

MOPAC Challenge

Date: Friday, 14 December 2012

Location: Committee Room 4, City Hall

## **Speakers:**

Stephen Greenhalgh, Deputy Mayor for Policing and Crime

Helen Bailey, Chief Operating Officer, Deputy Mayor for Policing and Crime

Steve O'Connell, MOPAC Non-Executive Advisor

Jonathan Glanz, MOPAC Non-Executive Advisor

Faith Boardman, MOPAC Non-Executive Advisor

Jeremy Mayhew, MOPAC Non-Executive Advisor

Stephen Otter, Her Majesty's Inspectorate of Constabulary

Simon Duckworth, Chair, joint MPS/MOPAC Audit Panel

Mark Rowley, Assistant Commissioner, MPS

Peter Terry, Chief Superintendent, MPS

Tom Ring, Justices' Clerk for London North & East, HM Courts and Tribunal Service

Isabella Sankey, Head of Policy, Liberty

John Tully, Chairman, Metropolitan Police Federation

Matthew Jaffa, Senior Development Manager, Federation of Small Businesses

Alison Saunders, Chief Crown Prosecutor, Crown Prosecution Service

Ed Hall, Team Leader for Public Disorder Prosecutions, Crown Prosecution Service

Catherine Bowen, Crime Policy Adviser, British Retail Consortium

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**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We thought we were starting one minute late but my watch is fast, so we are on time. I am Stephen Greenhalgh, Deputy Mayor for Policing and Crime and this is, I cannot believe how time flies when you're having fun, this is the fifth MOPAC Challenge and it is all on the very important issue of public order. The more I have got to understand this role this is incredibly important to London. It is also very important to the Mayor, Boris Johnson, who gave me a pretty cursory briefing on what he wanted in terms of keeping police numbers high, deployed effectively to cut crime, he wants to see crime coming down, but he also then said and no more riots and I think today we are trying to understand what does not happen very often, when we have those fallen days in August, the impact that has on the capital. What we collectively, this is not just the police, the Metropolitan Police service, but what we collectively could do to ensure that this does not happen again and if it does happen that we deal with it effectively. This is something that I think affects the entire Criminal Justice System, so I am delighted we have got representatives from the courts and Probation and Crown Prosecution Service (CPS) and also Victim Support, I know Geoff Gardener is here, so thank you for joining us, and also people that are really affected and I know that I was staggered when I read last night the numbers of shops that were damaged, some of them completely destroyed and the amount of heartache that causes for the people that own those shops. The stock is often the most of what they possess in terms of their assets and often these are start-up businesses as well so I am particularly delighted that we have got a representative from the Federation of Small Business.

I am going to introduce people as they speak because I know we are going to have different people coming so delighted, again, to have Stephen Otter from Her Majesty's Inspectorate of Constabulary (HMIC) and there has been a lot of thought that has gone into how we take stock and how we improve our response, how we might be able to ensure that this is prevented effectively and I know you are going to draw, distil some of those messages from recent HMIC reports. So over to you Stephen.

**Stephen Otter (Her Majesty's Inspectorate of Constabulary):** Thank you very much Stephen. I think we are going to speak for a few minutes each really, because there is four of us, so I will keep it very short. HMIC has looked into this issue formally four times since 2009, interestingly twice in 2009, very much around the G20 situation and the policing of the G20 protests. Then of course in 2011, prior to and after, interestingly, the summer riots in London and other cities across the United Kingdom (UK). So I am just going to distil the findings of those because there is a lot of recommendations and I know the Metropolitan Police Service has been very active in pursuing those recommendations, but if I can distil them down.

The first one is around planning. That HMIC found that in the pre-planned public order events, which a lot of, certainly the G20 type arena we have seen, they were pre-planned events, that there should be explicit recognition of the policing around peaceful protest. Often the peaceful

protest aspect was missing in the planning. So it was assumed that peaceful protest should be allowed but it was not actually planned for by the police, so that is the first thing. We would be expecting to see that happening now.

Communication, poor communication with those on the ground to allow those who are peacefully present to be able to understand how to leave the area and to keep people informed was one of the issues.

In terms of tactics, particularly following the summer riots, there was a need to review tactics because of the dynamic, the way protest and disorder had changed over the years. Officers on the ground seemed not to be able to operate dynamically according to the changing picture so there were some recommendations around going forward to actually protect the public, there seemed to be a protective tactical arrangement. HMIC said that they ought to have very clear tactics around going forward to actually protect the public when it was appropriate.

The next one was tactics, these tactics need to be agreed across all police forces. As you saw in London, the collaboration between police forces, it was identified that quite often they would work to very different policing tactics. These need to be brought together so that people can work together when there is mutual assistance. Tactics must work in practice, so they need to be practice not just theory. Some of the theories were found not to be working in practice on the ground. Finally, these tactics, active thought must be given to these tactics, maintaining the consent of the public in the way they are carried out. So things like kettling, those types of tactics, there needs to be conscious thought about how that is applied to maintain legitimacy.

Training. Officers need to be trained. There was found that some training was not realistic in the sense that it was not training them to do the actual job that they were expected to do during the summer riots. Training needs to be consistent, so consistent across the UK. So what the Metropolitan Police Service do needs to be very similar to what Cumbria does and so on because when things get very serious we are expecting officers to work together.

Finally, mobilisation. There needs to be much more efficient mobilisation to get officers on the ground, things were taking too long, and to ensure that mutual aid can be given effectively. It took too long to get the national mobilisation to a place where it was actually having effect. Finally, that mobilisation needs to be supported by as near real time intelligence as possible. We see the development by the Metropolitan Police Service and others of the All Source Hub, which is a way of actually tapping into social media and other internet type information, open source information, as extremely good practice. At the time, during the summer riots, that was not providing the near real time intelligence that it could have done.

So in terms of progress, we have not actually carried out a subsequent inspection, but we are very conscious. The Metropolitan Police Service have shared with us their plans, we are very conscious of the work that they are doing. So I would be interested to hear where the Metropolitan Police Service have got to at this point.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK. Great. That is very helpful Stephen. Thank you. I think what we will do is we will take all the points in turn shall we rather than take questions, because I know we are tending to spend about half an hour on essentially setting the scene. That was a very, very helpful overview on two very different events and then the lessons that you need to take in response to that. So perhaps we can hear now from businesses, from both retail and small businesses. Shall we start off on retail (inaudible)

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium)** Yes. I mean the British Retail Consortiums have been campaigning for quite some time to get retail crime on the agenda and in August 2011 it was very much thrust into the spotlight. We do an annual retail crime survey and last year we asked members to give us the impact of the riots. So if I can just share some of those findings. This was based on a National Survey, obviously some of the problems were outside of London, but retailers estimated that the riots cost approximately £18.3 million and affected 7% of their outlets. In addition to this the riots impacted over 20,000 retail staff, this representing 1 ½ % of retail employees. The average cost per incident was over £8,100, but varied considerably by store, location and the type of crime. Looking then a little further, nearly all retailers, so 96.3%, reported that their employees had been affected by store closures during the riots. This was predominantly the largest problem, although there were theft and burglaries there was inconsistent messages on the ground meaning that quite a few stores suffered closures and quite a lot of lost business was therefore incurred. Over three quarters of respondents reported travel disruptions to their staff, noting that their employees were apprehensive about travel safety and disruption. Over a third of respondents suffered physical and verbal violence. Respondents in our sample made just 51 claims under the Riot and Damages Act (RDA), with a number of them stating that they were not going to claim. However, it is in our view that the cost associated with the riots went far beyond the physical damage to the stores and the ability to claim under the RDA, for example, the cost that related to the store closures and increased security. We worked very closely with the police during this time, communication was an issue, which led to the inconsistencies and a number of stores being closed. We very much welcomed the sentencing with the 24 hour courts and CCTV campaign that followed and we also welcomed the message that this was not acceptable.

Since then we have worked very closely with the Metropolitan Police Service during the Olympics on the Cross Sector Safety and Communications Project (CSSC) and that very much helped to keep businesses informed on the lead up and following the Olympics and has been used in a number of disorder type or protest events following last year. We have also worked closely with the Metropolitan Police Service on a document on the quality standards for engagement which has recognised that there needs to be better communication and we very much welcome that. Hopefully, that has put it into some context.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So that is specifically around the communication issue, the Quality Standards for engagement?

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium)** Yes. Most of our members were impacted by store closures and the inconsistent messaging.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is very interesting because all the briefing I had was essentially around the number of stores that were damaged and the stock that was lost and clearly that --

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium)** That was a problem.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That was a problem, but I think that the message I have taken from you is it is far wider than that. The ripple effect is then on business continuity and on store closures, but also the effect on staff, or the staff that work in the shops that can get physically or verbally assaulted when they come to work then in the future. So the business continuity in its wider sense gets affected and it gets worsened if communication is not good enough.

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium)** Absolutely. The communication has to be broadened to include travel and things like that as well because a number of the stores were closing, sending their staff home, and then the Tube Stations were closing as well so there was just utter confusion. So it is that wider view really.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think I personally would like to read your, because I have not seen the Quality Standards framework so if I could have a copy of that I think that would be incredibly useful and we will try to pick up that very important message. Matthew [Jaffa].

**Matthew Jaffa (Senior Development Manager, Federation of Small Businesses (FSB)):** Thank you Stephen. I just want to endorse that last point that was made. We, the Federation of Small Businesses (FSB), has run a Keep Trade Local Campaign for about four to five years and one of the key issues affecting members to sustainable local communities is the issue of business crime. It has, as you say, a ripple effect on not just the employees, not just the business itself, but the community. More businesses reluctant to even open later on in the day when it gets to the night time economy and that is concerning as well. So there is that ripple effect as you have mentioned.

