DOCTRINAL NOTE 04/4

AC 71821

Authority Land Warfare Centre

TTPs FOR THE EMPLOYMENT OF WARRIOR IN COIN OPERATIONS

INTRODUCTION

- 1. British Army Tactics, Techniques and Procedures (TTPs) for Counter-Insurgency (COIN) Operations have evolved over time, but are largely based on experience from Northern Ireland. However, in recent operations¹ Armoured Infantry (AI) units have been used to oppose insurgents and in doing so have developed TTPs to exploit the capabilities of Warrior (WR).
- 2. The purpose of this Doctrinal Note is to provide guidance to commanders on the employment of WR in COIN operations. The content of this Note supplements AFM Vol 1 Pt 9 *Tactics for Stabilizing Operations* and will in time be integrated into it. The following areas are covered:
 - The Threat to WR, in particular the operating environment and the tactics employed by insurgents.
 - Patrolling.
 - Deliberate offensive operations.
 - Movement control measures, in particular road blocks and check points.
 - Public Order operations.
 - Protection of convoys and the provision of escorts.
 - Surveillance and Search & Arrest operations.
 - Non-specific WR TTPs
 - Combat Service Support including CASEVAC, vehicle recovery and basing issues.
- 3. In COIN operations the characteristics of WR², particularly its mobility and firepower, enable commanders to achieve overmatch in most situations. In addition, WR's survivability ensures that commanders can seek to deter, dominate and retain the initiative within their area of operations. Fundamentally, WR together with its dismounts should be viewed as a fighting system; the vehicle often referred to as the 'third fire team'.

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¹ Particularly Op TELIC 4 and the experiences of 1 PWRR and 1 CHESHIRE BGs.

² Capacity, Mobility, Firepower, Protection, Survivability and Flexibility.

THE THREAT TO WR

- 4. **The Operating Environment**. Insurgents may include military trained personnel and untrained civilians who are no less lethal and arguably more unpredictable. The insurgent will favour the environment that offers most protection be it urban or rural. In either case, insurgents will conduct planned and opportunity attacks with little regard for collateral damage. The motivation of insurgents ranges from political and religious to financial, with some groups offering bounties for engaging and killing security forces. Within this operating environment security forces work within well-defined Rules of Engagement (ROE) and Theatre Standard Operating Procedures (SOPs) which may require shooting incidents³ to be investigated.
- 5. **Weapons and Munitions**. The threat posed by insurgents is varied and unpredictable. Even the most primitive device can prove lethal, but the technical expertise and sophistication of insurgents should not be under-estimated and complex combination devices, which allow greater operator standoff, are not uncommon. However, analysis of attacks on security forces can reveal trends that will shape the way WR is employed. The following should be considered:
 - RPGs and Small Arms (SA) can be fired from multiple angles: upwards, downwards, side-on, head-on and from the rear and often simultaneously. All round observation, mutual support and dismounting for close in-protection and deterrence must be considered.
 - Whilst single RPG rounds may have limited effect against WR armour, the enemy's use of co-ordinated volley fire poses a greater threat. Identifying the firing point and returning accurate fire must be done quickly and effectively. Often this will require dismounts to give target indication to the WR commander by radio or SA fire.
 - SA fire is of little concern to Warrior, although well directed Heavy Machine Gun (HMG) poses a greater threat.
 - IEDs (RCIED/CWIED/VBIED) pose a high threat as they are difficult to detect and can have a significant blast and fragmentation effect. Commanders and drivers must balance the advantages of remaining opened-up to achieve greater observation and situational awareness, against their increased vulnerability.
 - Mines also pose a threat as they too are difficult to detect. Insurgents have been known to hide mines in tyres, potholes and other debris left on the road. The WR Surface Clearance Device (SCD) should be used when appropriate and in extremis Chain Gun can be used to disrupt mines, but risks collateral damage. Drivers in particular should be briefed on the mine threat and scan accordingly.
 - WR crews and Top Cover (TC) sentries⁴ are susceptible to petrol bombs thrown at the turret. However, TC sentries equipped with Federal Riot Guns (FRGs) and commanders and drivers armed with pistols can deter petrol

⁴ The role of TC sentries is to provide 360⁰ observation and firepower for offensive and defensive purposes in support of the WR commander.

³ Op TELIC SOPs define a 'shooting incident' as: 'an incident where shots have been fired by UK forces resulting in the death or injury of any person'.

