the cell.

Note: To preserve integrity incident user access levels must be strictly controlled.

10.5 DISSEMINATION OF MATERIAL

Material gathered by the Covert Policing Cell should be recorded and disseminated from the cell to the MIR through the sterile corridor using a sanitised and graded intelligence report. For further details see the *National Standards in Covert Investigations Manual of Standards for Recording and Dissemination of Intelligence Material.* No other means of communicating material from the cell to the MIR should be used as they do not stand scrutiny nor will they satisfy the requirements of the CPIA.

10.5.1 PRACTICAL ADVICE FOR THE MIR

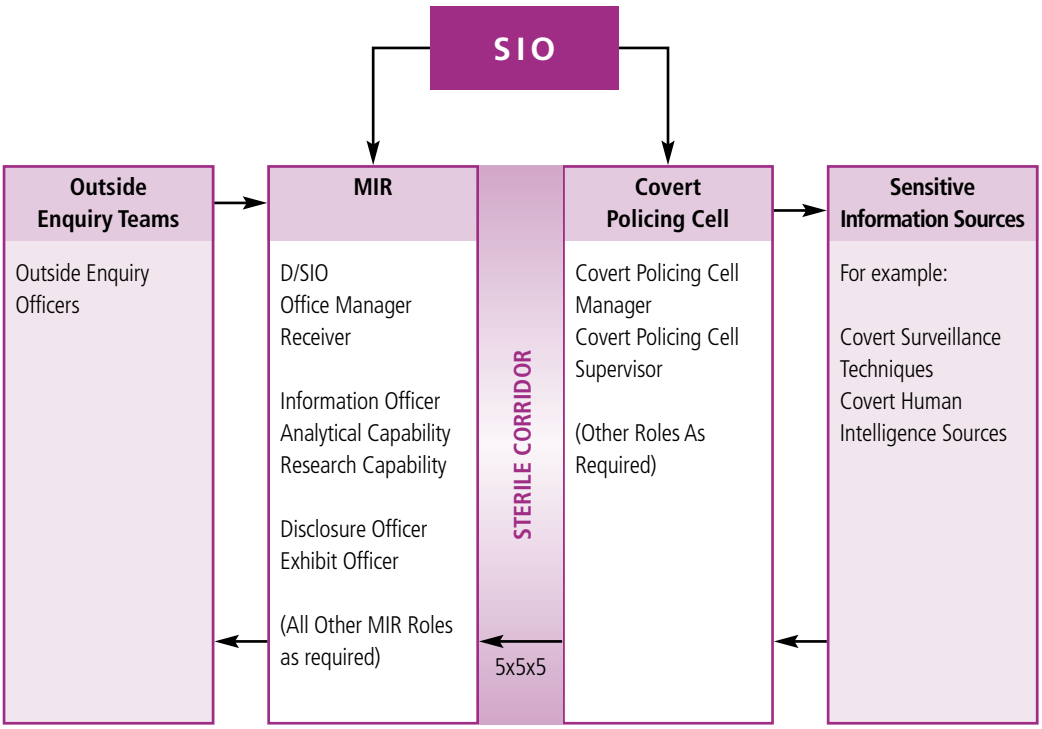
All intelligence reports from the cell will go to the Receiver in the MIR and should be registered as an Other Document to a category called Intelligence Reports. This benefits any research requirements of the Disclosure Officer, the MIR, the Covert Policing Cell or any other linked incidents. For further information see 3.11.2 Intelligence Reports.

10.6 AUDIT TRAIL OF COVERT MATERIAL

Every incoming document to the Covert Policing Cell and each intelligence report passed to the MIR are given a unique reference number generated from the Intelligence Source Register (ISR). This allows cross-referencing within the cell and shows the origin of information. It also formalises the audit trail, as well as providing integrity to the intelligence gathering processes. This in turn secures a robust collection of material that will withstand primary and secondary disclosure considerations, and satisfy any PII issues. For further information see the *Disclosure Manual* and *R v H; R v C* All ER 2004.

When the Covert Policing Cell is using a separate HOLMES 2 account, it can be used to provide unique reference numbers for cross-referencing, thereby producing an audit trail.

FIGURE 12 MIR/Covert Policing Cell Model



10.7 ASSOCIATED READING

ACPO, ACPOS and HM Customs and Excise (2003) Manual of Standards for Accessing Communication Data Regulated by Part 1 Chapter 2 of the Regulation of Investigatory Powers Act 2000.

ACPO and HM Customs and Excise (2004) National Standards in Covert Investigations Manual of Standards for Surveillance Regulated by Part 3 of the Police Act 1997 and Part 2 of the Regulation of Investigatory Powers Act 2000.

ACPO and HM Customs and Excise (2003) National Standards in Covert Investigations Manual of Standards for the Deployment of Undercover Officers.

ACPO and HM Customs and Excise (2003) National Standards in Covert Investigations Manual of Standards for Test Purchase and Decoy Officers.

ACPO and HM Customs and Excise (2004) Manual of Standards for Covert Human Intelligence Sources.

ACPO and HM Customs and Excise (1999) National Standards in Covert Investigations Manual of Standards for Recording and Dissemination of Intelligence Material.

Section 11
LINKING MAJOR INCIDENTS

There are criteria for linking major investigations. Once investigations have been linked there are systems and structures required to manage the linked series.

To ensure standardisation and ease of linking the administrative procedures detailed in this manual must be adhered to by each MIR participating in the investigation.

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11.1 INTRODUCTION

Article 2 of the European Convention on Human Rights imposes a positive obligation on the Police Service to protect life. In order to fulfil that duty it is vital that possible linked offences are identified at the earliest opportunity, are effectively linked, managed and appropriately resourced, and that offenders are identified and rapidly brought to justice. Such actions can prevent further crimes and assist in managing and reducing the fear of crime.

11.2 LINKING

The SIO appointed for the investigation of any major crime should always ensure that research is conducted to determine whether or not it is linked to any other offence. A full DNA profile or fingerprint match would provide a potentially positive criterion for linking offences but other types of forensic evidence, eg, fibres, shoe impressions, firearms and tyre marks may also prove useful in determining linking criteria. Such criteria should be entered into a matrix to help determine similarities between offences.

The Serious Crime Analysis Section (SCAS) of the NCPE has a specific role to play in setting linking criteria particularly in relation to sexually motivated offences, and murders where the motive is unknown. SCAS should be involved at a very early stage of the enquiry, working closely with the Central Research Incident (CRI) lead analyst. SCAS play a key role in determining the linking criteria to use. Through analysis of behavioural traits, SCAS can produce statistical probabilities that are invaluable in drawing up a weighting index which will assist the Officer in Overall Command (OIOC) to make a decision on linking. Offences may be categorised as:

- Linked;
- Not linked;
- Deferred (insufficient information available at this time).

The linking criteria will be unique to each linked series of investigations. The criteria for linking or not and the rationale supporting this must be clearly recorded in the OIOC's Policy File. The criteria must be reviewed regularly and as a minimum, every time a new offence is being considered to be linked to the series.

Open lines of communication must be maintained with the assigned SCAS senior analyst as they will be responsible for fast tracking the identification of any future incidents reported nationally, that may form part of the ongoing series. These cases will subsequently be highlighted for fast-track analysis by SCAS. In cases that are linked but do not have physical evidence, SCAS may be able to offer similar fact evidence at the prosecution stage.

11.3 EMERGING LINKED SERIES COMMAND STRUCTURE

Where two or more major crimes within the same force area are identified as being potentially linked, the chief constable of the force concerned should appoint an OIOC who is an officer of at least one rank above the SIOs.

Where two or more major crimes within different force areas are identified as being potentially linked, the chief constables of the forces concerned should agree which of them will be the Lead Chief Constable who is accountable for the investigation. The Lead Chief Constable, in consultation with their colleagues in the Chief Officer Group, will appoint an ACPO officer from the constituent forces as the OIOC. The OIOC must have the appropriate background, training and experience. On the implementation of PIP, all OIOCs should be accredited to Level 4. It is preferable that the OIOC and Lead Chief Constable are from different force areas. Where a regional cadre of suitably skilled and experienced officers has been drawn up, the OIOC may be drawn from this pool. See Figure 13 Linked Series Command Structure.

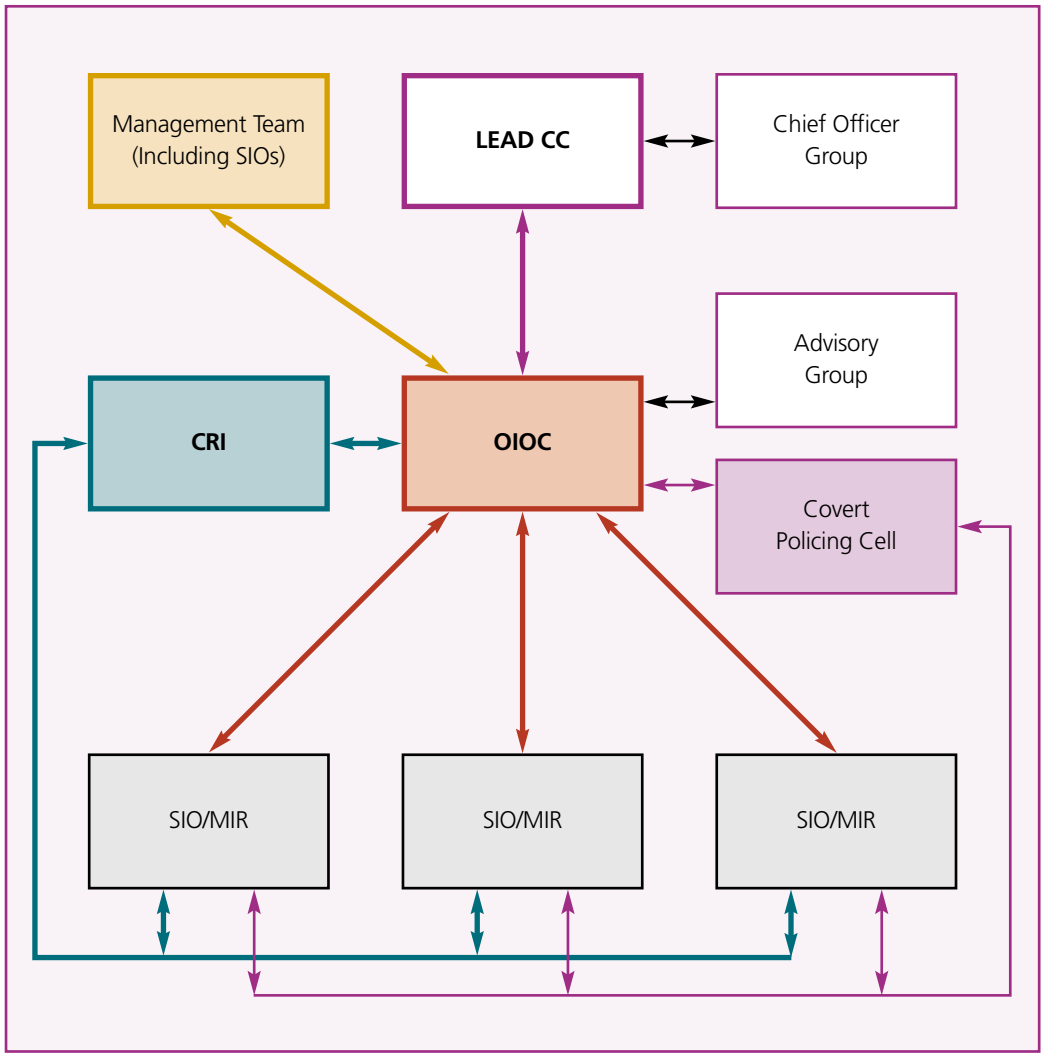
A Deputy OIOC should also be appointed by the Chief Officer Group. This should be a dedicated role where the scale and complexity of the investigation requires it.

The three roles of Lead Chief Constable, OIOC and Deputy OIOC each have specific responsibilities.

11.4 LEAD CHIEF CONSTABLE RESPONSIBILITIES

- Be fully accountable for the breadth and depth of the enquiry, ensuring compliance with current legislation.
- Ensure that the enquiry is intelligence led and is being pursued in a way which should generate a positive outcome.
- Ensure that appropriate resources are made available from the constituent forces for the duration of the investigation including any post-charge phase.
- Agree the funding mechanisms for the investigation with the Chief Officer Group.
- Liaise and appoint to the Chief Officer Group, any chief constable of a force where an offence is identified and linked to the existing series.
- Liaise with national agencies at strategic level, where necessary.
- Ensure appropriate strategies are in place to meet the requirements of the specific crime series.
- Personally review and test the progress of the investigation at regular intervals.
- Consider appointing suitably qualified persons to conduct appropriate reviews to agreed terms of reference.
- Ensure an appropriately skilled and qualified officer is appointed as OIOC.
- Ensure the OIOC is relieved of all other duties should the scale and complexity of the linked series require this.
- Provide the OIOC with written terms of reference in respect of their role.

FIGURE 13 Linked Series Command Structure



11.4.1 OIOC TERMS OF REFERENCE

The Lead Chief Constable will provide the OIOC with written terms of reference. The investigation must be outcome focused and be both proactive and reactive, ie, focusing on the prevention of further crimes as well as the ultimate conviction of the offender(s). The terms of reference must be tailored to the needs of the specific linked series and may include the following:

- The OIOC's position in relation to financial control;
- The OIOC's authority to direct all aspects of the investigations in the police areas affected;
- Whether the OIOC is to be relieved of all other duties for the duration of the investigation, including preparations for trial.

11.5 OFFICER IN OVERALL COMMAND RESPONSIBILITIES

- Ensure the operational efficiency and compatibility of the incident rooms.
- Consider nominating one of the incident rooms to be the lead MIR. Where this is necessary, document the reason for this and the specific additional responsibilities assigned to that room in the OIOC's Policy File, eg, coordination of case file preparation.
- Consider the use of HOLMES 2 and other appropriate technology.
- Appoint a management team, membership of which is governed by the needs of the investigation. Determine the frequency and location of any meetings.
- Appoint an advisory group to meet on a consultancy basis, as and when required, to assist the investigation.
- Consider engaging the services of other experts as practitioners or to provide ad hoc consultancy at strategic level.
- Oversee all communications with the media and consider the appointment of a full-time press officer.
- Record the linking criteria in the OIOC's Policy File.
- Determine that offences are linked, based on the linking criteria contained in the matrix, see 11.2 Linking.
- Bring new linked offences as they are identified to the attention of the Lead Chief Constable.
- Consider setting up a Central Research Incident (CRI) and provide clear terms of reference recording them in the OIOC's Policy File. (An administrative support function to assist the OIOC may be attached to the CRI at the OIOC's discretion).
- Hold a regional or national briefing day for forces, if appropriate.
- Consider the need for mutual aid, for example, MIR staff, call handling, FLOs.
- Determine the overall strategy for the investigation and ensure that strategies are in place for search, interview, family liaison, forensics, media, covert opportunities, arrest, briefing, debriefing and such other aspects as are dictated by the needs of the investigation.
- Identify separate strategies where it is necessary to appoint individual SIOs to lead.
- Make sure that the recommendations and guidance on linked incidents contained in the *Disclosure Manual, Chapter 31* and *Chapter 32* are followed by each SIO.
- Ensure appropriate contingency plans and a duty SIO system (through a central contact number) are in place for action to be taken when:
  - a further offence is committed;
  - an offender is arrested for a further offence;
  - an offender is arrested for an existing offence;
  - an offender is arrested for an unconnected offence.
- Standardise how enquiry parameters are set for all incident rooms.

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11.6 DEPUTY OFFICER IN OVERALL COMMAND

The Deputy OIOC should be of sufficient rank, normally a detective chief superintendent or detective superintendent and should be a fully trained SIO. The Deputy OIOC should be one rank below the OIOC and, where possible, from a different force and one rank above the SIOs.

11.6.1 RESPONSIBILITIES

- Play a key role in providing continuity of command and decision making in the absence of the OIOC.
- Perform specific duties as designated by the OIOC and documented in the OIOC's Policy File.

11.7 THE MANAGEMENT TEAM

Membership of the management team will vary according to the type of investigation and is at the discretion of the OIOC. A suggested membership may include:

- Officer in Overall Command;
- Deputy Officer in Overall Command;
- Senior Investigating Officers;
- HOLMES Support Manager;
- CRI Manager;
- Covert Policing Cell Manager;
- Coordinating Scientist ;
- Police Scientific Coordinator;
- NCPE Regional SIO Advisor;
- Media Advisor;
- CRI and/or Lead Analyst;
- Finance Manager.

