

Talk

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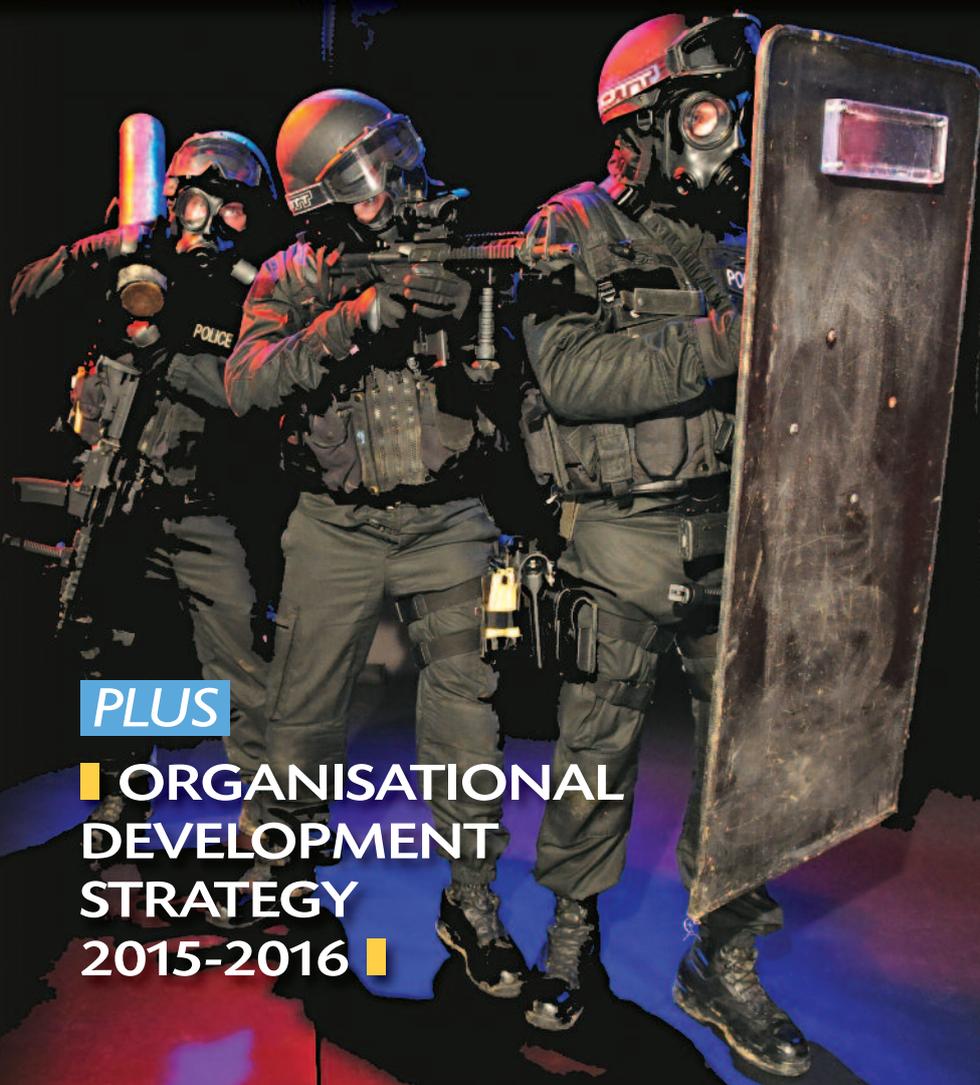
THROUGH



THE MAGAZINE OF THE MINISTRY OF DEFENCE POLICE

NOVEMBER 2015

Rebuilding Capability



PLUS

■ ORGANISATIONAL
DEVELOPMENT
STRATEGY
2015-2016 ■

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Innovative and Efficient . . .

By TalkThrough Editor Norman Hicks

Force set for SDSR 2015

With the first results of the 2015 STRATEGIC DEFENCE AND SECURITY REVIEW expected later this year, Chief Constable Alf Hitchcock is confident that the Force is in good shape to meet whatever challenges lie ahead.

He pointed to a recent speech by Secretary of State Michael Fallon to the Royal United Services Institute, in which he spoke of how much more dangerous the world had become since the last SDSR, in 2010.

The rise of the Islamic State of Iraq and the Levant (ISIL), the breakdown in governance across northern Africa, the collapse of stability across that region leading to the mass migrations currently affecting Europe and a revanchist Russia, reheating the Cold War, menacing its neighbours and increasingly using hybrid warfare to pursue its goals, had all added to the global upheaval, he said.

“Our number one priority will always remain the protection of our people yet, as the savage murders on a Tunisian beach demonstrate, that task is becoming harder by the day and with every home-grown jihadi, battle-hardened in Syria, returning to these shores the risks increase,” said Mr Fallon.

The Chief told *TalkThrough*: “It is primarily in this area of homeland security where MDP operates and which the new Operational Policing Model is designed to address.” (see page 3).

Mr Fallon’s demand for greater efficiency within the department, to maintain a balanced budget and spend the extra two per cent funding allocated by the Chancellor to Defence wisely, also chimed perfectly with MDP’s new way of working, in which its own future savings will be recycled into operational capability, said the Chief, reflecting the bigger picture across Government.

And he also felt that the Secretary of State’s call for greater innovation in the way Defence works – building a culture more ready to take risks and more open to change – resonated strongly with MDP’s new policing style.

It also reinforced the position MDP has taken over the last two years in adoption of the national decision-making model, tailored to the unique policing requirements of the



Photograph by Paul Kemp

Force, which empowers officers to make operational decisions with greater confidence of support, provided they have followed agreed policies and procedures.

The international role played by UK Defence, as leading NATO and EU participants, means that the nation is involved currently in many overseas deployments, not only on the world’s major battlegrounds, but also in delivering training to post conflict areas, as MDP has done for many years and will do so again in the future, said the Chief.