- bomb attacks. Considerations for the employment of TC sentries are covered in Paragraph 28.
- One of the greatest threats to WR is a combination of devices e.g. IEDs to achieve a mobility kill with an ambush follow-up. To mitigate this threat commanders must be fully aware of combat indicators (see Paragraph 7) and have well rehearsed drills to react to such attacks, which must include CASEVAC, vehicle recovery and vehicle denial.
- 6. **Techniques Employed by Insurgents against WR**. Insurgents will use any number of increasingly sophisticated techniques to attack WR. A planned or opportunity attack on a WR patrol for example, and the possibility of disabling the vehicle, causing personnel casualties or capturing the vehicle can achieve an effect well beyond the immediate tactical impact. Commanders should consider the following:
 - In the urban environment the insurgent will exploit alleys, windows, roofs, disused buildings, ruined structures and the use of pre-prepared positions (rubble and vehicle hulks).
 - Typical ranges of a SA and RPG attacks are 100 200 m, but can be as little as 50 m.
 - Insurgents may use civilians including children as human shields, dickers⁵ and to move arms and ammunition. Their intent may be to hinder ROE, to obstruct engagement and put doubt in the mind of commanders and soldiers.
 - Whilst some insurgents will simply try and achieve a hit on WR, better trained individuals may specifically target vehicle optics, running gear, the driver's compartment or commanders. WR applique armour protects vulnerable areas, but drivers and commanders must weigh the advantages and disadvantages of operating closed-down versus opened up. The 'umbrella' position for the driver is favoured as it achieves the optimum balance between protection and observation. Commanders generally operate head-up due to the limitation of WR vision blocks. This affords better all round observation and situational awareness.
 - Streets overlooked by high-rise buildings provide insurgents with 'top-attack' shoots increasing the vulnerability of TC sentries.
 - Choke points at the entry and exit to urban areas, bridges, intersections and narrow streets provide excellent engagement areas for the insurgent.
- 7. **Combat Indicators**. Knowledge of combat indicators assist security forces recognise that an attack may be imminent, can help mitigate the unpredictable nature of insurgents' tactics and techniques and distinguish the curious civilian from the insurgent with a hostile intent. Troops must be constantly aware of the absence of the normal and/or the presence of the abnormal in the environment around them. These indicators may include some of the following:
 - A heightened sense of anticipation, agitation or excitement amongst the civilian population.
 - Absence of crowds at gathering places e.g. markets, outside municipal buildings.

⁵ A person who passes information to insurgents for the purpose of monitoring movement, identifying patterns of activity or cueing an attack on security forces.

- Absence of signs of normal life e.g. children playing in the streets.
- Absence of vehicles at normally busy times.
- Civilian population will often warn of attacks in detail specifically citing the type of attack
- Stones placed in regular places along a road.
- Cars flashing headlights for the purpose of dicking the position of security forces and to dazzle drivers and commanders.
- Controllers on the streets, sometimes identifiable by being better dressed and with mobile phones.
- Obstructions placed on roads to canalise movement.

PATROLLING

- 8. **General**. Patrolling principles⁶ and techniques described in Section B to AFM Vol 1 Pt 9 remain applicable and can be adapted to the employment of WR. However, unlike SAXON or SNATCH LR, WR provides a capability as a weapon system in conjunction with its ability to deliver infantry safely into and from a hostile environment. However, commanders should remember that armour loses its value as an escalation measure very quickly if over-used for routine taskings or deterrence operations. In addition, WR has the potential to damage civil infrastructure, which can harm relations with local communities.
- 9. **Patrol Planning**. Factors to be considered in patrol planning that are not necessarily peculiar to WR patrols, but require greater consideration include:
 - Assessment of current threat levels to assist in determining the requirement for TC sentries.
 - Use of Operational Analysis to identify attack trends time of day, locations, type of attack. (OA staff are usually attached to the formation HQ).
 - Terrain Analysis to identify suitable routes, choke points, vulnerable points, building type along routes and possible siting of barricades.
 - Deception measures.
 - Climatic conditions and what effect these may have on dismounts and drivers when closed down and the associated problems of restricted fields of view.
 - Manoeuvre support to facilitate obstacle crossing.
 - Identification of suitable Lying-Up Positions (LUPs) and Harbours.
 - Reserves and their routes.
- 10. **Patrol Posture**. Patrol posture will be a function of the mission and the prevailing threat. Commanders must assess the risk to both vehicles and personnel in order to balance the advantages and disadvantages of the options available. The points listed below illustrate this:
 - Armour can be used decisively against a tactically naive enemy, but still needs the protection of dismounts in close urban terrain⁷.

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⁶ Mutual Support, Deception, All Round Defence, Communications and Deception.

⁷ During Op TELIC 4 and the fighting to regain control of AL AMARAH, the Bde Ops Coy (east of the River TIGRIS in close terrain) tended to destroy enemy most effectively with dismounts. C Coy 1 PWRR in more open streets to the west tended to neutralise with turret systems.

- There are both advantages and disadvantages of employing TC sentries. TC sentries can act as a deterrent to potential attackers, provide 360° surveillance and firepower, but are vulnerable to blast, fragmentation munitions, petrol bombs as well as SA fire. As enemy firing positions are extremely difficult to identify, even with TC sentries deployed, mutual support between vehicles is essential. The decision to use TC sentries is command driven based on the prevailing threat and assessment of risk.
- It is recommended that dismounts walk the vehicle through VPs in built-up areas. If commanders consider the threat too high, vehicles should be driven through VPs at speed. In rural areas WR's longer and wider fields of view/fire are better able to neutralise the threat without having to deploy dismounts.
- Speed may reduce the chance of being hit by RPG, off-route mines and IEDs, though a considered advance allows commanders and gunners to scan the ground carefully and use weapon sights.
- Gunners must traverse the turret in order to scan for potential targets, but the civilian population can perceive this as provocative. In these circumstances, commanders should assess the risk to going 'head-up'.
- 11. **Patrol Techniques**. WR should normally patrol in pairs and multiples utilising their speed, protection, firepower and mobility to augment the overall patrol plan and create uncertainty in the mind of the insurgent. Patrolling in WR will be more restricted than foot or LR borne patrols as far as routing is concerned, although when multiples are employed more than one route can be used.
- 12. **Patrol Equipment**. The nature of the patrol task will have a direct bearing on what extra equipment needs to be carried. Unit SOIs should include stowage lists, however, it is recommended that vehicles should carry the following as a minimum:
 - First line ammunition scales.
 - Selected CES equipment, but must include recovery equipment.
 - Fire-fighting equipment.
 - First Aid equipment.
 - Rations and water.
 - VCP equipment for both day and night.
- 13. **Post-Patrol Activity**. Patrol reports are essential in order to inform Commanders' Critical Information Requirements (CCIRs) and record events and observations in order to establish the modus operandi (MO) of insurgents. Learning Accounts should be initiated in accordance with LANDSO 3207 when appropriate. Of particular importance to WR patrols is the requirement to report strikes on vehicle armour in order to initiate a Weapon Intelligence Section (WIS) report. It is essential that the WIS inspect the strike as soon as practicably possible and gather as much evidence to assist analysis of the munition and weapon system and its effect.