We have talked about communication and we have touched on the riots that, at the start, the communications were not what businesses were hoping for, that soon picked up as time progressed and it actually had a good knock on effect for the actual Olympics themselves because the, as was mentioned, the CSSC was very well received by small businesses, keeping them up to date on communication level. So it is that level of communication that is so vital in this issue of crime.

According to our membership over a third of businesses in London are concerned, they do not report crime because they feel that the crime would not be taken seriously and about 25% do not in fact report the crime itself. This is a massive amount of businesses that are not reporting

crime and losing custom but also losing the ability to actually claim on insurance as well because of that fact. We are not talking about huge businesses here, we are talking about micro businesses, less than five employees, and they are telling us that the average cost of a crime UK wide is around about £3,000 per year, the cost of crime to their business, and that figure will be a tiny figure when we compare to the amount that businesses were claiming as a result of the loss during the riots themselves. As you can see, crime does have a massive effect on the bottom line of businesses which is why we have argued and we are lobbying the Mayor's Office for Policing and Crime (MOPAC) for them to urge the Government to produce a national definition of business crime and we hope that with the Assistant Commissioner in place for business crime that that will start to take shape. Our definition, and I am not sure if it was another one, by the BRC or other organisations, that it should be any crime where a complainant perceives they have been a victim of crime on or against their business, is a pretty full and frank definition for us.

The final issue --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is very important. Do you recognise that as a definition, I mean it is fairly, it says what it says on the tin almost really.

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium):** The current business crime lead within ACPO is working on a definition and I think that is probably the one that has been drafted at the moment.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** As a pre-emptive strike. ACPO are working on that are they? It sounds self evidently --

**Matthew Jaffa (Senior Development Manager, FSB):** Yes. For some reason there has been stumbling blocks and I have not worked with the issue long enough to realise why it has never been taken as a national definition of business crime, but we think it makes sense and now is the time.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** When you said the figure of £3,000, I think you said, just give me the context, was that for every business --

**Matthew Jaffa (Senior Development Manager, FSB):** Businesses responding to our survey said that the average --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** From the riots?

**Matthew Jaffa (Senior Development Manager, FSB):** No, no, no, just generally.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Just generally.

**Matthew Jaffa (Senior Development Manager, FSB):** Just on crimes to their business per year --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Per year, is £3,000 per year on average?

**Matthew Jaffa (Senior Development Manager, FSB):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is a staggering figure.

**Matthew Jaffa (Senior Development Manager, FSB):** It is.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Although that is a self reported estimate?

**Matthew Jaffa (Senior Development Manager, FSB):** That is, yes. That is not even maybe those that have not even reported any of the crime itself. So the amount of unreported crime may be a much bigger figure.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sorry, I should declare an interest here, when I am not a Politician, I am a businessman. My sister is in business and had a large amount of money stolen from her in a very professional way. It was a small business, it almost bankrupted, it was close to £100,000 stolen, very, very professionally, below the Interpol limits. So I feel very strongly about this and it is the impact that it has on years and years of hard work to getting business up and running and my sister was lucky enough to have, and be able to get, some capital injection to survive and is okay now. This is really a big issue for us and I know the Mayor feels very strongly we need to put business crime right in to the centre of the Police and Crime Plan because if we do not have that as a focus this city will not grow, we will not get the jobs and growth that we seek, and people will put their money elsewhere quite frankly. So it is very, very important to get right. I just want to check with Mark [Rowley], there is no real issue over defining what business crime is once we get, it will be possibly a word change here or there is there ...?

**Mark Rowley (Assistant Commissioner, MPS):** I think defining it in the broader terms as has been talked about is possible. It is what it provides in terms of value when you have got things ranging from international cyber-crime through to school kids shop lifting. I am not sure whether a definition encompasses all that together.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** You need it segmented don't you? So then you probably need to have a basket and then have the segments underneath that then make people understand where -- because I worry more about fraud as well within that. Because I do not know if, I had to step away from my business, it is being run, I do not know if we are subjected to fraud, which is quite possible. The only way you can do that is through estimates and the estimates indicate that the private sector business community has suffered a trebling in fraud estimates over the last year.

**Matthew Jaffa (Senior Development Manager, FSB):** Tens of billions.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. It is huge. I mean it is billions. So does that fall within business crime does it, fraud?

**Mark Rowley (Assistant Commissioner, MPS):** And that is the challenge of course, it does not. We tend to find that the most successful work takes place in a sectorial way. So, for example, the 20% in the last few years we have taken out of armed robbery comes out of a very meaningful partnership between the Flying Squad and the Cash in Transit.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Cash in Transit. Yes.

**Mark Rowley (Assistant Commissioner, MPS):** That is a bespoke solution to that problem in the same way we take (several inaudible words) on cyber-crimes and (several inaudible words) Having an overarching envelope might be helpful in some presentational ways but in terms of meaningful activity you need sectorial partnerships.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. I understand, I understand. Okay. Sorry, have you got any more ...?

**Matthew Jaffa (Senior Development Manager, FSB):** The last point I was going to make is the constant change in who the borough commander is and who their contact is at local level and having that close communication and that trust in a local borough commander. That is the last point.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well that is heard and understood (several inaudible words) John [Tully] you represent, is it just over 24,000 Police Constables in the Metropolitan Police Service, but also Sergeants and is it, I think it goes up to -

**John Tully (Chairman, Metropolitan Police Federation):** Up to Chief Inspector actually, yes, so --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Up to Chief Inspector. So that is essentially the front line in broadest terms --

**John Tully (Chairman, Metropolitan Police Federation):** Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** -- and I would have thought in these times of crisis it is the front line that take a lot of the stress and strain and I know when I was borough leader during that August I happened to be watching a play, as it happens, taking calls thinking we were at war. I thought, I literally did not understand why I was suddenly getting Gold Commanders ringing in. I rang my Borough Commander at 12.45am, Lucy Daucy(?) still the Borough Commander in Hammersmith and Fulham, and was in an unmarked car and had been attacked in an unmarked car and thankfully took the decision at the time to move in and arrest a lot the people that were -- and step forward. I mean I called her and

basically offered assurances because we know at that moment in time we rely on the police service to do a really difficult job and luckily we were able to contain the situation in our Borough in a way that we didn't see in other parts of London. I think it speaks to one of the points that Stephen [Otter] was saying about the ability to make tiny decisions to protect the public, which is absolutely so very important, on the spot and only the individual could make that judgment but your officers have to do these difficult things and I am really keen to hear from you.

**John Tully (Chairman, Metropolitan Police Federation):** Thank you and I am grateful for the opportunity to make a few points. A lot of what Mr Otter says rings very loud with us in the Police Federation. I made some notes before I came today and I just did a summary. I think for the great majority of front line officers you referred to are operating currently in a climate of great uncertainty in terms of public order policing in general. In the background of course there is the cuts to policing budgets, the attacks by Government on pay and conditions and pensions, and I leave that there, but that has a significant effect on the morale of officers when they are called upon to put themselves at risk as it were. I think what we would like and what the officers crave for is clear, unambiguous leadership, a clarification really of what style of policing is actually required of them at particular incidents, and that goes to briefings and communications and tactics. I think overarching this there is a need I think for everyone, not just police officers, to know what the public actually want from their police service in terms of responding to public order and I think (several inaudible words) I would say that we would call as a Federation for vocal presence and active support from our senior leaders within the police service when officers carry out the instructions they are given and they fall foul of complaints and/or criminal prosecutions. The G20 report actually, on page 60 says,

*"Never again must untrained officers be placed in the front line of public protest."*

Yet we saw during the August riots police officers, and it was unprecedented, I appreciate this, but we saw officers unequipped in shirt sleeves facing baying mobs who were hurling bricks, petrol bombs, any weapon they could use against them, who were untrained in public order situations facing that sort of situation.

Many recommendations, and this was mentioned by Mr Otter as well, seem to be slowly implemented. The lessons that we learn, 'we' I class as the organisation, the police service if you like, are they really learnt? I am not sure they are. Just one example, during the riots we had difficulty with friction lock batons. Because of the mechanics of the baton they became defective and they collapsed and therefore became defective. One of the recommendations that we suggested to the Metropolitan Police Service was the public order officer should be issued with acrylic batons, so solid batons. We are now, over 12 months later, we are still waiting for that. I think our officers are put in the face of danger virtually every day, it was extreme during the riot situation, but I think they need to be fully equipped, they need to be properly trained, they need to be properly rested. We had the biggest sports day in the world this summer and we planned for it for seven years yet we still cancelled during August and September nearly 90,000 rest days for our officers across London. I do not think that is

acceptable. It leads to extreme fatigue, it leads to mistakes and when you are a police officer and you make a mistake there can be disastrous consequences. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well John, that was very powerful and in many ways complimentary to Steve [Otter]. I know, colleagues here, any questions you would like to ask (several inaudible words) or Steve [Otter]?

**Steve O'Connell (MOPAC Non-Executive Advisor):** Are we beginning --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, I think we are doing this section first aren't we and then we are going, or not? Has that been ...? I don't mind.

**John Tully (Chairman, Metropolitan Police Federation):** (several inaudible words)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** If you want to wait until the next section, I mean, I tell you what --

**Faith Boardman (MOPAC Non-Executive Advisor):** I have one question I would like to ask our business colleagues. I am the daughter of a small retailer so I have some natural sympathy with the impact on their businesses and economic welfare. One of the key priorities and commitments for MOPAC is to increase the visibility and the availability of police officers on patrol. I would be interested in hearing your feedback about how you think that is improving or not improving as a result of abstractions to on-going public order, because we are talking about riots this morning, but every day virtually there is a public order that has to be covered. So how do you think it has gone over the last year in terms of visibility and availability on patrol?