The Department has accepted the challenges created by the 2015 SDSR, against a tough economic background and this Force stands fit and ready to play its part in shaping the way Defence operates in the future.

“Our focus on being smarter in how we operate, getting the Force fit and ensuring that we use the resources we have more efficiently, to provide full value for money for the MOD, places us in the vanguard of the innovation and change that is sweeping through Defence.

“Both MDP and the Department will emerge from the SDSR stronger, more resilient and better-equipped to counter the terrorist threat to the nation’s safety,” he said.

Talk THROUGH



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We welcome articles and photos of interest to readers, but reserve the right to shorten/edit contributions.

Staff contributing articles should ensure they are suitable for open publication.

If you would like to discuss your contribution, please contact the Editor.



Photographs by Paul Kemp



Our Transformation Programme

“LIKE ANY PUBLIC BODY performing a vital function, the MDP is responding positively to change and challenge”

says Chief Constable Alf Hitchcock.

“Although austerity has required us to perform our role with less resource, Defence expectations remain high – and I am determined to meet them.”

“Cultural and organisational change are needed now if the management of the Force is to maintain effective engagement with front-line officers and if we are to retain the confidence of our prime customer, the Ministry of Defence.

“The Force is transforming into a specialist force, 90% of whom are armed police officers, who can be deployed nationally in significant numbers if counter-terrorism incidents or other circumstances require. MDP is therefore likely to have more visibility in national security, given our skills in handling protests and in the nuclear protection enterprise that we are uniquely expert in. Wider roles in national resilience, in homeland security, in structured armed

police support to the military are all on the horizon.

“So what are we doing to ensure we are ready for a wider role?”

“First, Assistant Chief Constable David Long is charged with developing a new OPERATING MODEL which will ensure that MDP can, in addition to performing its core role, also play a constructive role in SDSR, and enhance and support the Defence contribution to national resilience planning, as a major provider of armed policing capability and capacity for UK homeland security.

David Long explains: “We will be consulting with MOD policy leads in Defence security, the DE&S PSyA cadre and others, to develop a new Operational Policing Model.

“Our second priority is to deliver an engaged and effective workforce, following the downsizing of the last few years. We are now building on the rising morale of officers by addressing how we create a better workplace for them, how we can improve organisational learning, and how we can ensure better policy delivery. I’ve asked Superintendent Pam Hewitt to take this vital issue forward.”

“We do not underestimate the challenge of seeking to provide more capacity and capability at less cost. But it remains our aim that the new Policing Model will free police resources to meet emerging defence priorities, such as Fraud Defence, Cyber Crime and Defence engagement in overseas territories.”

On ORGANISATIONAL DEVELOPMENT, Pam Hewitt is clear: “Our strategy” she explains, “is to implement a planned, Force-wide programme to mould an effective, adaptable and healthy organisation characterised by learning, innovation, improvement and self-renewal. It will include supporting our senior officers to take a broader perspective, managing change effectively, and demonstrating a continuous improvement approach.

“It is critical at the outset to ensure that we base the strategy on a clear understanding of the current environment in which we operate. This includes our awareness of precisely what matters right now to Defence, to our key stakeholders, to our wider customer base, as well as the economic framework, which constantly places pressure and new challenges on the Force.”

The new Operational Policing Model...

“MDP is the second largest armed police force in the country, after the Metropolitan Police”



Photograph by Paul Kemp

“OUR ORGANISATIONAL DEVELOPMENT strategy will build that flexibility that we need to make the Operational Policing Model (OPM) work well,” ACC David Long explains.

“With the OPM, we’re looking to introduce a more agile and flexible security posture both to provide effective mitigation against identified security threats but also to allow for a more effective, but still economically viable, policing and armed protection capability.

“During our trials of the new Model, members of the public and some Defence communities saw increased levels of MDP activity in the late summer around the garrison areas of Aldershot, from Arborfield in the north to Bordon in the south. The activity took the form of extra vehicle patrols, as well as MOD Police officers deployed on foot patrol around the Service Family Accommodation areas.

“One of the principal aims was to measure the level of police-focused reassurance which might be provided in those communities at a time of heightened threat.

“Aldershot was chosen because it is a busy military environment with a number of military and MOD establishments, and a large Defence community. It is an ideal area to test how MDP policing resources could be used to best effect across a wide geographical area.

“I should stress that the MDP patrols and other policing activity during the trial period were in no way a replacement for the Royal Military Police and indeed the two police services continued to work closely together on joint community initiatives.

“The data gathered from the trials will now be assessed as part of a review

of how a different and more flexible model of MDP policing could be best implemented across the country.

“Another factor is that, given that MDP is the second largest armed police force in the country, after the Metropolitan Police, the UK’s capability to deploy a large number of armed police officers in the event of a “marauding terrorist” scenario became a key operational and policy matter for the National Armed Policing secretariat after the Charlie Hebdo events in Paris. The work around UK-wide mobilisation in the event of a terrorist incident has been developed under the leadership of Simon Chesterman, the Deputy Chief Constable of the (armed) Civil Nuclear Constabulary, and national Firearms lead for the Police Service as a whole. MDP has been an integral part of that policy and contingency planning work.

“Clearly our transformation strategy – to provide more capacity and capability in our core armed policing expertise but at less cost, needed to recognise our contribution to UK resilience in the context of the wider role of the MOD.”

