

**06-001      COMMAND**  
**Home/Public Order/Command**

Overarching command information which is applicable to public order policing is available from **Operations (APP Operations Module)**.

The public order command structure is based on the **(06-002) Gold Commander, (06-005) Silver Commander, (06-007) Bronze Commander** and **(06-008) PSU Commander** roles; see **(06-009) Public Order Command Structure Diagram**. For some operations there may also be a requirement for a **(06-010) Sub Bronze Commander** role. **(Note: In Scottish forces the decision to implement the Public Order Command Structure is undertaken by an Assistant Chief Constable or above in accordance with (10-002) ACPOS Authority Levels).**

The command role is carried out by those who have been given authority through their role for a specific operation or incident. Commanders should be aware that their role is to make decisions, give clear directions and ensure that those directions are carried out. They must, therefore, be trained, accredited and operationally competent.

Additional command information within this module is also available on:

- **(06-012) Public Order Tactical Adviser**
- **(06-013) Command of Large-Scale Operations**
- **(06-015) Accreditation of Commanders**
- **(06-016) Public Order Command Protocols**
- **(06-017) Understanding the Requirement**
- **(06-020) Tactical and Operational Parameters**
- **(06-021) Resource Considerations**
- **(06-022) Policing Style Considerations**
- **(06-023) Potential Outcomes**
- **(06-024) Tactical Plan**
- **(06-026) Deployment of Forward Intelligence Teams**
- **(06-027) Taking and Retaining Photographic Images**
- **(06-030) Communications Interoperability**
- **(06-031) Public Order Deployment Planning.**

[PAGE 06-001 ENDS]

**06-002 GOLD COMMANDER**  
**Home/Public Order/Command/Gold Commander**

The **(06-018) Gold Strategy** is the foundation that all subsequent planning and deployment rely on. For this reason, the Gold Commander's leadership ability and strategic oversight is critical to the successful planning and deployment of an operation.

The Gold Commander determines the strategic objectives and retains strategic oversight and overall command responsibility throughout the operation. The Gold Commander sets the tactical parameters of the operation but does not manage tactical decision making, which is the responsibility of the **(06-005) Silver Commander**.

For further information see **(06-003) Role and Responsibilities of the Gold Public Order Commander**.

[PAGE 06-002 ENDS]

**06-003      ROLE AND RESPONSIBILITIES OF THE GOLD COMMANDER**  
**Home/Public Order/Command/Gold Commander/Role and**  
**Responsibilities of the Gold Commander**

- Sets, reviews, communicates and updates the strategy based on the threat assessment and available intelligence.
- In response to a spontaneous incident, develops a **(05-010) Working Strategy** into a formal strategy.
- Consults stakeholders when determining the strategy, including partner agencies and community groups as appropriate.
- Ensures that the strategy for the incident or operation is documented (ie, by a Loggist) in order to provide a clear audit trail, which includes any changes to that strategy.
- Chairs the **Strategic Coordinating Group (SCG) (APP Operations Module)** where there is a multi-agency response to an incident or operation, although this responsibility may be delegated to another agency, depending on the nature of the operation.
- Ensures that, where appropriate, **(06-016) Public Order Command Protocols** are set, agreed and understood by all relevant parties.
- Considers whether to consult a **(06-012) Public Order Tactical Adviser**.
- Considers setting tactical parameters for the police response.
- Should not become drawn into making tactical-level decisions.
- Has, within the command structure, overall responsibility for health and safety, diversity, equality and human rights compliance and ensures that relevant impact assessments are completed.
- Identifies the level of support needed to resolve the incident or operation and resources the police response.
- Is responsible for the development of a media plan

Also see **(06-004) Gold Commander's Responsibilities to the Silver Commander**.

[PAGE 06-003 ENDS]

**06-004 GOLD COMMANDER'S RESPONSIBILITIES TO THE SILVER COMMANDER**  
**Home/Public Order/Command/Gold Commander/Role and Responsibilities of the Gold Commander/Gold Commander's Responsibilities to the Silver Commander**

- Remains available to the **(06-005) Silver Commander** and suitably located in order to maintain effective strategic command by ensuring that appropriate communication mechanisms exist.
- Reviews and ensures the resilience and effectiveness of the command team, identifies the force requirement for mutual aid support, and ensures the effectiveness of the Silver Commander.
- Approves the Silver Commander's **(06-024) Tactical Plan** and ensures that it meets the strategic intention for the incident or operation on an ongoing basis.
- Decides whether the incident or operation should be declared as a critical incident (declaration and management responsibility fall to the Silver Commander).

[PAGE 06-004 ENDS]

**06-005 SILVER COMMANDER**  
**Home/Public Order/Command/Silver Commander**

The Public Order Silver Commander develops, commands and coordinates the overall tactical response of an operation, in accordance with the strategic objectives set by the **(06-003) Gold Commander**.

