

Talk THROUGH

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INSIDE

- SENIOR LEADERS SET POLICING STYLE ■
- FORCE PREPARES TO ADOPT NEW CODE OF ETHICS ■

On track...

FIRST FEMALE EXPLOSIVE SEARCH
DOG HANDLERS FOR MDP



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Chief looks back over busy first year in office

... and scans the horizon for future challenges

Interview by Editor Norman Hicks

Photographs by Paul Kemp

CHIEF CONSTABLE Alf Hitchcock marked the end of a busy first year in office by reflecting on what the Force had achieved since he took the helm and by looking ahead to future challenges.

He told *TalkThrough*:

"When I arrived in Force in June last year we set out, as I put it, to get our ducks in a row.

"By this I meant being clear about our purpose, understanding what our resourcing looks like over the coming years, getting ourselves in the correct structural shape, establishing a performance framework and an ambition alongside it, working on our policing style and then, finally, our process and tactics.

"In terms of these areas I believe that we have redefined a clear

purpose for the Force going forward. Our resourcing is agreed, albeit there are significant savings, or cuts – however they are described – still to be made.

"We have restructured and are now in the new footprint; we have agreed with the Police Committee a performance framework; throughout the year we have achieved or exceeded the operational task, but also the ambition of introducing significant changes under Op Granite and we are finalising our policing style, whilst at the same time our processes and practice remain under constant review.

"A lot has been achieved by the Force and the officers and staff deserve congratulations for this achievement. However, change is a constant, so we will be considering what else we need to do to be even better in the coming years."

THINGS ON THE HORIZON

TalkThrough asked Mr Hitchcock what issues he foresaw affecting the Force in the months and years ahead. He said:

"The continued roll out of Dii, starting to plan for a new radio system when the Airwave contract ends and lots more change to come.

"In the next twelve months there will be a General Election and all that that brings, there will be an independence referendum in Scotland, there will be continued work to achieve the austerity cuts, continued work on terms and conditions of service, a lot going on and, as I have said, there will be constant change.

"Therefore, in my opinion, the ability of the Force and individuals within it to be adaptable remains absolutely critical.

Talk THROUGH

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"The first of the New Entrants from Other Forces (NEOFs) has arrived and the first 24 new recruits have gone out to stations, with the next intake having started their training in June.

"When we first started recruiting, we decided to test the market and used the bottom of the Winsor pay framework to do that.

"Given that we did not attract as many recruits as other Forces, also newly recruiting, seemed able to do, it was agreed that this was partly because we were paying at the lower level. As a result, we have gained departmental agreement to reset the starting pay for new recruits at a higher level, which puts us in a more competitive position with other recruiting Forces."

ACPO EVENTS ATTENDED

Before joining MDP, Mr Hitchcock had enjoyed a high national profile through his work on behalf of the Association of Chief Police Officers (ACPO) and the College of Policing and he has maintained many of those responsibilities since taking charge of the Force.

We asked him for a flavour of some of his most recent ACPO-related activities.

He said: "I spoke at the National Policing Diversity conference on 14 May, in London. Most police forces were there and I gave the keynote address, providing an overview of the diversity strategy for the service and the supporting equality improvement model and how those things work together.

"I then gave a more detailed presentation on progression within the police service of ethnic minorities and the work of the steering group I am chairing currently, on behalf of the College of Policing, which is looking at the barriers to progression.

"I gave details of a piece of work that I've been involved in which was

featured in the last *TalkThrough*, which was the Evidence Base Camp at the Police College.

"This showed that, initially, there appear to be around 1200 pieces of research on barriers to progression. However, when you break that 1200 down to the ones that are most relevant, there are only 23 that are directly relevant to progression within policing.

"Of those, only eight are UK specific, all the others relating either to America or other countries. So, what looks like being a very rich area of research, I told the conference, turns out not to be quite so rich after all.

"Unsurprisingly, I said, what look to be the emerging themes are issues such as mentoring, positive action and training, leadership and organisational culture, networking and work-based learning.

"These are the tools that they thought would help minorities to progress. At the same time I told the conference about a piece of work involving barriers to progression, where the details of every single minority officer serving in England and Wales has been obtained, they have all been surveyed and more than three thousand replies have been received.

"By the end of this month (June) there should be analysis to identify both the issues and barriers affecting those officers in terms of development in general, development in specialist roles and for promotion."

POLICE STRATEGY FORUM

His most recent presentation, at the time of interview, had been to the Police Strategy Forum, he said, which had been looking at British policing within a non-Home Office environment.

"I focused in on us, the MDP, using the work we have done to develop Our Purpose and talking

them through what we do and how we do it. I talked them through the work of Nuclear Division, the work of Territorial Division, our work within the Critical National Infrastructure, with the US Visiting Forces, Central Operations and criminal investigation.

"I gave them examples of our good work, our overseas deployments and, some of our unique selling points – why we are unique and why we are as good, if not better, than many other forces.

"And I emphasised that as a Force we are brand leaders, nationally and probably internationally, in terms of protecting high value and highly sensitive assets, dealing with protest, particularly lock-ons, working at height and in confined spaces, searching to protect and marine policing.

"I told them about the work of the Special Escort Group and then talked them through the change elements that affect us as a national Force and through things that are the same but also different because we are a national body.

☺ **So, when you are talking about, for example, meeting the firearms licensing standards, a Home Office force has only got to meet that for five per cent of its workforce, because that is the number of people they've got doing that role, whereas of course we have to meet that for ninety per cent of our workforce, because ninety per cent are firearms officers – immediately you have a different scale of challenge.** ☺

"It was nice to be able to report that we have now received our four-year firearms licence, after a lot of work by (T/ACC CO) Dave Long and his team at the OCC and it is well-deserved."

CDM Commendation for MDP's Op Reel team



■ **A LONG-RUNNING operation to protect Defence munitions in transit, involving MDP officers working closely with military colleagues, led to the award in May of a Certificate of Commendation from Mr Bernard Gray, Chief of Defence Materiel.**

PC Bob Locke, now stationed at CSG Bicester, received the award at a ceremony in MOD Main Building, for his part in the operation (codenamed Op Reel in MDP), during his work with the Defence Equipment & Support team at Abbey Wood and Bicester.

He is pictured with Mr Gray and Sgt Lee Dovey, of the DE&S Ammunition Movement Visibility Cell.

The commendation recognised the team's 'unswerving commitment and professionalism in employing innovation and initiative to quickly establish and implement enhanced security measures, to control and protect in transit Defence Equipment & Support munitions deemed attractive to criminals and terrorist organisations.'

PC Locke told *TalkThrough*: "We were the major part of that operation which started on 1st November 2012 until 6th January 2014, involving one thousand movements in that time.

"MDP officers travelled more than half a million miles on escort duty to and from locations throughout the British Isles, initially as an armed operation. This followed an incident in the autumn of 2012 when some munitions were stolen from a train, leading to a request from the Prime Minister for armed escorts."

DE&S has now enshrined the procedures established during Op Reel as The Munitions Movement Visibility Cell and there is no longer any need for MDP involvement.

PC Catriona McBeath awarded MBE

The work of MDP CONSTABLE CATRIONA McBEATH (pictured) in Afghanistan has been recognised in HM the Queen's 2014 Birthday Honours List, in which she was made a Member of the Order of the British Empire, receiving the MBE for services to police training in that country.

As reported in *TalkThrough* Issue 156 (Winter 2013-14), Catriona, who is serving currently



with OSU North, had previously received a Commendation Certificate from Chief Constable Alf Hitchcock, for her 'professionalism and dedication, building on previous work and acting as mentor to the female Afghan Uniformed Police (AUP)'.

Following the announcement of her Royal honour in June, Catriona said:

"I am extremely proud to have been honoured personally by Her Majesty, but this is not just for me. It's recognition for the Force and for all the other officers who have been deployed in support to operations roles in Afghanistan over the years."

The Strategic Command Course



By T/DCC Dave Allard

■ **NOVEMBER 2013** saw **Temporary Deputy Chief Constable DAVE ALLARD** start preparations for his attendance on the **College of Policing Strategic Command Course 2014 at Bramshill**. We asked him for his thoughts and reflections.

The Strategic Command Course (SCC) prepares selected police officers for promotion to the most senior ranks in the service. This course is open to police officers at Superintendent and Chief Superintendent ranks from all UK forces, who have shown the potential to progress further in their careers. The course is also open to police staff at equivalent grades.

The College of Policing conducted a major review of the SCC to build a new programme to prepare leaders for the 21st century, consulting its members and internal and external stakeholders, and designing a new course with much more external focus.

It built in greater flexibility in how the course is delivered and how the necessary skills are acquired, using experts inside and outside the College to ensure the course is grounded in evidence of "what works", with the result being challenged and scrutinised by an independent, external academic panel.

However, the basic premise remains that the SCC will produce a pool of operationally credible, professionally competent potential Assistant Chief Constables, ready for appointment.

WHO ATTENDS THE COURSE?

Senior police staff and other senior leaders from across the public sector are equal partners on the course. The SCC presents an opportunity for all these senior leaders to engage in a demanding and stretching programme in preparation for transition to executive-level posts. The SCC is one part of the overall development for executive leadership, which continues once the individual is in post, through continuing professional development.

In my own syndicate there was a good mix of students with representatives from the Metropolitan Police, the Police Service of Northern Ireland, Merseyside Police, Staffordshire Police and the West Yorkshire Police. We also had senior officers from the UK Border Force, the National Crime Agency and a senior member of police staff from Suffolk Constabulary.

In other syndicates there were overseas policing colleagues from the French National Gendarmerie, the Royal Montserrat Police Service and the Royal Cayman Islands Police Service. Altogether, the mix and experience of the delegates on the course made attendance at the SCC a truly wonderful, interesting and diverse experience.

THE START

After the introductory workshop in November 2013, each delegate was allocated an executive coach who worked with you throughout the programme. There was also a requirement to complete some self-study, including an online finance course, in preparation for the start of the programme. I was extremely fortunate to receive the coaching services of a very experienced ex police Chief Officer, whose advice and counselling were invaluable throughout.

Several psychometric tests had to be completed before the start of the course, including a NEO Personal insight Report, which questions your attitudes and typical behaviour, a Hogan Development Survey, which measures patterns of interpersonal behaviour that can appear at times of stress, tiredness or if an individual is distracted, and a Myers Briggs Type Indicator, providing a useful way of

understanding people by looking at eight personality traits that everyone adopts at different times.