Other experts may be considered by the OIOC.

The members of the management team have the following responsibilities.

11.7.1 SENIOR INVESTIGATING OFFICER

An SIO is appointed for each offence forming part of the linked series. Where more than one offence is committed within the same force area, one or more SIOs may be appointed at the discretion of the OIOC.

The SIO will carry out the generic duties of the role as outlined in 1.2.1 Responsibilities, subject to the direction and requirements of the OIOC.

Individual SIOs may be given responsibility by the OIOC to lead on developing policies and strategies, thus ensuring a consistent approach is adopted by all the SIOs. These policies and strategies should be circulated to each MIR, management team members and the CRI, where they will be archived. Specific policies and strategies may include:

- Identification;
- Interview;
- Covert policing;
- Intelligence-led DNA screen;
- Family liaison;
- Search;
- Forensics;
- Media;
- HOLMES 2;
- Arrest;
- Post-arrest investigation process;
- Contingency planning.

This list is not exhaustive.

Where a lead MIR is identified, the SIO responsible for that MIR will ensure the completion of any additional tasks requested by the OIOC such as case preparation (see 11.21 Case Preparation).

In an active linked series a duty SIO system may be created to provide a first point of contact for enquiries, and to activate contingency plans when a further offence is committed which may be linked or an offender is arrested. The duty SIO would provide immediate advice and guidance, and support the scene management procedures to facilitate the capture of evidence.

11.7.2 HOLMES 2 SUPPORT MANAGER

The HOLMES 2 Support Manager will be drawn from one of the participating forces. They will ensure that the principal HOLMES 2 personnel from each MIR and the CRI meet on a regular basis to discuss practical issues surrounding incident linking on HOLMES 2, and to agree protocols. The HOLMES 2 Support Manager will be the single point of contact for all HOLMES 2 related issues.

11.7.3 CRI MANAGER

The CRI Manager (CRIM) must make sure that the CRI is run in accordance with the practices and procedures detailed in 11.10 Role and Structure of the Central Research Incident to 11.20 Graphical Reading and Indexing.

11.7.4 COVERT POLICING CELL MANAGER

The Covert Policing Cell Manager is responsible for advising on, agreeing and delivering a covert strategy with the OIOC. In addition they must fulfil their responsibilities as detailed in 10.3.1.1 Responsibilities.

11.7.5 COORDINATING SCIENTIST

A senior forensic scientist, with appropriate authority to commit the resources of the forensic science provider to the investigation, should be appointed to the management team at an early stage. They will provide strategic advice and guidance, and coordinate the work of all scientists involved in the investigation.

To assist in identifying any possible scientific links, the Coordinating Scientist should provide:

- A single point of contact to ensure a rapid and appropriate response to the needs of the investigation;
- A source of advice on scientific and technical issues;
- A focus for the development and management of scientific intelligent indices;
- A grid or matrix to track all scientific exhibits to ensure that all treatments and options have been considered and documented.

11.7.6 POLICE SCIENTIFIC COORDINATOR

The Police Scientific Coordinator is responsible for developing and delivering the forensic strategy in line with the OIOC's direction. This should generally include a comprehensive victim management package to ensure maximum retrieval of a full range of forensic material including fibres. Separate strategies should be developed where they are required for fingermarks, the chemical treatment of exhibits or other pertinent scientific elements of the investigation.

When a new offence is linked, the Police Scientific Coordinator will review all forensic retrievals and submissions to ensure that all opportunities have been maximised in light of the investigation now being linked.

A post-charge forensic review should also be conducted to confirm that all the investigative needs of the other cases are being correctly addressed in preparation for court.

The Police Scientific Coordinator liaises with the forensic science provider, in particular communicating the pre and post-charge investigative strategies.

They also ensure the continuity of all scientific exhibits using spreadsheets or other suitable methods to track exhibits through the forensic processes.

11.7.7 NCPE REGIONAL SIO ADVISOR

The NCPE Regional SIO Advisor is responsible for advising the OIOC of the services available to the investigation from Crime Operational Support. These services include strategic and tactical advice, and the services of the following:

- Behavioural Investigative Advisors (BIA);
- Geographic Profilers;
- National Search Advisor;
- National Interview Advisor;
- National Family Liaison Advisor;
- National Injuries Database;
- Specialist Advisors;
- NCPE Crime Helpdesk;
- Serious Crime Analysis Section.

The provision of the above services is coordinated by the Regional SIO Advisor.

11.7.7.1 Behavioural Investigative Advisors

In addition to the range of BIA services normally available to major investigations through NCPE Operations, the BIA has a central role to play in a linked offence series. A BIA works in association with SCAS to produce a behavioural linkage analysis report indicating that two or more offences may have been committed by a common, unidentified offender. This report provides information to the investigation which is used to make objective decisions in relation to case linkage. It is based on behavioural science and draws heavily on the statistical information available from the SCAS ViCLAS (Violent Crime Linkage Analysis System) database. Full details of additional offences that come to the attention of the investigation should also be passed to the BIA so that further opinions may be offered in relation to additional case linkage, on a case-by-case basis.

11.7.7.2 Geographic Profilers

Geographic profiling is an investigative support technique designed to provide assistance in cases of linked serious violent crime. It suggests the most likely location in which an offender resides or works. At its core is the analysis of all geographic data gathered throughout the linked series. The profiler uses this data to provide a focus that optimises the search for the offender.

Geographic profiling is a strategic information management tool that can be used to prioritise suspects and addresses, and to suggest new strategies for the investigation which complement those already in place.

Geographic Search Analysis (GSA) can also assist investigators in the search for probable body deposition sites in suspicious missing persons or 'no body' murder enquires.

Target Location Analysis (TLA) can assist in locating known suspects who have not been traced.

11.7.7.3 National Search Advisor

The advice and support offered by the National Search Advisor (NSA) focuses on current national good practice, the development of appropriate search strategies and the implementation of scenario-based searching.

If required, advice and support can also be given on the correct selection, procurement and tactical development of technical or national search assets available to the Police Service from provincial forces, the private sector or the military.

11.7.7.4 National Interview Advisor

The service available for investigative interviewing falls into two distinct categories, both of which are compatible with the ACPO interview strategy.

Victim or witness interview strategy – assistance in the preparation of interview plans, analysis of previously visually-recorded interviews, analysis of written statements, independent assessment to ensure compliance with ACPO guidance and current legislation, and links to appropriate experts.

Suspect interviewing – advice and guidance in the following areas: arrest strategy, interview strategy, interview planning, pre-interview briefing of legal representatives, forensic strategy and post-interview strategy.

On site support can be provided, if required, when interviewing key or significant witnesses and also during the detention phase of a suspect, by means of remote monitoring.

11.7.7.5 National Family Liaison Advisor

The advice provided by the National Family Liaison Advisor includes strategic management of family liaison and its coordination, and victimology.

Family liaison should be coordinated in a linked investigation, particularly when engaging families in a joint media strategy.

An agreed disclosure protocol should be established between forces to ensure that all families are only given that information which has been authorised by the OIOC and that, where possible, all families are provided with information at the same time.

Gathering information and intelligence about the victim's lifestyle and behaviour forms a specific strand of any homicide investigation. In a linked investigation this material could be crucial to identifying risks as well as possible suspects. Early identification of the victim's routine, friends, hobbies and movements can also add value to any assessment being carried out by other experts.

11.7.7.6 The National Injuries Database

The National Injuries Database (part of the physical evidence section) collates information on victims' wounds and can assist with a possible linked series by analysing unknown injuries and comparing them with known weapon patterns. They should be provided with detailed descriptions of the injuries, ie, medical reports and clear ninety degree scaled images. This is so that a comparison can be made and the technique of image overlay or digital superimposition can be used. Image overlay or digital superimposition compares the size, shape and pattern of an injury with a possible weapon.

11.7.7.7 Specialist Advisors

In respect of each newly identified case, NCPE Operations will arrange for and fund the initial attendance of a Specialist Advisor from the Forensic Science Service. They will ensure compliance of crime scene assessment and evidential collection with the forensic strategy established by the OIOC and Coordinating Scientist. The Specialist Advisor works closely with the Police Scientific Coordinator to deliver this strategy. See also 11.7.5 Coordinating Scientist and 11.7.6 Police Scientific Coordinator.

11.7.7.8 NCPE Crime Helpdesk

The NCPE Crime Helpdesk is the single point of contact which provides access to: the Regional SIO Advisor, Crime Investigation Support Officer, SCAS and the full range of NCPE specialists. The Helpdesk can also give details of a range of external experts who may be able to provide advice and assistance to the OIOC and their management team. The Helpdesk database also contains the details of OIOCs and SIOs who have been involved in previous linked enquiries and whose experience may be drawn on.

11.7.7.9 Serious Crime Analysis Section

For further information on the role of SCAS in a linked series investigation, see 11.2 Linking.

11.7.8 MEDIA ADVISOR

A media advisor, preferably with previous experience of handling high profile or linked series investigations, should be appointed at an early stage to advise the OIOC on how to manage a range of media issues.

A permanent 'talking head' should be nominated to deal with all national media enquiries about the series; this may be either the OIOC or Deputy OIOC. In some cases it may be appropriate for an SIO to deal with local media requests in respect of individual offences.

The potential value of using the BBC Crimewatch programme or similar programmes should be considered. The possible high volume of calls received will need to be managed, see 2.7 Additional Resourcing Requirements for A+ High Volume Message System.

The policy to control the publishing of images of the suspect should be recorded, particularly where they are of variable quality or their accuracy is uncertain.

At an early stage in the investigation the Media Advisor should liaise with the CPS Media Officer to ensure a common, agreed press strategy.

The OIOC, Deputy OIOC or a well-briefed media officer should be available, and preferably in attendance, throughout the trial to manage media demands.

11.7.9 CENTRAL RESEARCH INCIDENT ANALYST OR LEAD ANALYST

A CRI analyst or lead analyst should be appointed to the CRI. The CRI analyst coordinates the work of all the analysts and advises the OIOC of appropriate analytical techniques that may be incorporated into the investigation.

The CRI analyst should ensure that clear and concise terms of reference are set for all analysts. These include the MIRs and the CRI having appropriate analytical support, all analytical products being proofread prior to publication and that the responsibilities detailed in 1.13 Analyst and 1.14 Analyst Manager and Lead Analyst are complied with.

11.7.10 FINANCE MANAGER

In a linked series a Finance Manager is responsible for coordinating administration, financial matters regarding staff, the funding formula for the investigation, vehicles, accommodation, refreshments and equipment. These are in addition to the responsibilities as detailed in 1.5.1 Responsibilities and 8 Management of Finance and Resources.

11.7.11 OTHER EXPERTS

The NCPE Operations Centre houses a database containing details of experts in a wide range of fields, many of whom have been successfully used in major crime investigations. The experts are not accredited by, or contracted to NCPE, but the Operations Centre staff can provide details of the expert's CV and the cases on which they have worked. Advice can be given on using the experts, including suggested contractual agreements. It is a matter for the OIOC to determine the suitability of an expert to assist in the particular investigation and whether they should participate in either the management team or sit as a member of the advisory group.

11.8 ADVISORY GROUP

At the OIOC's discretion an advisory group may be set up. This can be made up of individuals with previous experience of similar offences, linked series or key expertise. They act as a critical friend to the OIOC and the ongoing enquiry. The group and its members should be provided with clear terms of reference. Membership of the advisory group will vary in accordance with the specific needs of the investigations. On occasions it may be more appropriate to invite such experts to join the management team. Membership of the advisory group may include:

- SIOs with experience of similar offences or linked series;
- Community Advisor;
- Intelligence-led Screen Manager;
- Family Liaison Coordinator;
- Covert Tactics Advisor;
- Behavioural Investigative Advisor;
- Geographic Profiler;
- Clinical Psychologist;
- Interview Advisor;
- SCAS Analyst;
- Authorities Bureau Representative;
- CPS Lawyer;
- Disclosure Officer;
- Exhibit Officer;
- Case File Preparation Officer;
- PolSA or National Search Advisor;
- Scientific experts (as appropriate).

11.8.1 CRITICAL INCIDENT

Where a critical incident is or has been identified, an Independent Advisory Group may exist and a member of this group may be invited to join the Linked Series Advisory Group.

11.9 LINKED SERIES – HOLMES 2

Circumstances may arise where two or more incidents are believed to be similar. On these occasions, and provided that HOLMES 2 has been used to manage each enquiry, the databases can be linked. This may occur in one force or across force boundaries.

In practical terms this means a search on one database will then extend across all the other databases in the linked series. The linked databases will provide a view only facility. It will not be possible for an operator to add to or change any data on any of the linked databases other than in their own account.

11.10 ROLE AND STRUCTURE OF THE CENTRAL RESEARCH INCIDENT

Once linking criteria have been defined and a linked series has been established, a separate incident may be created as the Central Research Incident (CRI). It is immaterial whether linking occurs in one force or across several, the process is the same. A CRI should not compromise the autonomy of these enquiries but should support and assist the enquiries by:

- Managing data which may be common to more than one incident;
- Administering the investigation of any possible matches between records across the linked series;
- Carrying out database comparisons between the linked series.

The HOLMES 2 facilities allow the CRI to administer all linked records within that linked series by:

- Displaying and creating matched records showing the source incident, date and current state of the match, eg, 'investigating';
- Sending electronic messages to the appropriate incident(s) to instruct them to raise an Action or pass on information.

11.11 CRI ROLES AND RESPONSIBILITIES

The exact resourcing of a CRI is a matter for local practice. An assessment needs to be made based on the mature assessments already carried out for each incident, the number of incidents already in the linked series and the size of those incidents (number of records already created). The potential to identify further linked incidents – either historic or live enquiries should also be considered.

The following roles are recommended:

- CRI Manager;
- CRI Receiver;
- CRI Indexer;
- CRI Analyst (see 11.7.9 Central Research Incident Analyst or Lead Analyst).

11.12 THE CENTRAL RESEARCH INCIDENT MANAGER

The CRIM has the responsibility for the efficient running of the CRI and should be of a supervisory rank.

11.12.1 RESPONSIBILITIES

- Maintain a level of staff capable of carrying out the administrative duties efficiently.
- Manage those staff and make sure that they are aware of their duties, updating them with any new developments.
- Brief new staff joining an existing enquiry.
- Instigate a database comparison between all the relevant incidents.
- Be prepared to form part of the OIOC's management team to provide expertise in the management of the CRI.
- Determine, in conjunction with the CRI Receiver and MIR Office Managers, the criteria required for matches. Agree the priority and status settings and record this in the CRI Indexing Policy File.
- In liaison with the CRI Receiver, continually monitor the quantity of documentation for processing at all stages, evaluating the documents and amending priorities as necessary.
- At all times be aware of developments in the investigation and keep the OIOC so informed.
- Liaise with the Finance Manager and make them aware of any requirements for resources including accommodation, staff, vehicles, equipment and telephones.
- Arrange regular briefings with MIR Office Managers.
- Attend as many incident briefings as possible but where this cannot be done ensure that the Receiver obtains a copy of each briefing as soon as possible. These briefing records must be recorded centrally.
- Ensure the CRI Indexing Policy File is maintained.
- Read and assess all documentation and approve it for filing.
- Confirm that all officers engaged in the enquiry are aware of the security provisions of the DPA, the Computer Misuse Act, GPMS and FOIA. These provisions and requirements also apply to copy documentation and its movement, storage and disposal both within and outside the CRI room.

11.13 THE CENTRAL RESEARCH INCIDENT RECEIVER

The CRI Receiver receives, reads and prioritises all documentation entering the CRI. They maintain a liaison with each MIR to ensure that all staff are aware of the course of action to be taken with matched records.

The CRI Receiver must work closely with the CRIM and MIR Office Managers, and ideally be a supervisory detective officer.

11.13.1 RESPONSIBILITIES

- Read all of the unread electronic messages, acknowledge and print them for the attention of the Indexers.
- Prioritise those messages that require immediate attention.
- Regularly check the 'match administration' for those records in 'potential match' status so that a comparison can be made with the messages received.
  Note: This provides a safety check if any messages are not received.
- Regularly check the 'confirmed outstanding' file to establish if Actions have been completed. Once satisfied that the Action has been completed send an electronic message to the relevant MIR and change the match status to 'confirmed eliminated' and file accordingly.
- Together with the CRIM make sure that the CRI Indexing Policy File is kept up to date.
- Maintain a liaison with MIR Office Managers.
- Where the CRIM is unavailable, attend incident briefings.
- Ensure a copy of each MIR briefing is passed to the CRI to be recorded centrally.
- Where appropriate, give advice to Indexers in respect of match status and messages to be sent to MIRs.