The Silver Public Order Commander has the following role and responsibilities.

- Establish a command structure that is appropriate to the circumstances, and sufficiently resilient and robust to achieve the strategy.
- Provide the pivotal command chain **(06-006) Link between Bronze Commanders and the Gold Commander**.
- Assess the available information and intelligence to properly evaluate the threat, vulnerabilities and risk.
- Remain suitably located in order to maintain effective tactical command of the incident or operation.
- Ensure that all decisions are documented in the command log in order to provide a clear audit trail.
- Ensure that, where appropriate, all staff involved in the operation receive **Briefing (APP Operations Module)** and **Debriefing (APP Operations Module)**;
- Consider the wider community, public safety and evidential implications of using certain tactics.
- Manage and coordinate, where required, multi-agency resources and activities.
- Ensure that any deployment is commensurate with the level of threat faced.
- Where appropriate, ensure threat and risk, and impact assessment(s) are completed.
- Where appropriate, consult a **(06-012) Public Order Tactical Adviser** as soon as practicable, and remain responsible for any decisions made following consultation with the Adviser.
- Consider the assignment of adequate medical support.

[PAGE 06-005 ENDS]

**(06-006) LINK BETWEEN BRONZE COMMANDERS AND THE GOLD COMMANDER**

**Home/Public Order/Command/Silver Commander/Link between Bronze Commanders and the Gold Commander**

The Silver Public Order Commander will work closely with the **(06-002) Gold Commander** and **(06-007) Bronze Commander(s)** and:

- develops, reviews and coordinates the **(06-024) Tactical Plan** in order to achieve the strategy set by the Gold Commander within any tactical parameters set
- tests the Gold Commander's strategy to ensure that it is achievable and proportionate to the threat faced
- tasks and coordinates the Bronze Commander(s) in accordance with the Tactical Plan
- ensures that any changes to the Tactical Plan are communicated to the Bronze Commander(s) and, where appropriate, the Gold Commander
- ensures that the tactics employed by the Bronze Commander(s) meets the strategic intention and Tactical Plan
- where appropriate and in communication with the Gold Commander, declares and manages the operation as a critical incident
- sets the working strategy, including any appropriate tactical parameters, where a Gold Commander is not yet in place
- maintains objectivity so as not to become drawn into Bronze decision making.

[PAGE 06-006 ENDS]

**06-007 BRONZE COMMANDER**  
**Home/Public Order/Command/Bronze Commander**

The role and responsibilities of the Bronze Public Order Commander are as follows.

- Possess clear understanding of the **(06-002) Gold Commander's** strategy, the **(06-005) Silver Commander's (06-024) Tactical Plan** and their own role within it.
- Implement the relevant part of the Silver Commander's plan by using appropriate tactics within their geographical/functional area of responsibility.
- Make decisions within their agreed level of responsibility, which includes seeking approval for any variation in agreed tactics.
- Where circumstances change, test the Silver Commander's Tactical Plan to ensure that it is achievable and proportionate.
- Ensure staff within their area of responsibility receive **Briefing (APP Operations Module)** and understand their role, responsibilities and limits.
- Update the Silver Commander on any changes, including any variation in agreed tactics within their geographical/functional area of responsibility.
- Remain suitably located in order to maintain effective operational command of their area of responsibility and remain available to those under their command. Bronze Commanders should, however, ensure that those carrying out tasks have sufficient independence to conduct their specific role in accordance with the strategy and Tactical Plan.
- Ensure that all operational decisions made are documented in a command log, to ensure that a clear audit trail exists.
- Give consideration to maintaining, as far as possible, the integrity of units under their command. Where it is necessary to split units, ensure they are regrouped as soon as possible.
- Maximise opportunities to delegate areas of responsibility to unit commanders in line with their deployments.

[PAGE 06-007 ENDS]