There was also a requirement for delegates to complete a personal development plan, reviewed by syndicate directors throughout the course, and an Emotional and Social Competency Inventory, which is effectively a 360 degree report, with input from your manager, direct reports, peers and others outside your organisation.

All of this meant that you felt well and truly analysed before the course itself started, albeit to be perfectly frank I found the results very complementary to my own self analysis of my strengths and areas for development. The pre-course work also prepared your mind-set for the course and got you thinking well in advance. It certainly helped me focus on what I wanted to gain from the SCC experience and my role and development as a senior leader.

Each delegate was also appointed a sponsor and again I was fortunate enough to have the services of Chief Constable Alf Hitchcock. His past experience both as a former course delegate and his long association with the College put my mind at ease on some of my concerns prior to attending Bramshill. During such a demanding course you need that support and assurance away from the pressures of college life from time to time.

The course ran from 13 January to 28 March 2014; during which time there were residential elements, interspersed with assignments and assessed organisational projects. In each of the main elements there were assessed components.

At first I found it extremely difficult to disconnect myself from the Force and my then role as ACC Divisional Operations; I found myself looking at emails and phoning for updates on various issues. However, to get the full benefits of the next three months it was made clear to us that delegates gain most benefit from the SCC development process if they do not retain an operational or day-to-day management role and are encouraged to put all of their focus on their attendance on the course.

WHAT IS COVERED IN THE COURSE?

The overall outcomes are grouped under the three domains of police leadership: **Executive, Business and Professional Policing**.

Executive

Leadership and Ethics: Develops resilient, confident, emotionally intelligent, ethical, politically astute leaders with clear values and vision, with credibility as public-sector leaders at the executive level.

During this module we received some very honest and open presentations from several of the top leaders within the police service who gave us their experience of leading and the pressures and dilemmas that they face day-to-day in the modern police service. However, we were soon to learn this would be the norm for the entire course as the SCC does attract some of the finest speakers from the UK police service and partnership agencies.

To demonstrate knowledge and skills and understanding of the module, at the end all delegates were required to submit a written assignment which was formally assessed and counted towards their overall SCC assessment.

Business

Public Sector Business and Partnership: Develops accountable public sector leaders, with executive business skills, able to lead and transform high-profile, multi-million-pound public sector organisations with integrity, while safeguarding the public.

Again, we had some top class speakers and the services of a leading Business School to take us through the two-week module. Apart from some very stimulating presentations and feedback sessions, the business week also consisted of analysing case studies of large multi-national companies and providing feedback on questions such as why some succeed and others don't.

Finally, all delegates had to identify a complex strategic change programme in their own or another organisation, with an organisational impact, to demonstrate our knowledge, skills and understanding of the module.

Professional Policing

This develops qualified operational police commanders, ready to be appointed to chief officer roles across the UK.

The Professional Policing module is where the tempo is significantly heightened. On each day we were presented with complex fast moving policing operations, some based on past large scale policing operations, and asked to provide real time responses using the National Decision Making Model (NDM). This module is

designed to put you under pressure and, when under that pressure, test your decision-making process and then analyse your thought processes as to why you took a certain course of action and look at the consequences of that decision. Throughout you are encouraged to assume the role of an ACC/Gold Commander and turn your focus to strategic level decision-making.

The learning experiences included some Hydra exercises, individual presentations, through to participation in challenge panels.

We also took part in a values, integrity and visioning exercise; a diversity exercise which ended up with an appearance before a mock Home Affairs Select Committee, a public protection exercise with a challenge panel and a media exercise, with a challenge panel made up of journalists.

I do recall shortly into the course a particular team dynamics exercise, designed to put our syndicate under the considerable time pressure of a fast-moving live incident against the clock. In simple terms we were required, as a team, to agree on a course of action based on several live paper feeds and then to report back through the Hydra system.

Once the decisions were analysed, we were then asked to justify the course of action we recommended.

In short, we as a team failed miserably as we could not agree on one single thing. The exercise served as a very timely reminder that we were not, as believed by us all, operating as a fully functional mutually respectful syndicate and our complacency and smugness fell apart before our eyes – a lesson indeed.

These were only a few of the exercises that were carefully structured to develop us as individuals, or when working as part of a team. All were stimulating, challenging and thought-provoking and a great deal of learning was gained for the inclusion of challenge from subject matter experts.

The final consolidation week consisted of visits to the Home Office, including a question and answer session with the Home Secretary and a day with the Security Services.

The entire course finished with a formal graduation ceremony and a formal dinner with speeches at night. I must say I was so proud to receive my certificate in front of my wife, who supported me throughout the entire process.

CONCLUSIONS

Now I am at the end of SCC and back in Force my sponsor has begun facilitating discussion and negotiation aimed at exploring how best to capitalise on the expertise I have gained during the course, as well as continue with my professional development. The course was only the beginning of my journey.

I have been asked by the Chief Constable on my thoughts as to whether future candidates for MDP ACPO should go through the process of the Strategic Command Course, I was able to answer a resounding "Yes".

Whilst the course requires your abstraction from the Force, is extremely demanding and, at times, can feel overwhelming – it should do. After all it is there to challenge and prepare you to hold a top influential position in the ever-changing and demanding world of policing. It does not only challenge your policing skills but recognises that the modern day leader needs to have a solid grasp of the business side of the organisation.

However, underpinning that, importantly, it recognises that a 21st century police leader must by example model the kinds of behaviour sought from all employees, establish a strong rapport with their officers, community and officials, based on a foundation of trust and caring and maintain this relationship through open communication, ethical behaviours and doing the right thing.

The course has certainly been a highlight of my career and one of the best learning and development experiences I have been privileged to have been given access to. I have engaged and made long standing relationships with a group of 36 individuals, many of whom will be future leaders in the UK police service and those contacts will be invaluable in my future role in the MDP. Finally, and importantly I believe I have developed both as an individual and member of a team and represented my Force well.

However, the most important lesson now is not to throw the books away and breathe a sigh of relief! The need to continue with a Professional Development Plan that encourages Continuous Personal Development is paramount.

By Editor
Norman Hicks
Photograph by
Paul Kemp



■ FIVE MONTHS after taking up his new role in January, *TalkThrough* caught up with T/ACC Divisional Operations **PAUL McLAUGHLIN**, to find out how he was managing to juggle the task with his continuing responsibilities as Nuclear Divisional Commander.

We began by asking:

Q What areas of Force activity are covered in your current role as T/ACC DO?

A My role covers all Divisional Operations across the Force – the Nuclear Division and the Territorial Division – including all other non-operational matters that affect Divisions. Parallel to that, I have retained my responsibilities for the Nuclear Commander's post; effectively still holding specific command responsibility to deliver our mission for our key stakeholders and customers within the Nuclear Division.

Q How did your appointment come about?

A It came as a bit of a surprise, because whilst I knew that Mr Allard was leaving for his Strategic Command Course, the initial plan was for me and (Chief Supt) Dave Long to share the task. Then, when (former ACC Central Operations) Rob Chidley retired earlier this year, sooner than expected, the planning had changed and so I took a phone call from the Deputy Chief Constable on the Friday and had to report here on the Monday as a Temporary ACC.

Q Were you pleased to be given the Divisional Operations portfolio?

A Absolutely! It was a pleasant surprise I have to say, and I was given this portfolio because I was one of the Divisional Commanders, so it made sense to give me the DO portfolio, given my Nuclear Division background. My terms and areas of responsibility are set out in a Letter of Appointment as 'Chief Officer Delivery Duty Holder' that the Chief Constable has given to me. I also have

“Business as usual” ... despite major changes

specific responsibility for the 'Operational Delivery' element of the Force's Diversity Strategy and Action Plan.

Q How are you managing to maintain your dual roles?

A With regards to Nuclear Division, because DE&S are our largest customer and we've got such a large footprint in the Nuclear Division, it's key for me to continue to fulfil my command responsibilities to our strategic customers across the Nuclear Enterprise. I like to keep my hand in as much as I can in the Nuclear Division but I have to say that I've been able to do both roles thanks to a good senior leaders' team across both the Divisional portfolios – in particular Territorial Divisional Commander Chief Supt Mick O'Byrne and at Abbey Wood (ABW) with Supt Jim O'Donnell ably picking up extra responsibilities.

What I have done, to ensure that there is no adverse impact to our nuclear customer, is to place resilience into ABW to support Jim O'Donnell. I've maintained my attendance at key strategic meetings and I keep an oversight of everything that's going on in the nuclear world, courtesy of a strong working relationship with Jim and my SPOs in the Nuclear Division.

I also maintain regular contact with Mick O'Byrne at all times in respect of all Territorial matters. This approach seems to be working well, because there has never been any concern raised by our strategic customers about my dual role, particularly when I attend the quarterly Senior Responsible Officers' (SRO) meetings with Strategic Weapons, or my regular meetings with both Director Submarines at ABW and Commodore Clyde, in Scotland.

Q How have you been managing personally?

A The impact on me has meant that I have effectively been living out of a suitcase, as I've been travelling around the country to key meetings and VIP visits, culminating in a personal challenge to

strike a good work/life balance. Suffice to say it is a good week if I hit normal working hours but we're all stepping up at this time. Opportunities like this don't come along very often and therefore I've embraced it and I'm also enjoying it, which helps.

Q The Force is at a critical stage in its development. What contribution do you think the Divisional Operations portfolio has made towards the successful move to a new Force footprint?

A One of the key things that I think Divisional Operations has contributed throughout the last two to three years is the consistent delivery of our task in a really challenging environment of change, both in terms of departmental restructure and staff moves through either post matching/lateral development and/or promotions.

Divisional Operations have come through this very challenging period of change, but we've managed consistently to deliver the operational task. We've managed to continue with the maintenance of essential training but, critically, always ensured that Divisional Operations has maximum access to the resources necessary to deliver that task.

“So I think the key message for me is that we continue to get the core job done – it's business as usual.”

It's worth me taking this opportunity to pay tribute to the Divisional Operations staff – the officers on the ground and the SPOs, who have managed continually to get the job done throughout the restructure, despite people leaving under VERS (Voluntary Early Release Scheme). This has meant officers often having to give up rest days to ensure that the task is covered. I recognise that effort and thank those

officers who have kept our Divisional Operational outputs going with little impact to our core task.

If I were to try and summarise our contribution – Divisional Operations output has all been achieved against a backdrop of uncertainty about the future of people's jobs, whilst at the same time, our staff have fully embraced a restructure and post mapping/matching process that in effect, meant some officers competing for their current jobs with their peer group. That background, together with impact of the VERS opportunity for all, which was predominately being controlled from the Centre, highlights further the fantastic achievement from all Divisional Operational staff to sustain the operational delivery of our task throughout the last few years.