DELIBERATE OFFENSIVE OPERATIONS

- 14. The types of deliberate operations that a WR sub-unit or battlegroup may undertake could include find, fix, strike, defeat, seize, deter, extract and interdict missions. These will usually be part of a larger combined arms operation that might also include airborne surveillance and strike.
- 15. A company level operation would usually be commanded by the OC from his Tac HQ, operating with another WR as protection. The company Second in Command (2IC) should control and co-ordinate the operation from the operations cell. However, it is important that there are rehearsed alternative command arrangements, which in the first instance are likely to be one of the platoon commanders assuming command until the 2IC can deploy.
- 16. A WR company may be tasked with providing a cordon in support of a deliberate search or arrest operation. In some cases civilian agencies will lead with military forces establishing the cordon. Once the cordon force is in place, WR can be held in a BRAVO muster, provide overwatch, establish a fire support base or deploy as a reserve.
- 17. The use of airborne surveillance and strike in support of deliberate operations has proved very effective in recent COIN operations. Assets that might be available to commanders include:
 - PUMA P4 a P4 Liaison Officer (LO) should attend the O Gp for any deliberate operation and provide the comms link.
 - Nimrod MR2 though feedback is less timely than P4 unless appropriate liaison arrangements are in place.
 - UAV can be vulnerable to attack and a combat indicator to insurgents. The sighting of the downlink and control of the asset in real time will also require careful consideration.
 - Lynx can be used as sniper or C2 platform.
 - Gazelle Observation Aid (GOA).
 - Attack Helicopter.
 - AC130 SPECTRE very effective at destroying specific targets and has the advantage of a VHF ground link. Can also be used in the surveillance role.
 - Any other available aircraft that is in the vicinity.

MOVEMENT CONTROL MEASURES - ROAD BLOCKS AND CHECK POINTS

- 18. The use of road blocks and vehicle check points (VCPs) play an important role in interdicting insurgent activity as well as complementing other security measures in COIN operations. Again Section B to AFM Vol 1 Pt 9⁸ covers the general techniques and procedures for establishing and conducting road blocks and check points. Further considerations for this type of operation include:
 - Using WR as a roadblock to prevent a VBIED.
 - Deploying WR to establish a snap VCP away from the suspected target.
 - Using WR as a chicane to slow traffic.
 - Using dismounts to provide local security at a VCP.
 - Turret crews to man vehicle weapon systems as well as achieve elevation for observation.
 - 5 and 20 m checks are equally applicable to a VCP established with WR as any other type.
 - The VCP should be established with ECM deployed.
 - The controller and search team should operate using cover provided by the vehicle (see Fig 1).
 - As with all VCPs, when the task is finished the route to the check- point should be checked.
- 19. Fig 1 illustrates how a VCP might be configured on a dual carriageway. The same principles would apply on a single carriageway i.e. using the WR to form a chicane, to provide cover to the controller and search team, use of dismounts for close protection and cut-offs forward of the check point to deter suicide bombers and to assist in traffic control.

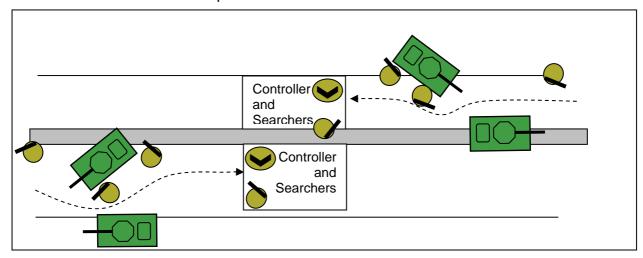


Fig 1: Example layout of a VCP using WR

PUBLIC ORDER OPERATIONS

20. WR can be used as part of a graduated response in Public Order (PO) situations. While it might be inappropriate to use WR to deal with a peaceful demonstration or minor disturbances, WR can be used very effectively to break-up a large and violent crowd.

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⁸ Serial B-7 provides specific guidance with regard to mitigating the threat from suicide bombers.

Commanders must assess the crowd dynamics and the environment in order to decide their course of action.