**06-008 PSU COMMANDER**  
**Home/Public Order/Command/PSU Commander**

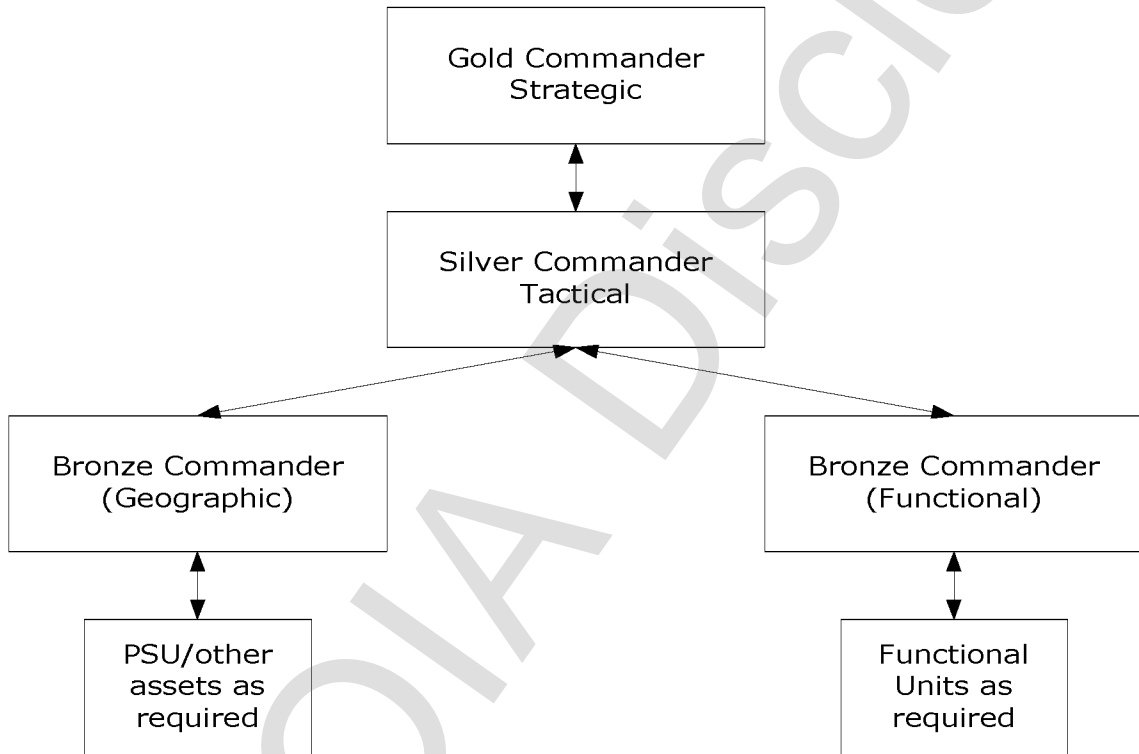
The PSU Commander is responsible for the leadership, deployment and control of one **(08-005) Police Support Unit (PSU)** working under a **(06-007) Bronze Commander** or **(06-010) Sub Bronze Commander**, in accordance with **(06-031) Public Order Deployment Planning**. The PSU Commander also needs to work effectively with other PSU Commanders and/or specialist resources. The PSU Commander needs to be accredited to the national standard.

[PAGE 06-008 ENDS]



**06-009 PUBLIC ORDER COMMAND STRUCTURE DIAGRAM**  
**Home/Public Order/Command/Public Order Command Structure**  
**Diagram**

Standard Public Order Command Structure



[PAGE 06-009 ENDS]

**06-010 SUB BRONZE COMMANDER**  
**Home/Public Order/Command/Sub Bronze Commander**

The command structure required for complex and/or large-scale pre-planned or spontaneous events may be influenced by a number of factors, for example:

- requirement for large deployment of resources, including mutual aid
- geographically large and/or multiple footprints
- extended duration of an event, which may have repercussions for command resilience
- requirement to manage a range of geographic and functional responsibilities simultaneously.