“The OPM plan therefore is to maximise the effectiveness of a number of factors and initiatives:

- High profile police patrols and armed response (using an extensive range of police tactics and capabilities)
- Intelligence (using all national intelligence resources and intelligence based technology, such as ANPR)
- Project Servator (a CPNI counter terrorism initiative which establishes an unpredictable security posture and a hostile environment for terrorists)
- Security Vigilance Areas (which provides effective and enhanced community engagement)
- Inter-operability (with other police forces, law enforcement agencies and other security providers)

- Contingency planning (which embeds MDP capabilities and response into local contingencies and national mutual aid)
- Command and Control (which includes empowerment of site-based police commanders)
- Stakeholder and customer engagement (which ensures local accountability and robust performance measurement of police deployments)

“The new Model would see teams of armed-capable police officers supporting clusters of MOD establishments and assets. Our local commanders would be empowered to provide high profile intelligence-led police patrols and armed response. They would engage closely with MOD and civilian communities to enhance the security look and feel, to make the security environment unattractive and hostile to potential terrorist activity.

“This ‘clustering’ approach would allow MDP patrols to cover multiple sites, including vulnerable Service family areas and would also allow MDP to swiftly release significant numbers of armed officers to counter a marauding terrorist threat should a national firearms deployment contingency arise.

“These proposals have received some positive feedback from MOD and others in the defence security community but implementation would need detailed propositions, changes to some security policies and a more ‘joined up’ approach to aspects of security implementation and co-operation across defence, to ensure valuable police resources are deployed where they will have greatest effect and impact.

“Work is now underway to identify the most effective clusters of Defence assets, to identify the enabling reforms that will maximise the savings that can result and to develop a ‘worked example’ of the impacts and effects of the OPM on a key Defence site.”

... and a new CID: Specialist and Economic Crime Command



IN SUPPORT OF ITS CORE MISSION – nuclear security – MDP has a strong critical intelligence-gathering and analysis capability which has proved particularly effective in identifying threats against fixed nuclear sites and nuclear convoy operations.

Assistant Chief Constable David Allard argues that, in the same way, MDP has a respected capability in tackling fraud, economic crime, and the theft of other sensitive defence assets. The Defence Audit Board (DAB) has recognised the role MDP plays, as the only MOD organisation able to recover stolen assets and cash, and as uniquely placed to establish the operational impact arising from acts of serious criminality (eg the supply of defective equipment through fraud).

“Our Criminal Investigation Department is demonstrably effective,” says David Allard, “but it is of course now much reduced, since the downsizing of the Force. When I look at the growing volume of suspected criminality, I think the time has come to ask whether this investigative resource should be reviewed.

“If Defence priorities allow, MDP will be proposing to deploy a further cadre of detectives to this area and we estimate that, when trained and deployed, the enlarged team would enhance financial recoveries (proceeds of crime) significantly year on year.

“The additional officers would be made available without additional budget, through the efficiencies we estimate arising from the OPM and related reforms” added Mr Allard.

“An enlarged MDP Crime Command could also have a pivotal role in fighting

cyber crime,” he suggests. “SDSR 2010 identified cybercrime as a Tier One risk, alongside terrorism, international military crises and major accidents and natural hazards. MDP are now reviewing where we might offer best value to those who lead on cybercrime in Defence, through use of full police powers, including powers of seizure and entry, criminal investigation, proactive investigation and interrogation of specific websites, integrity testing and prevention strategies.”

“Crime attacks Defence assets and Defence capability. It hampers the military from equipping reliably, it causes cost overruns from replacing kit, and it risks the leaking of weaponry or munitions into the criminal fraternity. I think it makes good business sense to review how those risks are currently managed to see if MDP can do more,” concluded ACC Allard.



Board and Police Committee changes

Following the retirements of Deputy Chief Constable Gerry McAuley, ACC John Fletcher and Head of Corporate Services David King earlier this year, the MDP Management Board has welcomed some new and familiar faces.

Joining as the new Deputy is **Andy Adams**, formerly with the Hertfordshire and Essex forces, whilst the post of Head of Corporate Services has been filled by **Justin Oliver**, latterly based with the Head Office and Corporate Services team at Main Building, but before that serving as the MDP’s Head of Finance for a number of years.

ACC **David Allard** reverts from his stint as Temporary DCC to re-take command of the Operations brief, whilst T/ACC **David Long** continues in his Organisational Development and Change role and T/ACC **Paul McLaughlin** has the Operation Support portfolio.

There have also been a number of changes to the Force’s governing body, the Police Committee, as explained here by its Clerk, **Karen Feather**:

The independent members of the MOD Police bring a wealth of experience and background in policing governance, leadership, operational policing, legal matters, standards, business, as well as an understanding of the factors that create successful transformational change in organisations. Working together they are able to enhance the Committee’s ability to provide effective oversight of MDP for the Secretary of State.

The current independent membership of the Committee is as follows:

David Riddle was appointed as the first independent chair of the MOD Police Committee in October 2007. He was formerly the Deputy Chief Executive of the Metropolitan Police Service and Clerk to the British Transport Police. David leads on strategic matters, including MDP transformation, critical national infrastructure, work with the Civil Nuclear Constabulary and the Emergency Services Network, senior

officer appointments, Scotland, crime (including the Anti-Fraud and Loss Unit) and liaison with Police and Crime Commissioners and non-Home Office police authority chairs.

Sir Hugh Orde joined the Committee in January 2015 after he stood down as the President of the Association of Chief Police Officers. Sir Hugh is the Committee’s lead on operational policing matters, including nuclear and marine policing, firearms, firearms command and control, public order and the new operational policing model.

Len Jackson was appointed in October 2013. As a former Chair of the Independent Police Complaints Commission (IPCC) he is well placed to lead for the Committee on professional standards. He was also invited to head up the team that did the Review of Culture and Security Responsibilities last year.

Len’s responsibilities include leading on standards and complaints, business interests, recruit and operational training, leadership development, and the Organisational Development strategy.

Anne McMeel who was a former Director of Resources at the Metropolitan Police Service, joined the Committee in October 2014. Anne leads on value for money, efficiency and effectiveness and has established close links with the Corporate Services Department. She is also the Committee’s representative on the Diversity Board.