**Matthew Jaffa (Senior Development Manager, FSB):** I would be honest with you and say it is always going to be case by case. It is not as though there is a (several inaudible words) round saying Hounslow, yes fantastic, Westminster, no. It has not come across like that. I mean businesses only raise the issue of crime when they are a victim of it and the majority, on a day by day, week by week basis, won't be a victim of crime, but it is that one time they will be. The riots were an extreme case, an extreme scenario, we hope it never happens again. What we are hoping, it is good to hear that one of the key areas is to enhance the number via the level of visibility because that is what small businesses want. They want to know that there is that person who is or people who are patrolling the streets and they do not necessarily have to be visible it is just that they know. I think it is more a case of just that knowledge that that is the case enhances their own safety and they can put that on to the employees as well rather than feeling that they are just being left in isolation in a particular area. So it is good from that side, we can say to them there is that level of enhancement in terms of visibility.

**Faith Boardman (MOPAC Non-Executive Advisor):** Is there any one thing that they could do in terms of how they go about their patrolling that would particularly help small businesses? How good is the contact between small businesses and officers on patrol?

**Matthew Jaffa (Senior Development Manager, FSB):** Yes, that is where we think it is slightly patchy. That in some areas there is that good relation, in others, you build up a rapport in certain areas, others, you get someone, you lose someone and you do not quite feel that connection with your local police force and I think that is a massive area for small businesses. They want to have that security in their business so they know when they go to work, when their employees turn up at work they are going to feel safe and they know they're not going to be a victim of not just physical crime but also on-line crime as well, but that is a separate issue in itself. It is the personal safety of themselves and the employees that they take most seriously.

**Faith Boardman (MOPAC Non-Executive Advisor):** And knowing their local bobby, to put it (several inaudible words)

**Matthew Jaffa (Senior Development Manager, FSB):** Of course. We realise it is not going to be the case that a local bobby can walk up and down the street going to shops every couple of days, that is not the case, but that regular once every three weeks, a month, I think is good just to say how are things going? Everything okay? Popping in once every few weeks. I think it is good to have that kind of engagement.

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium):** I think engagement is key. We have been working with the Metropolitan Police Service for some time on business crime. In March we invited the Commissioner to a lunch and since then we have been working with him to try to get business crime addressed. The focus of that is around more effective engagement. So rather than the police coming in and telling the businesses what they should be doing, working with us to understand what the problems are and then working with us on the solutions, but we know that only about 50% of business crime is reported to the police so it is all around encouraging, that reassurance and the confidence that there will be some action taken and that they are working together to remedy the issues.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Thank you. Where do you get the figure of 50% of crime reported to the police? Is that from the crime survey?

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** John [Tully], can I ask a question of you, I mean clearly I have got enough problems on my plate, so it is sort of a national discussion we cannot affect. Frankly the budgetary discussion we cannot affect because we get a grant from the home office and it is a tough one and I know the Mayor feels very strongly that we are going to struggle to make 20% reductions. It is pretty unprecedented for the Metropolitan Police Service to take that amount of cost out and to have additional ones after the autumn statement, we are struggling to see how we can do that effectively and we are going to have to make some hard lobbying to see if that really is reasonable or not, but this is all tough stuff. What I am interested in is what we are hearing from businesses, in order to build legitimacy if you like, to get that connection between the most important public service in London and the businesses that drive growth and prosperity it is around two things. It is the way that the police behave, so there is this idea of procedural justice and the way that that

extends to a whole host of things and then it is the community engagement and the business community engagement in this instance. What can happen to help the people you represent in the Metropolitan Police Service, the front line effectively, to kind of really step up to the plate to drive those two areas in order to see the kind of confidence levels we need, to see more reporting and to see better relationships?

**John Tully (Chairman, Metropolitan Police Federation):** I think community engagement is key. I made some comment in media, I think it was last week, around the projection of closure of Police Stations and front office counters where members of the public can actually engage directly with police officers and police staff to report crimes, which is slightly different to this emphasis, but I think that is a regrettable step and I appreciate there is a financial imperative. I think it gives the impression outwardly of the Metropolitan Police Service withdrawing from the community rather than engaging with it. That is the feedback I am getting from my travels around the Metropolitan Police Service, from officers, I have to emphasise. They feel disappointed with that. The way we behave, I think that goes back to tactics and strategy which has to come from senior management. The people I represent are dedicated individuals, they hold an office. They are held responsible if they act inappropriately within that office. If they exceed their powers there are very stringent misconduct and in some cases criminal implications that could be centred upon them should they behave inappropriately. Having said all of that they still want to do a very good job, they are still very professional.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I appreciate that. What I am really trying to ask is what can be done to improve and support them in terms of being able to address these things and do them better? I was not really trying to say they are, it was really that --

**John Tully (Chairman, Metropolitan Police Federation):** I think that goes to what you said in your introduction to that question you asked, that there is not very much you can do about that. Because of the overarching financial implications and the cuts and the changes to terms and conditions that all goes to drive morale down, but despite that they are still doing their utmost to do a very good job and engage with communities and businesses and to carry out the instructions of management.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well, John, there are other areas of public sector where we have had to take cost out --

**John Tully (Chairman, Metropolitan Police Federation):** Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** -- (several inaudible words) Council, I had to take a lot of cost out (several inaudible words) for them. We were able to reduce the amount we spent on some services and we saw, at the same time, an increase in satisfaction about the services that the public has received. So I think the challenge for the Metropolitan Police Service is to do something very difficult but possible, which is in the face of taking cost out in a sensible and measured way how can we deliver the service that London (several inaudible words) expect and what support can the front line have in doing that? So, I

mean unfortunately I recognise the doom and gloom scenario, but is there anything positive that you think that we can do? In terms of support that we can do? Then I am going to leave you alone because (several inaudible words)

**John Tully (Chairman, Metropolitan Police Federation):** At the risk of being controversial, I do not think there is anything positive you can do.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is fair enough. At least you give it to me straight John.

All: (laughing)

**Jonathan Glanz (MOPAC Non Executive Advisor)** Both Catherine [Bowen] and Matthew [Jaffa], you referred to the vital importance of accurate information in relation to dealing with your particular concerns and I just wanted to explore really how that could be achieved and whether we have got some models for achieving that. First of all, I know that some areas of London are covered by something called Community Safe where the messages are sent out by the police by text and/or by email but the feedback that I get is that sometimes when things are really difficult, such as during the riots or during periods of public disorder, that actually they are not sufficiently real time to provide the sort of services that your members may need in order to make the decisions they need to make. So, just really to explore whether the business communities through organisations such as Business Improvement Districts (BIDs) or Business Crime Reduction Partnerships, or through your own membership bases, can use a cascade system for information which allows you to get closer to real time information and allows you to ensure that through your organisation you can have a single point of contact with the police to get accurate, as up to date information as possible and then disseminate that as quickly as possible, so that the sort of issues that you have referred to can be avoided or at least minimised?

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium):** And I think that was very much the value of the CSSC. So there is a number of sector leads, so I was the Industry Sector Lead for Retail and able to cascade the information to our members and then they could cascade that to their contacts so it goes out, but most importantly they could then use me to go back into the hub to get the validation where required. That was the main problem in the August 2011 disorder, not being able to validate the messages that were going out and local offices giving a slightly inconsistent message to what Gold Command was issuing and being able to remedy that. The CSSC did that very quickly but it is how much resource that is going to have going forward and the obvious issue is always how you get it out to the very, very small businesses who are not members of an association or an organisation and how we can cascade it out to the very, very small businesses.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** They should all join the FSB.

**Matthew Jaffa (Senior Development Manager, FSB):** Good point, good point. Now what we saw during the riots was a prime point about a lack of communication in terms of us being

able to provide our members with what was going on. I mean we were hearing, some members were hearing loose stories like the Brick Lane was on fire, for instance, when in fact it wasn't and there was that kind of businesses being told, yes, get your staff out, others being told, no, leave them in. That says someone has pushed the button to say at the top this is what is happening, this is what is to be done and a quick fire, you know, that chain of command happens quickly as oppose to the rumour mill going and us as a business organisation not being in a position to say to our members this is the information provided act on it. So that was the problem we had. In terms of the information we can get to our members, if we can have a solid direct chain of command, as was the CSSC during the games, we find that a very good, powerful way of getting our message to members very, very quickly.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I was going to say, because I have met the person who helped set that up, just remind me what it stands for because I hate acronyms.

**Matthew Jaffa (Senior Development Manager, FSB):** Cross Sector Safety --

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium):** Safety Communications.

**Matthew Jaffa (Senior Development Manager, FSB):** -- Communications.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** This is something where technology really helps.

**Matthew Jaffa (Senior Development Manager, FSB):** Technology really helps, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Communications. CSSC.

**Matthew Jaffa (Senior Development Manager, FSB):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** And there was a chap I met at an FSB dinner --

**Matthew Jaffa (Senior Development Manager, FSB):** Don Ranson, Don Randall.

**Catherine Bowen (Crime Policy Adviser, British Retail Consortium):** Don Randall.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Don Randall. Yes, because it helped set that up. So at the moment we have got a structure, if you like, that seems to work and I know that when it comes to something like counter-terrorism we have got a way of explaining when you have got an escalation of risk. So, for instance, do we have anything in public order that can reach out to retail and particularly important retail areas, I mean someone that represents the West End or in Croydon where there is a very large part, largest part of London, massive town centre, can be very active on a Friday night, Steve [Otter] isn't it?

**Stephen Otter (Her Majesty's Inspectorate of Constabulary):** I understand so, yes.

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Do we have a way of explaining if there are issues through, even when it is peace time, some way of communicating? Does that happen?