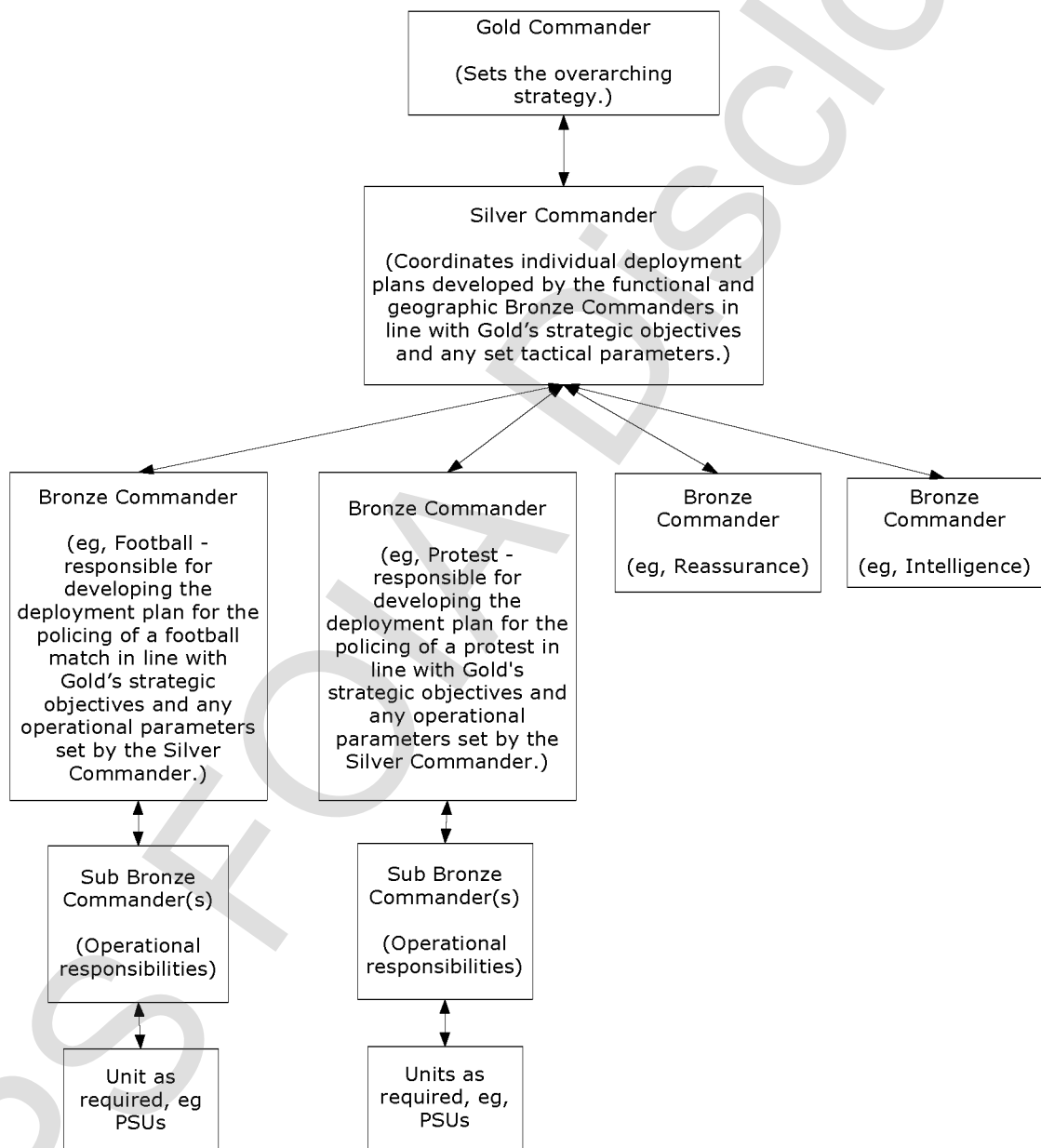
In these circumstances, the designated role of a public order **(06-007) Bronze Commander** within the command structure of the overall operation may not reflect their actual operational responsibilities. Consideration may be given to using Sub Bronze Commanders as part of the command structure to assume operational responsibilities for a given geographic area or function. Sub Bronze Commanders will come under the command of geographic or functional Bronze Commanders who will have some tactical responsibility. These Bronze Commanders will, in turn, come under the command of a single **(06-005) Silver Commander** who will be responsible for coordinating individual deployment plans to ensure that they are in line with Gold's strategic objectives and any operational parameters. Sub Bronze Commanders will operate in accordance with the **Operation Order (APP Operations Module)**.

An example **(06-011) Command Structure Diagram (Sub Bronze Commander)** illustrates how Sub Bronze Commanders can be incorporated into a command structure for an operation with a public order element.

The benefit of the Sub Bronze Commander role at complex and/or large events includes enhancing the command capability and reducing the demand on the Silver Commander.

[PAGE 06-010 ENDS]

**06-011 COMMAND STRUCTURE DIAGRAM (SUB BRONZE COMMANDER)**  
**Home/Public Order/Command/Sub Bronze Commander/Command Structure Diagram (Sub Bronze Commander)**



**Note:** Where Sub Bronze Commanders are to form part of the command structure, careful consideration must be given to who should undertake the role. If a Sub Bronze Commander is undertaking an operational-level public order role, only accredited Bronze Public Order Commanders should be used. The Bronze Commanders in these situations, who will be undertaking an element of tactical responsibility, should be accredited Silver Public Order Commanders.

[PAGE 06-011 ENDS]

MPS FOIA Disclosure

**06-012 PUBLIC ORDER TACTICAL ADVISER**  
**Home/Public Order/Command/Public Order Tactical Adviser**

Public Order Tactical Advisers (POTAC) are nationally trained and accredited to provide pertinent advice based on the role performed by the Commander. The decision and rationale for not using a POTAC during the planning and operational phase should be documented as part of a commander's decision-making audit trail.

Although decision making rests with the Commander, POTACs are responsible for providing appropriate, valid and reasonable advice.

POTACs provide knowledge on a wide range of issues relating to public order tactics and the potential outcomes. Key functions of the POTAC include providing:

- advice, including theoretical outcomes, to support Command decision making
- up-to-date knowledge on public order legislation, national/regional policy and standards for operational practice
- advice on contingency planning, and ensuring Bronze Commanders have up-to-date information on Gold and Silver decision making
- support with risk assessments.