- 21. Tactics and techniques have been developed to utilise WR on PO operations and a suggested method is described in detail at Annex A.
- 22. Considerations for WR crews conducting PO operations include:
 - Protecting the engine decks from petrol bombs.
 - Provision of dedicated fire extinguishers for driver and turret crews.
 - Actions on an RPG or similar weapon being fired from within the crowd.
 - Stowage of PO kit inside WR with dismounts which can be tight.
 - Personal kit to be stowed on the inside of the vehicle.
 - A robust method of communicating between vehicles and dismounts is required as PRR may be drowned out by the noise of the crowd, petrol bombs etc (see Paragraph 27).
 - Use of FRG by turret crews as permitted by ROE.
 - Use of warning shots must consider safety aspects of where the round will land. A warning shot must not become a lethal shot.
 - Risk of crushing demonstrators when manoeuvering.

PROTECTION OF CONVOYS AND THE PROVISION OF ESCORTS

- 23. WR can be used, in conjunction with CVR(T), aviation and B vehicles to provide protection to convoys. This is likely to be routine activity when the threat state is high. Convoys may comprise military or civilian vehicles or a combination. Convoys will range in size from only a small number of vehicles to up to 25 vehicles extending to 1 km in length. It would be normal for a minimum of 2 protection vehicles to escort every 8 convoy vehicles. Inevitably, command and control of large convoys and the accompanying escort can be problematic. As with any other operation detailed planning and rehearsals, attended by all the relevant agencies if time allows, must be conducted.
- 24. In providing protection to convoys, WR has the flexibility to be utilised in the following roles:
 - Provide close protection.
 - Picket the route.
 - Strike group in response to an attack.
 - Stand off and react to an incident on orders.
 - Mobile reserve.

SURVEILLANCE AND SEARCH AND ARREST OPERATIONS

25. **Surveillance Operations**. WR has limited utility on surveillance operations other than providing an overt presence⁹. WR can be used as a QRF to assist in the extraction of an OP.

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⁹ The introduction of BGTI will give WR a better surveillance capability.

- 26. **Search Operations**. WR's tasks in support of search and arrest operations could include:
 - Delivering the cordon.
 - Dominating the ground.
 - Assisting in the extraction of the detainees and/or the find.
 - Extracting the cordon.
 - Provision of a QRF.

NON-SPECIFIC WR TTPs

- 27. **Dismounting and Mounting Drills**. Both vehicle and dismounts are extremely vulnerable at the moment of dismounting so execution must be rapid¹⁰. There is no hard and fast rule as to which side of WR to debuss in COIN Operations. Having dismounted the critical factor is to establish and maintain communications between the dismounts and the turret crew in order to send target information. Communications between dismounts and vehicles is currently difficult due to incompatibility between PRR and CNR. Additionally, interference from civilian radio users (e.g. taxis) can disrupt communications. Therefore, linkmen, hand signals and voice must be used, but this means that WR commanders must remain eyes-up.
- 28. **Top-Cover (TC)**. TC should be used intelligently. Commanders must balance the risk to TC sentries with the enhanced protection and surveillance they provide. TC is most effective at deterring short-range attacks at low speeds e.g. grenades, petrol bombs, short range CWIEDs and RCIEDs, RPGs and close quarter shoots. The deployment of TC sentries should be based on the commander's assessment of the threat, the environment and the options for dismounting. Key points to note are:
 - Be alert to overhead wires: wire cutters should be mounted on vehicles.
 - Think deception: unpredictable 'Jack in the Box' techniques are often the best way to deter the threat while minimising risk.
 - Do not leave TC up unless there is a need for it. If the insurgent sees that TC is routine he will target it.
 - TC has little effect when moving at speed.
 - TC should never be up when entering or leaving SF bases.
 - Co-ordinate TC with white light at night. Consider using spotlights to overcome CWS or NVG white-out.
 - Consider the dangers of traversing the turret when using TC.
 - Lubricate hatches so that they can be opened and closed quickly and silently.
 - Practise the options for having either one or both hatches open.
 - Consider having a mix of weapons available to TC sentries including SA80, LSW, Minimi, UGL, FRG.
- 29. **Movement Drills**. WR's size and speed influences movement drills and the following should be considered, though noting that some defensive measures may have a negative Community Relations effect:

¹⁰ The safety measures and drills described in Infantry Tactical Doctrine Volume 1 The Infantry Company Group Pamphlet No.4 Armoured Infantry Company Group Tactics should be adhered to whenever practicable.

- Consider white-lining to reduce the IED and off-route mine threat.
- In three lane roads move into centre lane.
- Stop civilian vehicles drawing up next to convoys on dual carriageways by penultimate vehicles moving out and dropping back parallel with the rear vehicle.
- Avoid stopping in front of side streets to minimise the ramming and shooting threat.
- Do not get boxed in. Drivers should constantly consider escape routes.
- Leave enough space between vehicles in front to see tarmac and tyres.
- WR will draw fire when static. Commanders must consider deploying dismounts even if static for a short time. Do not forget 5 and 20 m checks.
- Consider using dismounts to prevent civilian vehicles pulling in between vehicles when static.
- Avoid setting patterns.
- 30. **Stowage**. WR is designed to carry sufficient combat supplies and equipment to enable the section to operate for 48 hours without replenishment. However, in COIN operations additional items, such as PO equipment may need to be carried increasing the overall stowed load. Individual units should detail stowage plans within SOIs to achieve commonality between companies. Points for consideration are:
 - Reducing CES to essential equipment, but must include recovery kit.
 - Availability of foam fire extinguishers to fight fires caused by petrol bombs and armour penetration. BCF extinguishers can be used, but be aware of the inhalation hazard.
 - Stowage of magazines and grenades within the turret for easy access.
 - Limiting kit stowed in external bins as they are difficult to access, liable to be damaged by small arms and RPG fire and if not locked could be broken into 11.
 - Stowing all mission essential kit internally.
 - Use of fridges or cool boxes for water storage to mitigate the degradation to troops in hot climates.
 - If carrying PO kit, consider distribution and trial fit.
 - Medical pack location and content.
 - The requirement to carry additional medics, interpreters and media both routinely and for specific operations.