11.14 THE CENTRAL RESEARCH INCIDENT INDEXER

The CRI Indexer registers and indexes messages. They maintain the files necessary to record documentation as either 'enquiries complete' or 'enquiries outstanding'.

11.14.1 RESPONSIBILITIES

- Receive all documentation from the Receiver.
- Retrieve the relevant match record from 'match administration' and change the status to 'investigating'.
- Create a record on the CRI database from the 'match administration' and register and index the relevant message to that record.
- Research all available databases, documentation and computer applications in order to verify, or otherwise, the potential matches.
- Depending on the result of the research, change the match status to:
  NO MATCH
  NFA
  CONFIRMED
  CONFIRMED O/S (outstanding)
  CONFIRMED ELIM (eliminated)
  DUPLICATE.
- Send an electronic message to the relevant incidents with information regarding the match status and what Action, if any, should be taken and by which incident. This message should be registered and indexed.
- Undertake all enquiries in respect of the database comparison and instigate the matches as suggested in Table 2 Match Status.

TABLE 2 Match Status

Status	Description	Action to be taken
NO MATCH	Enquiries reveal there is no match	Print the 'match administration' record and file in 'enquiries complete'
NFA (No Further Action)	There is insufficient information available at this time to prove otherwise and there is no further action possible	Print the 'match administration' record and file in 'enquiries complete'
CONFIRMED NFA	The match is confirmed from database checks but there is no need for further action	Print the 'match administration' record and file in 'enquiries complete'
CONFIRMED O/S (outstanding)	The match is confirmed and an Action is still outstanding in one or more of the incidents	Print the 'match administration' record along with any outstanding actions and file in 'enquiries outstanding'
CONFIRMED ELIM (eliminated)	The match has been CONFIRMED O/S and the Action is now resulted and there is no further relevance to the enquiry	Remove from 'enquiries outstanding' and file in 'enquiries complete'
DUPLICATE	To indicate a duplicate record has been created on the CRI and merged with another record (this occurs where a match has been identified to the CRI and then later a further match with that record is identified from another database)	File in 'enquiries complete'

11.15 ADDITIONAL MIR ROLE

Where a CRI is operating, Receivers, Action Managers, Indexer/Registrars in each MIR will take on additional responsibilities in the administration of matches and subsequent messages. In enquiries where many matches are identified, to prevent any backlog, it may be practical to identify an additional role in each MIR to deal primarily, if not exclusively, with CRI messages.

11.15.1 MIR CRI REGISTRAR

The MIR CRI Registrar must have the appropriate authority to read, acknowledge and send electronic messages, and update Actions.

11.15.2 RESPONSIBILITIES

- Read and acknowledge all electronic messages.
- Register and index messages to the relevant indexes.
- Update Actions with the instruction received from the CRI and liaise with the AM as follows:
  - On initial notification of a potential match where Action(s) exist – Pend the Action awaiting a decision by the CRI;
  - On instruction from the CRI that the Action is to be continued by another MIR – Pend the Action awaiting the result;
  - On instruction from the CRI that the Action is to be continued by the host MIR, the Action should be updated with text indicating that other incident rooms must be informed of the result and any associated documentation. The Action should be allocated as normal.
- Send an electronic message to the relevant rooms and CRI on receipt of the resulted Action from the MIR Registrar/Indexer. The message will contain the Action result and unique reference numbers of any associated documentation. Endorse the Action with the date the message was sent and submit for filing.
- Conduct regular audits of potential matches awaiting resolution.

11.16 BRIEF OVERVIEW OF CRI PROCEDURE

The following are procedures taken by both the CRI and MIRs when a potential match is identified. The CRI messaging process is illustrated in Figure 14 CRI Electronic Messaging and Figure 15 CRI Response.

11.16.1 IDENTIFICATION OF POTENTIAL MATCH RECORD – INCIDENT A AND INCIDENT B

Incident A – Highlight the potential match records and type in the reason for a match, setting the priority in line with agreed policy. A sequential message number is generated.

Incident A/B – Both acknowledge the unread message which generates a sequential message number then register to a relevant record. A documentary cross-reference should be added to explain the potential match. If an Action already exists, it should be pended – awaiting further instruction from the CRI.

CRI – Receiver acknowledges the unread message which generates a sequential message number, prints the message and passes it to the Indexer who changes the match status from POTENTIAL to INVESTIGATING. A CRI record is created for the match to which the corresponding message is registered. A documentary cross-reference is made, for example: 'Potential Match between John SMITH N234 on Incident A and N21 on Incident B'. All subsequent messages relating to this record will be dealt with in a similar way.

Once the CRI investigation is complete the status should be amended accordingly and an electronic message sent to the relevant incidents with instructions regarding any further action.

In this example the following scenarios may occur.

11.16.2 CONFIRMED MATCH – NO ACTION

CRI – Where the match is confirmed but there is little relevance to either enquiry, the status is changed to CONFIRMED NFA and an electronic message is sent to both incidents to that effect. CRI documentation (the print of match administration and any messages) is filed in the 'enquiries complete' file for consideration by the CRIM.

Incident A/B – Both acknowledge the unread message and deal with it in the normal manner. If at a later time further Action is to be taken, the other incident and the CRI should be informed so that the result can be monitored.

11.16.3 CONFIRMED MATCH – ACTION REQUIRED

CRI – Where the match is confirmed and there are one or more outstanding Actions in existence, the status is changed to CONFIRMED OUTSTANDING and an electronic message is sent to the incidents indicating which room should continue with the Action (in this case Incident A) and update with the result. The CRI documentation is filed in the 'outstanding enquiries' file awaiting an update from the investigating incident.

Incident A/B – On receipt of the CRI message, Incident A will allocate the Action as normal, updating the text that Incident B and the CRI require to be informed of the result. Incident B will update their action text in line with the CRI instructions and will await the result.

Once the Action has been resulted by Incident A, an electronic message will be sent to Incident B and the CRI with the details. The message will be dealt with as usual.

CRI – On receipt of the message the record status will be changed to CONFIRMED ELIM and the documentation will be filed in the 'enquiries complete' file for consideration by the CRIM.

11.16.4 INSUFFICIENT INFORMATION

CRI – Where there is insufficient information to prove or disprove a match, the status is moved to NFA and a message to that effect sent to both incidents. The documentation is filed in the 'enquiries complete' file for consideration by the CRIM.

Incident A/B – Both acknowledge the message and deal with it in the normal manner. If at a later time further information comes to light regarding the record, an Action can be raised. The CRI and other incident must be notified of this update.

11.16.5 NO MATCH

CRI – Where it is confirmed that there is no match, the status is moved to NO MATCH and a message to that effect sent to both incidents. The documentation is filed in the 'enquiries complete' file for consideration by the CRIM.

Incident A/B – Both acknowledge the message and deal with it in the normal manner.

11.17 CRI PARAMETERS

The OIOC is responsible for setting the parameters required by the CRI for:

- CRI match status;
- CRI match status reason;
- CRI priority.

These parameters must be recorded in the OIOC's Policy File and CRI Indexing Policy File. Suggested default parameters are listed in 11.17.1 CRI Match Status.

11.17.1 CRI MATCH STATUS

- Potential – default status on receipt at CRI.
- Investigating – CRI has acknowledged receipt of the potential match and is investigating.
- No match – where enquiries reveal there is no match.
- NFA (no further action) – where there is insufficient information available at this time to prove otherwise, no further action by the CRI.
- Confirmed NFA – where the match is confirmed from database checks but there is no need for further action.
- Confirmed O/S (outstanding) – where the match is confirmed and an Action is still outstanding in one or more of the incidents.
- Confirmed elim (eliminated) – where the match is confirmed, the Action is now resulted and there is no further relevance to the enquiry.
- Duplicate – To indicate a duplicate record has been created on the CRI and merged with another record, (this may occur where a match has been identified to the CRI and later a further match with that record is identified from another database).

11.17.2 CRI MATCH STATUS REASON

The parameters for reason setting are determined by the nature of the offences being investigated and the type of index being matched. In the case of the nominal index the reason may be a combination of same surname, same forename, same sex or description.

Reason parameters need to be set for the following index records:

- Nominal;
- Location;
- Telephone;
- Vehicle;
- Exhibit.

11.17.3 CRI PRIORITY

Parameters need to be set indicating the priority of a match to the CRI. The following are suggested:

- High – identifies potential matched records which are of importance to two or more incidents and will require further action or re-interview on a joint basis, possibly with guidance from the interview advisors;
- Medium – identifies potential matched records between incidents which will require enquiries by the CRI to establish any relevance and further enquiry;
- Low – identifies potential matched records but they appear to have no relevance to the enquiry.

11.18 CRI PRACTICAL SUGGESTIONS

11.18.1 DOCUMENTS

Documents, which are of relevance to more than one MIR, may be obtained as a result of Actions raised when an incident is part of a linked series. The documents should be registered and the manuscript copies filed at the originating MIR. Copies should then be sent to the relevant MIR(s). The copy documents should be registered as their correct document type, eg, statement or report and so receive a unique reference number in each relevant incident. A tag should be added to these documents indicating which MIR holds the original copy of the document. It may also be necessary to create categories, for example, 'copy statements' or 'copy reports' to hold a suitable documentary cross-reference.

Note: Any subsequent re-interview documents should be filed with the original.

11.18.2 MULTIPLE MATCHES

Where it is unclear if a number of records are matches then they may be sent to the CRI as individual matches. In the following example, the nominal index is used to illustrate this.

Incident A	N27	MARSHALL	ANTHONY	MILES	17/10/1977
Incident B	N106	MARSHALL	ANTHONY	MILES	17/10/1977
Incident C	N1137	MARSHAL	TONY		

Where no further information is available, Incident A would notify the CRI of a potential match between N27 and N106, a separate potential match would then be made between N27 and N1137.

Where sufficient information is available to suggest that the three nominal records are a match, then all three should be sent to the CRI as one match record.

11.19 HOLMES 2 DIFFERENCES WHEN USING CRI

At the time of writing, a CRI is unable to view a number of areas in any of the incidents it is linked with. These are:

- Action Queue Manager;
- Document Queue Manager;
- Document State of Indexing;
- Sequence of Events;
- Log of Events;
- Policy File.

Systems must be put in place to ensure the CRI provides the OIOC with a dynamic view of the workload and any associated resourcing requirements across all of the incidents.

11.20 GRAPHICAL READING AND INDEXING

Where an incident may be part of a series, typed documents processed through the MIR **must** be graphically read and indexed. When displaying documents from another incident in the series, the graphical facility allows operators to display records and documents annotated within that document.

11.21 CASE PREPARATION

The OIOC should consider forming a dedicated team of officers whose sole responsibility is case preparation. This provides accountability and a clear point of contact for all liaison with the CPS and counsel. Where appropriate, a lead MIR may be nominated to coordinate disclosure issues and take responsibility for case file preparation. A lead Disclosure Officer will liaise with individual MIR Disclosure Officers and report directly to the lead case officer. The appointment of a specific junior counsel to work solely on disclosure with the lead Disclosure Officer should be encouraged. A consistent procedure should be adopted in response to defence requests for access to view unused material. The lead Disclosure Officer and local Disclosure Officer should be present during any viewing to explain the relevance or otherwise of material being viewed, and to ensure that the prosecution team are aware of any issues emerging from this. For further information see 6.6 Multiple Disclosure Officers.

11.22 FUNDING

There are a number of alternative options for funding a linked series. Each has strengths and weaknesses, and three examples are listed here.

Standard Spending Assessment (SSA) – The contribution each force makes to the commonly incurred costs is based on the force SSA, and investigation specific costs are borne by the force concerned.

Proportional Funding – The contribution each force makes is in proportion to the number of offences within the series committed in the particular force area.

Equitable Funding – The commonly incurred costs of the investigation are evenly split between the forces concerned.

It is the responsibility of the Finance Manager to apply the appropriate funding formula, as agreed between the Lead Chief Constable and the Chief Officer Group. For further information see 8.7 Linked Investigations.