**Note:** The role of the Adviser is not to document decisions on behalf of the Commander. A separate Command Log should be kept for that purpose, and maintained by an appointed Loggist.

[PAGE 06-012 ENDS]

**06-013      COMMAND OF LARGE-SCALE OPERATIONS**  
**Home/Public Order/Command/Command of Large-Scale Operations**

A **(08-005) Police Support Unit (PSU)** is a numerically fixed body of officers equipped and trained to Common Minimum Standards. The basic formation of a PSU allows for the effective deployment of resources as a standard unit. The PSU consists of three serials and must be commanded by an inspector who has successfully completed **(06-008) PSU Commander** training.

When large numbers of PSUs are being deployed, a scalable Bronze structure based on the Basic Mobilisation Unit (BMU) may be used; see **(06-014) BMU Command**.

Where an event or incident may impact upon more than one force or where substantial resources are deployed in support of another force, a protocol between forces should be considered to ensure a coordinated delivery of the policing response. The protocol may cover issues such as:

- planning
- training
- command
- communications
- media
- complaints.

The receiving force (for local, regional or national **Mobilisation [APP Mobilisation Module]**) must ensure that commanders are appropriately briefed for the operation. Such a **Briefing (APP Operations Module)** should include strategic intentions, command structure, **(06-016) Public Order Command Protocols**, specific roles and responsibilities, **(06-024) Tactical Plan**, **(06-022) Policing Style Considerations**, local procedures and policies (this should also include specific legislation being used). It is crucial in such operations that differences in terminology and working practices are addressed through command protocols and effective briefing processes.

[PAGE 06-013 ENDS]

**06-014 BMU COMMAND**  
**Home/Public Order/Command/Command of Large-Scale Operations/BMU Command**

The use of **(08-007) Mutual Aid** to support a pre-planned or spontaneous event may result in the deployment of Basic Mobilisation Units (BMU). The BMU consists of a group of three PSUs under the command of a Bronze accredited Commander. This BMU lead role is **not** a public order command function in itself, but reflects the welfare and logistical responsibility for the three PSUs placed on the BMU lead by their own force.

The provision of an accredited public order **(06-007) Bronze Commander** with a BMU provides the flexibility for the requesting force should they wish to deploy the BMU lead to perform a Bronze Command or Sub Bronze Command role. In these circumstances, and where practicable, the BMU lead should be involved in the tactical planning process prior to the event, and should preferably be deployed with their own PSUs.

As when establishing any command structure, it is important that, if used as either a Bronze or **(06-010) Sub Bronze Commander**, the BMU lead must be clear on their roles and responsibilities in relation to Silver and Gold command.

[PAGE 06-014 ENDS]

**06-015 ACCREDITATION OF COMMANDERS**  
**Home/Public Order/Command/Accreditation of Commanders**

Public order operations must be commanded by appropriately trained and operationally competent commanders. Forces should have processes in place to assess whether operations meet the criteria to mandate the accreditation of commanders. Chief officers must also ensure that arrangements exist whereby appropriately selected, trained and operationally competent commanders are available to command public order operations.

When an officer from England, Wales or Northern Ireland attends and successfully completes a course of instruction based on command modules in the national public order training curriculum, they are assessed to be occupationally competent to perform that command role.

Chief officers are responsible for ensuring that individuals who pass the course and are assessed as occupationally competent are subject to a continuous professional development programme. Commanders must demonstrate that they are operationally competent by performing the role for which they have been trained, in accordance with nationally agreed standards. A commander's operational competence should be assessed by his or her force.

The process of reaccreditation requires that commanders produce annually a portfolio of evidence. Public Order Commanders who perform a Bronze role should attend public order training in line with their own force policy. **Note:** ACPOS forces will comply with the accreditation standards developed by ACPOS. Due to the nature of the Scottish public order policing response, forces will comply with the reaccreditation standards developed by ACPOS.

Individual forces may provide further supplementary local training to support the local and regional issues identified in their respective public order strategic threat assessments.

Forces should retain records of any command accreditation and reaccreditation so as to evidence and support the continuous professional development of commanders.

[PAGE 06-015 ENDS]



**06-016 PUBLIC ORDER COMMAND PROTOCOLS**  
**Home/Public Order/Command/Public Order Command Protocols**

**Command Protocols (APP Operations Module)** in a public order context, which should provide commanders and deployed officers with an understanding of what they are required to do, may include the following:

- overall aim/strategy of the operation
- clarification on roles, responsibilities and resource allocation
- how the command team will react to changes
- operational contingency plans
- how the proportionate use of legal powers will be ensured
- how the deployment of specialist equipment and resources will be managed
- where necessary, how the public order command team will work with other deployed command teams (eg, firearms)
- how commanders will communicate with each other, and with officers on the ground;
- how commanders will communicate with the media
- procedures for the transfer of command from one commander to another
- the relationship between the formal command team and existing force systems and processes.

