

Royal Mail Group

Royal Mail Internal Information
Investigation Team

Appendix 1 to 6.1 A Practical Guide to Surveillance

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Key Accountabilities

Who is accountable?	What do I have to do?	When do I have to do this?	How do I do this?
All members of Royal Mail Group Security	Have an awareness of this guide	Ongoing	Be aware of the document

A Practical Guide to Surveillance

1. Surveillance an Aid to Investigation.

- 1.1 Surveillance Definition.** Surveillance is the continuous watching (overt or covert) of persons, vehicles, places or objects to obtain information concerning the activities and identities of the individuals.
- 1.2 Objectives of Surveillance.** Surveillance can be carried out for a number of reasons including the following;
- 1.2.1 To obtain evidence of a crime or offence.** The best evidence is when a crime has been witnessed but there are occasions when a crime has already been committed and it is necessary by means of surveillance to prove associations with other criminals or to watch the suspected offender until such time as he attempts to dispose of stolen property. This evidence will often be used in criminal proceedings and, consequently, it has to be accurate.
 - 1.2.2 To locate persons by watching their haunts and associates.** Often people provide false addresses. Keeping observations on a known place that the subject frequents may provide a starting point for surveillance or help establish a place of residence.
 - 1.2.3 To obtain detailed information about a subject's activities.** Undertaken in order to identify routines and habits and other associates.
 - 1.2.4 To obtain information for search warrants.** To justify the obtaining of a search warrant. Difficulties can be encountered in obtaining search warrants and evidence obtained during surveillance operations can substantiate the need for such a warrant.
 - 1.2.5 To prevent an offence or to arrest a subject in the commission of an offence.** Arresting a subject whilst in the commission of an offence is prime evidence but there are other occasions when the offence to be committed may need to be prevented before completion to ensure the safety of innocent persons e.g. an armed robbery.
 - 1.2.6 To obtain information for later use during interview.** Information obtained regarding the activities of a suspect will be advantageous to an Investigator during an interview particularly if he/she has a surveillance report of the suspect committing the offence(s).
 - 1.2.7 To develop information and intelligence received from other sources.** Surveillance can provide Investigators with other leads that can be pursued to provide further intelligence.
 - 1.2.8 To know at all times the whereabouts of an individual.** There have been occasions in the past where agencies have executed a warrant at an address and found no one at home. Surveillance can be carried out on a subject the night prior to or on the same morning that the warrant is to be executed.

2. Surveillance Methods

- 2.1** Surveillance can be **overt**, which is open observation used as a deterrent, or **covert**, a secretive watch where the subject is unaware of our presence. It can be conducted in various ways but can primarily be divided into five surveillance groups:
- 2.1.1 Foot.** The majority of detailed information and intelligence is likely to be obtained whilst out on foot. The surveillance team need to be prepared for the subject to walk, take a train, bus, taxi or even use a bicycle.
 - 2.1.2 Mobile.** Used to carry out surveillance on subjects using motorised vehicles. This should always be carried out in a team and, collectively, mobile operatives must be able to observe the subject, provide radio commentary to other team members, navigate and record information simultaneously whilst driving safely and within the requirements of the law.
 - 2.1.3 Static.** This is where surveillance operatives are in a static position from where they can keep observations e.g. a car, building, or even whilst on foot.
 - 2.1.4 Technical.** Technical or electronic surveillance is a means of gathering information using technical devices such as CCTV and vehicle tracking.

- 2.1.5 Combined.** The team leader will decide the make up of a surveillance team at the planning stage and can call upon various resources to make up a combined surveillance team.
- 2.2** All surveillance methods rely heavily on teamwork and are expensive in terms of personnel and therefore should be used on high priority matters or investigations which cannot be satisfied by other means. It should never be carried out single handed. It is a team effort requiring effective communications.
- 3. Operational Preparation and Planning**
- 3.1** Covert surveillance is a means of gathering evidence and information which cannot be obtained by any other means and without the knowledge of those involved. It can provide vital information in the overall investigation and it follows that careful planning and preparation must take place before any surveillance operation is commenced.
- 3.2** A surveillance team must be very clear about its objectives before embarking upon an operation. This is essential as it ensures that the work product of the team remains directed to supporting the overall aim of the investigation. It will also enable the surveillance team to decide on tactical options available to obtain the required information in the most covert possible manner. Well defined objectives will aid the team leader to decide when the team needs to be in close proximity to the subject or merely monitor his/her activities from a distance.
- 3.3** The Investigator In the Case (IIC) is responsible for the preparation of a team brief, giving as much information about the surveillance subject as possible, especially to readily identify him/her e.g. photograph or clear description. Background inquiries should be conducted to establish the subject's address, associates, family, mode of travel, habits and routines.
- 3.4** Thorough reconnaissance is necessary and in general will concentrate on areas where it is known that the surveillance team will be stationary, and therefore vulnerable, for any length of time. They are usually the only points known in advance and are;
- 3.4.1** The pick up point where the surveillance team have first sight of the subject.
- 3.4.2** The terminal point may be known in advance and could be the place where the offence is to be committed or a meeting/exchange takes place.
- 3.5** When carrying out reconnaissance the following should be considered;
- 3.5.1** Obtain a profile of the area of operation supported where possible by maps and/or photographs. Note peculiarities and other issues e.g. is it a home watch area.
- 3.5.2** Assist in planning tactics e.g. are there any complex one-way systems, unexpected dead ends, small connecting alley ways, large buildings with numerous entrances and exits? Are any special events planned which might pose a problem to the surveillance team such as a market?
- 3.5.3** Attempt to identify a covert observation post and ascertain what personnel and equipment will be needed. Check that communications are satisfactory from the position selected.
- 3.5.4** Check the weather forecast for the location at the relevant time. Prevailing weather conditions will have a direct bearing on the clothing chosen by the team and the tactical options available to them.
- 3.5.5** Select the positions each member of the surveillance team will adopt to cover the movements of the subject and test communications.
- 3.5.6** The likely trigger point(s). It is often said that what normally makes an operation difficult or easy is the way that it is triggered. Every mobile or foot surveillance will need an operative to trigger the surveillance and call the "standby" in order to put the team into action. When deciding upon an "eyeball" the following needs to be considered: Can the trigger see the subject and conversely, can the target see him/her? Is the eyeball overlooked? Can the operative move in and out of position without attracting attention or curiosity?

- 3.6 Once reconnaissance has been completed the IIC will need to formulate a plan in order to achieve the stated objectives. Points to consider are;
- 3.6.1 Health & Safety and completion of the Planned Operation Risk Assessment (PORA).
 - 3.6.2 The size (numbers) and make up (males, females, etc) of the surveillance team.
 - 3.6.3 Team vehicles such as cars, vans etc.
 - 3.6.4 Communications and radios.
 - 3.6.5 The need for any specialist equipment.
 - 3.6.6 How findings and evidence will be recorded (surveillance logs, dictaphone).