That's the single most important contribution Divisional Operations has made over the transitional period – we've got the job done. We are starting to move out of major change now with Corporate Services planning for recruits and NEOFs (New Entrants from Other Forces), but Div Ops have still got a challenging summer ahead of us.

Q What about the Headquarters operation?

A From within the portfolio itself, I have to pay tribute again to senior managers, because there has been a lot of support from Central Operations in the delivery of training and operational surge such as Op Lamut/Daytimes, together with our own cross-Divisional support to make sure that the task is maintained. Corporate Services have also played their important part as enablers in supporting our operations.

I've seized a timely opportunity in the Div Ops Headquarters portfolio, because when I arrived in January there was only one support person left in the portfolio at HQ and that was our business resilience manager Sara, who'd just arrived a few weeks earlier! So I arrived at a fortuitous time to enable me to build a strong team

and lay out some clear governance, processes and links between the HQ Div Team and the two Divisions to the benefit of all and importantly, the provision of a key conduit for all other HQ Depts to Divisional Operations.

We have had a real opportunity to embed the team into HQ and I believe we are making good progress and have some measured success over the last few months. So, basically, everyone in the Div Ops portfolio is fairly new to their role and that has allowed us to set it up, in consultation with the Divisional Commands, in such a way that meets our business needs.

Q Have you had any other challenges?

A Yes I have, but I'm managing through each of them from within the portfolio – there's probably too many to talk through at this time but some key projects that Div Ops are focusing on are: task performance measurement and publication, operational assurance, sickness and capability, CCR transition, MOUs/protocols, stop & search policy/SOPs, firearms command training and HMIC review outputs to name but a few – there are many more but that gives a flavour of the work in the department.

Div Ops have also had to deal with some real challenges as a result of incidents that have occurred out on the ground, which have had wide-reaching consequences, not only for our Force but also for the MOD. Some matters are still under review but where we can take corrective action, we are dealing with it quickly and robustly.

On a lighter note, I also enjoyed my co-facilitator role with Dave Long at the recent Senior Leaders' Conference in April. I enjoyed meeting with our senior leaders across the operational portfolio, where I took the opportunity to extend my personal thanks to many of them for their efforts as SPOs in their respective station roles.

Pulling it all together... with fewer resources

AS THE FORCE RESET draws to a close, new recruits begin to appear around the country and the MDP's revised operational footprint gradually takes shape, TalkThrough asked TIACC Central Operations DAVE LONG what part the portfolio areas he heads up – including Standards and PSD – have played in the successful transition.

As with T/ACC Divisional Operations earlier (see previous pages), we began by asking Mr Long:

Q What areas of Force activity are covered in your current role?

A The key thing is the management of the Central Ops Headquarters function. This includes the Force Tactical Tasking and Co-ordinating Group (TT&CG) process, which 'owns' the user requirement of the MDP surge capability. Following the PR11 and 12 transition the Force's surge capability is much-reduced and is provided generally through the portfolio by OSUs (Operational Support Units) and CSGs (Central Support Groups), together with the Dog Section resources that we have.

The Operational Capability Centre includes training, not just at Wethersfield, but at the various satellite centres across the rest of the UK, as well as the more specialised areas of doctrine and policy

we need to develop and put in place, to deliver the specialist capabilities required by our customers and the tasks we must deliver in accordance with the MOD's Statement of Requirement for MDP.

The Firearms Branch has been separated out recently from the general training function, on a trial basis, under a distinct command structure, recognising that we have had external scrutiny and recommendations from the College of Policing (COP) and HMIC.

Another key business area, CID, includes the Special Branch and Force Intelligence Bureau, the intelligence functions which support the delivery of the operational tasks and outputs. As well as that, but in much fewer numbers than in the previous CID structure, is the requirement to deliver an investigative function with a key focus on Defence economic crime.

International policing is a similar story, much reduced from previous relative high levels of involvement, reflecting the draw down of UK Forces in Afghanistan. Presently, we only have a handful of officers deployed overseas and the future contributions of MDP are still subject to further Chief Officer consideration and discussion with PJHQ/MOD, to decide whether there is a more formalised and funded role for MDP in the future.

Q How are you managing to maintain your dual roles?

A As well as Central Ops, I have responsibility not only for the Professional Standards Department (PSD), but for the whole of the Standards

portfolio, as Head of Standards. That has been a challenge, as both areas of business are under significant pressure, probably for quite different reasons, set against the overall fifty per cent reductions that we have had in Force Headquarters, Divisional and central structures.

The greater proportion of the dual role has been dedicated toward the Central Operations team, rather than Standards, mitigated because the Standards team as a whole is a tight-knit, well-performing group of individuals, with specific tasks to get on with. They can be relied upon to drive their business forward to deliver the outputs required, with minimum overview and direction from me, which I achieve via Team Leaders' meetings and specific briefs on particular issues.

There is an increased level of demand on PSD's resources, whether that's through investigations, or the additional requirements for vetting associated with the significant recruitment programme that we are going through at the moment. They are also scoping the introduction of the Code of Ethics for England and Wales, recently promulgated by College of Policing.

Force protective security issues, Standards audits and the general 'review, learn and improve' activity that the portfolio delivers on behalf of the Deputy Chief Constable, are still ongoing and are all things in the background that sometimes go unnoticed.

We have also excelled as a Force in working with the Department's policy for the Information Assurance Maturity Model. There is a transition away from that now, to the Single Information Maturity Model. We need to make sure that we undertake and demonstrate full compliance with our police obligations – that's MOPI compliant in terms of managing police information – and that's a constant theme in the background.



By Editor
Norman Hicks
Photographs by
Paul Kemp



The Complementing Team still has ongoing business to follow up on specific reviews requested by a range of MOD-based or repayment customers. That work is really important, because that's the bit that ensures the operational complement continues to match resources to the ability to deliver the operational task.

Q What contribution do you think the Central Operations portfolio has made towards the successful move to a new Force footprint?

A I think there are different aspects to this across both portfolios. CID, for example, has reduced down to a new structure and is focusing on its revised business model, whilst managing quite a significant number of legacy investigations. This is a significant achievement, at a time when we have lost key managers and quite a lot of corporate knowledge, through a combination of redeployment into other areas of the Force and VERS releases. Officers moving out of CID to go back to uniformed policing and firearms duties after providing an excellent service in CID, have needed significant re-training. One thing this has flagged up is that, in losing those assets, if we wanted it to, or the climate was right for CID to grow again in the future, we would need to invest in training new officers to develop those skills again.

From an Operational Support Unit (OSU) and CSG perspective, probably the CSGs have suffered the greater impact during transition, because effectively we've moved down from around 160 officers to 46 officers on the CSGs.

Now, both the OSU and the CSGs are very much involved in supporting where we have got gaps across the Divisional Operations portfolio. Central Ops, having completed its own transition, is now refocusing and contributing towards the wider Force transition, backfilling at various sites to ease the burden on local officers, and help maintain the confidence of the customer, which might otherwise be lacking if we didn't surge people in until we get the support that is on its way from the NEOFs and other recruits.

The down side is that traditionally OSU and CSGs (when they were DSGs) would have contributed to a lot of other planned activities across Defence, which we now just do not have the capability or capacity to do. This is a double-edged sword, because customers end up being disappointed, whilst officers don't get the same exposure to events that they would have policed in the past, making it much harder to maintain their qualifications for some of the specialist skills and services we provide.

The excellent contribution made by OCC has been to develop new policies, to assist the delivery of training and operational capabilities. There has been a thorough review, design and preparation of the training programme needed for new recruits – the first since the recruitment embargo started in 2009. A lot of the training delivery function had gone into 'mothballs' and has had to be reviewed, refreshed and taken forward.

There has also been some really significant work done by the firearms branch within the OCC, which has led to MDP being able to demonstrate compliance when working with the College of Policing firearms training licensing programme. This culminated very recently with the award of a full licence for a four-year period, recognition of all the efforts and the fantastic work that has gone in over the last twelve months. This has provided the reassurance that all our firearms training is up to the national standard, with the endorsement of the COP.

I should mention, from the Standards Team perspective, that it was the Complementing Team that undertook the delivery of all the reviews during the PR11/12 complement reset programme, being led by MOD Director of Business Resilience (DBR) Mark Preston. A lot of MDP complements were being reduced in line with policy changes, resulting in what some stakeholders perceived were potentially arbitrary complements being set that hadn't necessarily been matched to the requirements for the customer.

The review process allowed us to consider what was being recommended, match it against the customer requirement and to make recommendations, the customer selection of which resulted in some increased complements, thereby reducing the impact on officers. Some customers were more reassured, because they gained more resource and more flexibility than some of the other complement solutions that were being proposed.

As Head of Standards I also have Line Management responsibility for the Head of the Workforce Planning Team. Although that function sits within Corporate Services, it would be wrong not to mention the activity and contributions of that team to get us through the post mapping and the post matching process, together with keeping an overview of all the required redeployment activity. It has been an absolutely superb piece of work by a very small core team.

Marine officers commended for cliff rescue



CHIEF CONSTABLE'S and ACC DIVISIONAL OPERATIONS COMMENDATIONS have been awarded to officers from Devonport Marine Unit (DMU)

who helped to rescue an 80-year-old man after he fell down a steep cliff last year.

As reported in *TalkThrough* Issue 155 (Autumn 2013) Australian holidaymaker Michael Westlake slipped off the cliff path in Mount Edgcumbe Country Park, Plymouth and fell about 100ft down a steeply sloping cliff near Fort Picklecombe on the morning of 11 September 2013, during a visit to his brother in Cawsands, Cornwall.

He landed in thick brambles, which caught his clothing and prevented him from plummeting down the last vertical drop onto rocks. Passing yachtsmen raised the alarm and Brixham Coastguard asked DMU to assist.

Commendation photographs courtesy LA(PHOT) Vicki Benwell, Fleet Media Photographic Team, HMNB Devonport



First on the scene was RIB DV63, crewed by **PC Chris Gibbs** and **PC Darren Lawton**, who had been tasked by officers on MDP launch DV62 – **Sergt Gary Fleming**, **PC Mark Bowden** and **PC Steve Farnes** – after the coastguard's call.

PCs Gibbs and Lawton found the casualty approx 25 feet above the rocks half submerged in brambles and scrambled over slippery rocks to reach him.