[PAGE 06-016 ENDS]

**06-017 UNDERSTANDING THE REQUIREMENT**  
**Home/Public Order/Command/Understanding the Requirement**

For pre-planned events and operations, **Development of the Strategy (Gold) (APP Operations Module)** should take place from the outset, thereby avoiding the need for a **(05-010) Working Strategy**.

A meeting should be held with the objective of formulating the **(06-018) Gold Strategy**. The Strategic Planning Group may comprise:

- **(06-002) Gold Commander**
- **(06-005) Silver Commander**
- **(06-007) Bronze Commander(s)** (eg, Geographic, Intelligence, Community, Reserves, Media; Planning Coordinator)
- Advisers (eg, Legal, Public Order Tactical)
- Minute Taker.

The Gold Commander may wish to consider the inclusion of other staff, departments, commanders, partner agencies, organisers and community representatives.

The Gold Commander should also identify any **(06-019) Unique Operational Requirements**.

If practicable and time permits, the Gold strategy may be more accurate and detailed if it is derived from a range of information sources.

[PAGE 06-017 ENDS]

**06-018 GOLD STRATEGY**

**Home/Public Order/Command/Understanding the Requirement/Gold Strategy**

This will outline the overall intention of the policing operation, including the **(06-023) Potential Outcome(s)** sought. In doing this, it should establish a set of objectives relevant to the current knowledge of the situation and the analysis of the threats and risk presented.

Where practicable, the strategy should:

- be developed at the earliest opportunity
- be based on all the information available at the time
- be dynamic and capable of being reviewed
- aim to minimise recourse to use of force
- include narratives to explain each objective
- be unique for each incident
- specify the role of the police in the operation
- if appropriate, specify the responsibilities and requirements of other partners and stakeholders
- provide a clear indication of the desired policing style, which should be reflected in the Tactical Plan.

The strategic objectives and the rationale behind them should be recorded as part of an audit trail, as should any revisions or amendments.

Consultation with specialist advisers (eg, legal, human rights, tactical), partners and other stakeholders may assist the **(06-002) Gold Commander** in his/her objective setting.

[PAGE 06-018 ENDS]

**06-019      UNIQUE OPERATIONAL REQUIREMENTS**  
**Home/Public Order/Command/Understanding the**  
**Requirement/Unique Operational Requirements**

The following information will assist the **(06-002) Gold Commander** to identify unique operational requirements:

- location, scale, size and timing
- number and motivation of participants (eg, protest, sporting event)
- specific vulnerabilities of the crowd (eg, children's event)
- spontaneous incident or planned operation
- the role of the police
- relevant legal issues (including human rights)
- available information and intelligence
- level of media interest
- wider policing implications
- history of event
- results of threat assessment(s)
- adequate custody provisions ensuring appropriate **Detainee Care (APP Detention and Custody Module)**.

[PAGE 06-019 ENDS]

**06-020 TACTICAL AND OPERATIONAL PARAMETERS**  
**Home/Public Order/Command/Tactical and Operational Parameters**

**Tactical Parameters (APP Operations Module)** may include:

- considerations associated with the duration of event(s)
- symbolic or strategically significant locations
- community or environmental factors
- prompts and restrictions
- tactics not to be used (eg, AEP, dogs, mounted police).

Operational parameters are the restrictions and constraints by which Bronze Commanders must ensure police tactics are deployed.

Operational parameters form part of the Tactical Plan and may include:

- timing and duration
- operational phasing to allow flexibility and review/amendment of tactics as the situation evolves
- definition of the geographic and functional responsibilities of the operation
- key or vulnerable individuals or groups
- symbolic or strategically significant locations
- environmental features
- command protocols
- contingencies
- operational objectives.

[PAGE 06-020 ENDS]

**06-021 RESOURCE CONSIDERATIONS**  
**Home/Public Order/Command/Resource Considerations**

The **Current Operational Capacity (APP Operations Module)** of the force should be the baseline for considering resource requirements and implications, including any requirement for the activation of **(08-007) Mutual Aid**.

In addition to current operational capacity, additional resources may include:

- **(06-012) Public Order Tactical Adviser(s)**
- **(05-015) Intelligence Coordinator** (Bronze Intelligence) and Intelligence Cell
- **(08-010) Evidence Gathering Teams (EGTs)**
- **(08-009) Forward Intelligence Teams (FITs)**
- **(05-017) Investigating Officer/Senior Investigating Officer** (Bronze Crime) and investigative support
- Bronze (Media)
- Roads policing
- Specialist skills, for example, ropes access
- Security coordinator.