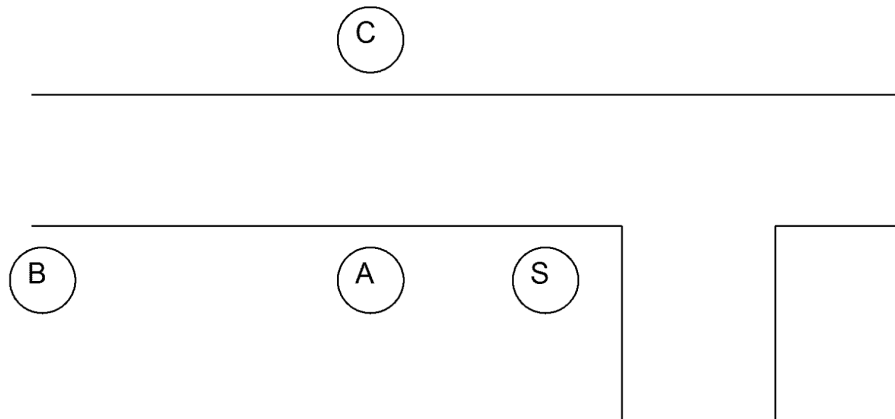
4. The Surveillance Operative

- 4.1 A professional surveillance team will comprise individuals who have the capability to operate covertly regardless of the changes in surroundings to which they may be required to adapt. Operatives have no control over where the subject goes, what he/she does or how they will travel but they will need to be able to fit in with their surroundings at all times. The ability of a surveillance operative to obtain a vital piece of information or evidence could depend entirely upon their physical appearance.
- 4.2 The ideal surveillance operative could be described as: **“Not too tall, too short, too fat or too thin, with no outstanding features, characteristics or mannerisms”** and being **“A Mr Nobody but a Mr Everybody who looks like Mr Average”**.
- 4.3 **Personal Qualities** A good standard of surveillance by an individual and team(s) can only be acquired by training, practice and experience. An operative must;
- 4.3.1 Be quick thinking, and quick to react. The subject can be unpredictable and surveillance operatives have to adapt quickly and react speedily to direct the rest of the team.
 - 4.3.2 Be capable of acting naturally and able to move unobtrusively. He/she can be seen but not noticed. We never run because to do so attracts attention from the subject and also by third parties. Whatever a surveillance operative is doing, he/she must be able to give a visual/verbal explanation for being there and act naturally whilst doing it.
 - 4.3.3 Be able to fit and merge into a variety of backgrounds. The way in which he/she dresses and acts (including the type of vehicle used) must blend into the area in which they are operating.
 - 4.3.4 Have good eyesight and hearing.
 - 4.3.5 Have a good memory. We are not always in a position to write down events and facts as they happen so the information we remember and later record has to be accurate.
 - 4.3.6 Be a good talker and actor. Occasionally the surveillance operative may have to satisfy the concerns of a curious member of the public or obtain information during the inquiry. If the subjects' suspicions have been aroused it may be necessary for a member of the surveillance team to talk and act their way out of a situation. Always have a cover story ready.
 - 4.3.7 Be physically fit.
 - 4.3.8 Be a proficient driver. If surveillance operatives are to participate in driving duties as part of a mobile surveillance team they require good driving skills in order to operate safely and effectively.
 - 4.3.9 Have patience. Many hours can be spent doing nothing whilst waiting for things to happen. This requires much self discipline and the ability to quickly “put yourself in gear” when the action starts. Over enthusiasm is as bad as lethargy when determined not to lose the subject. Be satisfied with what you can obtain safely and covertly.
 - 4.3.10 Be able to act on one's own initiative.
 - 4.3.11 Be persistent. The surveillance operative does not give up just because he/she loses the subject. There is a risk of discovery at all times when engaged in covert surveillance. Losses will inevitably occur but they can be retrieved. Team members will “show out” on occasions and they will know whether they have been noticed. If the next step means a “show out”, pull out!
 - 4.3.12 Be proficient in the use of equipment e.g. radios.

- 4.3 Personal Appearance.** A sensible and intelligent approach to appearance should be adopted and it is important that operatives recognise that personal features such as beards, tattoos, flamboyant hairstyles etc impede and hinder their ability to remain covert and make it easier for the surveillance subject or other third party to remember and recognise them.
- 4.4** Full consideration must be given to the intelligence gathered prior to the operation and the following factors taken into account;
- 4.4.1** The weather forecast. An operative would not want to be conducting foot surveillance in wet and windy conditions without a coat or other similar protection. To do so would be totally inappropriate with the inevitable consequence that he/she stood out from the crowd.
 - 4.4.2** The time of the operation. If operating on foot at night consider wearing darker clothing and avoid wearing garments such as faded jeans which can shine like a beacon under fluorescent light or car headlights.
 - 4.4.3** The team should all dress differently and avoid looking like they are wearing a uniform. Avoid contrasting or bright colours and clothes with large logos which may be remembered by the subject. In the majority of cases a balance of casual and formal styles of dress will be most appropriate.
 - 4.4.4** The area in which the surveillance team is operating should govern dress sense. However, “dress up to dress down” as it is much easier for a smartly dressed operative to change his/her dress to appear casual than the other way around.
 - 4.4.5** It is wise to carry a change of clothing such as a lightweight or reversible jacket or a hat. A plastic carrier bag in your pocket can be used to put your jacket in, thus changing your overall appearance.
 - 4.4.6** A change of outline is recommended, achieved by the removal of a hat or scarf, the putting on or off of a jacket, plain glass spectacles or even just putting your hands in your pockets to change your overall appearance. Do not use disguises, especially wigs, an alert subject will notice the change of appearance and this will only serve to confirm previous suspicions.
 - 4.4.7** Do not wear sunglasses unless everyone else about you is wearing them.
 - 4.4.8** Always carry an amount of change and money with you to purchase tickets for public transport, food or drink in cafes, car parking etc.

5. Foot Surveillance

- 5.1** The majority of evidence and information will be gathered when a surveillance operative is deployed on foot. There is a high risk of exposure and consequently a high standard of foot surveillance skills is necessary if the operative is to get close to the subject.
- 5.2** Covert foot surveillance requires the coordination of individuals towards a common team goal. A good team performance will not cover for an individual team member whose skills are not up to the required standard as the “chain is only as strong as its weakest link”. If a member of the foot surveillance team becomes known to the subject then the whole operation is likely to be compromised.
- 5.3 Team formation (A, B, C Method).** The foot surveillance team requires the mobility and frequent changing of its operatives in order to remain covert and prevent compromise. The basic formation of a team is three officers identified as **A**, **B** and **C**. Whilst this gives the impression of rigidity, the system is in fact extremely flexible on the ground and permits greater variation in the position of officers and allows for a member who may have ‘shown out’ to be replaced by another officer. The basic organisation of the team is as follows:



- 5.4 The A operative is in the lead position behind the subject **S** with a reasonable distance between them depending on cover, crowds and the area. He/she has control of the subject although the **C** operative will be given control on the approach to the majority of hazards because of **C**'s increased arc of vision.
- 5.5 The operative in position **B** provides a back up for **A**. He/she concentrates on keeping **A** in view and there is no need for this person to have the subject in view.
- 5.6 The officer in position **C** is positioned on the opposite side of the street from and slightly behind the subject.
- 5.7 All three operatives should be prepared to move into cover should the subject stop. As the subject approaches the junction the operative in position **C** moves forward to control the subject should he/she decide to turn right, as this position affords a wide angle view of the junction. Whichever officer is in the most appropriate position based on the topography and availability of cover would then move into position to take control of the subject. The combination of officers and their respective positions will alter many times during the course of the operation.
- 5.8 In very crowded streets the **A, B, C** method is difficult to adhere to and generally it is advisable for all three officers to be on the same side of the street. In these circumstances the leading operative should be very close to the subject to observe his/her every movement.
- 5.9 The **A, B, C** method on streets with little or no traffic presents greater difficulties and it is often advisable for only one officer to remain on the same side of the street as the subject and two officers on the opposite side. If a vehicle is used as back up, a foot person can be picked up and re-deployed ahead of the subject if necessary.
- 5.10 During the surveillance, operatives should remain out of the subjects' "10 to 2" arc of vision at all times and use whatever is around to act as temporary cover so that if the subject should turn around they will not be in direct view. The subject is most likely to look around when approaching hazards, crossing a road, turning corners or standing in a queue. Physical cover can be provided by:
- 5.10.1 **Buildings** – Shops, office blocks, doorways.
 - 5.10.2 **Street furniture** – Telephone kiosks, parked cars, bus shelters, trees, lamp posts, advertising boards.
 - 5.10.3 **People** – Pedestrians, bus/ticket queues.
- Non physical cover can be the distance between the surveillance team and the subject.
- 5.11 Perfect cover allows the surveillance operative;
- 5.11.1 To keep control of the subject
 - 5.11.2 To stay as long as he/she likes

- 5.11.3 To leave quickly and freely
- 5.11.4 Not to draw attention to themselves
- 5.12 On the street, members of surveillance teams should be making constant appraisals as to the subjects' intentions and thinking "What if?"
 - 5.12.1 What if he crosses the road?
 - 5.12.2 What if he enters a building?
 - 5.12.3 What if he turns around and walks towards me?
- 5.13 **Change of Eyeball (Handover).** There will be occasions when it is necessary for the operative closest to the subject (eyeball) to make a change and let someone else "take the eyeball". This is particularly relevant if the operative feels he may have been noticed by the subject and could compromise the operation. If the A operative requires a handover he/she should ask their back up if they are in a position to take the eyeball. If they reply "Yes" then the handover is completed by the eyeball turning into a shop or side street or moving to the other side of the street and letting the back up come through to take the eyeball.
- 5.14 **Cornering drills.** Should the subject change direction by turning a corner, we need to be able to maintain observation on them. The operative in the **A** position should never turn around the 'blind' corner in case the subject has suddenly stopped for a legitimate reason or because they are suspicious of the surveillance operative. The eyeball clearly does not want to enter the "blind" zone so it is necessary for another of the team members to "clear the corner".
- 5.15 Considering the earlier diagram it would be the job of the eyeball to give advance warning of a junction or corner. This would be the cue for the officer in the **C** position to move up to the corner on his/her side of the street which would enable them to see and clear the corner. If the subject has stopped the **C** operative will state "It's a Stop, Stop, hang back". Alternatively, if the subject has turned the corner and continued up the street, operator **C** can say, "Corner clear, come through".
- 5.16 This manoeuvre also provides the perfect opportunity to carry out a handover. Once the corner has been cleared the eyeball can cross over the road and take up the **C** position. The back up (**B** man) can come around the corner and take over as eyeball and the operator who cleared the corner then acts as back up.
- 5.17 **Communication.** Communications are essential to an effective surveillance operation and a foot team should normally carry covert Airwave radio sets and be familiar with basic hand signals.
- 5.18 The eyeball is responsible for providing commentary on the subjects' movements. He/she has control of communications and other team members must request permission to speak and keep transmissions to a minimum. Many surveillance operatives prefer to acknowledge the eyeball after three or four transmissions or on a change of direction. All the back up needs to respond is "back up yes, yes" which informs the eyeball that his messages are being received.
- 5.19 There are times when it is not prudent for an operative to transmit and communication can be achieved by replying to questions using the "click system". The procedure is two clicks for No and three clicks for Yes. A series of clicks (excess of three) indicates movement of the subject, standby.
- 5.20 The use of hand signals may prove to be an advantage when communications by other means is difficult. Such signals are restricted to:
 - 5.20.1 Subject has stopped – Indicated by a hand in the back.
 - 5.20.2 Subject has done a reciprocal – Indicated by scratching the back of the neck
 - 5.20.3 Eyeball over to you – Indicated by touching the eyelid and indicating
- 5.21 **Loss of Subject.** If the eyeball loses sight of the subject he/she should alert the team with the call "Temporary Loss" and give a reason i.e. traffic. If sight is recovered the eyeball will

inform the team by calling "Eyeball Regained". In the event that the subject has disappeared the eyeball should call "Total Loss, Total Loss" as soon as possible and a planned procedure set in motion to recover the situation.

5.22 Search Procedure. The following describes the search procedure;

5.22.1 The eyeball should decide the most logical route taken by the subject and commence a search.

5.22.2 The back up should do similarly with the second most likely escape route.

5.22.3 The **C** operator should hold the "point of loss" in case the subject returns through it. If contact is regained the eyeball should radio "Contact, Contact, subject went" and then describe the route taken by direction and road name.

6. Surveillance Phases.

6.1 There are three phases of surveillance; the **Pick Up**, the **Follow** and the **Housing**.

6.2 The Pick Up. This is the most difficult part of surveillance and the whole operation can go wrong if the pick up is not done properly. The trigger operative should be in a position close enough to identify the subject but far away enough not to be clearly seen and out of the "10 to 2" arc of vision. Once in position the trigger or eyeball needs to carry out a radio check with other team members and ensure that they are in position ready to take the follow. If nothing is happening the trigger should come up on the radio and report "No change, No change". This will inform the team that nothing is happening but also act as a radio check.

6.3 Only the trigger needs to see the subject, the other two team members should be off the plot and out of the way.

6.4 When the subject appears the eyeball should immediately call "Standby, Standby" which will alert the other team members. The eyeball should then give a direction of travel and brief description. It is then a matter for the appropriate foot person (depending on where the other team members have been positioned) to take the first follow. He/she will state for example, "Foot 2 has the eyeball" and then take up the commentary.

6.5 A very important rule is the fact that the trigger never takes the first follow (unless as a last resort). If the subject were surveillance aware at any time it would be when he/she leaves the premises so the trigger person (who is likely to be visible to the subject) should remain in situ until after he/she is out of the subjects' view.

6.6 The Follow. As soon as is practical the surveillance team will organise themselves into the classic **A, B, C** formation. This is perhaps the easiest part of the surveillance and at this stage the team are deployed to best advantage. The maximum time that a team can carry out surveillance with efficiency is considered to be six hours. When on the ground surveillance operatives may consider the following tactics:

6.6.1 A surveillance operative is a member of a team and must be in communication with the others at all times. In the event of radio failure use simple hand signals that are unobtrusive and which have been pre-arranged with the other members of the team. The use of such signals must be automatic and applicable to every team member. Mobile phones can be used as a last resort.

6.6.2 Use the elastic principle i.e. in busy streets get close up but spread out when streets are quiet.

6.6.3 Avoid eye to eye contact with the subject. Always remember that you can be seen but not necessarily noticed. Be aware of your dress sense and endeavour to act naturally at all times.

6.6.4 If the subject approaches you, never act surprised but act naturally. Have a good cover story ready in the event of being questioned. It is more realistic if you dismiss the suspect questioning you as a "nutter" than going into an elaborate excuse.