**Stephen Otter (Her Majesty's Inspectorate of Constabulary):** The CSSC is continuing and is routinely used on major public order events in terms of the planning for it, communication and consultation with communities. That was something I was going to come to when you (several inaudible words) I do feel there is a need to take greater account of businesses, particularly in the central five or six business improvement districts and the impact of protests on their businesses. To that end I have recently written to the Chair to the Executives of the five central business improvement districts and invited them for a meeting to see what more we can do because I want to look at the power to constrict, divert protest based on serious disruption. Whilst it is obvious what serious disruption is in terms of physical space, serious disruption on businesses that is taking place behind a plate glass window is less obvious. So I want to work more closely with them to make sure we are taking proper account of that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is very helpful. I mean I think there is a lot to take in and I am conscious you are coming on next Mark [Rowley] for the next section and we have got the wider CPS and need to have time for everything and people have to go. We like to have short but very, very effective meetings. I have taken a lot from these introductions. John, you have depressed me --

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** -- but none the less you have been very straight. I think there is an opportunity, I mean I think there is an aspiration despite all the funding pressures to put more bobbies on the streets of London, which I guess you welcome. I mean that is a step in the right direction.

**John Tully (Chairman, Metropolitan Police Federation):** We absolutely do welcome the fact that we are looking at 2,500 to 3,000 additional police constables across London in the next two to three years. What we are concerned about, and very concerned about, is the reduction in the number of supervising officers --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sure.

**John Tully (Chairman, Metropolitan Police Federation):** -- because one of the main issues around misconduct is lack of supervision and that is a big problem for us.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well, and again, I think that is driven by professional understandings of what the right supervisory ratios are, but I take the point. Certainly, from my understanding of the police estate, we have got a challenge but it is not impossible to find ways of shrinking an estate where there is no public access. I mean the vast majority of buildings where police officers are stationed have no public access at all, that is a finding I would not have known had I not have gone in to the detail of this and often many of those areas where the public could have an opportunity to access the police it is in very, very, small numbers according to the (inaudible) data. We have got to understand that there are now very different ways of the police coming to contact with the public, from the telephone to digital, to all kinds of other ways and there are ways where the public do not want to come to register. I mean obviously it needs secure and safe locations to report crimes, particularly if they are witnesses or they are victims, and I think for Victim Support would accept all of those points. We have got that challenge but it is against a background where the ambition is to put more into the front line, which I think you clearly support with the question marks around supervision.

On the business aspect, I think the point on business continuity is really well made. Thinking about targets on business crime that are meaningful, credibly well made and we will try to make sure that is (several inaudible words) the Police and Crime Plan isn't it?

**Helen Bailey (Chief Operating Officer, Deputy Mayor for Policing and Crime):** It will, absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is it. That will all go into the Police and Crime Plan when we start consulting in January and I really hope that you all can input into that so we sharpen that up because that will be a living and breathing document. We just want to have your comments and we look to get the formal responses from all of the organisations in getting our objectives around business and crime absolutely right.

I would also say I hope that we can embrace this mechanism for communication and be far more pro-active about how we communicate. So I am quite interested to know more about how that operates and see whether we can expand the scope of just giving people a sense of reassurance for the many, many weeks of the year when business is as usual and not just in the run up to big crisis events. I think that machinery will potentially offer an opportunity to have effective engagement and I think MOPAC should take a lead and a look at how we can support that happening now that the Olympics are over. That clearly should be a good legacy from the Olympics to have this structure to be able to communicate with business. Thank you Stephen for that overview on tactics.

Now, over to the star of the show, Mark [Rowley]. Thank you very much Stephen, thanks very much Matthew and John. We have got, not the star, I mean a star (laughing) there is many stars to the show. Mark you are coming with a colleague, so thanks.

So Pete [Terry] you are with Mark aren't you?

**Peter Terry (Chief Superintendent, MPS):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** What is your rank by the way?

**Peter Terry (Chief Superintendent, MPS):** Chief Superintendent.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Chief Superintendent, I thought so, yes. Why is there a 'D' on the front of it?

**Peter Terry (Chief Superintendent, MPS):** Would you believe, I am a Detective.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** A Detective Chief Superintendent. You see I am learning ranks as we go. That is fantastic, brilliant, absolutely wonderful. Sorry about that. Thanks Alison [Saunders] and, again, also from the courts, Tom [Ring]. Shall we start off really just to hear from you, because I thought what is really interesting is that public order policing when I was at school tended to be just, how can I describe it, it looked like a battle. You see it in Northern Ireland, you see it during the 1980s with the miners, in fact a police officer who was injured in one of those became a fellow student of mine at Trinity had been injured and it was literally an armed battle, it was like watching people going to war essentially. That is sort of different isn't it, it can be very de-fluid, it can be very small groups of people moving around and so then you have got the G20 picture, which is a sort of protest type structure, and then you have got this chaotic fluid dynamic that happened in London and I am just interested in learning all the lessons.

**Mark Rowley (Assistant Commissioner, MPS):** We did put some slides together but I am not sure they are necessary for the conversation we are having. We can always come to them if you want us to.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sure.

**Mark Rowley (Assistant Commissioner, MPS):** I think there are those two different dynamics, if I just speak for a few minutes in terms of the Metropolitan Police Service recent learning and how thinking has changed. Because the different dynamics are the major disorder, unprecedented, and (inaudible) of last summer and the changing face and volume of protest that we see. If we just look at last summer first and I am just echoing some of Stephen's [Otter] points. We have published, and whilst I was not in the Metropolitan Police Service last summer, I was involved in the analysis and the reporting on our learning from that and the four days in August reports that we released in February this year. I would characterise it in a few simple ways in terms of the learning that came from that. First of all, picking up your point, I think I remember doing all my riot training in the West Midlands in the 1980s and 1990s and we trained for the big set piece, the conventional confrontation, one large team against another large group and that has worked for a long period of time. Then what we saw last summer particularly was something that was not really conventional war fare, it was more guerrilla, sporadic, it was not really aimed at the police a lot of it, it was aimed at mass looting. It was a

very, very different more fluid and more dynamic scenario and we learnt that our training and methods had not really equipped us perfectly for that.

If you work through the time line of the disorder of last summer, we have tried to prove every point. So the first point is the earlier you spot it the more likely you are to be able to nip it in the bud. So it is stating the obvious, but it is critical. So that goes down to intelligence, whether that is about community engagement and intelligence coming from grass roots within communities in terms of their feelings and concerns of what they are spotting and so our systems and abilities for Neighbourhood Policing Teams at a local level to engage and get that information is very critical. Or whether it is about things like social media and the Metropolitan Police Service has taken the lead in building a national capability called the All Source Hub for us to constantly scan social media spots, developing patterns of planned activity. So, how quickly can you spot it? The second question then is having spotted something if you do need to mobilise how quickly can you mobilise, how many officers? Again, the faster you can move you can get ahead of the curb and nip it in the bud. Again, last summer, we got the report, we were not as sharp or as large in our mobilisation as we would have liked. We have strengthened our ability and so I disagree slightly with John [Tully] I think we have made a lot of progress very quickly in terms of some of the issues. So, for example, last summer we had 3,250 level two trained public order officers, those are officers who do it as aside to their day job and largely work on boroughs across London. By this summer we had 5,000, massive uplift, and that compliments the highest level of training of officers, the 800 in the Tactical Support Group that is also available. So, we have more available and we have also refined and developed and tested much more regularly our mobilisation processes to see how many officers we can mobilise and we have found that we can get 1,000 officers --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So are Tactical Support above Riot two trained?

**Mark Rowley (Assistant Commissioner, MPS):** So they are level one, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Level one.

**Mark Rowley (Assistant Commissioner, MPS):** Yes. So they do more training and it is like any activity, the more you train the better you get. So they have got a slightly sharper edge and are more practiced. We found we can get 1,000 officers easily within four hours now and sometimes we will manage to get 1,000 officers within two hours. In terms of 1,000 officers to one location in London to nip a problem in the bud that is far different to what we saw within two hours last summer.

The next question then comes to tactics. There is the point about going forward and the point that Steve Otter made and for me if you train to work in a large, excuse the military analogy, but a large army, then you have not necessarily trained for a lot of discretion for the small teams lead by Inspectors at the front line. Actually, if you are going to be working in sporadic small groups and dealing with a more fast changing situation then you need to change the training. I have been down to our Training Centre at Gravesend and watched the different sort of training

that we are now doing where we are giving much more fluid problems which requires much more delegated authority and decision making and a determination to go forward and make more early impact.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is picking up on Stephen's point.

**Mark Rowley (Assistant Commissioner, MPS):** Exactly. Also, tactics, we have made available now, these are contentious issues, Attenuating Energy Projectiles (AEPs), or commonly called baton rounds. Now those are a device for using for distance clearly. They are designed not to be fatal. They have never been used on the British mainland. It is not a decision one would take lightly, and the decision to deploy would take place at my level, but they are effective in dealing with high risk situations. The HMIC report argued for a continuum force and challenged the police service for having not done enough on that continuum and the HMIC report had a continuum force for the lowest all the way through to issues like AEPs, water cannons and even, in extraordinary situations, the possible need for firearms in public order situations, which god forbid I hope we never get to that situation. So we realise that last summer if we had chosen to use AEPs then it would have been very difficult because frankly the number of officers we had trained and how available they were was not something we had really planned for to a sufficient degree. So we have changed our approach to that so that is more readily available if we need it and we came to the conclusion in February as well that we see a small limited role for water cannons and we have been in discussions with the Home Office since about them licensing it on the mainland.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I remember those discussions.

**Mark Rowley (Assistant Commissioner, MPS):** Yes, indeed, about asking them to licence it on the mainland in the way that they have licensed it to Northern Ireland.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Have we made progress?

**Mark Rowley (Assistant Commissioner, MPS):** The paperwork keeps going back and forth and we are keen for the Home Office to move on it as quickly as possible.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So the answer is no, but we are moving forward, backwards and forwards.