[PAGE 06-021 ENDS]

**06-022 POLICING STYLE CONSIDERATIONS**  
**Home/Public Order/Command/Policing Style Considerations**

The Gold strategy should demonstrate an understanding of the potential impacts the **Policing Style (APP Operations Module)** may have on relevant communities/groups. The effective use of, for example, **Strategic Coordinating Groups (APP Operations Module)**, Advisory Groups and **Community Impact Assessments (APP Operations Module)** can enable police commanders to engage the public through key stakeholders, including elected representatives. This can help build a common understanding of the tactics the police may use to deal with any disorder and/or protest.

Such activity can enable police commanders to better foresee the potential consequences of any police action or inaction and secure partner support in managing rising tensions or any aftermath. Used effectively, such processes do not undermine operational independence but can strengthen local accountability. The 'no promises' and 'no surprises' principles associated with engaging with protest organisers and protest participants are equally applicable to engaging with partners and stakeholders.

[PAGE 06-022 ENDS]

**06-023 POTENTIAL OUTCOMES**  
**Home/Public Order/Command/Potential Outcomes**

The **(06-018) Gold Strategy** should identify anticipated outcomes as follows:

- preferred
- acceptable
- unacceptable.

The Gold Strategy should clearly demonstrate the potential outcomes which are acceptable in the circumstances, and should identify contingencies to resolve any unacceptable outcomes that could potentially arise.

[PAGE 06-023 ENDS]



**06-024 TACTICAL PLAN**  
**Home/Public Order/Command/Tactical Plan**

The **(06-018) Gold Strategy**, together with any associated **Tactical Parameters (APP Operations Module)** and **Command Protocols (APP Operations Module)**, will underpin the **Development of the Tactical Plan (APP Operations Module)**. The Tactical Plan should provide a clear description of the chosen **(08-001) Tactical Options** across a range of operational contexts, and identify any contingencies. The development of the plan rests with the **(06-005) Silver Commander**, who should seek advice from a **(06-012) Public Order Tactical Adviser**.

While Silver may be constrained by the tactical parameters set by Gold, the Tactical Options represent what may be considered given the particular circumstances. Commanders should make professional judgements on which tactics to employ and when to employ them in order to save life, protect the public or disrupt criminality.

The Tactical Plan should follow the framework provided by the National Decision Model; see **(05-005) Public Order and the National Decision Model**. It is a matter for individual forces to decide how the plan is recorded. Elements of the plan may be recorded in an accompanying decision log during the event. Key elements of the plan, including contingencies, could also be contained in the **Operation Order (APP Operations Module)**.

The plan will change and evolve and should be reviewed regularly to ensure that it remains a reasonable and proportionate policing response, while continuing to meet the strategic objectives. The Tactical Plan should be flexible enough to be adapted to a change in circumstances and/or threat.

There are **(06-025) Additional Considerations** which need to be taken account of when developing the Tactical Plan.

[PAGE 06-024 ENDS]

**06-025      ADDITIONAL CONSIDERATIONS**  
**Home/Public Order/Command/Tactical Plan/Additional**  
**Considerations**

Information and intelligence that directs, constrains or influences the plan should be recorded or referenced and take account of the strategic objectives and **Tactical Parameters (APP Operations Module)**. Threats and risks, both emerging and potential, should be captured in relation to, for example, crime, order, property, public/police safety and the integrity or position of the force.

Powers and policy provide the opportunity to outline the relevant legal, policy and standard operating procedures (SOP) and how these are relevant to the plan and possibly the wider operation. Viable and relevant options are outlined in the options section and include the objective to be achieved, strengths and weaknesses along with due regard to human rights issues and obligations.

Implementation of the plan should be described as a chronological progression through the event. The plan requires sufficient detail, has to be organised, clearly explained and logically progressive. Operational parameters will further enable the **(06-007) Bronze Commander(s)** to develop appropriate deployment plans. Realistic and probable contingencies explain how the response to events could happen, if what is generally expected to happen does not happen.

A **Tactical Planning Group (APP Operations Module)** may also be convened to help develop the Tactical Plan.

[PAGE 06-025 ENDS]

**06-026 DEPLOYMENT OF FORWARD INTELLIGENCE TEAMS  
Home/Public Order/Command/Deployment of Forward Intelligence  
Teams**

Overt intelligence gathering can have a significant impact on the public's perception of policing style. The **(06-005) Silver Commander** must, therefore, ensure that any deployment of Forward Intelligence Teams (FITs) is in accordance with the policing style and tactical parameters, and that the teams are briefed. On occasions, alternative intelligence gathering options are more effective and may avoid raising tension within crowds.

For further information on FITs, see **(08-009) Forward Intelligence Team**.

[PAGE 06-026 ENDS]

**06-027 TAKING AND RETAINING PHOTOGRAPHIC IMAGES**  
**Home/Public Order/Command/Taking and Retaining Photographic Images**

There are instances where the capture and retention of images will form part of a public order police response.