After the officers had secured the casualty with a rope, at great personal risk, a second RIB (DV65), crewed by **PC Bob Richards** and **PC Roland Tooze** then transferred PS Fleming and PC Richards ashore with medical provisions. The officers ashore provided first aid until the arrival of the coastguard.

The distressed and badly cut casualty was lowered down the cliff and carried over the treacherous ground on a stretcher to the waiting boats and on to land for urgent paramedic treatment and thence to Derriford Hospital.

At a ceremony at the Naval Base in December, Territorial Divisional Commander Chief Supt Mick O'Byrne presented Chief Constable's Commendations to PC Chris Gibbs and



PC Darren Lawton and ACC DO Commendations to PS Gary Fleming, PC Mark Bowden, PC Steve Farnes and PC Bob Richards, to acknowledge their individual roles in the dramatic rescue.

Chief Supt O'Byrne said:

“I am very proud of my officers. They showed the versatility and flexibility of the way they operate. They went above and beyond the call of duty in this case and saved this elderly man from serious injury or possibly worse.”





Report by Patrick Nealon,
Corporate Communications Head
Photographs by Paul Kemp

MDP's

Policing Style in the spotlight

ON TUESDAY 29th April, senior officers from every part of the Force gathered at MDP HQ Wethersfield for the annual Senior Leaders' Conference, an event instituted by Chief Constable Hitchcock as a partner event to the SPO Conference traditionally held in the autumn.

The latter covers a wider canvas of matters, with the Spring event tailored to the start of the "policing year".

Following T/ACC Paul McLaughlin's welcome to attendees, the Chief Constable launched the conference by giving some feedback on his first 10 months in office.

CHIEF CONSTABLE'S OPENING PRESENTATION

Resources, the Chief admitted, would remain tight. There was no sign of a let-up in that. So the Force had to work within that constraint and achieve what was required of us despite the demanding financial climate. Our direction of travel was becoming clearer, however, and we were gradually re-establishing our footprint. We now needed to firm up exactly what we want to achieve in the coming year, and plan how we go about giving our customers what they are asking for.

What is our style as a Force? How do we tick? What is our strategic intent? At the last SLO Conference, we looked at some of this, he said. Since then we've had some focus groups look at the words

which you agreed last time reflected the sort of Force we would like to be seen as – protecting, reassuring and achieving. Those were your key words.

Let's look at them. We deliver unique 'Specialist Policing', you said. We **protect** and **reassure** to efficiently **achieve** our MOD Statement of Requirement.

- **PROTECTING:** By using our unique specialist policing skills and powers to protect people and assets essential to Defence and national infrastructure
- **REASSURING:** By providing visible and active policing which reassures our customers and local communities
- **ACHIEVING:** By using our people and resources wisely to achieve customer requirements in the most efficient way

This time, said the Chief, I want us to do some thinking about how we present some other fundamentals – leadership, performance measurement and style of operation – and there would be facilitated sessions later in the day to help work through that process.

I hardly need to remind you of the scale of the change the Force is living through, he said. But we must put this feature of our lives to our advantage. We must keep changing – tweaking a bit here, improving a bit there, turning things round quickly. Remember that there are those out there who would seek to take our ground. We need some stability, certainly, but that is not the same thing as stagnation. Our work force was modernising and there was no reason why we should not look to take on more. Are there new areas we can move into? Is there a wider range of customers out there?

In re-establishing our footprint, we had to get the core responsibilities right. We police the most critical assets in the MOD, and that's a job that requires a lot of stability. But what of the other stations across the MOD? We needed to prove to them that MDP was competent, capable, and made progress consistently, like any well managed organisation. Op Granite had pulled together some of the big modernising issues – weight of equipment, recruitment of fresh blood, training, CoP firearms licensing. It had achieved a lot but there was more to do.

Fitness testing was certainly one of the big issues. Why so? Well, apart from its being fundamental to inter-operability between forces, a requirement for meeting national licensing standards, and a driver of Health & Safety "duty of care" obligations, it was also about proving that we are capable, to our customers and our peers. It had both physical and mental health

benefits, and anyway supporting a healthy lifestyle was good for all of us and I don't need to justify that, said the Chief. We all know that makes sense.

There would be a new Government in 2015. We don't know what colour it will be but whatever the colour, austerity was likely to continue. So leadership skills were going to be essential. We had to brace ourselves for a future where we would need to do things differently with less resource. That was not going to be easy, because there would still be a need to demonstrate competence and capability to our customers, and we would still need to want them asking us for more.

I look to you all at this conference, said the Chief, to show that leadership at your stations and to join with me in putting the MDP back on track as the policing and security provider of choice.

DIVISIONAL OPERATIONS



T/ACC Paul McLaughlin took the podium next to review the achievements of his portfolio, Divisional Operations, over the past year. There had been consistent task delivery, accompanied by a robust assurance programme. Exercises had been carried out across the portfolio and Divisional Inspections had not been neglected. There had been extra customer investment for the C8 roll out for the SEG/TSG, and a further £250k for ANPR, as well as a total of over £3m for infrastructure improvements, all from customer budgets. In Northern Ireland, our DCPOs had shared a Gold Charter Award for domestic violence competence.

Turning to challenges, he said that we needed to find a qualitative way of telling customers what we've done for them, because too often the picture is seen in quantitative terms only. We struggle to manage abstractions in order to devote adequate time to training officers whose first priority is the core tasking, and the customer often fails to see just how that

very training produces a higher quality of service to them in the performance of the core tasking.

One of the Div Ops key priorities was the recruitment of NEOFs/new entrants to balance the new footprint. We needed to align the Force surge capability to support operations. Another priority was the Action Plan that followed the **HMIC firearms inspection**. To comply with firearms licensing requirements, there was a lot of work to be done, as the Chief had emphasised, on health and promoting fitness. The work to progress the CCR transition was in hand and Sickness & Capability management was also a key issue. Other priorities, such as the roll-out of a new PDR, and the CPNI pilot at HMNB Portsmouth, would be addressed in separate presentations later in the conference.

There were a host of management challenges, ranging from the need to keep winning customer confidence – by demonstrating high performance but also by refreshing and shaping the customer mind-set on security – to the filling of specialist posts such as TSG or the marine units or the shortfall in dog handlers. The return to normality at AWE B was progressing and both C8 and respirator rollout programmes were still on track.

CENTRAL OPERATIONS

T/ACC Dave Long highlighted the support which Central Ops was giving to Op Lamut, by backfilling wherever possible to mitigate the impact of Op Pease at AWE B. Supt Chris Yates and his team were also working closely with Div Ops colleagues to ensure that the OSU and the limited CSG resources available were focused on the core customer base and on the key Force priorities, such as the transition of the Nuclear Security Force (NSF) from Div Ops to Central Ops.

The Division was now securely linked in with the One-star Boat Users' Forum, chaired by the Royal Navy, to ensure that MDP operational needs were not compromised by the Navy's proposed reductions in the MDP fleet. The marine units and Divisional Commanders would be kept closely informed of any developments coming from the Forum. Work was also planned to develop and deliver the CSG default "Armed Capable" support role, in line with the MOD Statement of Requirement, though that work might slip to the second half of the year due to other competing priorities.



In the CID, Supt Brian Johnston and his team will be adapting to the significantly reduced footprint there, and that will mean that Brian will be refining the delivery and operating models for CID work, managing with fewer resources and re-focusing effort on key Defence economic crime cases. Working with partners, particularly Fraud Defence (as the Counter Fraud & Loss Team has been renamed) but also other policing partners, on issues such as fraud identification and enforcement activity, will become an increasing feature of CID activity. As a first step, a forensic accountant post has been provided by the MOD with the funding transferred to CID from Fraud Defence. The work of developing our intelligence capability, to better support our nuclear security and territorial operations, will be maintained.

At the OCC the absolute top priority for Supt Dave Hewitt is the NEOFs and recruit training programmes that will flow through increasingly over the next year and more.

Dave's team will aim to be responsive to changing requirements, depending on the uptake from recruitment campaigns, and the need to balance delivery of officer numbers to Scotland or England and Wales.

There will be a Tutor Constable support package to assist recruits during their probationary period, and there will also be a return to Leadership & Management training for newly promoted officers.

A programme to review and redraft Policy and SoPs that need revision is being undertaken and First Aid training to support the D13 requirements for the Firearms Officer role is completed and ready. Central Operations would, said ACC Long, be monitoring the effectiveness of OCC structures to deliver the demanding

schedule of training outputs which is falling to them, in the light of their own recent recruitment problems with civilian trainers.

On the Firearms training side, Supt Kevin McAndrew would be prioritising the action plan which flows from the HMIC Firearms and C&C Inspection last year. This is a very significant piece of work, which is being monitored by HMIC and by our Police Committee.

The new OCC Firearms governance structure would be refined and the close links with the College of Policing that were formed during the Firearms Licence submission would be further developed.

The Weapons Capability Review was going to make timely decisions on our required capability and ensure that it was reflected in the procurement planning processes.

The Chronicle software used by most police forces has now been procured to enable us to meet College of Policing Licensing requirements. Initial data upload work is ongoing and further configuration refinement is planned to ensure that best use is made of the system.

Testing the structure for the delivery of Firearms training, in the light of the return to substantial recruitment activity, was now an important matter. Work was currently underway to identify whether there was a "capability gap" and whether decisions would be required to increase the number of trainers, even if on a "lifer" post basis.

Turning to Standards, ACC Long drew attention to the new Code of Ethics just published by the College of Policing. It is currently Draft Guidance in status until it is ratified as a formal Code of Practice, most likely in August this year. The Code draws together some key policing principles and

standards of professional behaviour, and further embeds the National Decision Model. In due course, more guidance on how the Code will impact us will be distributed Force-wide.

Lastly, **Complement Reviews**. There will be a comprehensive programme of PIRs during this operating year. SPOs should ensure in preparation for these that their Station Operational Information Booklets are up to date; that evidence of any engagement with local police forces or other security providers is to hand; that they are in a position to demonstrate how they are delivering tasks against the agreed GSSOR; and that where they have a flexible tasking complement, they are clear on how they are implementing it (e.g. to show joint working with MGS). The priority sites for immediate review were AWE and Clyde.

WORKSHOPS

Chief Inspector Robbie Robbins facilitated two workshop sessions on the Style & Purpose work and Lucy Selkirk, the MDP HR Business Partner, brought together the strands of that work (covered in this edition of *TalkThrough*). Lucy also presented on the Have Your Say Survey which, though very much an MOD "civilian" vehicle with limited suitability for MDP, nevertheless showed some encouraging outcomes from the input of respondents from across the Force.