COMBAT SERVICE SUPPORT

31. **CASEVAC**. Although WR offers considerable protection to crews and dismounts, casualties may still occur. The immediate response to any type of attack should be suppression of the immediate threat by vehicle weapons and dismounts. Having achieved this and initiated first aid, consideration can be given to evacuating casualties. Drills must be rehearsed for the extraction of personnel from any position in the vehicle. The extraction of an injured driver requires particular consideration. Whilst evacuation rearwards through the driver's tunnel and out through the backdoor is recommended, it is accepted that sometimes this is impossible to achieve and the driver must be extracted through his hatch. Additional points for consideration include:

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¹¹ An imminent WR Armour UOR will prevent use of most external stowage bins.

- Extraction of crewmen should be conducted under the protection of other vehicles. Fig 2 illustrates how this might be achieved. However, commanders must be prepared to exercise tactical judgment and balance the risk of concentrating WR in an actual or potential killing zone with the need for timely CASEVAC.
- All crew members should be familiarized with the driver's controls and be able to move the vehicle in an emergency.
- Having conducted the extraction, the casualty should be moved under armour to a pre-arranged AXP/HLS outside the contact zone. The availability of armoured vehicles for this purpose must be considered in the planning of both routine and specific operations.
- Heat injury can be a major concern in WR when battened down and conducting combat operations. Drivers are at particular risk due to the additional heat generated by the engine. Sufficient water should be carried for each man.

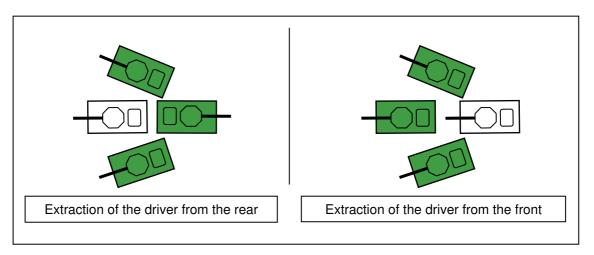


Fig 2: Extraction of a casualty from the rear and front

- 32. **Vehicle Recovery**. Broken down or battle damaged vehicles should be repaired quickly and effectively without further jeopardising either the broken down vehicle or the REME crew carrying out repair or recovery. In order to achieve this the following points should be considered:
 - Keep tow ropes attached.
 - Rear towing eyes can quickly become caked with concreted dust or mud.
 These must be cleaned regularly to ensure that the tow jack can be fitted easily.
 - Dismounts should secure the immediate area so REME can recover the vehicle.
 - If it is necessary to destroy a WR and associated equipments to prevent them falling into the hands of insurgents, commanders should know how to achieve this¹².

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¹² Infantry Tactical Doctrine Volume 1 The Infantry Company Group Pamphlet No.4 Armoured Infantry Company Group Tactics Chapter 4 Section 15 refers.

- 33. **Basing Issues**. The following factors should be considered regarding base infrastructure of a WR equipped unit.
 - Requirement for hard standing to conduct maintenance.
 - Covered areas for maintenance.
 - Protection of communication and power cables.
 - Use of WR at the front gate to deter the VBIED threat and outside the base to dominate ground.
 - Use of more than one entry/exit point.
 - Requirement for a test fire area near to the main gate.
 - Dispersion of vehicle bays to mitigate mortar attack.

SUMMARY

34. This Doctrinal Note has articulated the concepts and ideas developed by Al companies deployed on recent COIN operations. It does not replace AFM Vol 1 Pt 9 *Tactics for Stabilizing Operations*, but is complementary to it. In the same way it should be used in conjunction with the tactical procedures described in Infantry Tactics Volume 1 *Armoured Infantry Company Group Tactics*. Pending further validation the contents will be integrated into these publications.