Overt filming raises significant human rights issues, notably the question of whether police action is compatible with the right to private life protected by ECHR Article 8. The Court of Appeal considered these issues in *Wood v Commissioner of Police of the Metropolis* [2009] EWCA Civ 414. A summary is available from **(06-028) Wood v Commissioner of the Police of the Metropolis**.

Paragraph 86 of the judgment states:

The retention by the police of photographs of a person must be justified and the justification must be the more compelling where the interference with a person's rights is in pursuit of the protection of the community from the risk of public disorder or low level crime, as opposed, for example, to protection against the danger of terrorism or really serious criminal activity.

In light of *Wood*, officers need to be aware of **(06-029) Considerations and Principles** regarding the taking, review, retention and storage of overt images.

[PAGE 06-027]

**06-028 WOOD V COMMISSIONER OF THE POLICE OF THE METROPOLIS**  
**Home/Public Order/Command/Taking and Retaining Photographic Images/Wood v Commissioner of the Police of the Metropolis**

This was a judicial review of the taking of overt photographs by an Evidence Gathering Team at a public order event in April 2005 and the police retention of those photographs. Mr Wood claimed that his right to respect for privacy under ECHR Article 8 had been violated by the police taking and retaining photographs of him.

The Court of Appeal, in a majority decision, found that the taking of photographs in this case was done in pursuance of a legitimate aim, but that it was not proportionate to retain the photographs once it had become clear that the person photographed, Mr Wood, had not committed any offence at the event in question. The fact that Mr Wood had been seen briefly associating with someone with a record of public order offences was found to be insufficient to justify the lengthier retention of the photographs for potential and unknown future use.

Therefore, while the Court of Appeal in Wood has accepted the **taking** of the photographs in the case, it has found that the purpose for which the photographs were taken and the continuing **retention** of photographs will have to be justified and proportionate. Once it becomes clear that the purpose for which the photographs were taken is no longer valid or no longer exists, the mere possibility that the photographs could be of some legitimate use in the future will generally be insufficient to justify continuing retention.

[PAGE 06-028 ENDS]

**06-029 CONSIDERATIONS AND PRINCIPLES**  
**Home/Public Order/Command/Taking and Retaining Photographic**  
**Images/Considerations and Principles**

Considerations when taking and retaining overt images:

- Is it in accordance with the law?
- Does it pursue a legitimate aim (ie, prevention of disorder or crime, is in the interests of public safety, or is for the protection of the rights and/or freedoms of others)?
- Is it necessary and proportionate?

Principles relating to review, retention and storage of overt images:

- Records should be regularly reviewed in order to ensure that they remain necessary for a policing purpose and are adequate and up to date. Any records that have no evidential or intelligence value should be disposed of securely.
- The type and amount of information held on an individual subject should not be excessive and must be proportionate to the risk they pose to the community.
- The review process should be documented for audit purposes.
- Storage media containing film footage should be securely stored and only available to staff with an operational need to access it.
- Footage considered to be of potential evidential value may be retained as part of the prosecution case or other investigation.
- Footage taken to record the character of a public order event without targeted individuals may be retained in accordance with relevant statutory limitation periods for civil actions. Where the footage shows significant criminal activity, the retention period is 50 years.
- Records should be disposed of when there is no longer a policing purpose for retaining them.
- Principles relating to review, retention and storage of overt images should be publically available.

For further information see **Information Management (APP Information Management Module)**.

[PAGE 06-029 ENDS]

**06-030 COMMUNICATIONS INTEROPERABILITY**  
**Home/Public Order/Command/Communications Interoperability**

Effective communication is critical to the success of police operations. Interoperability is the capability of organisations or discrete parts of the same organisation to exchange information and use it to make decisions.

During operational planning, commanders should consider how force-to-force or police-to-non-police partner communications will be managed uniformly. Force Operational Airwave Tactical Advisers (FOATAs) should be consulted in the early stages of operational planning to ensure that communication needs are met for large-scale operations.

For further information see ***NPIA (2010) Standard Operating Procedure Guide on Police to Police and Inter-Agency Airwave Interoperability.***

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**06-031 PUBLIC ORDER DEPLOYMENT PLANNING**  
**Home/Public Order/Command/Public Order Deployment Planning**

**Deployment Planning (APP Operations Module)** should be undertaken by Bronze Commanders where practicable and once the **(06-024) Tactical Plan** has been defined.

A deployment plan may outline the following, which would be specific to the relevant Bronze geographical or functional responsibility:

- key information and intelligence
- specific threats and risks
- geographic/functional areas of responsibility
- key powers and policies identified by the Tactical Plan and priorities
- awareness of how these support the Gold strategy
- the detailed deployment of resources and contingencies.

[PAGE 06-031 ENDS]