FIGURE 14 CRI Electronic Messaging

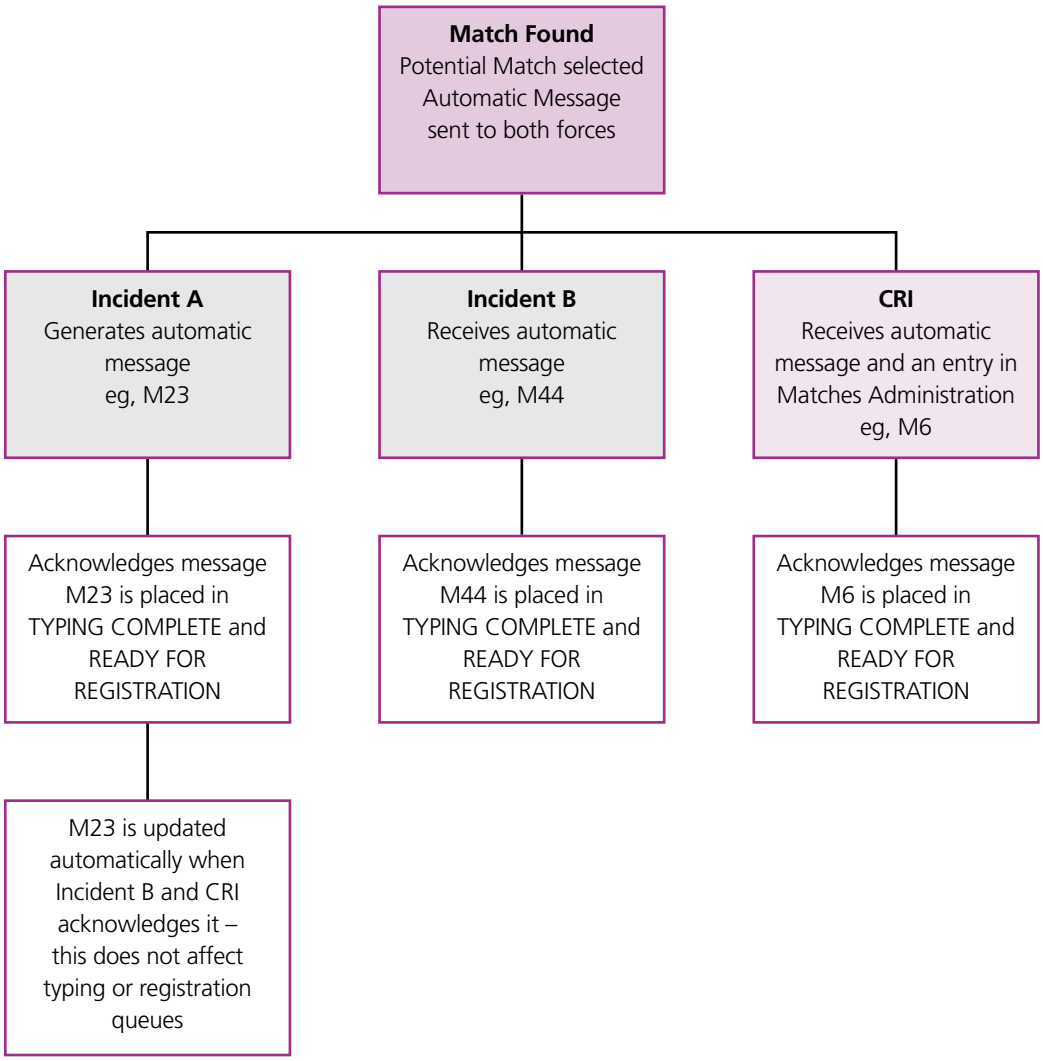

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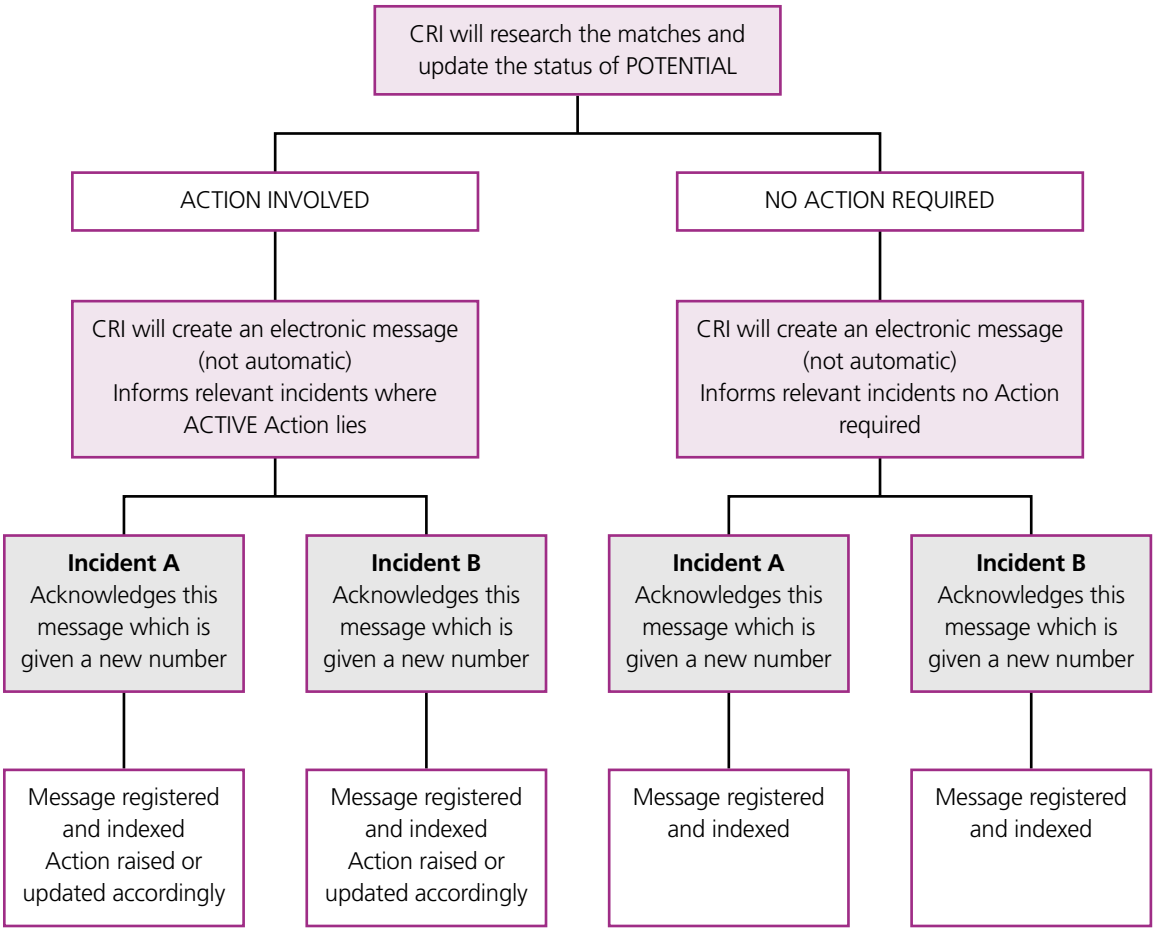
FIGURE 15 CRI Response



Section 12
THE MAJOR INCIDENT ROOM AND A CASUALTY BUREAU

This section defines the relationship between a Casualty Bureau (CB) and the MIR.

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12.1 CASUALTY BUREAU

> 'The purpose of a casualty bureau is to provide a central contact and information point for all records and data relating to persons who have, or are believed to have been involved in an incident.'
>
> *ACPO (2002) Emergency Procedures Manual*

It is usually associated with mass fatalities such as train derailments, airline crashes and terrorist incidents. For further information see 13.9.3 Casualty Bureau.

These types of incident can generate large numbers of telephone calls from the public. To assist forces in dealing with them, national and regional call-taking arrangements have been agreed between police forces. This is managed by the CB and it is essential that the MIR and CB are appropriately resourced.

When an incident occurs that requires a CB to be opened, there is the possibility that an investigation into the circumstances of the incident will be required. The CB enables data gathered during the management of the incident to be made available to any subsequent investigation by the Health and Safety Executive (HSE) or other organisation, in addition to the police investigation.

12.2 HOLMES 2

The HOLMES 2 system comprises of two parts:

- Incident Room (IR);
- Casualty Bureau (CB).

A facility exists within HOLMES 2 for the transfer of data from a CB database into an IR database. For further information see 12.7 HOLMES 2 CB to IR Transfer Process.

A CB can generate a large number of Actions and may have to rely on exhibits recovered to assist in the identification process. Early liaison must, therefore, be established between any associated MIR and the CB.

Officers should familiarise themselves with the content of *Chapter 14* of the *ACPO (2002) Emergency Procedures Manual* which details the purpose and functions of the CB.

12.3 MIR AND CB LIAISON OFFICERS

Where a CB has opened and an MIR has also commenced, liaison officers for each should be appointed as points of contact. If necessary twenty-four hour cover should be provided for this role and adequate handover periods should be included.

Robust information communication technology (ICT) links between the MIR and the CB should be in place, particularly where another police force provides mutual aid for the CB. This will allow the liaison officer access to the respective databases, force email, intranet and command and control information.

12.3.1 RESPONSIBILITIES

- Attend all management meetings in their respective rooms as required.
- Maintain regular contact with the CB Room Manager and/or MIR Office Manager.
- Ensure the content and timings of proposed press releases are communicated to both rooms.
- Advise, and where necessary, assist in setting staffing levels, particularly in response to press releases.
- Maintain regular contact with their respective CB or MIR liaison officer, ensuring all staff are aware of developments.
- Ensure the exchange of relevant information between rooms.
- Review both MIR and CB databases at regular intervals.
- Ensure all other agencies, eg, social services, local authority emergency planning staff and Women's Royal Voluntary Service (WRVS) are aware of why they must record and pass on relevant information immediately (only **one** of the liaison officers should be nominated as the single point of contact for these agencies).
- Liaise with the HOLMES 2 Support Manager regarding the timing and frequency of any database transfers to be carried out.
- Liaise with the Disclosure Officer, see 12.8 Disclosure.
- Identify other potential agencies who could provide information or assist the enquiry.

12.4 MESSAGES

CB Room Managers and MIR Office Managers need to consider how Messages and Actions will be managed.

The MIR and the CB may both receive large numbers of messages from the public. The early setting of the media strategy to release pertinent information has been proved to reduce the number of calls made by the public in such incidents.

It is inevitable that information of value to the MIR will be received in the CB and vice versa. All staff should be reminded that the incident may be subject of a statutory investigation and that potential suspects may be involved as casualties and/or evacuees, and queries may be received regarding their welfare. Systems should be put in place to ensure that the information contained in Messages is shared with the other room as soon as possible. The circumstances of the incident and locations of the MIR and CB will determine the most appropriate methods to use such as a dedicated telephone line, email, fax, or courier.

The option to appoint a dedicated Receiver with appropriate numbers of indexers and typists should be considered in order to deal with high volume messaging. In such cases, clear instructions must be given and recorded as to how messages will be prioritised in accordance with the SIO's lines of enquiry and/or the Senior Identification Manager's (SIM) grading system.

Where mutual aid has been employed to provide linked telephony, all assisting forces should be given clear instructions on the communication method to use to notify the relevant force of any messages received that contain valuable investigative information. All other agencies involved in the incident should be contacted to ensure they pass on any information they receive that may be of assistance to the investigation or the bureau.

12.5 ACTIONS

Both HOLMES 2 MIR and CB systems have action management functions. The CB will raise Actions to assist in the identification of any victims recovered and also in relation to persons reported missing. Where an MIR commences before the closure of the CB, care must be taken with the Actions as it is inevitable that persons to be seen for CB purposes may also need to be visited for investigative reasons. Managing all Actions on the MIR system is a consideration particularly in the case of terrorism and obvious criminal involvement. Where Actions are to be managed on both systems, Action Managers should monitor both databases to avoid duplication of effort and any possible compromise. Local accommodation arrangements may be an influencing factor in deciding the most appropriate way of working.

12.6 EXHIBITS

Both HOLMES 2 MIR and CB systems have an exhibits package. The circumstances of the incident and whether any investigation has commenced may decide which database should be used, but the use of both should be avoided to prevent confusion and avoid unnecessary duplication of effort. Where an investigation is to commence while the CB is still open, exhibits should be recorded on the MIR database. In these cases access to the MIR by CB staff is essential for the identification process.

12.7 HOLMES 2 CB TO IR TRANSFER PROCESS

HOLMES 2 has a facility for transferring the data from a CB database into an MIR database. Currently there is no means of linking a CB database to an IR for research purposes, nor is there a disclosure package on CB.

The transfer facility gives potential to use the data from the CB to assist in an investigation into the circumstances of the incident. This allows investigators to search all of the CB data while continuing to build on the IR database with the investigative information. The transfer is best carried out once the CB is closed.

12.7.1 LINKED INCIDENTS

In the majority of cases, however, it is likely that the investigation will commence prior to the completion of the CB and the two will run in parallel. In such cases it may be necessary to transfer the data from the CB for research purposes. This will involve creating a separate research incident on every occasion that a transfer is necessary, transferring the CB data into it and linking the two incidents together. Where an incident has a CB running in parallel for a period of time, consideration should be given to transferring the data while the CB is still open, and linking to the most recent transfer. This will give the MIR the benefit of being able to search the data to the time of transfer. This procedure can be repeated as necessary up until the closure of the CB.

12.7.2 TRANSFER PROCESS

HOLMES 2 Support Managers, with a system administrator level of access, conducting the transfers should do so at a suitable time, ie, when the system is not likely to be experiencing high levels of usage. Where a CB transfer is to take place before the closure of the CB, consideration should be given to copying the database to the intermediary position in the transfer regime. The transfer file can then be reloaded into a new CB database and work can resume immediately on the live CB incident, thus reducing downtime. To avoid overloading a server, HOLMES 2 Support Managers should consider reloading and running the transfers on a server separate from the one used for the MIR and CB. The timing of any automated backup procedures should also be taken into account so as not to impede the transfer process.

12.7.3 SYSTEM RENUMBERING

A number of document types and indexes are available in CB which are not found in MIR.

12.7.3.1 Body Parts

Body parts are index records in their own right on CB but change to nominal records, taking the next available nominal number, on transfer to MIR.

Warning: where interim transfers are made, staff should be made aware that if more nominal records are created in CB, the system generated nominal numbers for body parts will change in any subsequent transfer.

12.7.3.2 Disaster Victim Identification (DVI) Forms

Renumbering also occurs in respect of MIR Other Documents. DVI forms, both Ante-Mortem and Post-Mortem are registered in their own right on the CB database and given a 'G' and 'B' URN respectively. Both are converted to Other Documents on the MIR during the transfer process, taking the next available Other Document number.

Warning: where interim transfers are made, staff should be made aware that if more Other Documents are registered in CB, the system generated Other Document numbers for DVI forms will change in any subsequent transfer.

12.8 DISCLOSURE

The CB database does not include a disclosure package. To obtain this facility the database must be transferred into an MIR database. Disclosure is then available. The Disclosure Officer should ensure that the final transfer of the CB data has occurred before commencing work on the database.

Disclosure Officers should note that CB has a number of forms that are peculiar to it and once transferred these appear as Other Documents within the MIR database. Additionally, where the CB has not been using direct input for misper reports, there will be unregistered misper reports to be collected and registered as a single Other Document. A Disclosure Officer must be appointed early in such cases and liaise with the liaison officers. To prevent the loss of disclosable documentation the appointed liaison officer should make contact with all third parties and agencies involved at the earliest opportunity.

The Disclosure Officer should be mindful when creating MG schedules from the CB data in a linked MIR account that the unique reference number generated by HOLMES 2 may also have been generated in the linked MIR account.

Separate schedules can be created from the CB and IR databases, and titled accordingly. For example:

R v Defendant Name/CB data
R v Defendant Name/IR data

If combined schedules are required this can be overcome by generating an electronic copy of the schedules from the CB account and changing the prefix for each unique reference number to begin CB. For example, D1 would remain D1 on the schedules from the MIR account but D1 would be changed to CBD1 on the schedules from the CB account.

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Section 13

THE MAJOR INCIDENT ROOM AND A JOINT INTELLIGENCE GROUP

This section outlines the relationship between the MIR and a Joint Intelligence Group (JIG). It describes the differences between the two rooms and gives guidance to HOLMES 2 operators engaged in roles within the MIR during a combined investigation.

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13.1 INTRODUCTION

A combined investigation which involves a JIG and an MIR is established at the Strategic Coordination Centre (SCC). The SCC will normally be based at a force training school or HQ. It has enhanced security and houses a large number of staff from a number of different agencies. Access is strictly controlled. JIG and MIR rooms should, preferably, be established adjacent to each other for ease of access. JIG also establishes a presence at the Forward Control Point (FCP).

HOLMES 2 operators should familiarise themselves with terms and abbreviations relevant to JIG as contained in the *Home Office Counter Terrorist Contingency Manual* (published in both Restricted and Confidential versions).

A JIG is established in response to any terrorist incident which involves hostages and/or a CBRN (Chemical, Biological, Radiological and Nuclear) threat.

A terrorist incident is a crime and, therefore, a matter for the chief officer of police in whose area the offence is committed. As such it is subject to the process of investigation, prosecution or other statutory investigation.

During an ongoing terrorist incident, it is vital to gather intelligence and information from **all** sources that may be able to contribute towards the **safe resolution of the incident**. During a terrorist incident there will be relevant intelligence available that is derived from secret and sensitive sources. For reasons of source protection this intelligence cannot be made available in its original form outside JIG. This dual function of intelligence and evidence gathering, sometimes from the same source, can cause confusion or misunderstanding if not carefully handled.

13.2 AIM OF JIG

The aims of JIG are to coordinate, control, obtain, collate, research, assess and disseminate material from all sources in support of the police operation. This provides ASSESSED INTELLIGENCE to assist the Gold Commander to resolve the situation.

These aims must be undertaken in **real time** as consideration needs to be given to any deadlines imposed.

At the conclusion of the incident there is a necessity for a managed transfer of data, except that marked Secret, from JIG to the MIR.

13.3 AIM OF THE MIR

The aims of the MIR are to coordinate, control, obtain, collate, research, assess and disseminate material from all available sources, in the approved and established manner, in support of the police operation. This assists the SIO in any statutory investigation arising from the incident.

The MIR should remain aware of the possibility, as with any crime, that the current enquiry may be linked over time to past or future enquiries, or across force boundaries.

13.4 DIFFERENCES BETWEEN A JIG AND AN MIR

Operators working within the MIR of an SCC must be aware of the fundamental difference between this, and the usual work of an MIR. The roles, however, are very similar and line management is via the OM and ultimately the SIO. The decisions regarding the direction and strategies employed during the criminal investigation are taken by the SIO who is in constant consultation with other Cell Commanders and the Chief Officer who is the Gold Commander.

An MIR and JIG work very closely together to gather information. The two types of information are intelligence and evidence. JIG primarily gathers intelligence and the MIR primarily evidence. It should be noted, however, that other functions are simultaneously taking place as part of the overall procedure during such incidents. Some of these additional functions include negotiators, Police Operations Command, Forward Control Point, government liaison teams and, if appropriate to the incident, scientists and health advisors.

All agencies involved in the investigation are working towards the common goal of assisting the Gold Commander to take informed decisions for a satisfactory all round resolution. This includes the release of hostages, the arrest of terrorists and, where appropriate, a continued statutory investigation.

In an ongoing incident the intelligence requirement of the Gold Commander **MUST** take primacy. The resolution of the incident and saving life is the paramount objective. The MIR team's responsibility for crime investigation is not diluted, but their level of overall control in this type of incident is of a lesser degree.

The MIR may continue the investigation long after JIG and other cells have completed their respective tasks in relation to the resolution of the incident. By fast tracking documents, the MIR can quickly raise the subsequent Actions and this is a practical route to swiftly achieving the end goal. This is addressed in more detail in 13.8.1 Raising Fast-track Actions Requested by JIG.

13.5 JIG STAFF

JIG comprises of mainly Special Branch (SB) Officers, selected and trained on a national basis, personnel from other agencies and some officers from the host force.

In order to protect some material it is not possible to integrate all activities of JIG and the MIR.