Annex:

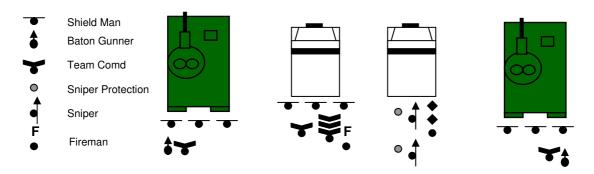
A. Al Company Public Order Techniques

ANNEX A TO DOCTRINAL NOTE 04/04

ARMOURED INFANTRY COMPANY PUBLIC ORDER TECHNIQUES

SECTION 1. ORBATS

1. The Public Order Platoon.

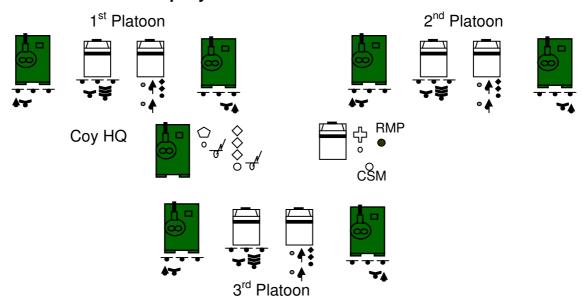


The Al Platoon reorganises to provide 2 WR and 2 x SNATCH and 21 x dismounts. Key elements of the Platoon area:

- Shield Teams x 3 (Command, Baton Guner and 3 x Shieldmen).
- Sniper Teams x 2.
- Command Group (PI Comd, PI Sgt, Fireman)
- Vehicles.

The number of firemen deployed will depend on the threat and manpower available.

2. The Public Order Company.



The reduction in the number of WR will provide the additional dismounts required. Any spare manpower should be deployed as Overwatch/Sniper Teams.

SECTION 2. TACTICAL HANDLING OF WR IN PO

FUNDAMENTALS

- 3. **Level of Operation**. The lowest level of operation in the PO environment is the PO Coy. The tendency to deploy single PO platoons should be avoided. Pls, even when equipped with WR, are vulnerable to encirclement and their lack of numbers may actually encourage the crowd to escalate the level of violence.
- 4. **Drills.** All WR tactics and techniques used in PO should be treated as drills which require a considerable amount of rehearsal if they are to be effective.
- 5. **Operating Environment**. The techniques outlined below are based on the assumption that WR is likely to be deployed to PO situations where there is a high risk of attack by small arms, grenades or heavier weapons. PO situations may either be:
 - a. A 'Come On' for an ambush.
 - b. A manifestation of genuine anger on the part of the crowd.

Judgement will have to be applied by the PO Coy Comd to identify the nature of the situation he faces and the appropriate level of force required. Surveillance of the riot area, either by troops in overwatch or from aviation will be critical. The deployment of WR will place both a physical and a psychological barrier between the troops and the crowd. Notwithstanding the lethal threat, this barrier must not prevent commanders from observing the crowd and adjusting their tactics accordingly.

6. **Use of WR**.

- a. WR provides a significant psychological presence and an effective shield against small arms attack. WR should be pushed forward of dismounts as much as possible and should lead advances in line abreast where the ground allows. The aim of the aggressive use of WR in the PO role (i.e. advancing in line abreast) is to encourage the crowd to flee. Drivers will need to be integrated into developing techniques and must be thoroughly trained in the skills of driving in close proximity to crowds.
- b. Where WR is used in conjunction with shield teams, the vehicle should be pushed to the flanks, thus providing a central area that can either be filled by the more maneouvrable SNATCH or kept clear for shield teams to conduct rapid advances/make arrests.
- 7. **Balance**. A balance must be struck between maintaining the momentum of the advance through the aggressive use of WR and overextending and risking encirclement of isolated callsigns. Withdrawal or redeployment, in particular, need to be carefully managed to retain balance.

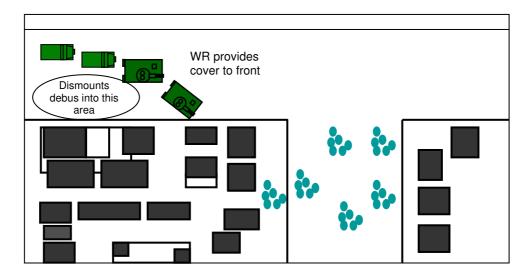
TACTICS AND TECHNIQUES

8. Command and Control.

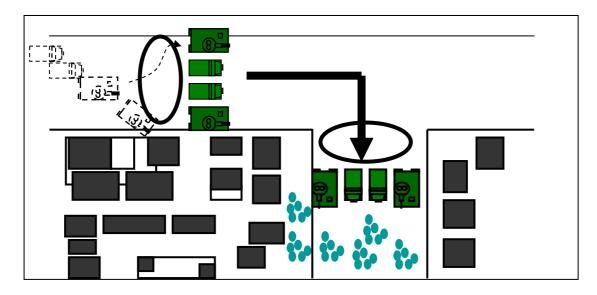
- a. Platoon Command and Control. The close quarter nature of public order operations, the requirement to issue drill commands to shield teams, whilst simultaneously co-ordinating the maneouvre of vehicles places unusual pressures on command and control at PI level.
 - (1) The PI Comd dismounts and commands the platoon. The PI Sgt also dismounts and controls the vehicles in support of the PI Comd. WR Sgts will be unable to ensure safety of shield troops to the rear of the baseline and thus only the PI Sgt on the ground can sanction rearward movement of vehicles.
 - (2) PRR can be highly effective, but multiple radio nets at PI level should be avoided. Shield troops should use PRR on 'receive' only.
- b. Company Command and Control. Coys require a robust command structure that allows for failure of radio communications. Coy 2ICs should deploy with the Company wherever possible, employed as a rear link to BG HQ and/or a link man to relay commands from the Coy Comd to PI Comds. The CSM and the WR WO2 should also be used as link men, to assist with the rapid forward movement of reserve callsigns and traffic control.

