



## **Report on Resilience First / The Police Foundation Webinar**

**21 April 2020**

### **Community Resilience and Neighbourhood Policing**

#### ***Speaker:***

***Sir Craig Mackey QPM, former Deputy Commissioner Metropolitan Police***

#### ***In conversation with:***

***Bob Rothenberg MBE, Advisory Board Member, Resilience First and Former Senior Partner, Blick Rothenberg***

#### ***Key Messages***

- For me, as a practitioner, resilience in communities can be compared to building reserves in a bank account. Credits are built up over time, to be then drawn upon in an emergency.
- There are three key elements that can have an impact: information and communication, systems and processes, and people.
  - *Information and communication:*
    - Information never keeps up with real-time events. Nonetheless, the faster information is shared the better – it helps build confidence and resilience. This avoids false rumours, diversionary stories and conspiracy theories appearing out of left field.
    - There is a need to use all means of communication available. The tendency is for horizons to close down in a crisis and people to look at locations through a smaller lens.
  - *Systems and processes:*
    - If you don't plan for disruption, this can be catastrophic but planning does not have to be to the nth degree.
    - The USCG approach of 'control slack' is valuable where resources are limited. This means focusing on the principles and allowing subordinates to operate with some latitude.
    - To capture learning is important e.g. keeping an action-learning log. This should not be confused with hindsight. Debriefing needs expertise to be able to draw out the right lessons.
  - *People:*
    - Knowing people and attributes well will allow individual strengths to be identified. There will exist a background level of resilience. One should try to value people irrespective of their position or origin.
    - Training people to face disruptions will avoid ambiguous situations in a crisis. It is important to both hear and listen to a wide range of voices (think differently).

- Remember the effect on an organisation in a crisis and the intense pace of work over time. It needs to be able to flex.
- There is a need to talk to a community before an event to build trust. Society can be collectively resilient.
- Creativity and innovation are important elements. There is a need to optimise the opportunities in technology.
- Through the Covid-19 pandemic, we have seen a very, very different public debate in a short space of time around people's understanding of what public service is and what it means to be a public servant, including policing. This change may impact on future recruitment and retention.
- We do not have a model in this country, nor do we want one, where policing is just an enforcement mechanism. Policing has tried to be very careful where it manages the boundaries with the new lock down rules: the vast majority of people want to comply with them.
- Business can make a difference to resilience through groups such as Resilience First and The Police Foundation. The principle of 'dare to share' should work in both directions between the police and business.

The speaker then answered a series of questions from the interviewer and from the participating audience.

The full video recording can be found [here](#).

## **Biography of Speaker and Interviewer**

### **Sir Craig Mackey QPM**

Sir Craig Mackey retired as the Deputy Commissioner of the Metropolitan Police Service in 2018. He began his policing career in Wiltshire before moving on to Gloucestershire, Cumbria and the Metropolitan Police. He has operated as a senior police officer for over 17 years, with five years as a Chief Constable and seven years as the Deputy Commissioner, the second most senior role in British policing. His broad operational knowledge is coupled with extensive experience in transformation, leadership, governance and risk management. While working for the Metropolitan Police Service, a £3.2bn 50,000-person public service, he led the change programme, managing complex public/private relationships. Working with national government and the London Mayor, he has a strong interest and understanding in cyber, cybersecurity and technology, and led the Police Service's response to business crime nationally. Skilled in the oversight, strategic assessment and reporting of the performance of organisations, he is a trusted advisor and trouble shooter with extensive experience in critical incident and crisis response at a board level. Since retiring, he has advised on police reform in Mexico and is currently a board member of the British Transport Police Authority and an Authority member for the Civil Nuclear Police Authority. He has recently completed an Independent Review of Serious and Organised Crime for the UK Government.

### **Bob Rothenberg MBE**

Bob Rothenberg is a consultant with chartered accountants Blick Rothenberg having been senior partner of the firm for more than 20 years until 2019. He is a Fellow of the Institute of Chartered Accountants in England and Wales, a Member of the Chartered Institute of

Taxation and a Member of the Academy of Experts. Bob was made an MBE in the 2007 New Year's Honours List for services to business and to the community in London.

His professional work extends to general, financial and commercial advice and he acts as a trustee and an executor for a number of clients. Bob lectures on taxation and company law and is joint author of *Understanding Company Accounts*, now in its fourth edition, and *Mastering Business Information Technology*. He has been regularly quoted on tax and commercial issues in the national press, as well as appearing on both radio and television.

Currently Bob is Chairman of the Governors at Highgate School, a Trustee of Police Now, a member of the Advisory Board for Resilience First and a trustee of a number of smaller charities. He has also previously been a non-executive director of easyJet plc, a Director of London First, a trustee of the London Music Fund and a trustee of The Prince's Foundation.

Bob and his wife Pippa live in north London and they have three children and six grandchildren. He is a keen skier, avid Spurs football supporter and enjoys theatre and opera.