13.5.1 JIG INITIAL ASSESSOR

The JIG Initial Assessor (a similar role to that of the Receiver in the MIR) is the single point of acceptance for all information received by the police. To avoid unintentional dissemination of JIG ONLY material into the MIR, this point of acceptance is in the JIG secure area. In this area the material is quickly assessed by an Initial Assessor who determines whether the information should be passed to JIG or the MIR or both.

Information for the MIR or both the MIR and JIG will be forwarded immediately to the MIR for evidential purposes. A small amount of Secret or sensitive material may be retained within JIG. This will subsequently be reviewed and assessed for investigative opportunities, evidential and disclosure purposes.

13.5.2 JIG ACTION MANAGER

A single system of action management is not possible because of the classification of some JIG generated Actions. The JIG computer database allows the JIG Action Manager to record and maintain such Actions. Monitoring the MIR Actions on the HOLMES 2 database in JIG should avoid duplication of effort and any possible compromise. The MIR Action Manager and JIG Action Manager should consider any health and safety implications for persons undertaking allocated Actions.

13.6 MIR STAFF

To help reach a successful conclusion, additional and flexible resourcing is necessary as this assists with the flow of information. Further detail on resourcing can be found in 2 MIR Models and Resourcing Considerations.

When a JIG is deployed, the MIR roles are similar to those in any other MIR situation. The major difference is that the Action Manager is situated in the JIG room. This allows JIG to monitor the prioritisation of Actions that the enquiry teams are engaged in and avoids duplication of effort or possible compromise.

At the outset of the incident consideration should be given whether or not to employ additional Receivers because of the amount and speed of information that may emanate from JIG. If additional Receivers are required, their particular duties must be specified. For example, one Receiver may deal exclusively with Messages, another may deal with all the other types of document. An alternative option is that the OM oversees the Receivers' incoming work to confirm that documents which need to be fast tracked are identified and given the correct priority.

13.6.1 MIR ACTION MANAGER

The MIR Action Manager manages and allocates MIR Actions from a HOLMES 2 workstation in the JIG room. The role of MIR Action Manager should not be combined with any other role.

13.7 ADDITIONAL ROLES

Personnel who may require access to a JIG room must have the appropriate security rating or vetting level. A level of staff with appropriate MIR skills and experience, who have been cleared to a Security Check (SC) level of vetting, should be maintained.

For further information see *Cabinet Office: The Manual of Protective Security: Framework and Guide.*

13.7.1 JIG/MIR LIAISON OFFICER

A nominated SB Officer undertakes this role. The responsibilities include:

- Maintaining a flow of intelligence between the MIR and JIG;
- Ensuring that the MIR is updated with the intelligence available concerning terrorists, hostages and strongholds;
- Ensuring MIR staff are aware of JIG priorities for intelligence gathering;
- Advising on content and accuracy of information displays within the MIR.

13.7.2 MIR RESEARCHER

The JIG team can be assisted by an MIR researcher working in JIG. The researcher should have **view only** access to the MIR database. This is to avoid any inadvertent changes, deletions or additions of information which is known only to the JIG team. Unless this is adhered to the information held on the two databases could become confused and contaminated.

13.7.3 DISCLOSURE OFFICER

Where any prosecution or other statutory investigation is anticipated, the SIO should ensure that those agencies involved liaise at an appropriate level. This is to prevent Disclosure Officers from making conflicting decisions for applications in relation to material available, particularly where sensitive material is concerned. Two or more Disclosure Officers working in JIG and the MIR respectively or a Disclosure Officer with access to all material gathered by both JIG and the MIR may carry out this role. At the conclusion of the incident the Disclosure Officer will have access to material marked as JIG ONLY.

For further information see 6 Disclosure and the *Disclosure Manual.*

13.8 ACTIONS

SB Actions are raised within JIG. MIR Actions are raised on HOLMES 2 within the MIR, but there is a need for flexibility and the following is suggested.

13.8.1 RAISING FAST-TRACK ACTIONS REQUESTED BY JIG

Requests for MIR Actions to be raised should be recorded on a manual action pad (see Appendix 3). The carbon copy remains in JIG. The liaison officer should pass the original copy to the MIR for those Actions to be raised. This manual Action is numbered in JIG and will indicate 'High Priority' if necessary – see Figure 16 Fast-Track MIR Actions Identified by JIG.

An Other Document of 'JIG Raised Actions' should be registered in the MIR. This Other Document should comprise of a folder or wallet in which all the manuscript Action forms received from JIG can be collated and stored. Action classes of 'MIR' and 'JIG' should be created to assist in establishing where the Action originated from.

Most police JIG operators are from a crime investigation background. They should focus on the intelligence gathering aspect of the incident and allow their colleagues in the MIR to conduct the criminal investigation. A request, therefore, for an Action from JIG to the MIR should be an enquiry in addition to those naturally produced by the SIO and their MIR team during the investigative process.

Actions requested by JIG should only be raised after consultation with the SIO and approval by the Office Manager.

13.8.2 RETURNED ACTION FLOW

Returned Actions with accompanying documentation should be routed through the MIR Action Manager and JIG Assessor who are both situated in JIG.

The MIR Action Manager should update the text of **all** Actions when they are returned to JIG with the words – 'Received in JIG'. This records on HOLMES 2 the time and date it was received in JIG. It also assists MIR operators who can establish if any Action is still with an enquiry team or has been returned to JIG.

When an Action and its accompanying documentation are received in JIG, the Initial Assessor may deem that the accompanying documents are for JIG ONLY. On these occasions the result text of that Action should be updated by the MIR Action Manager as 'Resulted by JIG'. It may be explained in the text whether this result is full or partial but to avoid confusion a further Action could be raised to satisfy the MIR requirements of the initial Action.

At this point the Action Manager SHOULD NOT change the Action to Complete or Result it, as this function remains with the MIR Receiver.

13.9 DOCUMENT FLOW AND INFORMATION MANAGEMENT

The computerisation of a JIG is based on the electronic movement of documents and information. This is achieved by electronic scanning and simultaneous viewing of documentation by any member of JIG staff.

13.9.1 DOCUMENT FLOW

All messages and documentation intended for JIG or the MIR **must** be submitted through Information Reception situated within JIG.

Incoming telephone messages and all documentation are passed to the Initial Assessor who decides whether the information is for JIG ONLY, JIG AND MIR or MIR ONLY. The majority of the material is passed quickly to the MIR after it has been scanned into the JIG system.

Any electronic messages directed to the Initial Assessor will be assessed using the same criteria. If they are assessed as JIG AND MIR or MIR ONLY they are printed and forwarded to the MIR.

13.9.2 INFORMATION MANAGEMENT – HOSTAGE SIEGE SITUATION

The decision as to whether the MIR or JIG takes primacy in the collection and collation of information is agreed between the JIG Commander and the SIO. Information in respect of terrorists is always the responsibility of JIG, but other categories are by agreement:

- Terrorist information – is the responsibility of JIG;
- Stronghold information – although initial enquiries regarding the stronghold are made by both the MIR and JIG, intelligence development of the stronghold remains the sole responsibility of JIG.

13.9.3 CASUALTY BUREAU

Depending on the scale of the incident and where a large number of members of the public may be involved, consideration may be given to establishing a Casualty Bureau (CB).

The decision to activate a CB or other dedicated call-handling facility, for example, the Anti-Terrorist Hotline, and how that information will be accessed, assessed and actioned is agreed by the SIO and JIG Commander subject to the Gold Commander's authority. Consideration should also be given to employing a JIG/Casualty Bureau liaison officer whose role is similar to that of the JIG/MIR liaison officer. For further information see 12.3 MIR and CB Liaison Officers.

13.10 MIR PRACTICAL ADVICE

Information JIG has regarding terrorists and hostages should be passed quickly to the MIR and reflected on their visual display boards. Descriptions, dress and weapons in their possession are of **vital importance** to all officers working on the incident. One Other Document registered in the MIR system for the terrorists and one for the hostages should be created to mirror the display boards. These Other Documents should be registered to a category of HOSTAGES or TERRORISTS under a master category of INCIDENT ROOM DOCUMENTS.

13.10.1 TERRORIST AND HOSTAGE NOMINAL RECORDS CONVENTIONS

Nominal records should be created for terrorists or hostages as they come into the system. The naming convention source **must** be JIG led. A terrorist or hostage will only receive a number from JIG when they are confirmed as such and this **should not** change thereafter.

For example, Terrorist One:

Surname Field	Forename Field
TERRORIST	ONE

Terrorists or hostages should not be created as unidentified nominal records.

If a terrorist or hostage becomes known within the incident by a nickname, this should be reflected in the Other Name field as well as in their PDF. When they are identified, their real name can be overtyped but their terrorist or hostage status should be retained as an Other Name.

13.10.2 BRIEFINGS

Briefings are essential in any MIR, particularly where shift changes occur. There should be regular liaison between JIG and the MIR through the respective OMs to determine the content. A briefing package may be prepared by the SIO, JIG Commander or Head of Special Branch (HSB).

13.10.3 SIO BRIEFING DOCUMENT

An SIO briefing document supplementing the SIO Policy File may be of benefit to the enquiry and should form part of the briefing package (see Appendix 3). This will contain pertinent details that the SIO has amassed from the various meetings attended, for example, with the Strategic Coordinating Group (SCG), JIG Commander, Police Operations Commander, Forensic Science meetings and other outside agencies. An Other Document registered on HOLMES 2 to the category of INCIDENT ROOM DOCUMENTS will cater for this. This document will also assist continuity of shifts. The SIO may specifically ask that notes or minutes of certain meetings are also registered to assist in clarification of any point at a later debrief. The SIO must, however, make themselves aware of the ownership of the information contained in notes or minutes taken at those meetings.

13.10.4 CATEGORIES

Categories which may differ from a normal HOLMES 2 incident are:

- Hostages – link with H or HOST and the relevant nominal number;
- Terrorists – link with T or TERR and the relevant nominal number;
- Weapons;
- Threats or demands (consider creating an SoE for these as well);
- Deceased or injured;
- Actions inner cordon;
- Actions outer cordon;
- Messages inner cordon;
- Messages outer cordon;
- Ballistics.

Some of these categories, eg, terrorists, hostages and weapons, can be created as Master categories with sub-categories created as the situation unfolds. The link words can also be adapted to reflect the status of the link at the time. QH 'Query Hostage' or QT 'Query Terrorist' are links used for individuals whose position has not been clarified. These decisions should be recorded in the Incident Room Indexing Policy File.

13.10.5 SEQUENCE OF EVENTS

It may be necessary to create a HOLMES 2 sequence title of 'Threats and/or Demands'. This can be updated as information arrives from JIG either in Message or statement format, or other relevant source, for example, CCTV details on a document.

13.10.6 FAST-TRACK INDEXING

To assist important documents to be fast tracked through the MIR system, documents can be indexed in two stages.

- The first stage raises Actions and adds events to the SoE, as identified by the Receiver or Document Reader.
- In the second stage the index and document cross-references are added.

The advantage of this is that Actions necessary to keep pace with the enquiry are raised as soon as is practicable. It must be stressed that this should not detract from the thoroughness of any indexing work needed to maintain the quality required within an MIR.

13.10.7 SUB-INDEXING

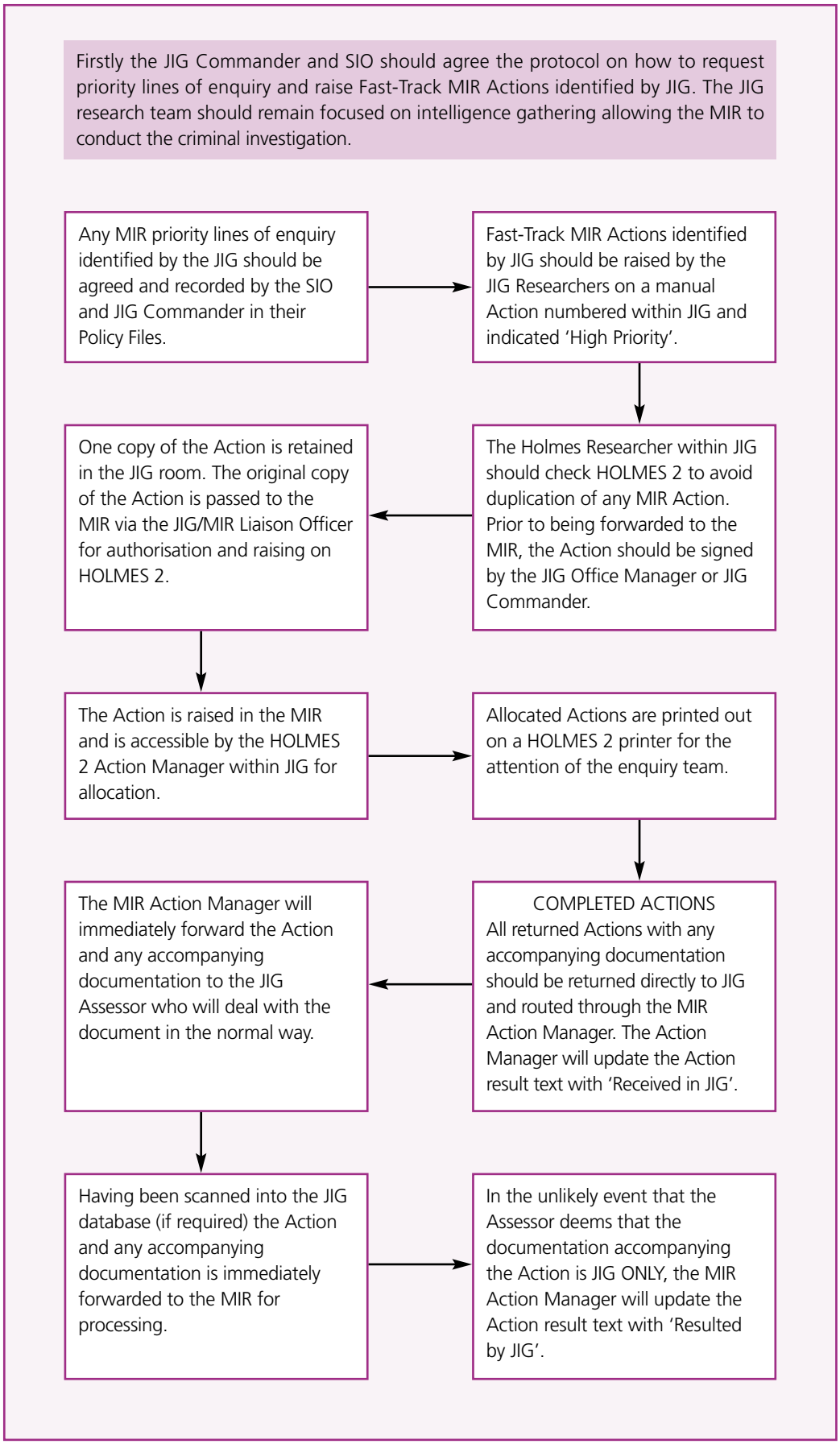
As in any MIR, to assist searching, sub-indexing should be considered for any index. For further information see 4.10.4 Sub-Indexing. Suggested records for sub-indexing are: hostages, terrorists, weapons and scenes. These should be considered, however, on an individual basis to avoid unnecessary work.

13.10.8 EXHIBITS

The JIG Commander and SIO should agree and record a policy for the receipt and handling of sensitive exhibits of intelligence value and/or which have forensic potential, for example, mobile phones or diaries.

Note: No material should be accepted into JIG without provenance to its source.

FIGURE 16 Fast-Track MIR Actions Identified by JIG



Section 14
PROTOCOL – LIFE SENTENCE PRISONERS

This section outlines the guidance contained in the protocol of August 1999 on those persons sentenced to life imprisonment, as agreed between ACPO, HM Prison Service and the Probation Service.

CONTENTS

14.1 The Protocol 192
14.2 Requirement of the Police Service 192
14.3 Requirements of HM Prison Service and the Probation Service 193

14.1 THE PROTOCOL

The protocol states that persons convicted of serious offences, particularly those where a life sentence has been imposed, must be effectively managed within the prison system. This is not only to maintain good order and safety within prisons but also to maximise the rehabilitation of prisoners, thereby minimising their threat to the community upon release.

In order to manage life prisoners effectively within the prison environment, HM Prison Service and the Probation Service require accurate and timely information regarding the prisoner and their offence, including the circumstances and context of that offence.

During any investigation into major crime the Police Service will come into possession of a considerable quantity of information and intelligence which may or may not be adduced as evidence in the trial. This information is potentially of value in the management of life prisoners. There should, therefore, be a sharing of information between the Police Service, HM Prison Service and the Probation Service in respect of life prisoners in a controlled and secure environment.