9. **Deployment**.

- a. Troops in PO equipment, and WR/SNATCH accompanying them, are highly vulnerable to lethal attack. Overwatch, capable of deploying lethal force accurately within the rules of engagement, *must* be deployed before baselines dismount.
- b. A Commander may decide to keep his troops mounted and use the WR alone to disperse the crowd. However, dismounting shield teams in close proximity to the crowd should be avoided. If an initial attempt at dispersal using WR fails to disperse the crowd, it will be necessary for WR to push on through the crowd or withdraw to a safe area where dismounts can be deployed.
- c. Any deployment should make maximum use of the protection afforded by WR.
- d. A proposed deployment drill for dismounting troops under cover is shown below:
 - (1) The sniper screen moves in and assumes positions of overwatch taking care not to become involved with the crowd. Once overwatch established, lead pls move rapidly to a secure debus line and dismount.



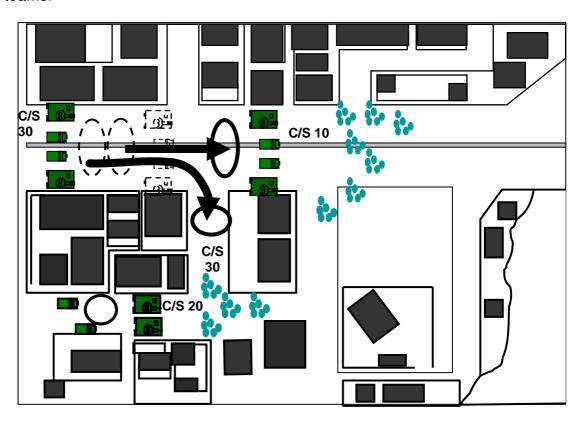
b. Once dismounts are out, vehicles form line abreast, and, once the coy is balanced, the pl(s) advance rapidly towards crowd to effect dispersal.



- 10. **Advancing on Multiple Axes**. Platoons lack the combat power to conduct PO operations on two fronts. Therefore, the seizure of junctions and open ground will require co-ordination at sub-unit level. An example of a WR PO Coy advancing against a rioting crowd is below:
 - a. Coy Comd issues warning order for advance. Shield teams from C/S 30 (Res PI) move forward of C/S 30 vehicles and join shield teams of C/S 10, ready to protect flank of C/S 10.

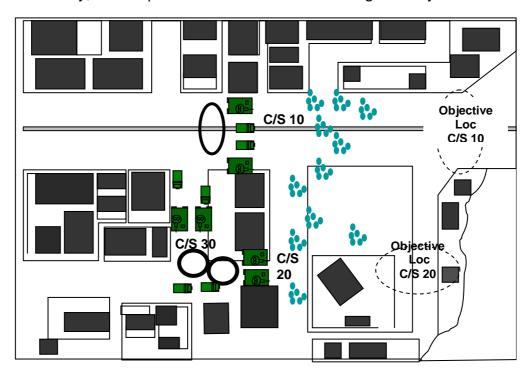


b. Once Coy Comd initiates advance, C/S 10 moves forward with vehicles leading. Shield teams of C/S 30 sweep immediately behind to cover flank and clear side street. As soon as this is done, C/S 30 vehicles are moved up to replace shield teams.

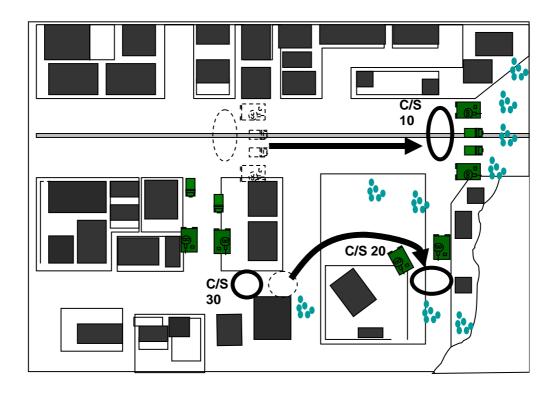


11. Clearing Open Ground.

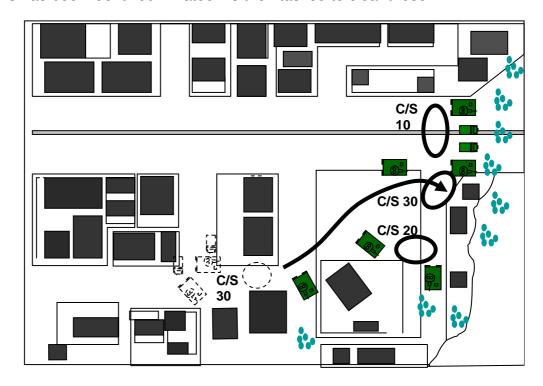
a. Coy Comd allocates objective locations, where the ground provides a degree of flank security, to lead platoons and confirms all callsigns ready to advance.



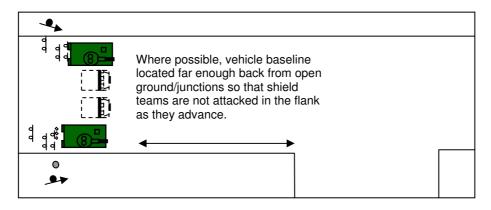
b. On initiation, C/S 10 and 20 rapidly advance towards objectives without stopping, bypassing isolated groups of rioters.