6.6.5 Do not divulge your true identity to anyone if possible. Foresight and preparedness play a major part in surveillance. If you have to enter a building consider what reason you would give for being there.

- 6.6.6** Do not dodge behind corners or into shop doorways if the subject turns around as this will only attract attention to you. Use doorways etc as cover when you cannot be seen by the subject. Shop windows can reflect the activity of persons on the opposite side of the street. Surveillance operatives must be aware however, that they could also be of use to the subject.
- 6.6.7** Always act naturally if the subject turns around and retraces his/her steps. Walk on and avoid eye contact, remembering that another team member will automatically take control. **Do not** look behind you as you have passed the subject.
- 6.6.8** When in a confined area always try to be doing something to give yourself a reason for being there but act naturally while doing it.
- 6.6.9** In crowded areas, walk on the outside of the pavement. This gives better vision and less obstruction. The nearside of the pavement is good cover when the streets are less densely populated.
- 6.6.10** Do not take unnecessary risks. It is better to pull out than to show out.
- 6.6.11** Ensure that your mobile phone is in silent mode. This is particularly important if your phone has a distinctive ring tone and you are in close proximity to the subject.
- 6.6.12** Never run unless it is absolutely necessary; it will attract attention from the subject and third parties.
- 6.6.13** Stay out of the "10 to 2" arc of vision.
- 6.6.14** If a subject goes into a café or similar establishment and it is not necessary to get close to them, an operative should position themselves where they can see the subject and all exit doors, including toilets. If the subject meets another person and the eyeball feels it is necessary to hear what is said, it is recommended that two people (preferably a couple) go in and sit opposite each other. By this means the eyeball can radio his team what is being said whilst appearing to be in conversation with his colleague/friend. If food and or drink have to be purchased, buy cold drinks and sandwiches/snacks as these can be easily consumed if the subject gets up and leaves suddenly. Pay for your beverages etc as you receive them, you do not want to be left in a queue to pay if the subject departs. Use the crossword page of a newspaper to write and make notes.
- 6.6.15** Should the subject enter a building e.g. a Department Store, with multiple exits it is important to keep him/her visually under control until all the exits are covered. The surveillance team should be aware of uniformed security guards and store detectives and be careful to act naturally so as not to draw attention to themselves. If necessary, the whole team should enter by different doors and endeavour to cover all available exits.
- 6.6.16** If the subject makes for a bus stand the eyeball should inform the team as soon as possible as it is likely that he/she will have to get on the bus with them. The operative should not get too close and if possible keep away from the bus stand altogether. Details of the bus should be passed to the team and if possible the eyeball should get close enough to try to ascertain the subjects' intended destination. Attempt to sit out of the subject's view and if they go upstairs, remain on the lower deck unless there is a real need to get close to them.
- 6.6.17** If the subject goes to the train/tube station the eyeball needs to get up right behind him/her if possible to try to establish the subjects' destination. The eyeball should purchase return tickets sufficient for the team and inform the team of the intended destination. Control should be kept of the subject whilst on the platform but if there are few people around the operatives should endeavour to keep out of sight until the train arrives. It is recommended that two or three operatives are deployed on the train. The eyeball keeps control and remains alert at all times whilst the remaining team members occupy seats in the adjoining carriages. Do not forget that the subject may get off the train at an earlier station than originally thought. Communication may be difficult in this situation and a click system could be adopted as previously described e.g. if the subject starts to get off the train the eyeball informs the team by a series of rapid clicks. If he remains, two clicks would let the team know that the subject is still on the train. This procedure would be equally as effective on a bus.

- 6.7 Housing Phase.** The objectives and aims of the surveillance operation will determine how close the team need to be at this difficult point of the operation. If the subject enters some premises e.g. a shop, a decision will need to be made as to the necessity to enter with him/her. This is now the "housing" phase of the surveillance and the team needs to re-plot and prepare for the 'pick up' phase.
- 6.8** If a decision has been made not to enter the premises, the eyeball **A** should call "Stop, Stop at" He/she then carries straight on stating "I'm going to overshoot, back up, can you?" (referring to taking the eyeball). Assuming a positive reply the operative in the **B** position will take up the eyeball and move to a safe position to take control of the doorway and act as the trigger.
- 6.9** The A operative now takes up a position on the original route and the C operator takes up a position on the reciprocal route. The team is now back at the "pick up" phase".
- 6.10** If there is suspicion that the premises has another exit the **A** operative will check for it at the rear and side of the building and, if there are any, notify the team and get a trigger placed on those exits as well.

7. Foot Surveillance - Glossary of Terms

- 7.1** Foot surveillance operatives commentating on the movement and activities of a walking subject should avoid using terms which are used in mobile surveillance wherever possible and visa versa. The glossary of mobile surveillance terms are detailed in Section 10 below.
- 7.2** Whilst on foot the following terms will serve to differentiate between foot and mobile glossary.
- 7.2.1** "On foot towards....."
- 7.2.2** "Still walking....."
- 7.2.3** If subject does hold then: "Subject is held outside e.g. premises, pedestrian crossing, bus request etc".
- 7.2.4** On resuming walk: "Subject continues towards.....Still walking....."
- 7.2.5** The terms "Left, left, left" or "Right, right, right" remain valid when used in conjunction with the terms above.
- 7.2.6** In the event of a subject turning round suddenly whereby a following foot team might be compromised then the term "Reciprocal, Reciprocal" should be used as an alarm call.
- 7.2.7** If the subject is simply returning back to a vehicle or previously visited premises the term "Returning on foot towards....." should be used.
- 7.2.8** Consideration should be given to the importance of including street names or large landmarks e.g. "Still walking, descending the hill".

8. Mobile Surveillance.

- 8.1** Mobile surveillance is, as the term suggests, carried out with the aid of motor vehicles. The tactics are basically the same as foot surveillance and, ideally, vehicles work in a team of at least three cars.
- 8.2 Type of vehicles.** Special consideration should be given to the type of vehicles that are used by a mobile team. The make of vehicle should be common, the colour and appearance nondescript and the internal workings should be user friendly. There are obvious advantages in using a four door vehicle although two door versions are not precluded. The vehicle should not be noticed and there should be no distinguishing marks such as accident damage, stickers, malfunctioning lights or easily remembered registration plates. The vehicle should be in good mechanical condition with sufficient power to be able to overtake slower vehicles when necessary.
- 8.3 The Crew.** The vehicle crew should consist of at least two persons in order to share responsibilities, so that one concentrates on the driving whilst the other operates the radio

and provides the commentary. Their appearance should fit in with the vehicle and area. The second operator can change the appearance of the vehicle by sitting behind the driver or temporarily switching to the other side. The second operator can also take photographs or make notes in the log.