The Force has a strong strategic narrative, it has engaging managers, ways of encouraging the employee voice, and in the opinion of its employees, it has organisational integrity in the sense that the values promulgated are reflected in day to day behaviours. There is no "say – do" gap.

CONTINUED ON PAGE 19...



Ministry of Defence Police



New Code of Ethics set for adoption...

A NEW POLICE CODE OF ETHICS has been drafted by the College of Policing and is set to be rolled out around the Force later this year.

Chief Constable Alf Hitchcock told *TalkThrough*:

"One of the pieces of work for the College of Policing for the last twelve months has been to consult the Police Service on a Code of Ethics.

"That is now in draft and we will be adopting it, but first we need to look at how best to do that, in the context that it has been designed for forces in England and Wales, whereas we obviously have a wider national remit than that.

"However, the adoption of ethical principles is vital and it is unlikely that there will be much, if any variance between this final draft and the one adopted by the Force.

The words which MDP officers and staff have provided include a desire to be ethical and accountable so the foundation for us as a Force going forward will be OUR PURPOSE, OUR POLICING STYLE, underpinned by the adoption of a set of ethical principles.

"As a Force we have been consulting with staff across the organisation to establish what our policing style should be and they have told us that we should be professional, respectful and adaptable."

The draft Code sets out ten standards of professional behaviour, including honesty and integrity, equality and diversity, confidentiality and challenging and reporting improper behaviour by colleagues.

Also included are nine policing principles, ranging from accountability, fairness and honesty, to openness, respect and selflessness.

The Code is currently being studied by the Standards Portfolio, led by Head of Standards T/ACC CO Dave Long and will be tweaked to make it applicable across the UK wherever MOD Police officers operate.

A full report on the Code and how it will be applied to MDP will appear in a future edition of *TalkThrough*.

OUR PURPOSE
Delivering Unique Specialist Policing
... to protect the nation's defences and national infrastructure

PROTECTING

By using our unique specialist policing skills and powers to protect people and assets essential to Defence and national infrastructure

REASSURING

By providing visible and active policing which reassures our customers and local communities

ACHIEVING

By using our people and resources wisely to achieve customer requirements in the most efficient way

We PROTECT and REASSURE to ACHIEVE our Ministry of Defence requirement

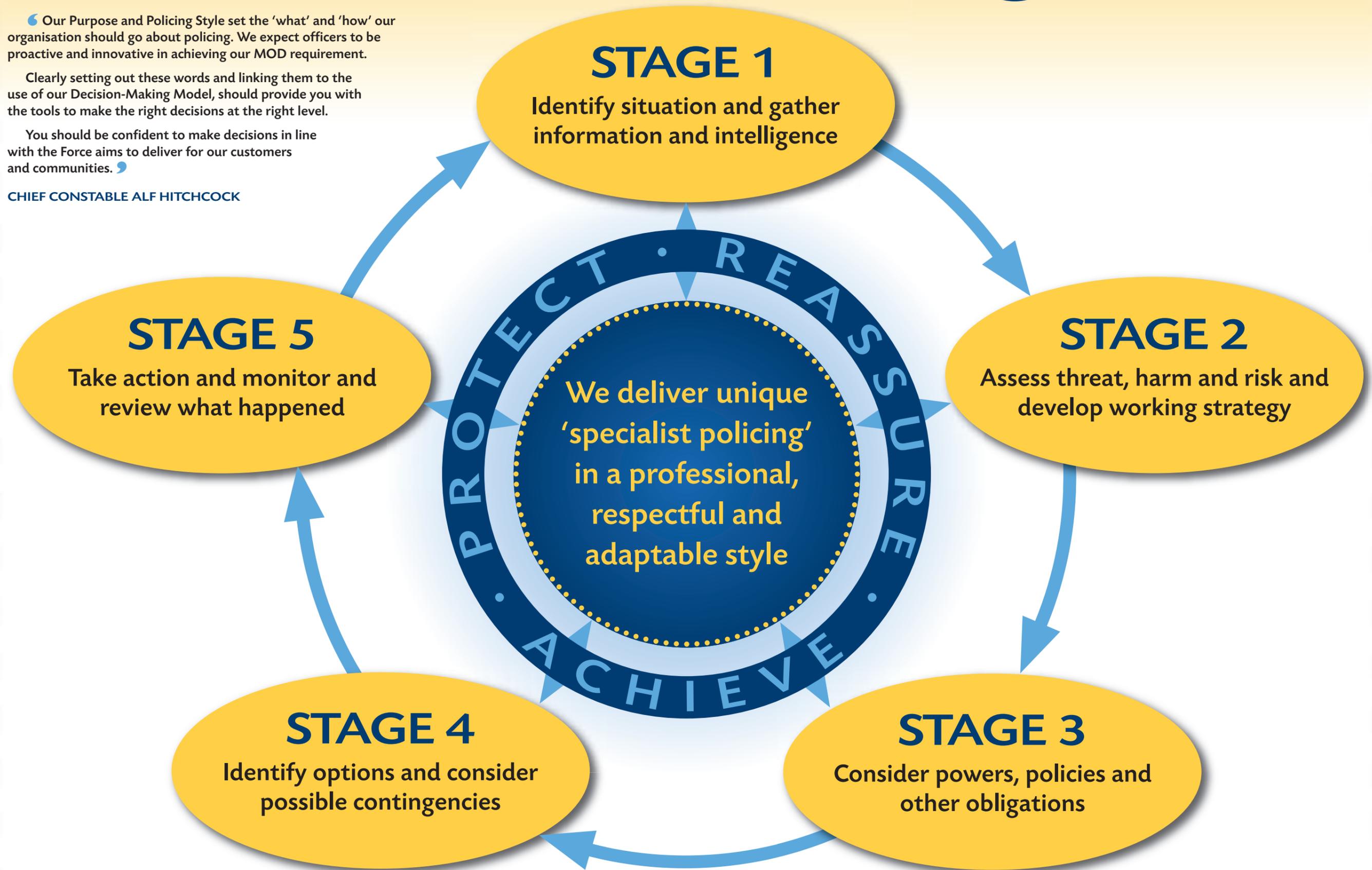
MDP Decision-Making Model

Our Purpose and Policing Style set the 'what' and 'how' our organisation should go about policing. We expect officers to be proactive and innovative in achieving our MOD requirement.

Clearly setting out these words and linking them to the use of our Decision-Making Model, should provide you with the tools to make the right decisions at the right level.

You should be confident to make decisions in line with the Force aims to deliver for our customers and communities.

CHIEF CONSTABLE ALF HITCHCOCK



... and deciding our Policing Style

THE SENIOR LEADERS' CONFERENCE spent much of its time looking at the Force policing style.

Here HRD-HR Business Partner **Lucy Selkirk**, who has been leading workshops related to both the Force's STYLE and PURPOSE, examines the issues that were discussed and how they are being tackled:

Following on from deciding our PURPOSE we had to define what STYLE we wanted, moving forward.

What do we mean by our 'feel'?

- It will be our policing style
- It will be 'how' we operate
- Sometimes called 'core values'
- How should we tick as an organisation?
- What's important in the way we deliver our services?
- How should it feel to experience an interaction with us?
- How should we treat each other and work together?

The October 2013 Senior Leaders' Conference first discussed this and came up with some words that they felt were important to how MDP should operate.

We then held two workshops in March 2014 asking for a range of participants. We held sessions in both Wethersfield and York. The groups were asked to consider:

- What officers and civilian staff think it should feel like to be part of MDP
- What the experience should feel like for our customers
- How the public should see us

When addressing these questions we asked the participants to look through a wide range of options of words which they felt should be the MDP policing style. These examples were taken from private industry, other government departments and the Senior Leaders' Conference. The groups also had to come up with at least one of their own words.

Are there any guidelines?

- Simple
- Clear
- Straight forward
- Powerful

The groups identified 23 different words in total, there was some cross-over with both working groups identifying a number of the same words. They were then asked to talk through what they meant by the words, why they were 'core' to them and how these behaviours looked or should look in action.

Lucy Selkirk took the information from this discussion and what she'd observed in both sessions and drew up a first draft of the style document highlighting in red the 'how' words taken from the workshops.

The words seemed to fall naturally together into the 'professional', 'respectful' and 'adaptable' groupings.

At the April 2014 Senior Leaders' Conference we then held a session asking the leaders working with those on their table to focus on one of the three groupings and describe these core behaviours in action in terms of our customers, our internal behaviour towards each other and then thirdly how the public interaction with MDP should feel.

This input was then used to finalise the POLICING STYLE document reproduced below:

SENIOR LEADERS' CONFERENCE – APRIL 2014

DEFENCE POLICE FEDERATION



Eamon Keating, the National Chair, gave a presentation on the Force's Strategic Direction and Identity, beginning his speech with the two key strategic questions: "Who are we (as a Force)?" and "Where are we Going?"

Change was inevitable, he said, even if the whole sequence of events of the past four years had taken a toll, but it was also essential, because without it we wouldn't evolve. But Leadership was also essential, he emphasised. Others, as the Chief had remarked, were already planning their contribution to the policing landscape in MOD. We undoubtedly have competitors for parts of our current role and for some of our taskings.

So we needed to identify both a strategic direction and a destination. When we have those answers, our identity as an organisation falls out of that. As a Force we were prone to fire-fighting, dealing with what was in front of us, something we do very well because we are good at getting things done. There were times however – and this was one of those periods – when

we needed to focus on long-term strategy. Just because we were in strategic positions, does not mean that we are strategic. In his opinion, the MDP had about two years to get it right. The kind of things we needed to do now were start embedding officers in MOD Main, keep a finger on the MOD pulse at policy level, develop officers with strategic and policy roles and ensure that we are part of the decision-making processes that could affect our role.

As we all know, he said, we have focused too much on money, and that has taken away from our traditional focus on delivery. In his view, our officer numbers have reduced too much and we now have difficulty in meeting our delivery targets. That in turn is bound to affect customer confidence. We need to give our staff confidence and we need to let them manage.

We needed to clarify the obstacles to good delivery because in the end we will be judged on delivery not on cost. So in order to ensure that delivery is central to what we achieve, we had to take some strategic risks. He hoped that the Force would rise to that challenge and that our leadership would focus on delivery above all. The DPF would work with the Force to ensure success.

DIVERSITY

PS Phil Jacques reminded Conference that the Diversity and Equality Working Group had been formed in 2013, as a replacement for the former MDPGA Support Groups. It was made up of both police and civilian staff with experience and a passion about equality and diversity issues. It works in tandem with the Diversity Programme Board in shaping strategy for the Force.