14.2 REQUIREMENT OF THE POLICE SERVICE

Within twenty-eight days of the court sentencing a person to life imprisonment for an offence involving homicide, the Police Service should provide a detailed report to HM Prison Service. This report should contain the following information:

- Details of the SIO, Deputy SIO, Office Manager and Enquiry Team Manager, together with a central point of contact within the force concerned so that the above individuals may be contacted in the future;
- A summary of the case including details of violent and/or sexual acts, as well as a précis of the offender's interview under caution;
- The circumstances leading to the commission of the offence, including any relevant background of the offender, eg, community ties, relationship with the victim;
- Any relevant community issues;
- Details of media coverage including any ongoing interest, together with copies of any significant documentary, radio or television coverage if they are readily available and have been collected as part of the investigation;
- Details of any vulnerable witnesses or other persons connected with the case, and/or offender;
- Details of any other risk factors which are evident to the police;
- Details of relevant previous convictions (a full copy of previous convictions to be attached);
- Details of any relevant intelligence regarding the prisoner and his or her activities or behaviour either previously or that which may be predictive to the future;
- Copies of key witness statements together with albums of photographs showing injuries or weapons used in the offence. This material should include all that is relevant whether used or unused in the trial. (If any photographs are likely to be distressing or harrowing they should be forwarded under sealed cover with a notice indicating the nature of the contents).

If any of the above material is of a sensitive or confidential nature, the police should ensure that it is clearly marked as such and contained within a separate file cover which is also clearly marked as follows:

'Confidential: not to be disclosed without permission of the police'.

Where any material has been supplied to the investigation by either the National Crime Squad (NCS) or the National Criminal Intelligence Service (NCIS), and it has been indicated by those agencies as being sensitive, then under this protocol the SIO must not disclose that material or refer to it verbally in presentations to HM Prison Service or the Probation Service **without** prior consultation with NCS and/or NCIS.

This report and its attachments should be forwarded under secure conditions to:

HMP Lifer Management Unit
Abell House
John Islip Street
London
SW1P 4LH.

SIOs should ensure that typed records of the offender's interview under caution, along with copies of the tapes produced during interview, are **not** delivered in the first instance by police with the above report. Copies of the record and tapes should be made available and delivered to HM Prison Service or Probation Service upon written application by a Governor grade within HM Prison Service or a senior probation officer.

The SIO or one of their management team should be available to attend meetings and briefings with HM Prison Service and the Probation Service at reasonable times, immediately following the sentencing of the offender. They should also be available to attend such meetings or briefings at any later time upon a request to do so in writing by a Governor grade within HM Prison Service or a senior probation officer. During these meetings the SIO or their representative will share such information and intelligence as is requested, except for that which relates to sensitive sources.

Police forces should provide a single point of contact which will be available to HM Prison Service and the Probation Service in order to facilitate access to the interview transcripts and/or the SIO and their management team.

14.3 REQUIREMENTS OF HM PRISON SERVICE AND THE PROBATION SERVICE

Following the release of any prisoner subject to this protocol, all documents should be destroyed in accordance with HM Prison Service and the Probation Service archiving and destruction policy. For further details see *A Protocol Between The Association of Chief Police Officers, HM Prison Service, The Probation Service, In Respect of the Provision of Information by the Police Service Regarding Prisoners Serving Life Sentences for Offences of Homicide In England and Wales (1999).*

APPENDIX 1 ABBREVIATIONS AND ACRONYMS

ABBREVIATIONS AND ACRONYMS

ABC . . . . . Activity-Based Costing
ACPO . . . . . Association of Chief Police Officers
ACPOS . . . . . Association of Chief Police Officers in Scotland
BCU . . . . . Basic Command Unit
BIA . . . . . Behavioural Investigative Advisor
CB . . . . . Casualty Bureau
CBRN . . . . . Chemical, Biological, Radiological and Nuclear
CLEM . . . . . Covert Law Enforcement Manager
CPIA . . . . . Criminal Procedure and Investigations Act
CPS . . . . . Crown Prosecution Service
CRI . . . . . Central Research Incident
CRIM . . . . . Central Research Incident Manager
CRO . . . . . Criminal Records Office
CSM . . . . . Crime Scene Manager
D/SIO . . . . . Deputy Senior Investigating Officer
DNA . . . . . Deoxyribonucleic Acid
DPA . . . . . Data Protection Act
ESDA . . . . . Electrostatic Detection Apparatus
FCP . . . . . Forward Control Point
FLO . . . . . Family Liaison Officer
FMO . . . . . Force Medical Officer
FOIA . . . . . Freedom of Information Act
FSP . . . . . Forensic Science Provider
FSS . . . . . Forensic Science Service
GIS . . . . . Geographic Information Systems
GPMS . . . . . Government Protective Marking Scheme
GSA . . . . . Geographic Search Analysis
HOLMES 2 . . . Home Office Large Major Enquiry System
HRA . . . . . Human Rights Act
HSB . . . . . Head of Special Branch
HtoH (H2H) . . House-to-House
IR . . . . . Incident Room
ISR . . . . . Intelligence Source Register

JIG . . . . . Joint Intelligence Group
MIM. . . . . Murder Investigation Manual
MIR . . . . . Major Incident Room
MIRSAP . . . . . Major Incident Room Standardised Administrative Procedures
NCOF . . . . . National Crime and Operations Faculty
NCPE . . . . . National Centre for Policing Excellence
NDNAD . . . . . National DNA Database
NIM . . . . . National Intelligence Model
NSA . . . . . National Search Advisor
OET . . . . . Outside Enquiry Team
OIOC . . . . . Officer in Overall Command
OM . . . . . Office Manager
PACE . . . . . Police and Criminal Evidence Act
PDF . . . . . Personal Descriptive Form
PEACE . . . . . P – Preparation and Planning; E – Engage and Explain; A – Account Clarification and Challenge; C – Closure; E – Evaluation
PII. . . . . Public Interest Immunity
PIP . . . . . Professionalising the Investigative Process
PNC . . . . . Police National Computer
PNMP . . . . . Police National Mobilisation Plan
PolSA. . . . . Police Search Advisor
QUEST. . . . . Query Using Extended Search Tools
RIPA. . . . . Regulation of Investigatory Powers Act
SCAS . . . . . Serious Crime Analysis Section
SCC . . . . . Strategic Coordination Centre
SCRO . . . . . Scottish Criminal Records Office
SIM . . . . . Senior Identification Manager
SIO. . . . . Senior Investigating Officer
SOCO. . . . . Scenes of Crime Officer
TLA . . . . . Target Location Analysis
UDF . . . . . User Defined Field
ViCLAS . . . . . Violent Crime Linkage Analysis System
VODS. . . . . Vehicle Online Descriptive Search
VRM . . . . . Vehicle Registration Mark
WRVS . . . . . Women's Royal Voluntary Service

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APPENDIX 2
REFERENCES

REFERENCES

ACPO (1998) *Crime Committee Guidelines for the Preparation of Current Situation Reports*

ACPO (1999) *Guidelines for the Completion of Impact Assessment Document by Senior Investigating Officers in Homicide and Other Major Investigations*

ACPO (1999) *Guidelines for the Use of Policy Files*

ACPO (2000) *Murder Investigation Manual*

ACPO (2002) *Emergency Procedures Manual*

ACPO (2002) *Guidance on the Recording of Interviews with Vulnerable and Significant (Key) Witnesses*

ACPO (2002) *Kidnap Manual, Manual of Guidance*

ACPO (2003) *Family Liaison Strategy Manual*

ACPO (2004) *Road Death Investigation Manual*

ACPO (2005) *Major Incident Analysis Manual*

ACPO (2005) *Practice Advice on Core Investigative Doctrine*

ACPO (forthcoming) *Murder Investigation Manual*

ACPO (forthcoming) *Police National Mobilisation Plan (PNMP)*

ACPO (forthcoming) *Code of Practice for the Use of the Serious Crime Analysis Section*

ACPO Homicide Working Group (2002) *The Financial Management of Major Crime Investigations, research by Lincolnshire Police*

ACPO, ACPOS and HM Customs and Excise (2003) *Manual of Standards for Accessing Communication Data Regulated by Part 1 Chapter 2 of the Regulation of Investigatory Powers Act 2000*

ACPO and HM Customs and Excise (1999) *National Standards in Covert Investigations Manual of Standards for Recording and Dissemination of Intelligence Material*

ACPO and HM Customs and Excise (2003) *National Standards in Covert Investigations Manual of Standards for the Deployment of Undercover Officers*

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Attorney General's Guidelines (2005) on the Disclosure of Information in Criminal Proceedings

Cabinet Office: *The Manual of Protective Security: Framework and Guide*

Criminal Procedure and Investigations Act 1996 and the accompanying Codes of Practice

The Damilola Taylor Murder Investigation Review: *The Report of the Oversight Panel Presented to Sir John Stevens QPM DL, Commissioner of Police of the Metropolis (2002)*

HMIC (2004) *A Report on the Investigation by Cambridgeshire Constabulary into the Murders of Jessica Chapman and Holly Wells at Soham on 4 August 2002 Summary of Conclusions and Recommendations*

Home Office *Counter Terrorist Contingency Manual*

The Prosecution Team (2005) Disclosure Manual

A Protocol Between The Association of Chief Police Officers, HM Prison Service, The Probation Service, In Respect of the Provision of Information by the Police Service Regarding Prisoners Serving Life Sentences for Offences of Homicide In England and Wales (1999).

APPENDIX 3 SUGGESTED FORM TEMPLATES

The following templates do not include all the forms used in an MIR. Those listed show the basic information required for recording purposes.

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Allocate Action – HOLMES 2 generated form 203
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Personal Descriptive Form 217
House-to-House Enquiries Street Form 223
House Occupants Form 224
House-to-House Enquiry Questionnaire 225
House-to-House Police Records Check Form 229
Incident Message form 233
Document Instruction form 237
SIO Policy File 241
Briefing Document Book 253
Enquiry Officer's Workbook 261
Property Register Book 269

ALLOCATE ACTION FORMS

ALLOCATE ACTION

Action No.: A302 Priority: L

Text:
TST PC PETER DAVIDSON FOR ANY USEFUL INFO IN RELATION TO A PREVIOUS CASE IN WHICH THE VICTIM WAS INVOLVED.

Allocated to: LOCKWOOD DC 848

Originating Document No: M45

Originating Details:

Associated Documents:

Linked Actions:

Previous Results:

Result of Action (Please write clearly)

ALLOCATE ACTION

Action No: A302 (Cont)

Property No: Property Description: Reporting Officer(s): (Show rank name and number)   Date Returned: Time:

FOR ADMINISTRATIVE USE

Receivers Instructions:		Receiver:
Further Action No(s): Statement No: PDF No:	Report No: Other Doc No:	Indexer:
Statement Reader Comments:		St. Reader:
Officer Manager / SIO Instruction:		O/M: SIO:

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ALLOCATE ACTION

Action No: A302 (Cont)

Originating Document:

RESTRICTED

INCIDENT MESSAGE

M45

Urgent Y/N: N

Security Level: 4

Assessor/Receiver's Summary:

Date: 07/09/2005 Time: 1030 Priority: LOW

Type: Officers Information

Class *(If in use)*: Code: VICT Description: Victim

Message From/To*:* FROM Title/Rank/ID Number: MR

SEX: MALE Surname: DAVIDSON

Forename(s): PETER

Telephone Number(s):

Address: POLICE STATION IPSWICH

Post Code: Email:

INFORMATION

I have some knowledge of the deceased and may have some information regarding a previous case in which the victim was involved.

Person receiving/sending: Receiving

Title/Rank/ID Number:

Forename(s): PETE

Surname: DAVIDSON

Action(s) Required Y/N:

Assessor/Receiver:

Action No(s):

Registrar/Indexer:

Further Action Required Y/N:

Office Manager:

Other References:

Officer in Charge:

RESTRICTED

Action Form

Two sheets per Action are required. The top sheet is white and self-carbonating; the copy should be a different colour.

Action forms can be bound into a book or the sheets glued and produced as a pad.

When allocating an Action, hand the top sheet only to the enquiry officer.

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ACTION FORM

Action Number

INCIDENT:

BOOK NUMBER:

Priority
L M H

INSTRUCTIONS FOR RAISING ACTIONS

Signature of Officer making decision:	Signature of Officer indexing:
Date and time of decision:	Date and time of indexing:

Originating Document:

Linked Actions:

ALLOCATED TO:

Name	Date	Time	By
Name	Date	Time	By
Name	Date	Time	By
Signature of Indexer:		Date	Time

MIR/5

Result action on rear of this form →

ACTION RESULT SECTION

ACTION FORM

Action Number

INCIDENT:

BOOK NUMBER:

Priority
L M H

INSTRUCTIONS FOR RAISING ACTIONS

Signature of Officer making decision:	Signature of Officer indexing:
Date and time of decision:	Date and time of indexing:

CARBON COPY

Originating Document:

Linked Actions:			
ALLOCATED TO:			
Name	Date	Time	By
Name	Date	Time	By
Name	Date	Time	By
Signature of Indexer:		Date	Time

MIR/5

Carbon copy do not remove

OFFICER'S REPORT FORM

OFFICER'S REPORT

Security	Priority	Number:
1 2 3 4	L M H	

To: _____ Incident: _____

From: Rank: _____ No: _____ Name: _____

District/Dept: _____ Tel/Ext: _____ No. of pages _____

Subject: _____ Date: _____
(include Action No. if applicable)

PERSONAL DESCRIPTIVE FORM

Personal Descriptive Form

This form should be printed using both sides of A3 paper and folded.

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Personal Descriptive Form

Security	Priority	Number:
		P

Name:

Surname: _____

Forenames: _____ _____ _____

Title: _____ Sex: _____

Date of birth: _____ Birthplace: _____ Height: _____

Ethnic Appearance: *Persons of mixed appearance will be recorded in the most appropriate category*

White North European ☐ White South European ☐ Black ☐ Asian ☐
Chinese, Japanese or any other South East Asian ☐ Arabic or North African ☐ Unknown ☐

Occupation: _____

Employer/School details and addresses: _____

Other Names:

Maiden Name: _____

Any Other name: *Show whether alias, former, nickname, etc

Surname: _____ Forenames: _____ *Name Type _____

Address: _____

_____

Postcode: _____

Telephone Numbers:

Home Tel No: _____ Bus. Tel No: _____ Mobile Tel No: _____

Email Address: _____

Vehicles:

Owner ☐ User ☐ Reg No _____ Make _____ Model _____

Colour _____ Type _____ Seen? _____

Owner ☐ User ☐ Reg No _____ Make _____ Model _____

Colour _____ Type _____ Seen? _____

Owner ☐ User ☐ Reg No _____ Make _____ Model _____

Colour _____ Type _____ Seen? _____

Vehicle Types:

3WH	3 Wheeler	LOR	Rigid Lorry	PSV	Public Service vehicle
ART	Articulated Cab	LTR	Lorry/Trailer	SAL	Saloon
CAV	Motor Caravan	MCY	Solo Motor Cycle	SCO	Scooter
COM	Motor Cycle Combi	MOP	Moped	SPO	Sports
CON	Convertible	OTH	Other	VAN	Van
EST	Estate	PIC	Pickup		

Vehicle Colours:

Blue	White	Green	Red	Grey	Black	Yellow	Gold	Maroon	
Brown	Beige	Silver	Orange	Bronze	Purple	Cream	Pink	Multi	Turquoise

MIR/7

DESCRIPTIVE DETAILS

Head Hair:

Afro ☐	Dreadlocks ☐	Pony Tail ☐	Straight ☐
Bald ☐	Dyed ☐	Rasta ☐	Streaked ☐
Beehive ☐	Greasy ☐	Receding ☐	Thinning ☐
Bushy ☐	Greying ☐	Shaven ☐	Untidy ☐
Collar Length ☐	Mohican ☐	Short ☐	Very Long ☐
Cropped ☐	Permed ☐	Shoulder Length ☐	Wavy ☐
Curly ☐	Plaited ☐	Skinhead ☐	Wig ☐
Dirty ☐			

Head Hair Colour:

Auburn ☐	Dk Brown ☐	Lt Brown ☐	Purple ☐
Black ☐	Fair ☐	Mousey ☐	Red ☐
Blonde ☐	Ginger ☐	Multi ☐	Sandy ☐
Blue ☐	Green ☐	Orange ☐	White ☐
Brown ☐	Grey ☐	Pink ☐	Yellow ☐