- 8.4 Surveillance driving.** The priorities in surveillance driving are;
- 8.4.1** The safety of the public and the safety of the surveillance team.
 - 8.4.2** Maintaining the covert nature of the operation.
- 8.5** Drivers must drive within the limits of their own abilities, giving due care to other road users and observing the requirements of the Road Traffic Act. The manner of their driving should never engender complaint or cause danger to themselves, their passengers or any member of the public.
- 8.6** Surveillance should be covert. It should not be a “mad car chase”, driving at excessive speeds, screeching brakes and handbrake turns, but done in a calm, relaxed manner. Breaches of traffic law are not acceptable and surveillance operatives will not be immune from prosecution. The same rules that are in place regarding mobile phones apply to hand held radios and drivers of vehicles on surveillance operations must not operate devices which could distract attention from the road.
- 8.7 Plotting up and the Trigger.** Remember that the first phase of a surveillance operation is the pick up. The mobile surveillance team will want to identify the target property and locate a trigger position. It is the job of the trigger to report any events or activity and if nothing happens for a time he/she will announce “No Change, No Change”. In the interim the other mobile units should position themselves off plot but in a location which will enable them to take up the follow when the subject moves. The ideal situation is that the car crews can see the subject as it passes but they themselves are not noticeable to the subject. At the earliest opportunity after the pick up a team member should attempt to identify the driver (or passenger) as being the actual surveillance subject.
- 8.8** As soon as the subject appears or there is any movement the trigger person should call “Standby, Standby” before commencing a running commentary on their actions. Once the standby has been called the mobile units should acknowledge in numerical order. The vehicles should now move from the ‘plot up’ position near to the point of intended interception or subject pick up.
- 8.9** If the Standby is a false alarm, the trigger should call “Cancel Standby” which the team should acknowledge before returning to their “plot up” positions.
- 8.10** Once the subject leaves the vicinity, the trigger should not move from their position but should inform the team of the direction of travel and once out of “line of sight” transmit to the team, “unsighted to me” which will alert all units to the fact that the subject is out of view and that the eyeball is “up for grabs”. The first vehicle to see the subject can then take up the commentary.
- 8.11 The Surveillance Convoy Team Positions.** Mobile surveillance will be a continuous cycle of a pick up, follow and a housing of a subject. Each vehicle in the team will, in turn, take control of the subject for a period of time before handing over control to another member of the team.
- 8.12** The vehicle at the front of the convoy and nearest to the subject is the “eyeball” and should have control of the surveillance. The eyeball should give a running commentary to the remainder of the team which should not be interrupted. The surveillance team travel in convoy behind and using the same route as the subject vehicle and as they do so the eyeball describes the route and the land marks on that route in order that the rest of the team can remain on the same course.
- 8.13** The back up vehicle is the team car that is behind the eyeball car in the convoy. The back up should be out of sight of the subject vehicle but as the eyeball vehicle identifies and

approaches hazards, he/she will be in a position to take over eyeball when required to do so.

8.14 Tail End Charlie is the last unit in the convoy.

8.15 Mobile Communications. All vehicles forming part of a surveillance convoy should normally be identified by a formal call sign, e.g. Alpha 1 or even simply Car 1. Should a footman be deployed by a vehicle in the convoy he/she will adopt the call sign of their vehicle followed by the word 'foot' e.g. Alpha 1 foot.

8.16 If operatives are using hand held radios it is important to keep the radio below the level of the dashboard and not to keep bringing it up to the mouth. If the subject is using their mirrors they may notice.

8.17 When static, ensure that the radio equipment is out of view and that radio transmissions cannot be heard by third parties through open windows.

8.18 The remainder of the team may not be able to see the subject vehicle so therefore it is essential that the lead car gives a precise running commentary for their benefit. All messages should be short and accurate and provide details of the subjects;

8.18.1 Direction of travel. Use large visible landmarks as an aid e.g. Windmill, Church, Public House on nearside or following signs marked A629 to Halifax.

8.18.2 Speed. Relay the speed of the subject frequently, especially when his/her speed changes.

8.18.3 Intentions to Turn. If the subject uses his indicators the team need to be informed immediately so that they can prepare for the turn and position themselves in the correct lane. If the lead car is behind the subject at a junction it is advisable not to use indicators in case the subject suddenly changes his/her mind and leaves the eyeball committed to the original course.

8.18.4 Any Deviations Made. When a subject makes a turn the movement should be repeated i.e. "Subject has turned Right, Right" If he/she stops it is "Stop, Stop". When a subject changes direction the eyeball should make a clear reference as to where it occurred e.g. "Gone Left, Left at the Cross Keys Pub", or "Gone Left, Left into Norfolk Road".

8.18.5 Current Position in Relation to Local Landmarks. The terms left and right should only be used to describe a change of direction. The expressions 'Nearside' and 'Offside' should be used when pointing out a landmark. For example passing a church on the left would be communicated as "Subject passing church on the Nearside".

8.18.6 Loss of contact, temporary or otherwise. Should be communicated immediately in the commentary.

8.18.7 Warning of Obstacles. Should the surveillance team be approaching some form of obstacle or hazard e.g. a roundabout or traffic lights the lead car will need to inform the rest of the group to allow them to "close up" to minimise the possibility of a loss occurring. If the team have negotiated an obstacle i.e. traffic lights "Tail End Charlie" should inform the lead car of his position when through the junction.

8.19 The lead car should also perform a regular convoy check to determine the position of all the vehicles in the convoy. All vehicles should respond automatically in turn. When all cars have responded the eyeball will state "Convoy Complete". Alternatively, if all vehicles in the surveillance have not responded the eyeball will announce "Convoy not complete".

8.20 Distance, Positioning and Cover. It is a matter of judgement, which will improve with practice and experience, as to how far behind the subject the eyeball vehicle will position itself. There are a number of factors to consider including visibility and weather conditions, traffic density, hazards including traffic jams and road works, the type of road being travelled, the terrain and whether the surveillance is being conducted in urban or rural areas.

- 8.21** Care needs to be taken to maximise control over the subject whilst minimising the exposure of the eyeball vehicle.
- 8.22** It is essential to use cover naturally and make best use of traffic and forward vision e.g. using bends and hills to catch glimpses of the subject vehicle. The elastic principle applies and in busy traffic the surveillance team will need to be close to the subject vehicle; in other conditions this will not be the case. In a long queue of slow moving traffic it may be advantageous to have one vehicle for cover but care needs to be taken if there is a danger that the car in front of you will let in other vehicles which will separate the eyeball from the subject.
- 8.23** People tend not to use their nearside mirrors as much and surveillance cars should keep to the nearside of the subject's rear when in close proximity to lessen the chance of attracting attention.
- 8.24** If it is necessary to stop immediately behind the subject vehicle, drive and act naturally. Minimise radio usage and consider handing commentary over to the back up for the time being.
- 8.25 Roundabout Procedure.** If the subject approaches a roundabout the lead car must give the team plenty of warning in order for them to close up. In order to avoid confusion a specific procedure is adopted at roundabouts described in the following example where the subject vehicle is onto a roundabout and takes the third exit (right):
- 8.25.1** That's up to the roundabout.
 - 8.25.2** That's at the roundabout and held, wait.
 - 8.25.3** That's onto the roundabout.
 - 8.25.4** Not One, Not One (as subject passes first exit).
 - 8.25.5** Not Two, Not Two (as subject passes second exit) Taken Third, Third on A610 towards Nottingham (as subject takes third exit).
- If there is a "No entry" from a roundabout where traffic can enter but not leave, it is not counted as an option that the subject can take.
- 8.26 Handovers.** During the surveillance operation it will be necessary on occasions for the lead vehicle to hand over the eyeball to another car to prevent being noticed. These handovers should be carried out at natural locations such as roundabouts and junctions. The lead car should avoid pulling up at the side of the road to let the back up vehicle through unless it is out of sight of the subject vehicle. If a handover manoeuvre has been successfully completed the erstwhile lead car should not rejoin the convoy until it is out of range of the subjects' mirrors.
- 8.27** There may be a number of reasons why a handover would be necessary including the following;
- 8.27.1** If the lead car has had the eyeball for a long period of time and there is an increasing risk of compromise, particularly if it has been directly behind the subject with no available cover.
 - 8.27.2** Whenever there have been two or three changes of direction.
 - 8.27.3** If the subject stops it would be prudent for the lead vehicle to overshoot and hand over the eyeball to the back up who would then be responsible for triggering the convoy when the subject moves away.
 - 8.27.4** If the subject enters a car park it would be advisable to hand over to the back up as he/she enters.
 - 8.27.5** If it is apparent that the lead car is compromised the back up may keep an eye on the subject or the decision could be taken to abandon the surveillance at that point.
- 8.28 The Handover.** Handovers need to be carried out in natural places that are not obvious to the subject. If the lead car decides to instigate a handover the commentator will ask "Back up, are you in a position?" If they are able to take the eyeball the response should be "Yes, Yes". Suggested handover options include;