The Working Group had a dual role in delivering guidance and support to the Force on a wide range of E&D issues but also, just as important, acting as a conduit

to allow staff on the ground to bring ideas and suggestions to the fore.

The broad sweep of our strategy was to advance diversity in the Force, both in the way we address our customers' needs and in the way we treat our own employees. The framework of our plan is based on the three guiding priorities of the College of Policing's Equality Improvement Model: Operational Delivery (building stronger relationships with our customers and the communities we serve); People & Culture (embedding E&D in everything we do); and Organisational Processes (upholding fair, honest and open processes).

But, he concluded, we all have an opportunity to support this top level work at our own level by measuring feedback, through customer and community surveys, through benchmarking and in many other ways. The scale of recruitment now taking place gives us just the opportunity we need to build the diverse Force we all want to see.

FITNESS



Inspr Brian Abram delivered a comprehensive presentation on this key issue. The detail is in his slides which are available on the Dii system. Inspr Abram drew attention to the Awareness DVD which has been distributed widely across the Force.

OUR STYLE Professional, Respectful and Adaptable

Professional

- We are trusted by our customers to provide a consistent, high quality service
- We have confidence in each other and our capability to protect people and assets
- We are purposeful and diligently undertake our duties and responsibilities

Respectful

- We are ethical and accountable to our customers and to each other
- We take pride in our force, recognising a job well done
- We reassure the public with our openness and approachability

Adaptable

- We are dynamic in assessing and meeting our customers' needs
- We are resilient, flexible and open to feedback
- We are a learning organisation, using our creativity and expertise to achieve our purpose



PERFORMANCE ISSUES

Serjt Matt Beard and **Inspr Matthew Stagg** presented on Business Intelligence (Delivering task reporting); and a New PDR System. Matt Beard emphasised the importance of drawing together data to enable line managers, senior officers, SPOs and customers to monitor and review critical performance information, especially in a way which enabled drilling down to identify areas of high or developmental performance. He was currently engaged with a small cross-portfolio team to develop a model that could be used nationally to report on performance against tasking. To be effective, the model will need efficient use of Airwave status codes and Command & Control by all officers (and by C&C support staff).

Matthew Stagg lamented the over-bureaucratic, time-consuming PDR process and had been working to identify improvements. He presented a streamlined version, bringing the PDR form down from 5 pages to 2 pages. It has now gone to the DPF for consultation and also to the Management Board. A Force Order was awaited.

SECURITY

Inspr Tom Huntley and **T/Inspr Michael Dennison** addressed some security issues. Inspr Huntley described an Influence Activity operational model, specifically designed for HMNB Portsmouth and based on a CPNI model. Its purpose was to deter, expose or detect hostile reconnaissance; as well as to reduce criminality in the area and provide reassurance to the community. Inspr Dennison gave a short briefing on the work that the Force Protective Security Team had been undertaking, on subject areas in the personnel security range including vetting, security appraisals and aftercare responsibilities in the security domain. In the light of Op Pease, it was important, he said, to respond positively by reviewing our internal processes and doing all we can to maintain our security and integrity. After all, he reminded the conference, Security is what we do.

RECRUITMENT AND CORPORATE SERVICES

Director of Corporate Services David King presented on External Recruitment and **Richard Clancy** gave an overview of the reduced Corporate Services capability and the state of play



on TACOS. Richard summarised the timetable for the TACOS Review – negotiations commencing with DPF in May, to be completed by the end of July. From mid-September onwards, the agreed terms would be implemented.

On Force recruitment, David King noted that though there were a healthy number of expressions of interest responding to the distinctive (multi-media) recruitment advertising campaign (over 3800 email enquiries), converting these into actual applications was a challenge. There had been nearly 600 applications this last year and over 159 NEOF transfer applications.

MDP recruitment was a long process with many obstacles on the way but improvements were coming through and despite training manpower difficulties (unsurprising given how long it is since the Force last recruited) and TACOS issues (proposed new Terms & Conditions of Service), the process was working and the needed refreshment of the Force was happening.



OFFICER CAPABILITY & SICKNESS

Chief Superintendent O'Byrne addressed the difficult issue of sickness absence which was at the end of the last operational year at a high level and had to be reduced. 46,000 days were lost to sickness last year and there had been a 20% increase in sick absence overall. MDP had experienced a period of exceptional uncertainty, because of VERs, the re-set of the MDP footprint and the Policing and Guarding Review. It should not be surprising therefore that absence levels had climbed. The top causes of absence among police officers and staff were no different to the rest of the wider work force – if morale was low, absence increased.

Taken together with this issue was the need to review our capability due to the reduced size of the Force. In the immediate future, the Force needed to manage the best possible use of a thinned-out organisation with only limited flexibility at its disposal. We were hampered to some extent by weak management information but nonetheless there was now a realisation that MDP was no longer configured to provide or meet the wide range of legacy outputs and departmental expectations that had previously been achieved. The DCC had convened a Steering Group to address these important issues and working groups on each of the specific factors identified would follow. It was vital to question processes and policies that are no longer fit for purpose and do not work for MDP, and by the same token to review and improve methods of reporting issues. We needed to identify and establish best practice in the future and to educate line managers and staff.



We want to manage with compassion and be supportive but we have a service to deliver, so proactive management and interaction with individual cases is necessary and not an infringement of anyone's rights. We won't always get it right first time but the vast majority of staff do not impact on these capability issues.

We have engaged with DBS and with ATOS for bespoke case conferences to assist line managers with the management of more complex cases, and we are re-establishing awareness of the Unsatisfactory Performance Procedures (UPP) for staff and line managers. DBS was now trialling the running of sickness reports to monitor short term sickness more effectively, and we had developed contact with other organisations who have experienced similar challenges (e.g. PSNI). There is an annual medical for AFOs, and we will, as we all know, be introducing an annual fitness test with support mechanisms.

Chief Inspr Mark Rowe went over the UPP processes to remind conference of the detail. UPP, he said, was all about getting an officer back to an acceptable performance level.

CLOSING ADDRESS

The **Chief Constable** closed the conference by saying that the days of low morale were behind us. The Force did a great job and deserved the thanks of the Department. It was operating in a financial environment that was the worst anyone could remember and there would be no let-up, whatever the result of the next General Election. He was proud to lead such committed men and women who had endured the last few years so stoically. He was impatient to see the underbearing made good so that the Force could return completely to business as usual. But he was confident that the Force would once again demonstrate competence and capability and maintain its proud record of service.

Chief takes pulse of Force on station visits



By TalkThrough Editor Norman Hicks
Photographs by Paul Kemp and supplied

AS REPORTED in previous editions of **TalkThrough**, Chief Constable Alf Hitchcock has undertaken a programme of operational visits to MDP stations around the UK during the past year, meeting officers and staff and engaging with local customers.

At each station he has taken part in focus groups with all available personnel, delivering corporate updates on current issues and taking the pulse of the Force from the feedback received.

He has also taken the opportunity, when visiting a station for the first time, to familiarise himself both with the local terrain and with the security considerations unique to each location.

Soundings have also been taken from customers on the ground about how the MDP is meeting the relevant Statements of Requirement specified by the MOD, with the majority of them reporting total satisfaction with the service being provided.

Mr Hitchcock has also used his visits to thank Senior Police Officers

and their colleagues for the way they have maintained such a high level of service over the past few years, as the Force has needed to adjust to reductions in officer numbers and a revised national footprint, in line with the MOD's new SOR for the Force, following the 2010 Strategic Defence and Security Review.

Recent stations visited have included RAF Fylingdales, Defence Academy Shrivenham, RAF Fairford, RAF Croughton and DM Kineton and **TalkThrough** was there to record the highlights.

FYLINGDALES

For his visit to RAF Fylingdales, the Chief was welcomed by SPO Chief Insp Mel Goudie, with Territorial Divisional Commander Chief Supt Mick O'Byrne also in attendance.

He met the outgoing Commanding Officer (CO), Wing Commander Rayna Owens and had the rare opportunity, during a tour of the facility, to climb onto the roof of the SSPAR (radar building), from where he could observe the 50,000 acres of Yorkshire moorland in which the base is set.

He also revealed a hidden interest in all things mechanical on a visit to the power room, which houses six huge diesel engines, used to generate all power to the station and radar building, met officers from the station's Dog Section and took part in a focus group.

Said Chief Insp Goudie, who first briefed the Chief on the mission at Fylingdales and MDP's role there:

"The day was a great success and the Chief thoroughly enjoyed his visit. He was fascinated by the work carried out here, particularly in relation to space tracking."

SHRIVENHAM

At the Defence Academy at Shrivenham, Mr Hitchcock met SPO Sgt Shona Bridle for a briefing on the MDP complement's role there, which includes provision of a 24-hour armed police service and the services of a Community Liaison Officer.

Duties are many and varied and involve working closely with the local Home Office forces in the area, she told him.

The Chief met the CO, Wing Commander Simon Twose, who has provided MDP with three liveried police mountain bikes, enabling officers to get to hard to reach areas of the Service accommodation, offering residents reassurance in the event of any security concerns they might have.

At the focus group with all available officers, Mr Hitchcock outlined current issues facing the

Force as it finalises its reset to a new national footprint and brought them up to date on progress with recruiting, fitness training, firearms licensing, weight of equipment, the redesign of the Force's command and control system and future prospects for career progression in the MDP.

This was followed by a Q&A session with officers before the Chief left for the next station on his itinerary, RAF Fairford.



CHIEF TAKES PULSE OF FORCE



RAF FAIRFORD

SPO Inspr Matthew Stagg briefed the Chief on arrival at the station, again providing an overview of the station mission and MDP's counter terrorism and criminal activity deterrent role, in support of the US Visiting Forces who operate from there.

RAF Fairford is home to the 420th Air Base Squadron, aligned under the 422nd Air Base Group at RAF Croughton.

Mr Hitchcock met with Site Director Mr Tim Hershberger and the RAF CO at Fairford, Sqn Ldr Jayne Robertson, before addressing a focus group attended by locally deployed

officers, together with those attending a refresher course for MDP dog handlers.

RAF CROUGHTON

Newly flown in from America that day to take command of 422nd Air Base Group at RAF Croughton, Base Commander Col Douglas J Mellars met the Chief as the first official engagement of his tour of duty in the UK, showing a keen interest in how the MDP complement supports the mission there.

Also in attendance for their meeting was Security Forces Commander Major Shawn Redmond.