**Mark Rowley (Assistant Commissioner, MPS):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** But that is only useful, as I understood from listening to Hugh (inaudible) Sir Hugh (inaudible) that that is keeping distance when you have got certain forms of disorder, it is not a one size fits all strategy when use the water cannon.

**Mark Rowley (Assistant Commissioner, MPS):** For me it is about the police service having a continuum force available. If I look at when I was a police officer on the beat in Birmingham twenty odd years ago we did not have much of that. We had either a wooden truncheon and if that did not work there was nothing between that and officers with firearms. Nowadays officers on patrol have, and working all the way through, we have truncheons, we have the spray, we have Tasers available, working all the way through to obviously firearms. You have a continuum which means you can take a proportionate approach to how (inaudible) the situation is. Think about public order using force at a distance, you need a continuum ability to use force at distance proportionate to the threats you are facing to better protect the public and that was really the argument of the HMIC. At the moment, really, the only force we have at a distance available is the AEP or baton round and firearms. Now that is not enough to populate that space. Water cannons are a good way to use force at a distance to maintain a distance. In Ireland it gets used to keep two groups apart. If we see some of the challenges we have had with EDL and United Against Fascism type clashes one could envisage in those situations. Defending a fixed location, one thinks back to Milbank, it would be very effective.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, very effective (several inaudible words)

**Mark Rowley (Assistant Commissioner, MPS):** So a small number of situations one could see a value in the water cannon. It is really not about being keen to use something it is about the range of options available to use force effectively. Interestingly surveys done by companies such as, I think it is (inaudible) Murray, I think did the one. Sorry?

**Peter Terry (Chief Superintendent, MPS):** You go(?)

**Mark Rowley (Assistant Commissioner, MPS):** You go, sorry. Of all the different tactics potentially to use in public order the only one that 90% of the public plus thought was a sensible thing to use was water cannons. People see it as a sensible proportionate tactic to large scale disorder. So, thinking about tactics and training has been critical. So we have done that on the back of last summer's disorder and we are constantly looking to tweak our plans.

In terms of the wider protest issue, and without going through all the slides, there are some interesting numbers on that first slide. When you look in 2009, the numbers in red, we were seeing 120 ish events in London planned centrally. So of the 4,000 or so events that need public order type planning, from very peaceful events to very challenging ones, the challenging environment means that in the last two years we are seeing about half as many again, around 180 level and that is a massive demand on Peter and his team. They do an excellent job and it is ranged from really challenging demonstrations, say things that challenge communities, like EDL type activity, all the way through to massive set pieces which are a real test because nothing other than perfection is acceptable, things like the Diamond Jubilee that Peter and I were involved with earlier in the year. In terms of our developing tactics on that, again, the HMIC mentioned there challenges in terms of the police responsibilities. Our biggest challenge, and I think this is not something (several inaudible words) is the legal challenge about the police being the person in the middle because the legislative framework is unusual in

this territory. We have got restrictive legislation in the sense of Public Order Acts and then you have got the permissive legislation in terms of right to protest in terms of Human Rights Act. There is no codificational detail underneath that, all there is is stated cases from over time. So constantly, in terms of what is reasonable and what is unreasonable, we have to take those fine judgments and that is a big onus on the police frankly to be in the middle of those challenges between protests that people take against and community views.

The second slide, if we could move to that one, the quote at the top I think illustrates the challenge that we face. This is from a High Court ruling,

*"Free speech includes not only the inoffensive but the irritating, the contentious, the eccentric, the heretical, the unwelcome and the provocative provided it does not tend to provoke violence. Freedom only to speak inoffensively is not worth having."*

Now, of course --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We have certain people that exercise that frequently.

All: (laughing)

**Mark Rowley (Assistant Commissioner, MPS):** Yes, I do not know if that applies in this session or not --

All: (laughing)

**Mark Rowley (Assistant Commissioner, MPS):** -- but the point of course is the community will say that protest is offensive to us or unreasonable, disruptive. Well actually the law says that that is what a protest is about. It is only when things get to a high degree of disruption, really serious disruption, or provocative or serious criminality that we can start to intervene. So we are in a balance point in terms of using our powers very sparingly within those principles in terms of restricting or diverting protest.

The point about engagement was talked about earlier, so whether that is about engagement with protest and, again, some of the improvements we have done, over the last year we have introduced what we call Protest Liaison Teams. So rather than just having a planning relationship with those organising a protest we have a liaison team who work alongside them all the way through the protest. If you see a protest taking place you see officers in blue tabards, that is to maximise the line of communication to those at the centre, particularly when you look at, for example, the very good protests, that is going to sound odd, that the National Union of Students (NUS) did a couple of weeks ago, massive event. They planned and organised it well, very responsible, one could not criticise them, but you get additional groups who come along and try to tag on the side and cause mischief. What you do not want is we have to police them more strongly, you do not want that to start to irritate or provoke or wind up those who come along to exercise their lawful right to protest. Having the Protest Liaison Teams embedded and

working very closely with the organisers reduces the risk of confusion and that leading to irritation and problems escalating and makes it easier for us to be surgical in tackling those who are out to cause mischief. So we do that and likewise of course, the point has come out earlier, we have mentioned, in terms of our relationship with businesses or other stakeholders in the area is critical.

So that is the quick canter across. I guess the things for me are we are at the centre of this balance point and it is a very difficult position for the police. It is interesting in Ireland they gave up with that and created an Independent Parades Commission because they just felt it was unreasonable for the police to be in that middle point. We have worked hard to learn from the disorder of last summer and from issues around protests and things that have gone well and less well and the points that HMIC have made and there is this constant issue about resourcing. If you have got 50% more protests than you used to have it brings in more resources. We try to plan it well, but John's [Tully] criticism is fair that there is probably scope to go in cancelling fewer rest days. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, I think that is an interesting point because I, until I saw your statistics, you expect that increase in the calls on (several inaudible words) to continue. I mean this has been an amazing year for us, we have the Diamond Jubilee, that does not happen every year. We have had the Olympics, that does not happen again in our lifetimes. Do we expect it to be at this level or is it just a, you know, have you thought about that because the last two years are not necessarily what we expect.

**Mark Rowley (Assistant Commissioner, MPS):** I am not a social scientist, but as a professional police officer the things that cause irritation and protest, the whole challenging to the World economic position, how that plays out locally, difficult political decisions to make --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** To a degree the answer is it will get worse --

**Mark Rowley (Assistant Commissioner, MPS):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** If you look to Portugal, it, yes, it just depends.

**Mark Rowley (Assistant Commissioner, MPS):** So the climate does not look like it is changing. So I see nothing that has really changed in the background climate over the last, from the last couple of years. At some point in the future no doubt it should get more benign but I cannot see when that is coming.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK. Right, I know Steve's [Warwick] wanting to raise some issues specifically.

**Steve O'Connell (MOPAC Non Executive Advisor):** That is kind, yes. I mean thank you very much for the feedback. I mean as you would expect from me, very much I was involved

physically and emotionally 16 months ago when Croydon had some problems in that August. What is good in this year just gone though however we have had some very large numbers and very large pieces of work and the Olympics, etc, that have been very well managed and very peaceful. As an amusing anecdote I was part of a large protest about eight years ago with my Jack Russell tucked in my pocket with the Countryside Alliance. Very peaceful event, very large numbers, no problems whatsoever. Going back to Croydon, I am reassured with what you have to say. Some of the problems there were particularly around mobilisation and I drill down on that. I had the experience of making a call, asking for help for an area; the response was there's no more, there's nothing left in the box so sort of tough. So your mobilisation plan is something you have worked upon. How have you tested it? Have you had situations whereby the plan has worked and it has performed well?

**Mark Rowley (Assistant Commissioner, MPS):** We have tested it --

**Steve O'Connell (MOPAC Non Executive Advisor):** In real life situations.

**Mark Rowley (Assistant Commissioner, MPS):** We have tested it twice in real life situations at PACE and we have tested it several times (several inaudible words) the details in exercise situations. There was an incident in February where in the East of London a man was shot by police having tried to stab other police and has recently been convicted of that, attempted murder of a police officer I think it was, I am trying to remember the exact details, so that is the broad terms of it. Fortunately the man was not killed. Given that the previous time police firearms officers had felt the need to pull the trigger was last summer it clearly had the potential to be provocative, albeit the circumstances were quite different. Within a few hours we had 1,000 officers for that. So we were much faster. So in less time we had probably more than twice the officers we had available on the Saturday night as things developed in Tottenham the summer before. So we tested it there. There was another moment when we got concerned based on some intelligence coming from communities and also we do regular exercises. Nationally the Association of Chief Police Officers (ACPO) has taken to testing more often, there have been some national tests and these range from paper exercises, what is on the ground today, could you produce in an hour, in four hours, etc, through to a proper (inaudible) which we are looking to run as well. So these capabilities cannot just be on paper, you are absolutely right Steve, they have got to be tested regularly.

**Steve O'Connell (MOPAC Non Executive Advisor):** Now equally, and as one of the learning points, was increasing the number of level two public trained officers, because we had back in August of that year, indeed, Specials, who were nowhere near trained to that degree, involved, out on the streets doing the right thing. So when you do mobilise and you do bring extra officers are they all trained to the appropriate level? Is that mobilisation piece fully trained to where it needs to be?

**Mark Rowley (Assistant Commissioner, MPS):** Yes, we mobilise fully trained officers, so there is three levels. Level one which is training on a very regular basis, our Tactical Support Group, we have 800 of those and as we are working out our future plans we would like to increase them, that might be challenging. There is the people who are trained around their day

jobs, so that is the response officers and neighbourhood officers and those on borough. There were 3,250 trained, that is now 5,000 and we had done that before the summer. So that is a massive uplift. It was a really big achievement for Peter and his public order training team. So we have more available which means at any part of the day there will be more on duty. So by testing the systems you make sure that their ability to actually go from a standing start to having all the kit and being on the vans and being in the right location, you test that you can make all that happen.