- 8.28.1 Nearside Junctions.** All the lead vehicle needs to do is turn left and the back up will naturally take the eyeball and the tail end Charlie becomes back up. The previous eyeball will now become tail end Charlie. If the last car in the convoy has become detached it may be necessary for the previous lead car to act as back up until the other vehicle can catch up and switch positions.
- 8.28.2 Petrol Stations.** The eyeball will pull into a petrol station and the convoy switch positions in much the same way as described above.
- 8.28.3 Roundabouts.** The lead car will offer up the eyeball and confirm availability of the back up when the roundabout sign is observed. The eyeball can take the subject onto the roundabout, call the exit and then continue around the island letting the back up take over. Another option is for the eyeball to peel off at the first exit (assuming the subject has not taken it) and hand over. The only problem with this option would be if the vehicle found itself on a dual carriageway and unable to turn around for several miles.
- 8.28.4 Laybys.** The lead car can pull into the layby and let the convoy come through but must ensure that the subject is out of sight before pulling out again.
- 8.29 Do Not Handover.** Do not handover;
- 8.29.1** By turning into offside junctions. This may hold up the team whilst waiting to cut across oncoming traffic.
- 8.29.2** By bringing teams through or the back up overtaking at speed. If the subject saw this in the rear view mirror he/she may think it strange if the "new eyeball" then hung back behind them.
- 8.29.3** In heavy traffic and/or at hazards where the vehicle may be prevented from rejoining the team.
- 8.30 Subject Vehicle Stops.** In the event of the subject vehicle stopping, the eyeball must immediately announce "Stop, Stop" and indicate the whereabouts in more detail i.e. "Stop, Stop at a newsagents on the nearside". The lead car may have to continue past the subject but the remaining vehicles should stop quickly or take other appropriate action. Similar to foot surveillance, this is now a "housing" phase and the surveillance team need to re-plot ready for the pick up phase.
- 8.31** If the lead vehicle had to overshoot the back up will now become the eyeball and will continue the commentary on the subject's actions. The team leader may consider deploying footmen at this point depending upon the surveillance objectives. If the subject goes mobile again in the original direction it should be Tail End Charlie that takes the lead.
- 8.32 Subject Stops in Car Park.** As mentioned previously, the eyeball will overshoot and find a plot up location. The back up will take the eyeball and control the subject in the car park. It is fairly likely that the subject will continue on foot and footmen will be deployed. The eyeball will now become the trigger vehicle and should position itself so that it can see the subject vehicle and also give the direction of travel as it exits the car park. If there are multiple exits these should be located and relayed to the team so that they can get into a position to cover them.
- 8.33 Subject Stops in Multi Storey Car Park.** Multi storey car parks pose difficulties inasmuch as the subject vehicle will probably park in the first available space and quite often the nearest spot to them could be one or two floors higher in the block. The following procedure is suggested in these situations:
- 8.33.2** As subject vehicle enters the car park facility the eyeball hands over to the back up vehicle and then remains on the outside and covers the exits.
- 8.33.3** The new eyeball follows the subject and reports where it stops.
- 8.33.4** Footmen are deployed as the subject goes on foot.
- 8.33.5** Tail End Charlie remains on the outside of the car park.
- 8.33.6** Footmen keep visual contact with the subject.
- 8.33.7** Examine the parking ticket on the subject vehicle for the amount of time parked.
- 8.33.8** When the subject returns to his vehicle the footmen will hand over to the vehicle with visual on his car. Footmen will ensure that vehicle exits are covered.

8.33.9 As the subject vehicle departs, the surveillance mobile with visual will commence the commentary but will not follow the subject vehicle. When appropriate, commentary will be handed over to the foot person at the exit. The vehicle which had visual will then collect all the foot operatives and continue in the surveillance.

8.34 Temporary and Total Losses. Losing contact with the subject is inevitable and happens to everyone at one time or another. A loss can occur for many reasons including heavy traffic, traffic lights, busy roundabouts or sometimes a lack of concentration. A temporary loss should be called by the eyeball if it no longer has the subject in view. During this period there should be no further communications until the eyeball says "Eyeball regained" or calls "Total Loss". During a temporary loss all members of the team should be checking to the nearside and the offside for the subject vehicle.

8.35 When a "total loss" has been called the eyeball will state where the loss occurred. A search pattern should be adopted as follows;

8.35.2 Eyeball continues in the original direction or the most logical escape route.

8.35.3 Back up takes the first nearside turning after the point of loss.

8.35.4 The third vehicle takes the first offside turning after the point of loss.

8.35.5 If there is a fourth vehicle in the surveillance convoy it will remain at the point of loss and check the immediate area.

8.35.6 A fifth vehicle could consider covering the reciprocal.

8.36 If the subject vehicle is located the eyeball will immediately call "Contact, Contact" followed by the location and direction of travel. If the subject has been "lost" for some time it may be necessary to repeat the message via mobile phone. The same routine applies if the loss occurs at a roundabout or a junction with multiple exits.

9. Motorways.

9.1 Mobile surveillance on motorways can be easier than on other roads inasmuch as the subject can only travel in one direction and has limited options to leave the road. However, because of the potential to travel for long periods at high speeds it is essential to correctly assess the speed of the subject so that the surveillance team can respond to any increase or decrease and avoid becoming either too close or detached.

9.2 In good weather conditions and assuming no hazards it is possible for the lead car to retain the eyeball for a much longer period of time if there is plenty of cover from other vehicles. Providing good radio communications are maintained the convoy is able to allow greater distances between one another, as much as a mile between the eyeball and Tail End Charlie.

9.3 It is a common error on motorway surveillance to "mirror" or copy the actions of the subject i.e. changing lanes simultaneously. This should be avoided and lane changes should be anticipated and made with the use of available cover.

9.4 If a subject stops on the motorway the lead car should inform the rest of the team immediately. It is inadvisable for a surveillance vehicle to stop on the motorway but if necessary it should be done out of sight of the subject. Do not pull up on the hard shoulder and simulate a breakdown. The convoy should overtake the subject, using cover, and plot up at the next junction. Consideration can also be given to sending a vehicle back along the motorway on the opposite carriageway to the preceding junction and back again to confirm the location of the subject and to report any activity.