Earlier, Mr Hitchcock had been welcomed to RAF Croughton by SPO Sergt Eileen McAdam, who updated him on current issues affecting MDP personnel at the Base.

Some of these were aired by officers who attended a focus group meeting with the Chief later in his visit, after he had again briefed them on current matters affecting the Force and thanked them for their efforts.



DM KINETON

The Defence Munitions establishment at Kineton is unusual for a number of reasons, including the fact that MDP works alongside MGS and MPGS there, rather than being the sole provider of policing and guarding at the site.

Also, as the Chief discovered during a windshield tour of the site with SPO Sergt Ian Hurrell as his guide, it boasts a mock township, complete with petrol station and streets of terraced house facades, used for military and police training purposes.

Mr Hitchcock had earlier met the Head of Establishment at DM Kineton, Lt Col Mike Dempsey and seen inside the Emergency Control

Centre, designed to be used by all relevant emergency services in the event of a major incident at the site and also used for 'live' training exercises.

The Chief's visit concluded with a focus group and lively question and answer session, involving officers based at DM Kineton, together with those from its sister station at Bicester.



Global Corporate Challenge – the story so far...



■ **MDP has joined the GLOBAL CORPORATE CHALLENGE – a year-long corporate assistance team programme, aimed at raising awareness and levels of fitness and wellbeing across the Force.**

Teams of seven volunteers work through activities together, beginning on 28 May with a 100-day virtual journey around the

world, with 55,000 other teams from around the globe.

MDP has 24 teams, totalling 168 participants from across the organisation, each wearing an ‘accelerometer’ to track their activity levels.

Whatever their interests – walking, running, cycling, swimming, or ballroom dancing – counts as they aim to hit at least 10,000 steps a day. The more active they are each day, the further their teams will progress and the higher they’ll race

up the leader board, giving the challenge a competitive edge.

So far there has been the ACC weekly challenge, GCC team football games at lunch time and team captains giving their members the challenge to participate in an organised sporting event.

Monthly progress reports are being provided to the Management Board, showing how many times around the world participants have walked and the number of collective calories burned.

Participants record their activity levels and are urged to make the best use of the GCC website and to complete GCC questionnaires as these generate the (anonymous) management information used to evaluate the programme and decide whether or not MDP should participate next year.

Numbers have been limited this year but if MDP can gain similar benefits to those achieved by other organisations, it is hoped to roll the scheme out more widely across the Force.

However don’t let that stop you getting more active! Maybe some non-participants could challenge a GCC team to a match or buddy up and walk together at lunchtime?

If you or your team have any innovative ideas on how to increase activity or a good news story please contact:

Lucy Selkirk, HRD HR Business Partner on 01371 854692 or email: lucy.selkirk100@mod.uk

Dog training course marks ‘first’ for MDP



■ **THE INITIAL EXPLOSIVE SEARCH DOG course was carried out over eight weeks at Wethersfield OCC Dog training unit, by OCC Dog Instructor PC Pete Williams.**

The course started on 17 March and was completed on 8 May.

The three students assessed and selected for the course were all female officers, the first for MOD Police.

It is a very intensive and challenging course, with a final ACPO licence carried out by Home Office Forces to show the independence and transparency of the MDP.

The successful students were:

■ **PC Claire Lee**, AWE Burghfield, already an experienced General Purpose Police dog handler of many years. Dog: ATOS, Springer Spaniel.



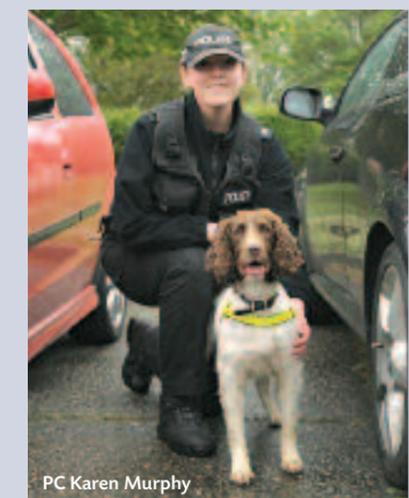
PC Hannah Kinchenton

■ **PC Hannah Kinchenton**, HMNB Devonport, already an experienced General Purpose Police dog handler. Dog: DENVER, Springer Spaniel.



PC Claire Lee

■ **PC Karen Murphy**, Novice handler prior to the course. Dog: BELLA, Springer Spaniel.



PC Karen Murphy

The majority of the course took place at Wethersfield with two weeks at Bramcote Barracks in Warwickshire for mid-course and final licensing assessment by PC Ian Head of Warwickshire Police.

Operational Capability Centre

PART ONE

DOCTRINE & COMPLIANCE UNIT

THE Operational Capability Centre (OCC) is a vital plank in the restructure of MDP. TalkThrough spoke to OCC Head Supt Dave Hewitt (DH) and Head of Doctrine and Compliance, Chief Insp Matt Spiers (MS) to find out how it's shaping up.

We began by asking for a guide to the Doctrine element of the D&C Unit.

DH: The OCC has three main departments, Central Admin led by Debbie Law, Training Delivery led by CI Tom Falconer and Doctrine & Compliance led by CI Matt Spiers. We have a number of works-strands ongoing at the moment such as attaining Skills for Justice Awards standard for the Centre, recruit training and ensuring our Doctrine, Policy and Standard Operating Procedures (SOP) are fit for operational purposes.

I should point out that the OCC does not deal with any equipment procurement aspects but is able to advise on some technical points for those areas that do.

This is the first of two articles on the OCC and will cover the Doctrine & Compliance Unit (DCU). It exists to overhaul, develop and review Operational Policies & SOPs. The team follows the College of Policing (COP) process and has created the necessary electronic infrastructure to house new documentations and have a list of existing policies & SOPs to review.

MS: It is firstly important to clarify two points. The current police service approach to such guidance is as follows:

POLICY: This simply states who we are (the MDP, our role and purpose) and what we do (for example: we train recruits in line with the national standards set by the College of Policing)

SOPS: This is the guidance that details how we do the above. With the current police service approach to reducing bureaucracy the first question should be: Do we (MDP) need to detail this if we are using guidance set out in national documents such as the Officer Safety Manual?

In summary, policy is **who we are and what we do** and SOPs are **how we do it**.

To ensure we are working in accord with COP, where appropriate, we follow the national standards to which all other forces adhere. This is the aim of the Authorised Professional Practice (APP) database.

Initially, we identify if APP addresses our particular issue. If so then no action is required as APP is the national standard. Information pieces have been promulgated and links made available for all staff. This includes those on Dii and CIS are already liaising direct with COP on the matter of continued access.

If it is decided APP is not meeting our aims on a particular subject then we commence development of our own bespoke policy and (if needed) SOPs.

The process for this is available on our intranet pages.

There is also arguably an over-reliance on policy within the Force which removes commanders'/officers' operational/tactical

freedom of thought and affects policing outputs. We will be ensuring we do not adversely affect our commander's decision-making.

OPERATIONAL CAPABILITY CENTRE – COMPLIANCE

TT: What does Compliance mean?

MS: In simple terms it means conforming to the stated requirements. At an organisational level, it is achieved through MDP having robust management processes which identify the requirements (defined for example in laws, regulations, strategies and policies) and thereafter checks to ensure they are met.

To do this MDP has a number of compliance cells of which the OCC has one.

TT: What is the role of OCC Compliance team?

MS: The team has two distinct areas. The first is compliance of the agreed operational and training standards and welfare across the MDP Dog community. This is where the two Force Dog Officers (FDO) operate.

The second is ensuring non-firearms training meets the operational need of the MDP.

Both teams look to ensure where we meet the agreed standards set out by ACPO and the College of Policing.

We also have quality assurance roles; looking to ensure the process and training product is 'fit for purpose'. It is not about inspecting the material produced for training as that forms the inspection role within the training department. Quality assurance is ultimately all about raising standards.

Moving forward we will be working closely with Skills for Justice Awards, COP and the Scottish Police College as we implement the new Initial Police Learning and Development Programme for our new recruits, ensuring we deliver the expected and agreed standards.

TT: How does it work?

MDP fully complies with the National Police Dog Assessment Model (NPDAM) as set out by the Association of Chief Police Officers (ACPO) and the Chief Constable of the Police Service of Scotland.

The FDOs are tasked by me to act as gatekeepers of the agreed standards and they work with the Divisions through a series of annual station inspections; covering welfare and training performance. They'll undertake further checking on individual issues when requested by Divisions.

The team focus based at Wethersfield is to ensure when we implement policy or training, the original intent is actually delivered against.

RADIATION PROTECTION

MDP has recently started the roll out of a new family of Respiratory Protective Equipment (RPE) to enhance operational capability.

TT: Is Radiation Protection new to MDP?

MS: Yes and no. MDP adoption of the formal frameworks that are at the centre of Radiation Protection (RP) within the UK has evolved out of our CBRN (Chemical, Biological, Radiological and Nuclear) experience.

In the mid-90s MDP was the first UK Police Force to identify and start to train for the threat of terrorist use of CBRN materials.

MOD indicated to MDP a threat to the UK Nuclear Deterrent from terrorist use of CBRN materials. So CBRN training based on the military doctrine was commenced at all stations that now come under Nuclear Division and with surge support units such as the Operational Support Unit (OSU), and the Nuclear Guard Force (NGF).

As the wider UK Police Service developed its capabilities it moved away from CBRN's battlefield roots to focus on terrorist use of such materials in urban environments.

MDP found that neither the battlefield nor the urban policing versions of CBRN completely fulfilled its needs so started to develop its own bespoke operational requirements to meet MOD needs.

As MOD operations overseas reduced terrorist CBRN capabilities within the UK,



OPERATIONAL CAPABILITY CENTRE

MDP worked with site operators, such as AWE, involved within the UK Nuclear Deterrent programme. This was to ensure it was capable of operating safely in hostile environments that can be generated on sites during abnormal events, i.e. terrorism or an accident.

What became clear at this time was that MOD and the nuclear industry, were following a system known as Radiation Protection.

TT: Can you explain a little about Radiation Protection?

MS: We don't intend to go down a single RP strand but rather to adopt a holistic approach to it, e.g. how it impacts upon our firearms operations. Such an approach enables MDP to deliver against our MOD Statement of Requirement and show what RP effect we need to generate, to reduce risk to our officers and to members of the public who may be affected by our actions. Within an armed role, it will enable us to operate in the protection of specific Defence assets, irrespective of environments containing such radiological hazards.