**Steve O'Connell (MOPAC Non Executive Advisor):** OK. Really, lastly, I am reassured very much about the social media piece because I think 16 months ago we just did not get it, we were being (inaudible) around all the wrong places and all that sort of stuff, so I will not pursue that. My last point really is around tactics. Going back to that August, I will dwell on that although there has been other public order events, because I know it well, tactics left something to be desired but partly because we were not prepared for the level of violence that the demonstrators were prepared, or rioters, were prepared to use. It seems to me that rioters are prepared to use more extreme violence. So, for example, last year, when your officers used the normal tactic which was to line across North End in Croydon, move forward, stop, re-trench, move forward, the expectation was that the rioters would retreat, blah, blah, blah, but they did not and the officers were rather flummoxed because it was not the tactic that they were used to and they were worried about the Gorilla tactics from the demonstrators, which you picked upon earlier, and the risk to officers if encircled. So my question to you really is in your review of tactics you are clearly taking into consideration the willingness and essence of rioters perhaps using more extreme violence and guerrilla tactics? Is that part of your review?

**Mark Rowley (Assistant Commissioner, MPS):** Exactly. It is exactly that. So having this range of options, so we have also, something I have not mentioned, we have got different ways of using dogs more assertively in public order situations. Obviously the horse tactics are well known and are very effective. So we have turned baton rounds, AEPs from being a theoretical tactic, but really we did not have enough equipment or trained officers to hand if we needed it and one hopes it would be to hand and also we have come to the conclusion that water cannons would have a place and we are asking those to be licensed. So a whole range of things to be more assertive. More assertive in terms of using force at a distance, in terms of clearing areas and more assertive to be able to target the most violent individuals and make early arrests, that nipping things in the bud. The thing about an escalating curb of disorder is the sooner you can bring overwhelming force to quell something and capture the ringleaders the more likely you are to stop it. The further it grows the harder and harder it is to achieve that end.

**Steve O'Connell (MOPAC Non Executive Advisor):** OK.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sorry, I want to bring others in and especially on tactics and thank you Steve, that is very helpful. I mean I think it would be first of all helpful to have an update on water cannon. You eluded it is going backwards and forwards, because you and I know that we are another year on from the riots, it will be another summer and we need to know when this is going to be in the (inaudible) given that this is,

collectively we have the desire to -- and that should ideally be a shared national resource as well shouldn't it, some of these (inaudible)

**Mark Rowley (Assistant Commissioner, MPS):** It should be a shared national resource. Chief Constable of Leeds (inaudible) ACPO on the matter has followed up my correspondence and conversations with the Home Office recently with a very comprehensive letter which has gone to the Home Office saying the police service would welcome it as an option.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Could you copy me in on that and the Metropolitan Police Service --

**Mark Rowley (Assistant Commissioner, MPS):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** -- because it is just something that would be useful (several inaudible words)

**Mark Rowley (Assistant Commissioner, MPS):** I'll send that to you this afternoon. I guess most colleagues in the room and members of the public watching perhaps will appreciate that it sort of makes sense doesn't it that the police service, in terms of using equipment to use force on members of the public, that that is a decision that is taken with other police services, it is a scientific process --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sure.

**Mark Rowley (Assistant Commissioner, MPS):** -- and the Home Secretary authorises it and I think that is a sensible check and balance on policing and we would agree with that. What is slightly frustrating is that given the public debate after last summer's disorder, given we said we would consider carefully water cannons and whether they had a place or not, rather than just in the heat of the moment and peoples' comments after last summer. In our report in February we came to the conclusion there was a place for them and we have been in constant conversation since. It seems to have developed into a letter exchange bureaucracy to authorise a piece of equipment which is already authorised for use in Northern Ireland. So it is not as if it is something new to the whole of the United Kingdom, but it would obviously be new to this party.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK. Just on other tactics, and I think the two I would like to just quickly raise, John [Tully], you mentioned the acrylic baton or truncheon, baton I think it was.

**John Tully (Chairman, Metropolitan Police Federation):** Baton, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, baton. Is that something that we are intending to introduce or is it a --

**Peter Terry (Chief Superintendent, MPS):** The acrylic baton is issued to public order officers. It is the issue of the acrylic baton to level three officers, those officers who are not trained to public order standards, that we have been in negotiation with the Federation around.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Oh so it is where they are all, as a universal ...?

**Peter Terry (Chief Superintendent, MPS):** As a universal. Acrylic batons used to be issued to all officers.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Right.

**Peter Terry (Chief Superintendent, MPS):** And then we moved towards the asp because it is much more comfortable and better to use.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sorry, the what?

**Peter Terry (Chief Superintendent, MPS):** The ASP --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The ASP.

**Peter Terry (Chief Superintendent, MPS):** -- the extendable metal baton, it is much more comfortable for officers.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** (laughing) Sorry, I am just explaining (several inaudible words)

**Peter Terry (Chief Superintendent, MPS):** OK. (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Telescopic. It goes longer. (several inaudible words) Yes.

**Peter Terry (Chief Superintendent, MPS):** So I mean it is much more comfortable for officers to carry with them in a general policing purpose. There have been reports of ASPs collapsing. We are in the process of getting some scientific tests carried out with independent people to ascertain --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So it is the confidence in that particular piece of equipment?

**Peter Terry (Chief Superintendent, MPS):** It is the confidence in that piece of equipment, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK.

**Peter Terry (Chief Superintendent, MPS):** But for public order officers they do get the acrylic baton as part of their public order kit.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK. John, that seems reasonable. So is the concern over that you want this to be main streamed essentially? Is that what you are ...?

**John Tully (Chairman, Metropolitan Police Federation):** I think specifically in respect of the officers, as Mr Terry mentioned, level three, which are the lowest, in training terms, of officers that you would deploy in any sort of situation, there is evidence, the Metropolitan Police Federation did an extensive survey of its membership following Operation Curtain and we did a report, which I can send to you --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, we could see that.

**John Tully (Chairman, Metropolitan Police Federation):** -- there were a number of issues we raised with the Metropolitan Police Service around issues that were of a concern to us during Curtain. Batons was one and I take Mr Terry's point that there needs to be scientific testing around that, but we still have the concern around the officers where equipment fails and that is a real concern for us.

**Peter Terry (Chief Superintendent, MPS):** I think, and John is absolutely correct, the confidence in the equipment is extremely important. What needs to be borne in mind is every level two officer is a volunteer. They all volunteered to do this, all 5,000 of them. It is over and above their day job so the confidence in the equipment is extremely important and we will work with the Federation around that scientific testing to ensure that we fully understand the issues around the baton.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is helpful. OK. So it has to go through proper R and D as anything and not just make a fly by night decision about these things. It sounds eminently sensible. I mean I widen up the question. I think at the heart of some of this is not just the tactics of deployment. On the one hand there is the prevention aspect which seem to be a large part around communication and community engagement and I am just wondering if there is a single message you have got on that side within public order policing about how we can improve on ensuring that an event which could become a disorder is contained because of -- I mean that is essentially ... Success for you I guess is no disorder I suppose?

**Mark Rowley (Assistant Commissioner, MPS):** I think the challenge that the HMIC laid down two or three years ago, which I think was a fair one, was public order policing exercise of, I guess, control, or is it just another part of the British model of community policing? They were challenging us to move more towards community policing and the engagement. I think that is the one message about the engagement. If we do as much engagement early on in planning a protest as possible you take as many people with you as possible. If you try to balance sense with the needs of all different parts of the community that is disrupted and those

protesting as well as possible you can generally, in most situations, hold the ring and help facilitate a peaceful process where people exercise their democratic rights. You also give yourself more chance to intervene with the more mischievous people in a targeted way that does not escalate. Likewise --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** To work with the mainstream, the people that are trying to do this properly, the organisers, so that you know what is legitimate and (several inaudible words)

**Mark Rowley (Assistant Commissioner, MPS):** And hence our work in terms of training large cardinals of Protest Liaison Teams I have spoken about, the developing engagement with business through the different (inaudible) that we have spoken about earlier. All that applies in the same way that nipping an escalating community issue, such as the one that started the disorder in Tottenham last summer, the quality of community engagement, neighbourhood policing and the extra resources we are putting into that as part of the developing budget plan. All of those issues are important so you have got good quality engagement at the grass roots level to nip things in the bud, try to maintain relationships and when they do start to fracture and disorder grows you have got the best intelligence so you know how to respond as quickly as possible.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is very helpful.

**Mark Rowley (Assistant Commissioner, MPS):** So engagement is at the heart of it. Even though obviously public order being about force it is still about engagement to community policing.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So it not just about force, it is force and engagement?