9.5 Commentary on the subject vehicle must be maintained and the main landmarks will be marker boards and exit countdown markers. As the subject passes the one mile marker board the eyeball should alert the convoy so that it can close up and leave less ground to make up should the subject leave the motorway. When it is clear that the subject is remaining on the motorway the term "Committed, committed" should be used. On passing the countdown markers the eyeball should be giving fast commentary. For example;

9.5.1 One mile marker board, junction six, speed seven zero (70).

- 9.5.2** Countdown markers, three hundred nearside lane, two hundred nearside indicator, one hundred, gone left, left at junction six.
- 9.6** Motorway service areas usually consist of a number of facilities for use by the general public and there is often access to the opposite carriageway by means of a footbridge. There is also vehicular access by way of a service road which is normally restricted to authorised vehicles only. A three vehicle surveillance team will want to cover the options available to the subject by the deployment of operatives in the following positions;
- 9.6.1** Eyeball should carry out a handover and take up a position in an area near to the exit to the motorway. This vehicle will also collect all foot persons when the subject leaves the services.
- 9.6.2** The new eyeball should take the subject onto the service area car park and keep visual control.
- 9.6.3** The back up vehicle should deploy a footman and cover any other exits or service roads.

10. Mobile Surveillance Glossary of Terms

Expression	Meaning
Subject	Person subject of surveillance. Multiple subjects can be classified numerically e.g. Subject 1, Subject 2 etc.
Convoy	All vehicles comprising a surveillance unit.
Eyeball	Vehicle or officer having primary visual contact with the subject and who is directing the operation for the time being.
Back-up	Second vehicle in the convoy – ready to take over eyeball on request.
Tail-end Charlie	Rearmost vehicle in convoy.
Convoy check	Request from eyeball to determine position of vehicles in the convoy, to which all vehicles automatically respond in turn.
Convoy complete	Term used by eyeball when all the team have responded.
Convoy not complete	When convoy is incomplete.
Standby, standby, standby	Instruction issued by eyeball, alerting convoy to possible movement of the subject.
Manoeuvring	Warning issued by eyeball indicating that subject vehicle is moving within a restricted area e.g. car park, garage forecourt etc.
Off, off, off	Transmission by eyeball, indicating that the subject is now on the move.
Hang back	Transmission by eyeball indicating to convoy that they should “hold back” as subject vehicle is slowing and may be about to stop.
Come through	Given after “hang back” to bring convoy through.
No deviation	Indicates that subject vehicle is continuing straight ahead, as at cross-roads. Not to be used on motorways.
Committed, committed	Means subject is committed to still travel on the motorway.
Left, left, left	Indicates that the subject vehicle has turned left.
Left, left, left (followed by junction number)	Indicates subject vehicle is leaving motorway at specified junction.
Right, right, right	Indicates that the subject vehicle has turned right.
Original, original	Term used when subject has resumed after a stop in the same direction he/she had been travelling prior to the stop.
Reciprocal, reciprocal	Indicates that the subject has done a ‘U’ turn and is returning along the same route.
Roundabout	Roundabout/traffic island.
Not one – not one Not two – not two	When subject vehicle is on a roundabout, this term indicates which exit the subject has ignored. “No entry” roads are not counted as

	exits.
Taken first, taken second etc.	Indicates that the subject has taken the exit mentioned from the roundabout.
Going round again	Indicates subject is commencing a second or subsequent circuit of the roundabout. The commentary will continue as per the first circuit in relation to the exits he/she does or does not take.
Subject held	Indicates a temporary stop by subject vehicle and will normally be followed by explanation e.g. traffic lights.
Temporary loss	Indicates a temporary loss of eyeball due to terrain, traffic or other condition.
Eyeball regained	Indicates subject in view again, following temporary loss.
Total loss	Indicates eyeball not regained following temporary loss. A total loss will normally be followed by a pre-planned search procedure.
Contact, contact, contact	Indicates eyeball regained by one of the vehicles in the convoy. Identify location.
Nearside/Offside indication	Indicates nearside/offside traffic indicator is operating on subject vehicle.
Stop, stop, stop	Indicates subject vehicle has stopped in other than a 'held' situation.
Stand down	Indicates cancellation of the operation.
So far – Eyeball	When transmitting investigator uses the term "So far" to break up his message, it is for the eyeball to respond "So far" indicating that the transmitting investigator still has permission and not the recipient of the message.
Shadow car(s)	Vehicle being used to support foot persons.
Foot person out	Indicates that a vehicle in the convoy has put an officer out on foot.
Identification of vehicles	All vehicles forming part of a surveillance convoy should be identified by a formal call sign e.g. Alpha 1, Alpha 2 etc.
Identification of foot persons	If a foot person is put out by a vehicle in the convoy that person will adopt the call sign of his/her vehicle followed by the word foot i.e. "Alpha 1 foot".
Alpha 1 foot person collected	Information passed by the unit nominated to recover the deployed foot operative when they have been recovered. Transmission must include collecting unit's call sign.
Make ground	Instruction from eyeball to another vehicle in the convoy to get into a position to accept eyeball when required.
Go ahead	Used by a mobile asking another mobile to pass a message.
Wait	Used to indicate that a mobile should not transmit for the time being.
Visual	Indicates that a vehicle or investigator has a view of the subject's vehicle, home address, café etc.
Relay Vehicle	The vehicle with the responsibility of relaying or repeating the eyeball foot person's messages.
In, in, in	Indicates that the subject has got into a vehicle or is entering premises.
Out, out, out	Indicates that the subject is alighting from a vehicle or is leaving premises.
Up, up, up	Indicates that the subject is travelling up stairs or an escalator, or is going up in a lift.
Down, down, down	Indicates that the subject is travelling down stairs, escalator or lift.
Permission	When operator asks Eyeball for "Permission" to interrupt the commentary to pass on a message.
Yes, Yes	Used to acknowledge a message. Received can have the same meaning.

11. Log Keeping

- 11.1** A record is required to be kept of all significant actions and events that take place during a surveillance operation. All timings, incidents and information should be written down in chronological order. The notes will be regarded as contemporaneous and may have to be used in evidence and produced at court. Notes can be written on anything at the time of the incident e.g. pocket book, cigarette packet but once written must be preserved as evidence.
- 11.2** It is not always practical to hand write a log at the same time as operating a radio so details may have to be recorded on a dictaphone tape. The details on the tape would need to be written up as soon as possible and the tape retained as evidence.
- 11.3** Best practice dictates that the team leader assigns a loggist to the operation whom is responsible for the completion of an operational surveillance log which is validated at a team debrief. The log will run from the commencement of the surveillance to the debrief. New day, new log! Where a log is taken over by another operative, the current loggist will "sign off" and the new person will "sign on". The log must be handed over physically. All Investigators should be prepared to perform the role of loggist and should be fully conversant with the procedures.
- 11.4** A central register will be maintained by the Intelligence Transaction Team (ITT) recording the serial numbers, recipients and location of log books issued.
- 11.5** All unused lines, spaces and mistakes should be crossed through at the time of completion. The log should be completed as follows;
- 11.5.1** Each log must commence with "Time and date I certify that I am the loggist for operation/project ref.....(print and sign name)"
- 11.5.2** The next entry will alphabetically list the names of all the persons involved in the surveillance.
- 11.5.3** Time and date observations commenced.
- 11.5.4** All known persons may be referred to as "Subject" followed by a number and will remain unique throughout the operation. These are the people of interest to the operation. Alternatively, if the name of a person is known then they could be referred to by name in the log.
- 11.5.5** If the term subject is used there must be a subject list available to the loggist and, in due course, the Court (this could be recorded in the log book).
- 11.5.6** The time and location of the debrief should be entered on the log.
- 11.5.7** Immediately after this, reference must be made to the existence and format of any supplementary log or an event recorded by someone other than the loggist e.g. notebook entry, dictaphone, newspaper. The name of the person making that record and the reason why this format was used should also be recorded.
- 11.5.8** The next entries should be any corrections, alterations or clarifications. This must be added by the Investigator making the material changes together with the reason for doing so, not the loggist.
- 11.5.9** The person making the correction etc. must place a letter in the margin next to the entry they are referring to and then enter that letter at the end of the log followed by their amendment.
- 11.5.10** Should another Investigator see the same incident and not be logged as having done so then he/she will initial that entry and place a letter (sequential) next to the entry. That person must enter the letter at the end of the log and clarify e.g. I also saw this incident.
- 11.5.11** If appropriate, it should be explained at the end of the log why any additional investigators have appeared in the body of the document e.g. because of staff changes.
- 11.5.12** At the conclusion of the debrief all operatives must initial entries pertinent to them and sign the log.
- 11.5.13** Any person not present at the debrief must sign the log at the earliest opportunity and state on the log why they were unable to attend the session e.g. other operational commitments.