Facial Hair:

Bushy ☐	Full Beard ☐	Handlebar ☐	Stubble ☐
Clean Shaven ☐	Goatee ☐	Long Sideburns ☐	Very Long ☐
Curly ☐	Greasy ☐	Moustache ☐	Waxed ☐
Dirty ☐	Greying ☐	Plucked ☐	Dyed ☐
Hairy ☐	Streaked ☐		

Other desc. _____

Eyebrows:

Bushy ☐	Dyed ☐	Plucked ☐	Straight ☐
Curly ☐	Greying ☐	Shaven ☐	

Other desc. _____

Ear Hair:

Bushy ☐ Very Long ☐ Other desc. _____

Body Hair:

Greying ☐ Hairy ☐ Shaven ☐ Waxed ☐

Other desc. _____

Nasal Hair:

Hairy ☐ Plucked ☐ Straight ☐ Very Long ☐

Other desc. _____

Eyes:

Blue ☐	Brown ☐	Green ☐	Grey ☐	Hazel ☐	Pink ☐
Blind ☐	Cast ☐	Deformed ☐	Protruding ☐	Squint ☐	Staring ☐

Glasses:

Contact Lenses ☐ Glasses ☐ No Glasses ☐

Glasses Use:

Constant ☐ Driving ☐ Reading ☐

Complexion:

Fair ☐	Freckled ☐	Fresh ☐	Pale ☐	Ruddy ☐
Sallow ☐	Spotted ☐	Swarthy ☐	Tanned ☐	Wrinkled ☐

Build:

Fat ☐ Medium ☐ Slim ☐ Stocky ☐ Thin ☐

Distinguishing Features (Record feature, location on body and full descriptive details)**:**

Lacking: _____

Mark: _____

Peculiarity: _____

Pierced: _____

Scar: _____

Tattoos: _____

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Accent General:

English ☐ Irish ☐ Other ☐ Scottish ☐ Welsh ☐

Accent Specific:

American ☐	French ☐	Liverpool ☐	North West ☐	Spanish ☐
Asian ☐	German ☐	London ☐	Northern ☐	West Country ☐
Australian ☐	Glasgow ☐	Midland ☐	Oriental ☐	West Indian ☐
Birmingham ☐	Italian ☐	North East ☐	Southern ☐	Yorkshire ☐
East Anglia ☐				

Accent Other: *Give details* _____

Noticeable Jewellery:

_____

_____

Clothing worn at material time (if relevant):

_____

_____

_____

Visited scene during material time (Yes/No): _____

If Yes, give details _____

_____

Knows victim (Yes/No): _____ Nature of relationship: _____

Any other information:

_____

_____

_____

_____

_____

_____

CRO No: _____ PNC Id. _____ Local Ref No. _____

List type of convictions: _____

_____

Name, rank and number of officer completing form: _____

Date and Time Completed: _____

Indexed: _____

Additional information/notes

_____

_____

Continued overleaf

Additional information/notes *(continued)*

HOUSE-TO-HOUSE ENQUIRY FORMS

House-to-House Enquiry Questionnaire

The House-to-House Enquiry Questionnaire shown on page 225 should be printed using both sides of A3 paper and folded.

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House-to-House Enquiries
STREET FORM

H.....

Street .....

Ref No.	House name or number	Questionnaires Number to be completed Cross off those done	Enter complete when all done	Initials of Officer I/C HtoH Enq
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

RECORD OF ISSUE OF FOLDER

Date	Officer	Date	Officer	Date	Officer

When all questionnaires for a house are complete they can be transferred with the house form to the completed folder (green folder) for checking by the officer in charge of house to house.

MIR/1

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House Occupants Form

Address _____ Telephone No. _____

Officer completing form _____

Date _____

Details of occupants normally resident at address including those at present away on business, university etc. Tick name of person supplying information to complete this form.

All questionnaires completed and checked

Initials .....

Officer I/C HtoH Enquiries

	Surname (and Maiden Name)	Forename(s) (and Nicknames)	Date of birth	Occupation or school	Tick where appropriate			Remarks, reason for absence or why not seen etc. When available for interview	Questionnaire number
					Seen	Questionnaire completed	Statement taken		
1									
2									
3									
4									
5									
6									

Full details of persons who have been resident at address in past six months or visited on date in question

Name _____ Name _____

Address _____ Address _____

Dates Time _____ Date Time _____

Numbers of male or female occupants

This Address	Either Side	
	House name/number _____	House name/number _____
M F	M F	M F

Security	Priority	Number
1 2 3 4	L M H	

House-to-House Enquiry Questionnaire

Surname: _____

Forenames: _____ _____ _____

Title: _____ Sex: _____

***Ethnic Appearance:**

White North European ☐	White South European ☐	Black ☐	Asian ☐
Chinese, Japanese or any other South East Asian ☐	Arabic or North African ☐	Unknown ☐	

Persons of mixed appearance will be recorded in the most appropriate category

Date of birth: _____ Birthplace: _____ Height: _____

Occupation: _____

Employer/School details and addresses: _____

_____

Body Hair:

Greying ☐	Hairy ☐	Shaven ☐	Waxed ☐

Other desc. _____

Ear Hair:

Bushy ☐ Very Long ☐ Other desc. _____

Eyebrows:

Bushy ☐	Dyed ☐	Plucked ☐	Straight ☐
Curly ☐	Greying ☐	Shaven ☐	

Other desc. _____

Facial Hair:

Bushy ☐	Full Beard ☐	Handlebar ☐	Stubble ☐
Clean Shaven ☐	Goatee ☐	Long Sideburns ☐	Very Long ☐
Curly ☐	Greasy ☐	Moustache ☐	Waxed ☐
Dirty ☐	Greying ☐	Plucked ☐	
Dyed ☐	Hairy ☐	Streaked ☐	

Other desc. _____

Head Hair:

Afro ☐	Dreadlocks ☐	Pony Tail ☐	Straight ☐
Bald ☐	Dyed ☐	Rasta ☐	Streaked ☐
Beehive ☐	Greasy ☐	Receding ☐	Thinning ☐
Bushy ☐	Greying ☐	Shaven ☐	Untidy ☐
Collar Length ☐	Mohican ☐	Short ☐	Very Long ☐
Cropped ☐	Permed ☐	Shoulder Length ☐	Wavy ☐
Curly ☐	Plaited ☐	Skinhead ☐	Wig ☐
Dirty ☐			

Head Hair Colour:

Auburn ☐	Dk Brown ☐	Lt Brown ☐	Purple ☐
Black ☐	Fair ☐	Mousey ☐	Red ☐
Blonde ☐	Ginger ☐	Multi ☐	Sandy ☐
Blue ☐	Green ☐	Orange ☐	White ☐
Brown ☐	Grey ☐	Pink ☐	Yellow ☐

MIR/4

Nasal Hair:

Hairy ☐ Plucked ☐ Straight ☐ Very Long ☐

Other desc. _____

Eyes:

Blue ☐ Brown ☐ Green ☐ Grey ☐ Hazel ☐ Pink ☐

Blind ☐ Cast ☐ Deformed ☐ Protruding ☐ Squint ☐ Staring ☐

Glasses:

Contact Lenses ☐ Glasses ☐ No Glasses ☐

Glasses Use:

Constant ☐ Driving ☐ Reading ☐

Complexion:

Fair ☐ Freckled ☐ Fresh ☐ Pale ☐ Ruddy ☐

Sallow ☐ Spotted ☐ Swarthy ☐ Tanned ☐ Wrinkled ☐

Build:

Fat ☐ Medium ☐ Slim ☐ Stocky ☐ Thin ☐

Distinguishing Features (Record feature, location on body and full descriptive details):

Lacking: _____

Mark: _____

Peculiarity: _____

Pierced: _____

Scar: _____

Tattoos: _____

Accent General:

English ☐ Irish ☐ Other ☐ Scottish ☐ Welsh ☐

Accent Specific:

American ☐	French ☐	Liverpool ☐	North West ☐	Spanish ☐
Asian ☐	German ☐	London ☐	Northern ☐	West Country ☐
Australian ☐	Glasgow ☐	Midland ☐	Oriental ☐	West Indian ☐
Birmingham ☐	Italian ☐	North East ☐	Southern ☐	Yorkshire ☐
East Anglia ☐				

Accent Other: Give details: _____

Noticeable Jewellery: _____

_____

_____

Clothing worn at material time (if relevant): _____

_____

_____

_____

_____

_____

_____

CRO No: _____ PNC Id. _____ Local Ref No. _____

Collator check (Yes/No): _____

List type of convictions: _____

_____

Visited scene during material time (Yes/No): _____

If Yes give details: _____

_____

Knows victim (Yes/No): _____ Nature of relationship: _____

Other Names:

Maiden Name _____

Any other name: **show whether alias, former, nickname, etc*

Surname: _____ Forenames: _____ *Name Type: _____

Address: _____

_____

_____

Postcode: _____

Telephone numbers:

Home Tel. No: _____ Bus. Tel. No: _____ Mobile Tel. No: _____

Email Address: _____

Vehicles:

Owner ☐ User ☐ Reg No _____ Make _____ Model _____

Colour _____ Type _____ Seen? _____

Owner ☐ User ☐ Reg No _____ Make _____ Model _____

Colour _____ Type _____ Seen? _____

Owner ☐ User ☐ Reg No _____ Make _____ Model _____

Colour _____ Type _____ Seen? _____

Vehicle Types:

3WH	3 Wheeler	LOR	Rigid Lorry	PSV	Public Service vehicle
ART	Articulated Cab	LTR	Lorry/Trailer	SAL	Saloon
CAV	Motor Caravan	MCY	Solo Motor Cycle	SCO	Scooter
COM	Motor Cycle Combi	MOP	Moped	SPO	Sports
CON	Convertible	OTH	Other	VAN	Van
EST	Estate	PIC	Pickup		

Vehicle Colours:

Blue	White	Green	Red	Grey	Black	Yellow	Gold	Maroon	
Brown	Beige	Silver	Orange	Bronze	Purple	Cream	Pink	Multi	Turquoise

1) Obtain details of movements between _____

_____

_____

_____

_____

2) Who can verify? _____

_____

3) Date/time/place victim last seen _____

_____

4) Who was with the victim? *(Full details/description)* _____

_____

_____

5) Who was with you? *(Full details)* _____

_____

6) What do you know of victim's friends, associates, habits, etc.? _____

_____

_____

Scene of Incident:

7) When last visited Time _____ Date _____

8) If visited during relevant period Time _____ Date _____

9) Who was with you? _____

_____

10) Who did you see? *(Full details/description)* _____

_____

_____

11) Any other useful information/rumours etc. _____

_____

_____

12) Are details of all visitors on material date recorded on House Occupants form? (Yes/No) _____

Occupancy Details

This House

Males _____ Females _____

Premises Adjacent on LHS

Address _____

Folder _____ Premises _____ Males _____ Females _____

Premises Adjacent on RHS

Address _____

Folder _____ Premises _____ Males _____ Females _____

Date _____ Signature of Interviewee _____

Name, rank and number of officer completing form _____

Interviewing Officer's observations _____

H/H Control Action: (Yes/No)	Indexed	Incident Room Action No:	Indexed
Signed: _____ Officer in Charge		Checked: _____ Office Manager	

House-to-House Police Records

CHECK FORM

HtoH No.	Name	Date & Birthplace	Sex	Height	CRO No.	PNC ID	Local Reference No.

MIR/3

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INCIDENT MESSAGE FORM

Protective Marking :

INCIDENT MESSAGE

M	
Urgent Y/N	
Security Level	

Assessor/Receiver's Summary:

Date:	**Time:**	**Priority:** High, Medium or Low *(Delete as appropriate)*					
Type *(Tick Box)*	Phone In		Phone Out		Verbal Report		Officers Information	
Class *(If in use)*	Code		Description				
To/From *(Delete as appropriate)*				Title/Rank/ID Number:			
Male/Female/Unknown *(Delete as appropriate)*				Surname:			
Forename(s):							
Telephone Number(s)	Home:			Contact:			
Business:			Mobile :				
Address *(Home, Business, Contact, Other – please indicate)*							
Post Code:		**Email:**					
INFORMATION							
Person receiving/sending *(Delete as appropriate)*				Title/Rank/ID Number:			
Forename(s):				Surname:			

Action(s) Required Y/N		Assessor/Receiver:
Action No(s)		Registrar/Indexer:
Further Action Required Y/N		Office Manager:
		Officer in Charge:
Other References:		Officer in Charge:

MIR/6 02/03/05

Protective Marking:

DOCUMENT INSTRUCTION FORM

L M H	1 2 3 4	Number

Document Instruction Form

Date Received_____

Title _____

Other Document ☐ Transmission ☐ Statement ☐ Report ☐ Interview ☐

TYPING ☐ NO TYPING ☐ SCAN ☐

SUMMARY

INSTRUCTIONS	Action Ref No.

Registered/Action Raised:	Indexer
Document Reader's Instructions:	Reader
Indexed:	Indexer
Approved:	OM
	SIO

MIR/15 Revised 2005

SIO POLICY FILE

SIO Policy File

The SIO Policy File should be a self-carbonating, bound book with each page sequentially numbered. The carbon copy should be removable and be a different colour to the top copy.

An aide-memoire may be included.

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SIO Policy File

Offence/Incident _____

Operation	
Victim(s)	
SIO/Incident Commander	Deputy SIO/Incident Commander
Date Enquiry Commenced	Date Enquiry Closed
Date Policy File Commenced	Date Policy File Closed
Registry File Reference	Divisional Reference
Book No of	

Notes for Guidance

This document must be used to record all strategic decisions, including the rationale behind those decisions.

- Decisions in this book should refer to one investigation only.
- Only one decision should be recorded on each page.
- The person making the decision must time, date and sign each entry.
- If the decision is recorded by a person other than the decision maker, the entry must be signed by both.
- The decision category should be indicated in the appropriate headed box. If the decision covers more than one heading, multiple boxes should be completed.
- On completion of the entry, the page number of the decision is to be indexed on the rear sleeve in the corresponding box.
- Where HOLMES 2 is used, the carbon copy should be removed and typed on the system.
- Analytical charts, maps or any other document on which a decision is based should be referred to in the policy file and retained in the MIR.
- Where appropriate, the contents of this policy file should be available to all officers engaged on the investigation.
- At the conclusion of the investigation all policy files must be retained and stored with the case papers.
- The contents of this policy file must be assessed by the Disclosure Officer and are subject to the Criminal Procedure and Investigations Act 1996 and the accompanying Codes of Practice; Attorney General's Guidelines on the Disclosure of Information in Criminal Proceedings 2005;The Prosecution Team (2005) Disclosure Manual.

INITIAL INFORMATION

To include all details of circumstances of incident known at point of opening policy file.

Day	Date	Time	Policy file cross-reference page no.

INITIAL INFORMATION

INITIAL INFORMATION

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Entry No.

Forensic Strategy		Arrest Strategy		Main Line of Enquiry		Family Liaison	
Media Strategy		Search Strategy		Sensitive Issues		Other (Specific)	

DECISION:

DATE AND TIME OF DECISION:

REASON:

Officer Making Entry	Sign/Print	Date & Time

Officer Making Decision (if different)	Sign/Print	**Supervisor Review**	Sign/Print	Date & Time

Entry No.

Forensic Strategy		Arrest Strategy		Main Line of Enquiry		Family Liaison	
Media Strategy		Search Strategy		Sensitive Issues		Other (Specific)	

DECISION:

DATE AND TIME OF DECISION:

REASON:

CARBON COPY

Officer Making Entry	Sign/Print	Date & Time

Officer Making Decision (if different)	Sign/Print

Supervisor Review	Sign/Print	Date & Time

Index to Decisions. Enter relevant page number in grid.