**Mark Rowley (Assistant Commissioner, MPS):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is a good message. Now we want to have a discussion on the wider Criminal Justice System because now we are going to pretend that we have failed in our ability to prevent disorder and then eventually this is where, unfortunately, Alison, you kick in as head of the CPS and the courts as well. I think it is fair to say my recollection of the summer was that you went into a level of overdrive that we had not seen from the wider Criminal Justice System before. My memory was that it seemed a very joined up, a very integrated approach in terms of how you managed the case files. Courts were open overnight, almost 24 hours, at weekends, and the sentencing was pretty difficult and pretty harsh, but on the face of it it seemed like at least 80% of the people that were caught had criminal records, so we were dealing with certainly a very high proportion of people with a criminal, or close to that number. So what we really want to understand is the lessons learnt for the wider Criminal Justice System. So, can I start with you then Alison?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** No, absolutely, and I think it is right because just like the Metropolitan Police Service had to suddenly mobilise we did too once we realised the scale of the summer disorder last year. So we did talk to the court and the Metropolitan Police Service very quickly and we had prosecutors on standby ready to charge, and that was 24/7, and we were effectively waiting for cases to come through for us to be able to charge and take them straight to court. The courts and the police and ourselves all talked regularly, hourly, and we managed to get not only overnight courts, I think we sat in the end about eight overnight courts, but we did extended hours, so some courts were sitting through to 9pm. We ordinarily sit Saturday courts, but we sat more Saturday courts and Sunday courts as well in order to deal with the amount coming through. Certainly we think, and I think the HMIC report also suggests, that the Criminal Justice response actually acted as quite a deterrent because people were able to see that their actions had consequences and that they were being dealt with, there were charges brought and they were going through the court. So we dealt with, I think, about just over 2,250 have gone through the system so far that we have dealt with. Conviction rate was about, at the highest, 82% going through. Some of the lessons that we learnt were around the good and early communication not just with the courts and with the police but --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Is that a very high conviction rate then?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** 82% seems extraordinarily high.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** It is higher than our normal --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** And how many ineffective trials did you have?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Not many because we had a very high percentage of guilty pleas and some of the lessons coming out of that was the use --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It's certainly less than 18% or 10% or whatever?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Oh yes, yes. Yes, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So it is in the very low levels?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes, very low levels. Because, again, part of the issue was the evidence was very good because a lot of it was CCTV. A lot of it, which is what forced the guilty pleas, was people actually coming out of business with goods in their hands.

**All:** (laughing)

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Caught red handed. The images around the CCTV were (several inaudible words) So the ones that we are seeing now, which are the ones that are going to trial, are the slightly harder nuts to crack, but even those it is very good. Of course social media, although that was used in order to some extent fuel the disorder and gather people together actually that also helps us because it is evidence that we can then use because you have committed to writing that you are going to meet here and do whatever.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is a kind of record isn't it? It is like a publication of what you are --

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Lets go and have a riot is then on the block. It is sort of, you know, whatever.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes, yes. So I think there were lots of things. So coming out of the summer we have protocols now about how we handle incidents and that informed our planning for the Olympics as well, so had anything occurred then we were all ready to deal with that. There has also been guidance to prosecutors about following the summer disorder, but we have also used that and expanded it slightly in relation to public protests, of course all those public protests that Mark [Rowley] showed you on the slide, we have also had prosecutors that have been waiting and ready to deal with anything falling out of those as well. We have got specialist public order prosecutors who are very experienced in it who sit and work with the police and go through the CCTV and work out what charges to bring. Like Mark [Rowley], some of our issues are around the balance, particularly around the public protests, the right to protest, the right to free speech as against committing criminal offences and what criminal offences people have committed.

One of the good things that came out of the disorder as well was our use of community impact statements which have been available for some time but we have never really used them comprehensively before the disorder. That was really useful because not only were we able to put the damage to the whole community, but the damage to businesses, the damage to shops, so people were not sentenced just on the basis, or the courts did not just go into it on the basis that you, Stephen Greenhalgh, went out of Comets with a --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Don't name me in that (several inaudible words)

All: (laughing)

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** -- TV, it was you were part of 100 other people who took --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Actually Simon (inaudible) makes him sound more criminal.

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I have never had this as a fifth adjournment, I just ban that, that is all out.

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** You can name him.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Anyway, it was not just you --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, sure.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** -- the court were aware of the sort of impact for the whole shop, for the businesses in that community and the community as a whole and actually that is really important.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** And on that community impact, if I went back and saw some of these historic ones, for instance, do you think you probably picked up the point that was raised from the British Rehab Consortium and also backed up the FSB around, it was not just the stock that was stolen it was the impact on business continuity. This took an absolutely huge amount from the viability of shops, some of them must be clearly on the margins of (several inaudible words) where you then cannot actually open because it is poor communication or because it is staff feel aggrieved or at risk and will not got to work, all those things. Was that captured in those community impact (inaudible)

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes, absolutely. We are just looking at one of these, I have just picked at random one of the community impact statements which talks about where a family with a nine month baby had to beg for their lives in order to escape. The disorder spread to other parts. The (several inaudible words) remained shut for 48 hours. Tottenham High Road remained shut. So it talks about the sort of things that happened in the community and the impact.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. I think what would really help though is members of the public and what they see being closed. I think actually, if I am thinking about it, what was very helpful in the community impact statement would be the voice of that, which is absolutely right, but also the voice of the person who effectively is equally part of the public that is trying to trade.

**Mark Rowley (Assistant Commissioner, MPS):** Often the wider impact is critical in these issues because they are complex and we have used community impact in the gangs' area as well. Even through to, I can think of a slightly different sort of example but where the wider impact is significant and were Alison's team were really excellent, the odd event with the boat race last year. Trenton Oldfield who got --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That was actually a very, very lucky person to stay alive.

**Mark Rowley (Assistant Commissioner, MPS):** Exactly.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I used to row when I was a lot slimmer, but those things can kill you.

**Mark Rowley (Assistant Commissioner, MPS):** The individual is disrupting, it is a piece of protest, possibly, but the individual has disrupted an iconic international sporting event and subsequently got a prison sentence as a (inaudible) for his troubles. Now interestingly the legislation is, I think the individual was charged eventually with public nuisance --

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Public nuisance.

**Mark Rowley (Assistant Commissioner, MPS):** -- which is a common law offence, but, so the iterative framework is odd but the --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Public nuisance?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes.

**Mark Rowley (Assistant Commissioner, MPS):** The critical thing though is the wider impact statement that came from the organisers of the event explaining the broader impact on that commercial event and the reputation, all of the rest of it is critical.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, yes. That is helpful. So those statements are critical to be able to get this to work.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** And it is around having specialist prosecutors who are trained, the prosecutors who did that are here, but --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So how many do you have in London, public order prosecutors?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Well we have our main lead who is here and he has a very small team, but we have prosecutors --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Who is the main lead?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Ed (several inaudible words)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Ed. So how many do you have Ed in your team?

**Ed Hall (Team leader Public Disorder Prosecutions, Crown Prosecution Service):** Well there are three of us work full time on this sort of case, but it extends to about 20 really (inaudible) doesn't it Alison?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** It does.

**Ed Hall (Team leader Public Disorder Prosecutor, Crown Prosecution Service):** The people who have training and work solidly on it.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** And we have got guidance so that other prosecutors can be brought in because some of this is general stuff, it's generic, the prosecutors will have to pick up and deal with every day of the week. On the more complicated ones like Trenton Oldfield which I did it is quite complicated to work out the charge and to fit it within the legislative structure because you do not have a defence of swimming in the boat race and disrupting it.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sure.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** So it is working out what best describes to the Court the criminality so that they can give an appropriate sentence.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I understand. I mean I do not know, because I know Geoff Gardener was here early, but is there anyone else from Victim Support still here? I do not know. Yes,

**Representative from Victim's Support:** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. I think you would like to add, because I am quite keen, obviously at the heart of this we also have the victims --

**Representative from Victim's Support:** Yes, of course.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** And if you would like to make any points when it comes to all the forms of public order we have said, is there anything you think we are missing, just, as we have now, is there anything you would like to say?

**Representative from Victim's Support:** I think from our perspective we opened up a Humanitarian Systems Centre following the Tottenham riots and escorted quite a few of the victims affected and their (inaudible) and carried on supporting those people for quite some time after the quite traumatic life changing effects for them in terms of not only the effect on their property and loss of businesses but personal and physical violence, which we are still supporting them now, months and months and months later. So it does have long, enduring effects.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So that was in Tottenham?

**Representative from Victim's Support:** That is right.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** And was there also a similar response in Croydon or other parts of --

**Representative from Victim's Support:** Oh yes, over in Croydon we did a similar project.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So that was very, very helpful then, so the victims had a place where they could be supported. Pretty damaging, yes. Sorry, is there any other points? Those are all --

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** No I think that pretty well covers it all I think.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We had a discussion, if you remember, with the London Crime Reduction Board with the Mayor and I am just wondering if there is, you know, you mentioned a couple of things. When you really look at this and you say this is the height of success and you have got very, very low ineffective trials and on the other hand you have also got a very high conviction rate; I do not know, we have not gone into the Riot Damages Act so I am not sure that all victims were satisfied, is there a way that we could potentially set that bar and almost see this kind of level, if you like, of performance almost on a day to day, so it doesn't take a riot to see the Criminal Justice System happen. How do we make that level of reform? (several inaudible words)

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** I mean there are lessons which we have learnt which we have taken out of it around the communications, around the making sure we push cases through the court quickly. CCTV, for example, is one of our big issues around making sure it is available, making sure it is a good quality and the

Metropolitan Police Service are doing a project on that to make sure that those lessons are translated into general cases not just the exception that was the public disorder last summer.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Are there court, I mean, look, it is not just local authorities or agencies, there is traffic and --

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** And that is the trouble --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So we need to make sure, is there a standard that you need to have that, OK, so that is important to look at.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes. Because everyone has different systems.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, so we need to get a decent standard. We saw that in my part of London, Hampstead and Fulham, it took a lot of investment to get a decent standard in. Also a proper control centre and all that. It takes effort. Jeremy.

**Jeremy Mayhew (AM):** My question may actually bear on the interaction between I guess where the service that Tom [Ring] and Alison [Saunders] are responsible for. Nobody expects courts regularly to be open 24/7 but I am wondering whether we change, I do not mean just around the nation, by the way courts are being organised, the flexibility, whether we are seeing that in London and whether there is further to go in order to allow you, so to speak, to pursue the prosecutions in a more just in time sort of way? So I do not mind which of you answers the question and I --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Tom, do you want to talk, because we have not allowed you to speak yet. I mean I believe in being patient, but this is your --

**Jeremy Mayhew (AM):** My question is designed to enable Tom to come in.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Fantastic.