12 Example of Observation Log

Operation Bluebottle

Date & Time	Event	Officer
15/04/X X	I, Richard Thompson, am the log keeper for Operation Bluebottle. Officers involved in the operation: Charlie Collins, Joseph Fuller, Bill Robins, Charlie Stephenson. -----	R Thompson
0545	Observations commenced.-----	R Thompson
0600	Subject (S1) positively identified. S1 enters the Rugby Delivery Office sorting office floor and walks to the Lloyd Street delivery preparation fitting. S1 is wearing a Royal Mail uniform and is carrying an official delivery pouch. S1 places the pouch onto the fitting and leaves the floor and out of sight. -----	C Collins CC JF
0610	S1 returns to the sorting office floor and hangs his jacket on the side of his preparation frame. Begins sorting mail to his delivery frame. -----	C Collins CC
0635	S1 looks closely at a white envelope and appears to feel the contents before placing it flat down and to the right side of his delivery fitting. S1 then continues to sort mail. -----	C Collins CC JF
0648	S1 places another letter with the envelope that he previously put to the side of his sorting frame. -----	C Collins CC JF
0710 A	S1 picks up both the letters he had previously placed at the side of his fitting. He looks around before putting them into the inside pocket of the jacket he had hung on his frame. -----	C Collins CC
0725	S1 clears down his delivery fitting and packs two RT three delivery pouches -----	C Collins CC JF
0745	S1 puts on his jacket, picks up his delivery satchels and leaves the office floor. Lost sight of S1. -----	C Collins CC JF
0747	S1 positively identified as he leaves the Delivery Office via the staff gate. S1 turns right and walks through staff car park. S1 approaches the rear of a silver Ford Focus, registration number RL14 VNR, opens the boot and puts three delivery pouches into it. S1 gets into drivers side and car pulls out of car park and turns right into Barclays Road. -----	B Robins BR
0805	Silver Ford Focus RL14 VNR stops outside a newsagents at 32 Capital Road, Rugby. S1 gets out and goes into newsagents. ----	B Robins BR
0806	S1 seen speaking to a white male working behind the counter. He is about 6 foot tall, aged 30 years, clean shaven and wearing jeans and a dark coloured sweatshirt. S1 goes into his inside jacket pocket and takes out two white letters which he gives to the other male. S1 then leaves the newsagents and returns to the Ford motor vehicle. S1 sets off and is lost in traffic on Mercantile Street, Rugby. -----	B Robins BR
0830	Silver Ford Focus RL14 VNR is seen parked in Lloyd Street. ---	C Stephenson CS
0838	S1 observed delivering mail on North Street. -----	B Robins BR
0840	Observations terminated. -----	R Thompson
0930	Debrief commenced in the ID suite at Coventry Mail Centre. Officers present C Collins, J Fuller, B Robins. -----	R Thompson
0942 A	I observed S1 pick up the two letters and then rummage in his jacket but was unable to see where he put them. They were not in his hand when he finished with his jacket. -----	J Fuller

	C Collins J Fuller B Robins -----	
0952	Debrief terminated. -----	R Thompson
1400 15/04/X X	I was unable to attend the debrief session due to other operational commitments. -----	C Stephenson

13. Notebooks.

- 13.1** Where official notebooks are used in place of a surveillance log the principles of recording activities and debrief requirements should be applied.
- 13.2** If a notebook is used by a surveillance operative whilst a log is being maintained the reason should be recorded by the officer observing the incident at the end of the notebook entry and the loggist informed that there is a supplementary entry.
- 13.3** The loggist will then enter “supplementary” followed by a letter which will ensure that there is a contemporaneous entry on the main log which will be validated at the debrief.
- 13.4** The same procedure will apply if the officer has recorded the incident on a newspaper or other item. The reason why an official notebook was not used must be recorded in the main log. Should the operative be unable to inform the loggist at the time, an entry must be made in the officer’s notebook together with the exhibit number of the item stating why a notebook had not been used. The loggist must be informed as soon as possible that there is a supplementary log and the fact that, for example, it is a newspaper. As before the loggist must enter “supplementary” followed by a letter. The reason for not using a notebook and not informing the loggist at the time must be entered at the end of the log by the officer observing the incident.

14 Phonetic Alphabet.

- 14.1** Below is a table which details the phonetic alphabet. The phonetic alphabet can be a useful aid to clarity when spelling words over the radio.

A	Alpha	N	November
B	Bravo	O	Oscar
C	Charlie	P	Papa
D	Delta	Q	Quebec
E	Echo	R	Romeo
F	Foxtrot	S	Sierra
G	Golf	T	Tango
H	Hotel	U	Uniform
I	India	V	Victor
J	Juliet	W	Whiskey
K	Kilo	X	X-Ray
L	Lima	Y	Yankee
M	Mike	Z	Zulu

Change Control

Status	Final
Version	4
Owner	Alan Bartholomew
Author	Michael F Matthews
Release Date	April 2018
Document Privacy	Internal

Authorisation

Title	Name	Signature	Date
Senior Intelligence Manager	Alan Bartholomew		April 2018

Distribution List

Name	Version	Date
All Royal Mail Security via Security Sharepoint	V1	April 2012
All Royal Mail Security via Security Sharepoint	V2	April 2014
All Royal Mail Security via Security Sharepoint	V3	April 2016
All Royal Mail Security via Security Sharepoint	V4	April 2018

Documentation History

<i>Issue</i>	V.1	V2	V3	V4	
<i>Status</i>	Final	Final	Final	Final	
<i>Release Date</i>	April 12	April 14	April 16	April 18	
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Document Change History

Issue / Version	Summary of Change
V1	Document Produced
V2	Biennial review undertaken no significant changes
V3	Biennial review undertaken no significant changes
V4	Biennial review undertaken no significant changes

Glossary

Abbreviation or Term	Meaning
IIC	Investigator in the Case
PORA	Planned Operation Risk Assessment
ITT	Intelligence Transaction Team

Document Summary

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