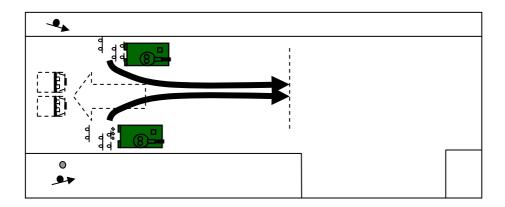
c. Reserve Platoon is held back with Coy Comd until main threat from isolated rioters has been identified. Platoon is then tasked to clear these.



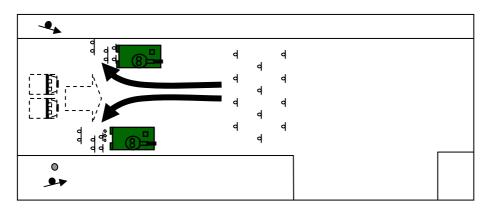
- 12. **Holding a Line**. A static baseline is extremly vulnerable to grenade or small arms attack. Containment operations should therefore be avoided where possible. However, there may be periods when a line does have to be held, either to protect a specified location for a period of time, or to provide a Coy Comd with time to restore balance. In such cases, there will be a requirement to ensure that aggressive elements of the crowd are not permitted to close with the baseline. In all cases, overwatch will be required to protect the baseline from lethal attack. The following diagrams show a drill for maintaining a gap between static troops and the crowd.
 - a. Overwatch established dominating high ground either side of baseline location. PI pushes WR to flanks. SNATCH used to fill gap in centre. Dismounts use vehicles for shelter.



b. If crowd starts to close, PI Comd initiates reaction drill. PI Sgt directs centre vehicles to withdraw. Once gap available, shield lines rapidly advance to push crowd back.

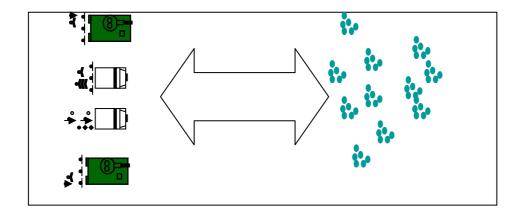


c. As soon as shield line reaches its stop line, it starts to withdraw back behind the vehicles. Gap then plugged again by vehicles.

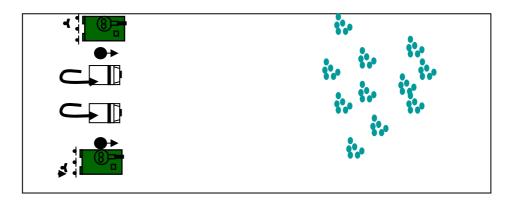


Where there is a requirement to hold on a broad frontage, these maneouvres can be conducted with 2 or even 3 pls up.

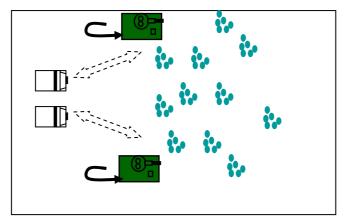
- 13. *Withdrawal*. Re-embussing drills need to be practised thoroughly so that troops can embark, with their PO equipment, in seconds.
 - a. It is essential that space is cleared by an aggressive shield team, rapid advances or vehicle manoeuvre, before attempting to mount up.



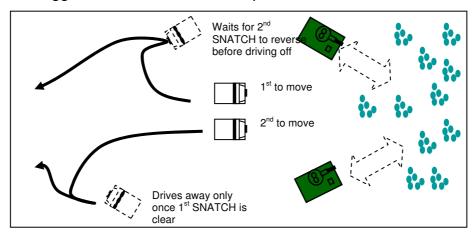
b. Once a gap between the crowd and troops is created, baton gunners from WR team deploy forward to cover embarkation of SNATCH Teams.



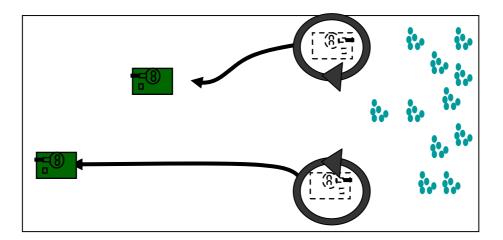
c. As soon as SNATCH teams are mounted, SNATCH withdraws to a position where they can use aggressive maneouvre to cover the re-embarkation of WR teams. The last man to mount the WR should be the Baton Gunner.



d. Driving through the crowd may push vehicles outside the protective umberalla of the overwatch screen. The recommended option is for SNATCH to turn about in sequence (to avoid collision) and depart to a predesignated RV location. WR conduct aggressive maneouvre to keep crowd back whilst SNATCH turn.



e. As soon as SNATCH is clear, the protective overwatch screen withdraws to an RV. WR could then either neutral turn or reverse back to a point when they are clear of the crowd to turn and evacuate to the RV.



14. **Making Arrests**. Arrests are more likely to be successful when made on an opportunity basis, rather than as a part of a deliberate operation. The use of Baton Rounds is not guaranteed to push a crowd back, and crowds are likely to attempt to rescue those arrested, so any team making an arrest must be adequately supported.