SUB-COMMITTEES

Sub-Committee for Performance and Risk Management comprises David Riddle (Chair), Sir Hugh Orde and Anne McMeel and meets each quarter.

Sub-Committee for Complaints and Misconduct comprises David Riddle (Chair), Sir Hugh Orde and Len Jackson and meets as required to specifically consider any matters raised against MDP chief officers.

CONTINUED ON PAGE 29 ...

Commitment rewarded at 2015 HOCS awards ...

EXCELLENCE in Head Office and Corporate Services activity has been honoured at a commendations award ceremony held in the Henry VIII Wine Cellar in London Main Building on Monday 14 September.

The **HOCS Commendation Scheme 2015** awards were presented by Jonathan Slater, the then DG Head Office and Commissioning Services, to 13 nominated individuals and teams who were judged to represent the best of HOCS work.

Three of those whose work was being recognised were from the Ministry of Defence Police: Insp'r Peter McDonald, Whitehall Deputy SPO; PC Claire Batt, of the MDP's Central Health and Sickness Team and DPF Welfare Officer and Lucy Selkirk, HR Business Partner, embedded at MDP. The citations read as follows:

Insp'r Peter McDonald

"As well as his operational role in overseeing the deployment of Ministry of Defence Police (MDP) officers delivering the armed policing and security of MOD Main Building, Inspector McDonald is a very busy planning officer.

"Last year he was the MDP planner for twenty two high-profile multi-agency operations within the Government Security Zone, ranging from military public events, ceremonial parades and the enduring armed deployment to provide protection to the Queen's Life Guard at Horse Guards Parade.

"Thanks to his meticulous planning, commitment to task, understanding of customer needs and seamless liaison with our emergency services partners, all of these operations have run smoothly in the glare of the media spotlight and in the presence of many high profile public figures, including the Royal Family."

PC Claire Batt

"This Commendation (is) in recognition of her outstanding professional contribution whilst working as a dedicated Defence Police Federation Welfare officer during the MDP post mapping and redeployment activity. Claire managed multiple cases at pace and provided much needed support to affected officers, their families and line managers.

"Claire's continued handling of sickness and capability issues within the MDP displayed consistent enthusiasm and commitment. Her leadership has resulted in the establishment of a strong collaborative relationship being developed with DBS, line managers and affected officers, which is helping to reduce sickness and capability issues within the MDP."



Lucy Selkirk

"This is in recognition of her significant personal contribution to raising health/fitness/wellbeing amongst staff employed in the Ministry of Defence Police. This was achieved by her personally leading and encouraging volunteers/teams in MDP to participate in an online wellbeing programme.

"This initiative has been so well received that the scheme is also being rolled out in other MOD business units. Lucy showed great insight into what was required to win hearts and minds of those concerned and her endeavours have helped the MDP and others to raise awareness of the benefits of a healthier/fitter workforce."

Speaking at the event, Jonathan Slater said:

"What a fantastically wide variety of jobs people do in Defence and you do them all with energy and commitment. It is important that people get thanks.

"With my colleagues, I read all sorts of nominations from right across HOCS – we had a lot of great ideas and nominations to consider but these were the ones that we agreed were where people had gone the extra mile. I am delighted to be able to thank you for your work – both civil servants and military."

A total of 35 nominations were submitted, representing military and civilian personnel and members of the Ministry of Defence Police. The nominations were evaluated by a panel against the following criteria:

- Commitment or contribution to Defence
- Going above and beyond
- Innovation
- Leadership
- Business improvement



Left to right: Supt Chris Yates (SPO MHS), Matthew Armstrong (US Hd Security MHS), Natalie Laing (Director MHS), PC Lynne Bennion, Chief Constable Alf Hitchcock

Diversity and community engagement recognised

CHIEF CONSTABLE ALF HITCHCOCK visited RAF Menwith Hill on the 26 August, the same date that the US recognises as Women's Equality Day, commemorating American women achieving full voting rights under the US constitution.

The Diversity Council at RAF Menwith Hill celebrated the occurrence with a tea and coffee morning, attended by members of the local and station communities.

Guest speakers from different generations and from both the US and UK backgrounds shared their experiences of equality. This was followed by a film which showed how equality issues are dealt with in other parts of the world, to highlight how it is an ongoing struggle in some cultures.

As part of the celebration, the station Base Youth Programme invited the Chief – who is also the national police lead on diversity and inclusion – to join the Menwith Hill Station Command Team at the

on-site school, where he joined in a debate about equality issues relevant to them.

He discussed topics with the youth members, ranging from different types of uniform for boys and girls, how female sports stars are generally paid differently to male equivalents and why terms like 'cry like a girl' and 'throw like a girl' are still used.

The debate was very engaging and brought some interesting thoughts from the group.

The Chief took the opportunity to mark the occasion by recognising **PC Lynne Bennion** for the work she has done in the community at Menwith Hill, work which has included helping to settle US families into the local community in North Yorkshire, the provision of initiatives such as the DARE programme (drug awareness education) and 'Crucial Crew' – a safety education programme for young people, presenting Lynne with a Chief Constable's commendation.



Director of RAF Menwith Hill Station, Natalie Laing, pictured with MDP Chief Constable with one of the new vehicles supplied by the US Visiting Forces, liveried with the Force Mission Statement

Fighting Fit



Photographs by Neil Parry

Training and 7:6 for armed officers, but should adopt **THEIR OWN** physical fitness standard based upon the INM research

■ The INM recommendation equates to 5:7 on the 15 m MSFT/bleep. This standard represented the average performance of the MDP officers in the research trials

■ For post 2014 officers the standard is currently under review, as per their contracts, and will be promulgated under a FOSN if amended. This review is to give consideration to the merits of re-alignment with COP policy and to aid mutual working and interoperability

AFFECTED OFFICERS

The fitness standard will apply to all officers unless physical illness, condition or disability requires an exemption, or 'reasonable adjustment' that waives and/or defers the test. Officers recruited post 2014 are to be tested at the standard dictated by current applicable FOSN, as per their contract. Officers volunteering for more demanding specialist roles (such as the TSG) will continue to take the required voluntary fitness test applicable to those roles.