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** As an introduction --

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** I will treat that as an introduction.

All: (laughing)

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** Because I sort of touch upon this a bit. If I had been coming along to speak to you in July 2011 and you asked me how are we prepared for a major demonstration in London I would have given you all kinds of assurances that we were and the truth is that we were not prepared for what happened in August because we made some planning assumptions. One of the planning assumptions we made is that based on experience, in more recent decades actually, that police will tend to arrest, police and prosecution will arrest and bail people. So if there is a large scale demonstration they will arrest and bail, there will be charges to follow and someone like Ed will contact me and we will discuss how we are going to organise this work in a structured way to come before the courts. So our planning assumption was flawed because on this occasion people were not being bailed by the police for obvious reasons and in essence people were being, as it was perceived at the time, taken off the streets. So I guess what was remarkable about August 2011 was what we were able to achieve without preparation and perhaps I should just (inaudible) a comment on why that was and I think it was because everyone, everybody, what struck me at the time was that everybody was solution focussed. Whereas ordinarily you raise a problem and people can see all the barriers and blocks, but actually you raised a problem at that time and everybody was solution focussed.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Interesting.

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** Yes. Secondly, I think we all set up command structures, which appear to me to be effective and we set them up very quickly. So within the Ministry of Justice there was a command structure that covered prisons, probation, the prison contract, Circo, and the courts and from an operational prospective if we had a problem we could pass it to the command structure and they would solve it for us. This is marvellous because you are used to being passed problems down from the Ministry of Justice rather than passing them up.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So it was very nice for the first (inaudible)

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** It was marvellous.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Was that command structure one that was a London command structure or was it a national command structure?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** It was national but primarily the issues were in London, but it was national.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK.

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** Absolutely. Because I think places like Birmingham and Manchester were sitting night courts as well.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** But we were able to input to that. So there was some issues between national and London we were able to make sure (overspeaking)

**Jeremy Mayhew (AM):** I guess what I am looking to is not just how you did things then, but how things have changed and whether they have changed in London as well?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** Well, absolutely. The other thing I was just going to say though about why I thought it worked well was I think we need to recognise the people in this. There was huge commitment from people down to things like members of the administrative staff at Westminster Magistrates' Court cleaning the cells because they had not been cleaned for 48 hours, that sort of thing. I mean that was people just turning to and doing things. We had a court sitting everywhere in London from the morning of Monday 8 August until the evening of Friday 12 August. So at any one time there was a court sitting for that whole period and we issued an extraordinary number of search warrants based on what I thought from what I saw was really good intelligence and I think that goes back to the conviction point and the ineffective trial point. The intelligence and the evidence in these cases, it seems to me, was very good. A lot of it was because of CCTV as well, as has been mentioned. I guess I would like to come to really the point I think you are asking me about, which was why don't we do this all the time? Why aren't we this flexible all the --

**Jeremy Mayhew (AM):** I am asking what has changed as a result.

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** Yes. I would say, the controversial point I would make is I do not think night courts were really, really were the right thing to do and were effective for one reason only in my opinion and that was that they promoted public confidence in the Criminal Justice System. It was not apparent to me at the time, working within it, but afterwards, speaking to people, it is clear to me that it was absolutely the right thing to do because the public were given somewhat of a boost by seeing the Criminal Justice System work.

**Jeremy Mayhew (AM):** I appreciate that. I did start by saying, nobody expects 24/7 most of the time.

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** No.

**Jeremy Mayhew (AM):** But what I am looking to see is whether we have changed the flexibility with which the courts normally (inaudible) In other words, I am not suggesting, I am not suggesting anything actually, but I am implying that we would not expect the pattern of

August 2011 to be repeated habitually, but I am wondering whether we have taken out of things about the flexibility with which we can respond?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** What we have done since is we have introduced now a proper protocol, which we did not have at the time, for sitting additional courts. So if the police and the CPS want us to sit additional courts it is very easy for us to do that at short notice. In the more general business, there is a national project looking at flexibility of courts. So around the country they are looking at Saturday extended sittings, sitting on Sundays --

**Jeremy Mayhew (AM):** And is London part of that?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** London was given a pass, if you like, for this year from that process --

**Jeremy Mayhew (AM):** So the answer is London is not part of that?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** Not at the moment, no, because of the Olympics.

**Jeremy Mayhew (AM):** OK.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** We did do some flexible courts around slightly earlier sittings for virtual courts.

**Jeremy Mayhew (AM):** OK. Is London going to be part of that?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** I do not -

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** I think what we are looking to do is to see what the national trials show us and also at the same time as we are looking at flexible court sittings we have got a reducing number of cases going through the court system itself.

**Jeremy Mayhew (AM):** So at the moment there is no commitment to London being part of that more flexible arrangement? Is that correct?

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** There is no commitment at the moment to that happening. I would say this, that there is plenty of capacity, ie court rooms, available in the London magistrates' court service and the Crown Court service.

**Jeremy Mayhew (AM):** OK. So what would it take for London to be part of that and would you, Alison, find it useful if we did have some greater flexibility?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** I think what --

**Jeremy Mayhew (AM):** You see where I am going?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes. No, no, I do. I mean I think at the moment because we have got court capacity and because of budgetary constraints on both sides actually what we need to do is make the most of the capacity that we have.

**Jeremy Mayhew (AM):** Sure.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It would be helpful actually to understand the court (inaudible) situations for the magistrates' and the Crown Court. Because actually the way I was going down was I took two things from this, equally interesting. The first was around utilisation, because essentially you have got bricks and mortar that has sunk but the physical structure is there, how you use that effectively is a managerial exercise. The thing that really interested me, and I am so glad you have come to make that point, is that you had an integrated command structure across the whole Criminal Justice System effectively for that moment in time. If anything, if I could catch anything, it would be that integrated command structure that has the solution can do attitudes and I would love to make it work for London and I would not want to run it, but I would love it to be there. I am interested to know if it is not there now why we cannot make that be there in the same way that there are protocols in place that runs it all year round because that seems to be an effective tool --

**Jeremy Mayhew (AM):** And to use as and when necessary, exactly. It is not about implementing it all the time.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** And we do have that because we had that during the course of the Olympics because we did exactly the same during the Olympics as we had during the riots, which was around that daily briefing session. Do we need anything? What do we need to do? The flexible courts issue, I think when you look at the amount of capacity there is in the courts actually HMCTS and CPS are talking about possible, looking at do we need all the court sittings that we have got, bearing in mind that the numbers of cases going through the courts are reducing and courts sitting in --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** As crime comes down.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Which we want.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** And also looking at if we have got capacity now how do we make the best use out of it. So at the moment I would not have thought we needed extra. There may be something that --

**Jeremy Mayhew (AM):** No, but it is about flexibility surely --

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Absolutely. There may be something about --

**Jeremy Mayhew (AM):** and responsiveness?

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** -- the flexibility particularly when you look at one of the things behind the flexible courts is when do victims and witnesses want to come to court.

**Jeremy Mayhew (AM):** All I am saying is I understand the point about the Olympics, I do not quite get why London has a pass beyond this year of flexibility, but maybe we can leave that.

**Tom Ring (Justices' Clerks for London North & East, HM Courts and Tribunal Service):** I think there is a national decision at this stage when there was a change of Ministerial team at MOJ to not extend the pilots for the time being, to see how the pilots that are currently running are working.

**Jeremy Mayhew (AM):** OK.

**Alison Saunders (Chief Crown Prosecutor, Crown Prosecution Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think we are going to have to bring this to a close because I did say it would take an hour and a half and I have to sometimes endure meetings that last almost three hours and I know how eventually you forget what you were talking about, but I think this morning it has been incredibly focussed. There are a lot of very, very important messages in what is a very, very serious part of policing the capital and what can put tremendous strain across the whole entire Criminal Justice System in London. I have taken, I think, some of the evidence here, the difficulties of what it is like at the front line and the stresses and strains, so I think it was great to have John [Tully], but also to hear the voices of business, both retail and small businesses and the importance at the heart of everything really to have confidence of good communication. I am really keen to see your work on how that can take place because then you can minimise disruption and anything that can do that must be a good thing. I have also taken away that business crime in essence is something that we have to take incredibly seriously in the Police and Crime Plan and we will work through and find meaningful ways of measuring that we can see a substantial reduction in that. Also it sounds like we need to have the confidence in reporting it in the first place and that we must not see an increase in business crime as necessarily a bad thing, given the figures that we have heard from the crime survey, half of it is not reported at all. I am delighted to hear that over a period in August, in the face of the mayhem, that we saw the Criminal Justice agencies working together, because I mean you report through to my good friend Norman Grieve in the Attorney General's office and you report through the MOJ and, well, you have got to keep everybody happy don't you, including me.

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is just for once that we can see that all the Criminal Justice agencies working together to keep London safe, I think that is what it is all about.

I have a thought for you, and I think this is an important one, which is a message about all of this is we have learnt a lot, a lot seems in place, there seems some indications that things are going right and you have dealt with situations which could easily have gone wrong. I am minded that I think given the importance of getting this right whether we should look to our colleagues in the HMIC to do a more formal look at this, it may be an inspection. Because I think that would, I know you are doing the ACPO stuff, but I think we need to look at that. So I am just giving you warning, I think that is a sensible thing that we need to look in our forward plan, so much has happened with regards to policing, so many tactics that we are looking in, and I think it is probably worth us looking at the HMIC to do that review.

So colleagues, thank you very much indeed for coming along. Thank you Helen [Bailey] for all the Post-it notes I have.

All: (laughing)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is nice to know who is really running the show, but thank you all for coming along to the fifth MOPAC Challenge.