In the UK the main legislation appears within the Ionising Radiation Regulations 1999, which sit under various Health and Safety at Work Acts and guide MOD's Joint Service Publications (JSPs). We use them to ensure we meet MOD and national standards.

There is a set of principles and a set of fundamentals for RP which guides all work in this area.

TT: How will Commanders be supported in the area of Radiation Protection?

MS: Just as with other specialist Police operational areas a number of Tactical Advisers will be trained to support commanders on Radiation Protection, these will be known as RaPTAs.

There must be a **justification** for what is being done and why. This is where MDP commanders use the RP fundamentals and the Police National Decision Making (NDM) Model.

Limitation – this is required to be considered during routine and emergency operations; again commanders working with RaPTAs will manage this.

Optimisation – is where pre planning comes to the fore, to ensure that where MDP have a role within an emergency contingency plan they ensure adequate controls are in place, such as the respirator.

Commanders should look to maximise **Safety** while not having an adverse effect on **Security**. The ideal is to effectively **maximise** both **Safety** and **Security**.

If in doubt commanders should default to the Principles below and apply the Fundamentals.

RP PRINCIPLES

■ **JUSTIFICATION:** No unnecessary use of/exposure to radiation is permitted, which means that the advantages must outweigh the disadvantages of any exposure.

■ **LIMITATION:** Each individual must be protected against exceptional risks through individual radiation dose limits.

■ **OPTIMISATION:** Radiation doses should all be kept 'as low as reasonably practicable'. As a 'Radiation employer', CCMDP is responsible for ensuring that radiation doses are as low as reasonably practicable, which means the actual radiation doses are often much lower than the permitted limit.

RP FUNDAMENTALS

■ **TIME,** minimise amount of time exposed to radiation

■ **DISTANCE,** maximise distance from radiation source/contamination

■ **SHIELDING,** maximise shielding between radiation source/contamination and you

By combining both the principles and the fundamentals we can seek to improve both security of Defence Nuclear Materials (DNM) and safety to deployed officers.

TT: How are we improving our understanding of Radiation Protection?

MS: We set about gaining a better understanding of how to ensure CCMDP complies with relevant legislation and ensuring that officers are operating safely within MOD's Nuclear Weapons and its Naval Nuclear Powered Warships programmes.

AWE Plc is now the appointed Radiation Protection Adviser (RPA) to MDP and for all of the Police Services within the UK, except CNC (Civil Nuclear Constabulary). They are the site operator at a number of sites that MDP operate within, so we are better able to get first-hand knowledge of site hazards, and obtain suitable RPA advice.

MDP also had officers attend ACPO sponsored courses and gain a national qualification as Radiation Protection Supervisors (RPS). It was from this course the roots of a RaPTA requirement was identified.

An in-depth review of the MDP AWE complement was undertaken to examine its compliance to IRR99. This review highlighted clearly what MDP was doing well and areas where we could improve.

At the time CBRN training and equipment had provided a solid base for MDP to build on. However what became clear were the requirements of RP and impacts this might have on MDP and how to implement it into operational plans.

The solution was to conduct local RP Strategic Threat & Risk Assessments (STRA).

TT: What is a STRA?

MS: Police Firearms identified the only way to ensure your doctrine, policies, training and equipment were correct to meet your operational needs was to have a clear understanding of what the operational requirements are:

- Understand Threats
- Conduct a Risk Assessment to assist prioritising Risk from the Threats
- Conduct gap analysis to identify any gaps (or over allocation) of any type of resources to mitigate the Risk
- Develop an Action Plan to mitigate gaps identified, drive priorities to a level of command that can provide the Risk mitigation required
- Review STRA regularly

Our RPA, working with Nuclear and Territorial Divisional Commanders and OCC have commenced a series of site advisory visits. This is with SPOs and local RP professionals to ensure MDP compliance with relevant legislation and to assist in the initial compilation of RP STRAs.

TT: Do you have any results from these Site Advisory Visits?

Yes. Formal 'Advice Notes' to specific questions put by OCC DCU, on behalf of SPOs, are being produced. These are clearly laid out and carry the same weight as HSE advice or guidance in that, by MDP complying with the advice note we comply with the relevant legislation.

One such Advice Note was in reply to questions that came from the



Management Board (MB) about adequate and suitable Respiratory Protective Equipment (RPE) for officers at AWE Aldermaston and Burghfield. The RPA advice note stated that the S10 was indeed adequate and suitable for most roles conducted by MDP at AWE Sites.

TT: So this is how we identified the new Avon C50 and FM53 Respirators?

Yes, the RPA identified requirements for different types of RPE on sites where MDP maintain a security posture. At that time the S10 respirator was issued to all operational MDP officers at AWE sites, but was coming to an end of its operational life.

Our Management Board wished to ensure adequate and suitable RPE was available to MDP officers so posed the question.

Adequate simply means that the mask and filter provide more protection than required by the threat posed by the hazard present.

Suitable means, it fits the wearer, it works with other PPE provided and can be used for the task to be undertaken.

TT: Anything else?

MS: MDP have just recently sent officers on a number of courses. They have learnt

all about the new respirators from developers and designers and visited the production centre to see the safety checks that went into the development and manufacturing processes. From this training they are qualified to deliver user training on the C50/FM53 and conduct or supervise low level maintenance.

TT: Sounds like a lot of change recently how can officers find out more?

MS: OCC DCU has set up an intranet web page covering Policies and SOPs. This is where all the latest documents will be located. In relation to RP the following documents will also be found:

- RP Doctrine
- RP Policy
- RP SOPs

The RP doctrine will give commanders a clear guide to what MOD requires of MDP in this area and a strategic overview of what is required by CCMDP to achieve this.

By applying the Principles and Fundamentals we look to augment future operations, training and equipment. With the on-going STRA work and Site Advisory visits, there is more work to come to ensure the Operational Capability Centre continues supporting and enabling operational policing.



MDP IN THE MEDIA

Recent extract from a newspaper article which featured MDP...

From: PLYMOUTH HERALD (By Carl Eve, Crime Reporter)

Residents and businesses around Devonport docks being urged to watch out for possible "hostile criminal reconnaissance"

A JOINT COUNTER-TERRORISM OPERATION between Ministry of Defence Police and Plymouth police will see residents around the Naval Base watch out for suspicious activity.

Operation Tiffish aims to raise community awareness about the possibility of what the MOD Police have described as "hostile criminal reconnaissance".

The MOD Police, including its Marine Unit, is responsible for policing the 100 square miles of the Port of Plymouth.

Over the next few weeks the two organisations will work together on a number of activities, including visiting every waterside address and commercial property on the east and west side of the Tamar River, close to the HM Naval Base.

Residents and users of the Port of Plymouth, for both pleasure and commercial activities, are being spoken to, to raise awareness of types of suspicious activity in and around the Naval Base and how to report it.

In addition to knocking on doors and speaking to residents and businesses, officers are handing out specially made leaflets, stopping both pleasure and commercial craft and speaking to boat users.

A spokesman for the MOD Police was keen to stress there had been no change in the perceived terrorist threat at the Base and there was "no need for alarm" but the campaign "recognises the tremendous advantages of engaging the eyes and ears of the local community, to help keep the base and the men and women, both Service and civilians who work there, safe".

Plymouth police officers will also use the opportunity to raise awareness of the Boat Watch scheme and the MOD Police-led boat registration scheme.

A spokesman for Devon and Cornwall Police said Special Constables were delivering their side of the operation, having received specific training in relation.

Insp. Gordon Peters of the MOD Police at Devonport added: "This operation follows a successful Police Marine Unit initiative, which has been taking place since last spring.

"With the help and co-operation of the owners and skippers of Plymouth Boat Trips, the boats carrying sightseers and holiday makers touring the waterfront of the Naval Base are

boarded by officers who explain their security role and encourage public vigilance. This work has been very well received by the public."



Were you lucky?

See who won the MDP Central Sports and Welfare Association's Lottery draws in March, April and May 2014.

MARCH 2014

1st	£4000	PC G B Lane, DSTL Fort Halstead
2nd	£1000	DC A S Hewitt, HQ CID MIU
3rd	£200	PC F J Granger, HMNB Clyde (Coulport)
4th	£200	PC A M Forster, AWE Aldermaston
5th	£200	PC S McCabe, RAF Menwith Hill
6th	£200	PC R J Clay, RAF Oakhanger
7th	£200	PC M A King, HMNB Clyde (Coulport)

APRIL 2014

1st	£4000	PC D H David, CNI Garlogie
2nd	£1000	PC V A Hillier, JSU Corsham
3rd	£200	PC R Williams, CNI Bacton

4th	£200	PC C J Pearn, MDP Hereford
5th	£200	Insp. D McLeod, MDPHQ CCR
6th	£200	PC P A McCluskey, HMNB Clyde (Coulport)
7th	£200	PC A D Alford, DCPO Bovington

MAY 2014

1st	£4000	PC T W Carter, DSTL Fort Halstead
2nd	£1000	PC G D Laird, HMNB Clyde (Coulport)
3rd	£200	DCI J Greig, CID York
4th	£200	PS R H Simmons, MDPHQ OCC FTC
5th	£200	PC G Stirton, HMNB Portsmouth
6th	£200	PS J E Morgan, HMNB Clyde (CMU)
7th	£200	PC I McGowan, HMNB Devonport

IPA Centenary

Free membership offer

TO CELEBRATE THE CENTENARY of the birth of Arthur Troop, BEM, Founder of the International Police Association, Section UK is giving away FREE* membership.

In a nationwide campaign the IPA attempts to reach and attract record numbers of people eligible for membership – serving and retired police officers, members of the Special Constabulary and of course, Police Staff, who were welcomed into membership during 2013.

There's no catch to the offer. On receipt of a fully completed application form the enrolment process is completed. A 2014 membership card is issued giving the holder full IPA membership entitlement.

*For full terms and conditions, visit the website at: www.ipa-uk.org/Join-Us

Section UK has also loaded a video explaining the benefits of IPA membership on *You Tube*.





S2O Returnees' Day at Whitehall

With the UK continuing its drawdown in Afghanistan, the MOD's Support To Operations (S2O) organisation held a Returnees' Day at Main Building, Whitehall, which included seven facilitated sessions discussing a range of topics related to pre and post deployment issues.

Pictured with CCMDP Alf Hitchcock (centre) are some of the MDP's returning personnel (left to right): Inspr Bob Mileham, PC Catriona McBeath, CCMDP, Chief Inspr Mel Goudie, PS Dougie Page and PS John Kerr.