DEGREE OF CHALLENGE

The INM expect the fitness standard will be rather more challenging for female and older officers than younger and/or male officers (but how much and whether or not it is an issue, depends on individual relative fitness). The INM research suggests that the great majority of officers will pass. For those who fail there will be opportunities to re-take the test (the College of Policing guidance suggests a minimum of three attempts) and remedial training and support for officers to get to the standard (which represents the challenge that the role will provide).

RECOMMENDATIONS

The INM recommends that MDP is prepared for the introduction of the fitness regime, considers the risks and issues, and accepts the challenges that will arise for some officers and supports them in addressing their fitness, health and weight management. The INM also recommends that the MDP has an initial mandatory fitness testing phase that carries no employment consequence. This will allow the MDP to continue to trial the fitness test so that the impact of the fitness standard on females and ageing personnel can be accurately quantified, which will inform subsequent fitness testing policy decisions.

OCCUPATIONAL FITNESS TEST OPTIONS

Occupational Fitness Tests are a method of assessing officer fitness against the occupational fitness standard for that role.

■ The key INM conclusion

The INM concluded after review that a number of aerobic fitness tests were acceptable for use by the MDP, albeit each has different characteristics and advantages. These were the MSFT/bleep test over 15 or 20 metre stages, two Run tests (12 minute and 2.4 km), the Rockport Walk and the Chester Treadmill Tests.

■ The recommended tests

The INM recommended all of the five tests for the MDP, allowing the Force to choose.

The MDP intends to adopt initially one test, the MSFT/bleep 15 metre run, which is a multi stage fitness test in which participants have to run a series of 15 metres lengths, turning and returning on a 'bleep' for yet another length of 15 metres, and repeating this to a gradually increasing pace. The recommended MDP standard can be viewed comparatively as follows:

Home Office PST Mandatory 5:4

Time: 3 minutes and 35 seconds
Distance: 525 metres

Home Office AFO 7:6

Time: 5 minutes and 19 seconds
Distance: 825 metres

INM recommended MDP AFO at 5:7 MSFT

Time: 3 minutes and 52 seconds
Distance: 570 metres

■ The Alternative

Occupational Health can refer officers who might struggle on the turns required by the MSFT/bleep to the MDP alternative test of the Chester Treadmill. With this test officers would walk on a gradually increasing 3% incline on a treadmill, for a total duration of 10 minutes walking at a constant 3.79 miles per hour (6.1 kph) over a distance of 0.63 of a mile.

■ Other INM recommendations

The INM recommends that MDP supports officers who fail the tests, provides remedial training where needed and promotes and educates on physical activity, training, fitness, weight management and healthy lifestyles.

■ Implementation

The INM were not tasked with implementation but with providing robust advice on which basis the standard could be set and tests selected. It is for the Force to administer the tests to the selected standard and deal with the issues that may arise for some officers.

MDP however welcomes guidance from the INM :

■ Initial implementation

The INM recommend that the MDP has a phased introduction of the physical fitness standard and tests. During this initial period all officers would undertake the tests. Their overall results would be monitored. Each officer failing the test would be given help and support and occupational health advice and encouragement to address their fitness. Consistent with a 'no consequence' approach to this initial phase, officers will not be removed from armed duties for failing the test, unless significant health or capability issues warrant (as now, this would be a judgment for supervisors). They would however be encouraged and supported to address their health, weight and/or fitness issues.

■ **"IT IS UNARGUABLE that fitness and good health are inextricably linked to the well-being of officers, and thereby to our operational capability to deliver for the MOD"**

says Chief Constable Alf Hitchcock.

"In the Spring edition of our *TalkThrough* magazine, I said that our capability to deliver is a key factor in the role of the Force, and in the story we tell as we present the future contribution of the MOD Police to the Strategic Defence Security Review 2015.

"Well, the time for action has now come. We are adopting a fitness testing regime which will support the MOD Requirement and thereby the future of the Force, and it will be officially introduced, pending the outcome of TACOS and further negotiations.

"Many employers, including the Armed Forces and the wider police service, have mandatory physical fitness standard and tests. These give confidence in their capability and their capacity to do the job, and they help and encourage a health and fitness lifestyle. In my view, the MDP duty of care to officers and to those they serve requires these standards and tests to be introduced."

MDP Fitness Adviser Alyn Rourke

takes up the story: "The Institute for Naval Medicine (INM), who have carried out the assessments for us, to help us decide what regime to adopt, are a recognised authority on fitness standards and tests. When we commissioned them to undertake research and make recommendations for the way ahead, we knew they would do a good job and they have. Their conclusions after detailed research, trials, tests and examination of the scientific literature, support their recommendations which we have accepted.

"The INM studied a number of critically demanding job-related scenarios and trialled and tested a representative set of volunteers from the MDP, to assess the physical demands of Personal Safety Training and the 'open area search cover and move' scenario most representative of armed duties.

"They undertook detailed scientific work to the appropriate standards, taking account of widely accepted best practice. Their research papers included an MDP role-specific physical fitness standard. They also looked at other possible fitness test regimes, which included a number of aerobic fitness tests, such as the Multi Stage Fitness Test (MSFT, the so-called 'bleep test') and the Chester Treadmill test. The wider police service use the 15 m MSFT and are considering the Chester Treadmill as an alternative."

THE BACKGROUND

The MDP has never had a mechanism to verify that the personnel selected, trained, and retained throughout their careers have the physical capability to undertake the physical demands of the job. This is problematic as there is a specified MOD requirement (JSP 440) which articulates that the MDP must demonstrate a level of physical fitness in order to satisfy the Duty Holder that they are able to function operationally with a firearm.