Forensic Strategy	Arrest Strategy	Main Line of Enquiry	Family Liaison	Media Strategy	Search Strategy	Sensitive Strategy	Other

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SIO Policy File aide-memoire

Background/Initial Response
Discovery of incident/body/initial call
Uniform response/debrief
ARV
Paramedics
CID/senior officer
Crime Scene Examiner/Crime Scene Manager/Accident Investigator
SIO
Pathologist/coroner
Forensic Science Service
Community impact assessment

Scene (think forensic)
Identification of scene(s)
Approach
Cordon/tape/plates/tent
Log
Exhibits
Searching/tracking
Mobile police post
Forensic support
Removal of body
Forensic strategy

Main lines of enquiry
Fast-track Actions
CCTV collection/viewing
House-to-House strategy
Witness management:
- Identification
- Interview strategy
- Statement
- Protection

Intelligence strategy
TIE strategy
Search strategy
Telephone strategy

Victim
Identification
Family liaison
Friends/associates

Post-mortem
Home Office pathologist
Coroner
Other experts
Cause of death
Weapons/injuries
Second post-mortem

Suspect management
Alibi times/elimination criteria
Arrest strategy
Disclosure/interview strategy
Intelligence
Samples/clothing/swabs
Footwear
PACE – warrant of further detention
Searches

Media
Initial press release
Holdback
Internal communications
Press strategy

Investigations set-up
HOLMES 2/paper system
Location of MIR
Staffing
Administration
Resource and financial management

Case management
Disclosure
File preparation
Review
Sensitive issues
Exhibit management
CPS liaison

BRIEFING DOCUMENT BOOK

Briefing Document Book

The Briefing Document Book should be a self-carbonating, bound book with each page sequentially numbered. The carbon copy should be removable and be a different colour to the top copy.

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BRIEFING

DOCUMENT BOOK

Book No. ..... of .....

Incident .....

Date of commencement .....

Date of completion .....

Document number *(to be completed by Disclosure Officer)* .....

Serial No.

1

BRIEFING DOCUMENT BOOK

TITLE: _____

TIME/DAY/DATE: _____

OFFICER	INFORMATION	ACTION/REF

Indexing required ? **YES / NO**

Officer making entry: _____

Indexed: _____

Office Manager: _____

1

BRIEFING DOCUMENT BOOK

TITLE: _____

TIME/DAY/DATE: _____

OFFICER	INFORMATION	ACTION/REF

Indexing required ? **YES / NO**

Officer making entry: _____

Indexed: _____

Office Manager: _____

CARBON COPY

ENQUIRY OFFICER'S WORKBOOK

Enquiry Officer's Workbook

The Enquiry Officer's Workbook should be a bound book with a serial number recorded on the front cover. Both sides of each page should be sequentially numbered.

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MAJOR INCIDENT

ENQUIRY OFFICER'S

WORKBOOK

NAME OF OFFICER	

Book No. ..... of .....

Incident .....

Date of officer commencement .....

Date of officer completion .....

Document number *(to be completed by Disclosure Officer)* .....

Serial No.

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GUIDANCE ON COMPLETION OF WORKBOOK

- This workbook is intended to aid compliance with the CPIA 1996 in recording and retaining information.

- The book DOES NOT replace your pocket notebook which should be maintained in line with force policy.

- The book will assist you in the conduct of your enquiries and become an aide-memoire for detailing the investigations you have made. Any pertinent information gathered that does not form part of a document or Action result should be submitted to the incident room using a Message form or Officer's Report.

- Each entry must contain the date and time made, and where applicable, the Action or document number that caused the entry. Ensure each entry is clearly legible.

- Where this book is used to record PEACE notes prior to the completion of a statement, the relevant entry must be photocopied and submitted with the original signed statement.

PEACE (Police Interview Training Mnemonic)
P – Preparation and Planning; E – Engage and Explain; A – Account Clarification and Challenge; C – Closure; E – Evaluation.

- Where two officers interview a witness, one officer should complete the notes and the other countersigns them.

- This book must be handed in when complete or when you leave the investigation.

- Any information contained in this workbook thought to be sensitive should be brought to the attention of the Disclosure Officer.

- A personal exhibit reference grid is included at the back of this book.

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	1

40	

PERSONAL EXHIBITS REFERENCE SHEET

INITIALS USED

Ref. no.	Brief Description
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

Ref. no.	Brief Description
26	
27	
28	
29	
30	
31	
32	
33	
34	
35	
36	
37	
38	
39	
40	
41	
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43	
44	
45	
46	
47	
48	
49	
50	

Ref. no.	Brief Description
51	
52	
53	
54	
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72	
73	
74	
75	

ENSURE THAT ALL EXHIBITS ARE CORRECTLY PACKAGED AND LABELLED
IF IN DOUBT SEEK ADVICE FROM A SCIENTIFIC SUPPORT OFFICER

PROPERTY REGISTER BOOK

Property Register Book

The property register should be a bound book.

The register consists of an incident information sheet, guidance notes for its completion and an alphabetical index.

One exhibit is recorded per page.

Continuation books may be printed without the guidance notes.

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MAJOR INCIDENT PROPERTY REGISTER

INCIDENT _____

BOOK _____ **OF** _____

FROM _____ **TO** _____

EXHIBIT OFFICER'S NAME _____

DEPUTY EXHIBIT OFFICER'S NAME _____

MIR/21

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OPERATION					
OFFENCE				**Date/Time started**	
Location			**Command and Control Reference**		
			Crime Reference Number		
			FSP Reference		
Victim Details					
Name		DOB		Tel	
Address					
Name		DOB		Tel	
Address					
Next of kin details		Other useful information			
Name		SIO		Tel	
Address		D/SIO		Tel	
		Disclosure		Tel	
		Scientist		Tel	
Tel		Family Liaison Officers			
Next of kin details					
Name					
Address					
Tel					

THIS REGISTER IS DESIGNED TO RECORD ONE ITEM OF PROPERTY PER PAGE.

Serial No. **X**	When HOLMES 2 is used the computer generated URN will be entered. On a manual system the Exhibit Officer completes the next sequential number and maintains an alphabetical index.
Witness Ref	This is the reference created by the person finding/producing the exhibit. The standard format of this is the initials of the person followed by the next sequential number for that person (eg, PC Mark JONES would be MJ/1). HOLMES 2 does however allow duplication, you will be prompted that it is a duplicate number, click ok to continue.
Local Ref	If the exhibits are booked into another system, the reference number of that system is entered here (eg, property other than found, crime exhibit system, etc).
Court Ref	This box is only filled in if the exhibit is used in court. The court provides the number as each item is produced.
FSP Ref	This can be completed with any Forensic Service Provider Reference Number.
Box No.	This can be used to give any easy reference to property found at a given location or from a given suspect, eg, by allocating scene 1 as Box 1, victim 1 Box 2 and so on. In addition this can be used by the Exhibit Officer to indicate the location of the property in the store.
Hazard Warning	This may be used to indicate any hazardous material.
Description of property	This MUST match the description on the exhibit label and may include further description if required.

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Time/Date Found	The time and date the item is seized/obtained.
Location Property Found	This should be the same as the label, describing exactly the location, eg, top left drawer of sideboard next to fireplace in front room 123 Stanley Road. When this property is a sample from a person, this should also include the name of the person.
Name/Address/Tel No (Witness/Finder/Owner)	Ensure all details are completed in these two boxes. It will save valuable time if persons need to be contacted. If several exhibits are from the same person it is acceptable to fill in the first exhibit with full details and subsequently refer to this as see Xnumber, eg, see X32.
Deposited by/Time/Date	This is the name of the person handing the exhibit to the Exhibit Officer, together with the time and date that the exhibit is deposited with the Exhibit Officer. If the person handing over the exhibit is **not** the finder ensure they have signed the continuity on the exhibit label.
Movement History	Complete this every time an exhibit is moved, by whom and for whatever reason.
Other information/Diagram	This area is for use by the Exhibit Officer if a longer explanation or diagram is needed. Actions raised from exhibits should also be recorded here, eg, A14 refers to further enquiries following research.
Disposal	This box is to indicate whether the item is to be destroyed, to be returned or to be kept under the provisions of the CPIA 1996.

A DESCRIPTION	OFFICER	ENTRY NO.	C DESCRIPTION	OFFICER	ENTRY NO.
B DESCRIPTION	OFFICER	ENTRY NO.	D DESCRIPTION	OFFICER	ENTRY NO.

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Serial No	Wit. Ref	Local Ref	Court	FSP Ref	Box No.	Hazard
X						

Description

Time and Date found

Found Location

Witness/Finder

Name

Address

Tel

Deposited By Name Rank/No Station Time/Date

Movement History

Time/Date	Handed to	Reason/Hold Location	Time/Date	Handed to	Reason/Hold Location

Owner

Name

Address

Tel

Other Info/Diagram

Disposal

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APPENDIX 4
VOLUNTEER DNA FORMS

The following forms are produced by The Forensic Science Service, they are reproduced here as examples only. Original documents must be ordered from the FSS.

	I/D Part 1	DNA sample no:	Action no. Nominal no:

Full name: _____ D.O.B. _____

Address: _____

_____

I have / have not provided the Police with a DNA sample for analysis and I have understood and signed the Volunteer DNA form.

Signed: ..... Witnessed by: ..... Date .....
Officer ID No

First verification of identity	Second verification of identity
_____	_____
_____	_____
_____	_____
_____	_____
by: _____ (name of officer)	by: _____ (name of officer)
Officer ID No. _____	Officer ID No. _____

I am satisfied with the identity of the above named person.

Signed: _____ Officer ID No. _____ Date _____

	I/D Part 2		Action no.

Name: _____

D.O.B. _____

DNA mouth swab or plucked hair (delete as appropriate) taken

time: _____ date: _____ by: _____
Officer ID no _____

signature of person taking:

_____

location:

_____

_____

_____

prints identified on: _____

by: _____

ID No. _____

Right Thumb

Photograph

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Volunteer DNA Sample
Mouth Swab/Hair Sampling Kit

Do NOT use this kit for sampling individuals under PACE

CONTENTS:

2 x Mouth Swabs
2 x Sample containers (bar coded)
1 x Pair of disposable gloves
1 x Volunteer DNA Form (bar coded)
1 x Small tamper-evident bag (bar coded)
1 x Large tamper-evident bag (CJ labelled)
1 x Bar code labels supplied in two sections:-
For Police Use Only (use as per Force instructions)
For Laboratory Use Only (**DO NOT REMOVE**)

Please ensure all components of the kit are present before sampling.

Sampling procedure for Mouth Swabs

1. **Ensure that the person who is to provide the samples has not taken food or drink in the last twenty minutes before taking the sample.**
2. The person taking the samples must wear the gloves provided throughout the whole procedure and avoid talking, coughing etc. over the samples.
3. Take one of the two mouth swabs provided and peel the polythene cover to reveal the swab. Taking care to hold the stem end, the swab end should then be placed into the donor's mouth and the swab **scraped firmly against the inside of the cheek six times.**
4. Open one of the flip-top sample containers; the swab should then be ejected into the sample container by pressing the stem end towards the swab. Once the sample is placed inside the container tube, the top should be firmly closed.
5. The whole procedure should then be repeated using the second mouth swab and tube on the other cheek. Both containers should then be placed into the small tamper-evident bag provided and **sealed in the presence of the donor. The blue strip should be removed from the adhesive strip and sealed. Failure to seal the tamper-evident bags correctly will result in rejection of the samples by the forensic supplier.**

Sampling procedure for Plucked Hairs

1. The person taking the samples must wear the gloves provided throughout the whole procedure and avoid talking, coughing etc. over the samples.
2. Pluck no less than 10 hairs with roots from the donor. (The donor is authorised to indicate exactly from where on his/her body they wish the hairs to be taken - a non intimate site only).
3. The hairs should then be placed into the small tamper-evident bag provided and **sealed in the presence of the donor. The blue strip should be removed from the adhesive strip and sealed. Failure to seal the tamper-evident bags correctly will result in rejection of the samples by the forensic supplier.**
4. **WARNING! Less than 10 hairs with obvious roots attached will constitute an insufficient sample.**

WARNING!
IF, AT ANY TIME DURING THE SAMPLING PROCESS, THE SWAB OR HAIR IS DROPPED OR COMES INTO CONTACT WITH ANY OTHER SURFACE THE PROCEDURE SHOULD STOP AND THE SAMPLING KIT BE DISPOSED OF. NEW SAMPLES MUST THEN BE TAKEN USING A NEW DNA SAMPLING KIT.
THE PROCEDURE CONTINUES OVERLEAF

The Forensic Science Service®

Version 1 10/04, Page 1 of 2

Once the sampling process is completed:

1. The Volunteer DNA Form should be completed in BLOCK CAPITALS using BLACK INK. Please complete all the relevant sections. Always complete "Sample Type" section according to the sample type taken.

2. Please complete section "Operation Name" of the form only **IF** the sample has been taken as part of intelligence-led screen.

3. The donor to complete section A on the reverse of the form.

4. The officer to complete the "Consent" box and the donor to complete section B (on the reverse of the form) **ONLY where consent is given for the resultant DNA profile to be loaded to The National DNA Database®**. It is essential that the donor reads, understands and signs the consent section B in this case.

5. The officer to complete section C on the reverse of the form.

6. If the volunteer has provided the sample for elimination purposes complete sections "Exhibit Number" and "Police Reference/Crime Number" as appropriate.

7. Once you have completed the Volunteer DNA Form place this, together with the small bag containing the mouth swab/hair sample, into the large tamper-evident bag. Please ensure that the front of the Volunteer DNA Form is visible through the clear side of the large bag. Additional bar code labels have been provided for force use, these can be separated from the label set by gently tearing along the perforated line. These are to be used as per force instructions. **Do NOT remove the spare bar codes marked "For Laboratory Use Only".**

8. Complete the CJ label on the outer bag.

The sampling process is now complete. Store the samples at or below -15°C or as per your force instructions.

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VOLUNTEER DNA FORM

For manual completion only:

Please enter the barcode number from the kit (tubes/labels) in the sample barcode number box

SAMPLE BARCODE

5 BARCODE NUMBER

VOLUNTEER DETAILS

Surname:

Forenames:

Date of Birth: d d m m y y **Sex:** Male M Female F Unknown U

Ethnic Appearance: 1 White Skinned European 1 | 2 Dark Skinned European 2 | 3 Afro-Caribbean 3 | 4 Asian 4 | 5 Oriental 5 | 6 Arab 6 | 7 Unknown 7

OPERATION NAME *(if applicable)*

CONSENT FROM VOLUNTEER **(Please complete sections A and C overleaf, and B if applicable)**

SAMPLE DETAILS

Sample Type: 03 03 Mouth Swabs 08 08 Hair Roots **Date Sample Taken** d d m m y y

Officer Taking Sample: Officer ID Number Surname

Force / Station Code: *Force PNC Code* *Station Code*

CONSENT ☐ Volunteer has provided consent to load profile to the National DNA Database® **(COMPLETION OF SECTION B ON REVERSE BY THE SUBJECT IS MANDATORY)**

Necessary information required by DNA profiling Provider to Load under the appropriate category *(Please tick one box)*

- ☐ Volunteer from Intelligence-led Screen (VS)
- ☐ Volunteer Family member of interest (VF)
- ☐ Volunteer victim of crime (VV)
- ☐ Volunteer from Police Register (e.g. S.O. register) (VR)
- ☐ Volunteer Elimination (VE)
- ☐ Volunteer other (VT)

For elimination samples required as evidence please complete as appropriate:

Exhibit Number:

Police reference / Crime Number:

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Authorisation for taking sample

CONSENT to provide Volunteer Sample

A. For Completion by the Subject

I consent to a DNA sample (mouth swab/pulled hair) being taken for forensic analysis. I understand that unless I give my written consent for the sample's retention and use, it will only be compared to the crime stain profiles from this enquiry and it will be destroyed at the end of this case. I have been advised that the person taking the sample may be required to give evidence and/or provide a written statement to the police in relation to the taking of it.

Signature _____ **Date** _____

Authorisation for loading to the National DNA Database

CONSENT to retain Volunteer Sample and DNA Profile derived

B. For Completion by the Subject

I (print full name) _____

(DOB) _____ consent to my DNA sample (mouth swab/pulled hair) being taken for analysis and retained and used for purposes of the prevention and detection of a crime. I understand that my sample may be checked against other DNA profiles on the National DNA Database and compared at any time to other DNA profiles held by the police, nationally or internationally, for the purposes of the prevention and detection of crime.

I understand that once I have given my consent, I cannot withdraw this consent.

Signature _____ **Date** _____

Parent/Guardian/Responsible adult (if applicable) _____
Please print

Signature _____ **Date** _____

C. For Completion by the Sampling Officer

Identity Verified? Yes/No
Please delete as appropriate

_____
If yes, please indicate verification method

Officer's name _____ **ID Number** _____

Signature _____ **Date** _____

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