MDP is also subject to review by external agencies such as HM Inspector of Constabulary and the College of Policing. The latter provides a firearms licence to the MDP and for retention of that licence requires agreed occupational and acceptable fitness standards (helpful also for inter-operability between MDP and other Forces).

The INM provided detailed and scientific results and conclusions to the MDP in March 2015 and that data was shared with the Defence Police Federation. The main conclusion was:

■ For pre 2014 contracted officers, the INM recommend that MDP should **NOT** automatically adopt the Home Office Police fitness standard policy, which calls for a Multi Stage Fitness Test (MSFT) or 'bleep' test at 5:4 for Personal Safety



CONTINUED ...

FIGHTING FIT



• a modest and attainable degree of physical challenge when compared to the level of aerobic function within the general population •

Implementation next steps

The INM advise that it should be usual practice to move to a mandatory 'with consequence' approach, as for most schemes, after a suitable period of time. The details should be consulted upon with the Defence Police Federation but as per the wider police service, a 'with consequence' regime would apply after 12 months. There would be opportunities to re-take the tests and support for officers to help provide them with an alternative post, opportunities elsewhere or a dignified exit, with remedial training and or occupational health to enable a return to full duties.

Chief Constable Alf Hitchcock:

"The MDP has a duty to ensure that its

officers can successfully perform their duties to an acceptable standard: that they are trained, fit and able to carry out their duties. Customer confidence, firearms licensing and wider inter-operability all require us to introduce a physical fitness standard and fitness tests that reflect the demands of the job.

"INM have presented occupational fitness standard options with 'a modest and attainable degree of physical challenge when compared to the level of aerobic function within the general population'.

"Taking account of work for the Home Office on fitness tests, wider good practice and the scientific literature, INM presented fitness standard options of up to level 5:7

on the MSFT/bleep, which they support being applied, accompanied by a strong support regime to officers and a period of preparation before the fitness standard and tests are made mandatory with consequence.

"My Main Board colleagues and I have agreed with the Defence Police Federation that it will accept the INM recommendations, subject only to practicality and the views of others (such as the College of Policing) who would need to be content too. I can confirm that this position is unchanged, that it supports the conclusions of the INM and that I remain committed to early implementation and to providing continued support to officers on health, fitness and well being."



CC Alf Hitchcock and DCC Andy Adams undertake the new 5:7 'bleep' test

Global Corporate Challenge We did it!

■ AT A SPECIAL CEREMONY to mark the end of the 2015 Global Corporate Challenge '100-Day Journey Around The World', it was announced that MDP is officially the most active Government organisation in the world!

By Lucy Selkirk,
HR Business Partner

Deputy Chief Constable
Andy Adams receives
the trophy for 'Most
Active Government
Organisation in the
World' from GCC
Account Director
Rachel Tavener



Photograph by Neil Parry

This fantastic global achievement – one better than last year – was made possible by an average **16,982 daily steps** for every individual in the Force who took part.

Deputy Chief Constable Andy Adams collected the award on behalf of MDP from GCC Account Director Rachel Tavener, commenting on how impressed he was by this result.

And Chief Constable Alf Hitchcock, when told of MDP's world-beating efforts, said: "That's fantastic news! Well done and what a superb effort from everybody involved."

This year MDP also cracked the top 100 Most Active teams, with MDP Vulcan's final position confirmed as number 84 – out of 44,633 teams globally – another excellent achievement.

The team's daily step average was 30,553. Their team award and certificates are being presented to them locally.

HEADLINE RESULTS

- 91% of MDP participants hit 10,000 steps daily (24% pre-GCC)
- 54% are now more aware of what they eat
- 76% of those who tracked their weight have lost weight
- 60% now meet the recommended amount of sleep (43% pre-GCC)
- 66% report reduced stress levels at home and/or work
- 68% report increased productivity or concentration

CONTINUED...

GLOBAL CORPORATE CHALLENGE

MOST ACTIVE MDP TEAMS

Rank	Top teams	Distance travelled (km)
1	Vulcan	13,688
2	Finlinson's Finest	13,195
3	ODC past and present	11,061
4	FBI	10,717
5	Garlogie's Pathfinders	9,857
6	The Allan Hughes Septet	9,780
7	Top of the Ops	9,608
8	Aspirations	9,093
9	Loose Change	8,839
10	Andy's MDP Sinners	8,667

Distance travelled is cumulative since the beginning of the event

Most Active MDP Individuals

Rank	Top participants	Team name	Distance travelled (km)
1	Dave Ranson	Finlinson's Finest	3,432
2	Ian McAlpine	Vulcan	2,907
3	Alan Phillips	Vulcan	2,681
4	Dave McCune	FBI	2,674
5	Richard Thomas	Aspirations	2,519
6	Alexander Stewart	Top of the Ops	2,427
7	Adam Teasdale	Hereford	2,359
8	Rob Foord	The Allan Hughes Septat	2,319
9	David Christon	The Bluebells	2,277
10	Derry Montgomery	Top of the Ops	2,275

Distance travelled is cumulative since the beginning of the event

Most Improved MDP Teams

Rank	Top Teams
1	Portsmouth Perambulators
2	Andy's MDP Sinners
3	Spoiled Broth
4	Celtic Connections
5	MDP-TDHQ-TEAM 2
6	Fairford
7	ODC past and present
8	1st Place Dreamers
9	Coulport 2 Sect Team Bravo
10	Old Library Crew

Most Improved MDP Individuals

Rank	Top Individuals	Team Name
1	Chris Yates	Finlinson's Finest
2	Alyn Rourke	208 Zoners
3	Alex Whitehorn	CNI Bacton
4	Pauline Wilkieson	Fairford
5	Roger Griffiths	Marks, Get Set, Go!
6	George Hurry	Portsmouth
7	Nathaniel Gabriel-Lovell	Old Library Crew
8	John Clegg	OSU North (B)
9	Simon Munro	ODC past and present
10	David Friend	HMNB Devonport

SHARING WHAT WE'VE LEARNT FROM GCC NUTRITION

Before GCC started participants were asked to complete a questionnaire asking a wide range of questions about everything from sleep quality to awareness of blood pressure. Out of the questionnaire we have received a 'base line' report to show where we've started from before taking part in GCC.

This report has highlighted some interesting findings:

- 59% of participants had low/poor awareness of portion size
- 21% of participants said their reason for joining GCC was to lose weight
- 76% of participants are using the GCC weight tracker

Imagine if these findings were reflected across the Force? Wouldn't it be great to share the advice from GCC as broadly as possible to improve everybody's understanding of nutrition?

If you would like further information on healthy eating, nutrition and ideas of how to get your 5 a day you can find it at: www.nhs.uk/livewell/healthy-eating or for those with access to the MOD Intranet there is more information on the Defence Nutrition Advisory Service pages, as well as on the **Fitness, Health and Wellbeing** pages on MOSS.

At the end of the 100-day journey we received a new report to show progress and what people had learnt.

- 54% of participants had an increased awareness of what they eat
- Between the people who tracked their weight they had collectively lost 563 kg
- 91% of our participants are now aware, very aware or highly aware of their physical activity levels vs 56% pre-GCC (GCC benchmark 78%)
- 82% of our participants reported that their increased activity levels had become a habit (GCC benchmark 75%)
- 82% of our participants reported that GCC had helped them take more personal accountability for their own health (GCC benchmark 76%)

THIS ISN'T THE END OF THE JOURNEY, IT'S JUST THE BEGINNING

WE'RE STILL HERE FOR YOU



GCC CONTINUES...

For those taking part don't forget the elements featured in the GCC poster above are still available

There will also be future challenges so keep your email addresses up to date on the GCC website to ensure you continue receiving the latest news and advice.

If you are interested in taking part in the next challenge starting in May 2016 we will be coming out to ask for new participants in February/March, alternatively email lucy.selkirk100@mod.uk to register your interest now.



GCC – INTERVIEW WITH GUY HIBBERT

Guy was part of the **MDP Portsmouth Perambulators** team who were MDP's Most Improved team for the 100-day challenge. This is Guy's GCC story:

“I hadn't particularly heard of GCC in 2014 and when Portsmouth said about setting up a team I thought “Ok I'll do it” without giving it much more thought than that. Around the same time Portsmouth were also taking part in the Occupational Health pilot for annual medicals. I had my appointment and within the advisory part of the medical the nurse flagged up that my BMI was high and I should try to lower it.

I've always thought of myself as quite fit and healthy but I realised that since having my daughter three years ago my priorities had shifted from fitness and the weight had crept on.

I decided to really give GCC a go and bought a new bike, to save my knees from the impact of lots of running.

I've been using the GCC weight tracker and personally within the 100-day challenge I've lost three stones. I started cycling to work each day, then added more miles on as I got back into exercise. This was great as I was getting my exercise without eating into family time.

I'm now taking part in organised events where I've been able to track my progress, including the South Downs 100 when I cycled 100 miles, and I'm also just about to run a 10 mile event too.

As I've got fitter I've found I recover more quickly from my big events or longer training sessions. I'm sleeping better and my wife has said I don't snore anymore! I put this down to losing weight and being more active, I'm tired so I sleep well.

Since finishing the 100-day journey I've been to my GP for a free health check and they've confirmed my cholesterol level has reduced.

So, all in all, I'd say the annual medical advice and GCC together gave me the motivation and support to take action about my weight and BMI and get back into physical activity which I'm really enjoying. I also completed the MSFT to level 5.7 which I might not have been able to do before.

Sub-contractor sentenced to three years in jail . . .

■ ON 19th MAY 2015, at Worcester Crown Court, Sidney Nicholls – general manager at a former MOD sub-contractor (UKBF Recycling) – was sentenced to three years for selling surplus military body armour and helmets to the Jordanian Armed Forces instead of disposing of the equipment in a proper fashion, as his company was contractually obliged to do.

After discounts for a (late) guilty plea, and no previous convictions, Nicholls will serve two years.

Detective Chief Inspector Paul Niven said:

● This was an important investigation. The MOD places a good deal of trust in its contractors, and must be able to rely upon them to handle sensitive military equipment in a proper and responsible manner. The success of this case has undoubtedly raised the profile of MDP CID within DE&S. ●

Body armour is issued as part of the personal protection system

issued to all Service personnel prior to deployment on operations. UK body armour is at the forefront of fragmentation and ballistic technology; there is no more capable body armour in service anywhere in the world.

In early 2013, acting on information, MDP executed a warrant at the premises of UKBF Recycling, and seized a quantity of body armour and ballistic helmets.

Further inquiries identified that a large shipment of similar material had, without the the MOD's knowledge, been dispatched from UKBF destined for the Jordanian Armed Forces.

With the assistance of the shipping company Maersk, MDP detectives arranged for this shipment to be returned to the port of Felixstowe where it was seized.

When the cargo, in the form of 17 x 40ft shipping containers, was examined at a secure compound in Bicester, it was identified that the property contained body armour protection plates which were still serviceable equipment and therefore not suitable to be passed to a foreign army.

Their value was estimated at £160k and they were returned to MOD stock. The MOD Ballistic Protection IPT was informed and they began their own internal enquiries.

In May 2013 the general manager at UKBF Recycling was arrested, together with a business associate. They were both interviewed and bailed and in May 2014 Sidney Nicholls, the company's general manager, was charged with fraud, theft and offences under the Proceeds of Crime Act.

The case was remitted to Worcester Crown Court, where a plea and case management hearing (PCMH) took place on 15th September 2014. Trial was fixed for 11th May 2015.

In the course of the investigation, the Jordanian military attaches in London were co-operative in aiding MDP detectives in their task of finding out what the Jordanian Armed Forces were told about the shipment they had bought.

There is no suggestion of any impropriety on the part of the Jordanian authorities.



Organisational Development Strategy 2015-2016

Foreword

■ **OUR ORGANISATIONAL DEVELOPMENT STRATEGY is a strategic framework for improving our police force, the way we provide operational policing, our culture and improving the feel of our workplace.**

In short, a plan to make our services and workplace better.

The strategy includes our direct responses to the recent MDP culture study, security culture surveys carried out across the force, your views and feedback from the 'My MDP' survey, as well as being supported by the latest good practice from academic research.

At the outset of introducing this, our MDP Organisational Development Strategy, it is critical to ensure that we base it upon a clear understanding of the current environment in which we operate.

This includes our awareness of precisely what matters to Defence, our key stakeholders and wider Customer base, as well as the economic framework, which constantly places pressure and challenges on our organisation.

This strategy will also support our active contribution to the Defence Organisational Learning Strategy (DOLS). DOLS builds on Defence Reform to improve how we capture, analyse, use and share knowledge to make us more efficient, effective and safe.



by the Chief Constable

I have dedicated specific resources to support organisational development across all areas of business. It is important to note the role of each and every one of us has in playing our part by contributing to the organisational development themes outlined in this document.

Alf Hitchcock
Chief Constable
Ministry of Defence Police

Introduction

THE ORGANISATIONAL DEVELOPMENT (OD) STRATEGY is a planned, Force-wide effort to build an effective, adaptable and healthy organisation characterised by learning, innovation, improvement and self renewal.

This will put MDP in a great position to react strategically when facing changes or challenges. It will be central to managing change and thereby moving the MDP forward in a systematic way. This will be achieved by the use of appropriate OD theory and practice to:

- **Provide support to our senior leaders and assist them to take a broader perspective on aligning people, strategy and processes**
- **Examine current business and operational matters which may currently be impacted by organisational/ structural issues**

OD is a People and Problem centred activity. OD will give the Force the deep organisational insight that is required to fulfill and achieve quality business outputs for our Customers and maximise the potential of our most important resource – our staff.

It reflects a belief in our people and the importance of their genuine involvement in the decisions and actions that impact on the future of the organisation. In this way OD becomes the responsibility of everyone in the Force and this strategy reflects that joint ownership.

We therefore all have a part to play and staff are encouraged to participate in making personal contributions to OD activities.

The MDP Organisational Development Strategy will demonstrate the Force is an organisation that listens to its staff and customers, one which constantly learns and is taking positive action demonstrating a continuous improvement approach.

Background

THE CREATION OF THE OD STRATEGY is a fundamental building block in the delivery of our considered responses and ongoing learning from the following:

- **MDP MySay Survey (2014)**
- **Recommendations made by the Police Committee in the review of MOD Police Cultural and Security Capabilities (February 2015)**

- **Recommendations made by the Metropolitan Police (DPG SO6) Peer Review (February 2015)**
- **CPNI Secure 3 business tool – Divisional analysis (March 2015)**
- **VCDS – Key future opportunity themes (February 2015)**
- **Defence Organisational Learning Strategy (DOLS) (February 2015)**

Outputs of our OD Strategy

OUR ASPIRATION is to develop organisational capacity and capability to enable us to adapt in a professional timely manner to any internal and external challenges/change requirements.

The use of OD activity can achieve this through:

- **Embedding the Force Purpose, Policing Style, Ethics and Decision Making Model**
- **Development of a transformational leadership style**
- **Involving and listening to staff in improving and developing new and innovative ways of working (continuous improvement)**
- **Developing a positive and collective culture**
- **Supporting a focus on strengthening relationships with Customers**

- **Finding methods for collating and dissemination of organisational learning**
- **The identification and use of effective communication methods**
- **Providing support in dealing with workplace conflict with the use of Mediation**
- **Developing staff opportunities and the Force capability through the use of succession planning, career development/promotions and talent management**
- **Exploring potential methods to increase overall effectiveness and efficiencies across the Force**
- **Contributing to the MOD Defence Organisational Learning Strategy (DOLS) by embedding and developing this, alongside our own internal learning and sharing systems**

Core Principles underpinning our OD Strategy

IN ORDER to deliver this strategy effectively, the following core principles will be utilised:

Systemic

The organisation will be viewed as a whole system acknowledging that changes in one area of the organisation are likely to lead to changes in other areas.

Participative

Recognising and valuing the contributions that staff, Customers and other stakeholders can make and providing opportunities that will allow them to contribute to Force initiatives.

Diagnostic

Quantitative and qualitative data and information will be gathered to inform decisions when working with business issues or identified problems.

Reflective

Learning from one area will be shared with the wider Force to reinforce the importance of continuous improvement and organisational learning.

This strategy will be supported by an implementation plan detailing specific initiatives and projects. The implementation plan will be a living document and be updated to reflect any changing needs of the organisation.

OD Strategic Themes

1

Our Purpose and Policing Style

It is essential that we embed 'Our Purpose and Policing Style' within all of our business and working practices. By engaging with our staff and empowering them with the tools to work ethically and make sound decisions, we will ensure the delivery of a highly effective service which achieves our Customer requirements.

2

Leadership and Management

To ensure that strategic leadership is clear and is underpinned by appropriately trained managers who will support the embedding of all change activity across the Force.

3

Staff Engagement and Communications

There is a need to engage with staff to ensure everyone is contributing to the achievement of 'Our Purpose'. Routinely seeking and obtaining the views of our Customers is an important part of this engagement process.

4

Organisational Learning

To ensure we are fit for the future we need to encourage a positive working culture that aids the success of the Force. This includes the development of non-bureaucratic systems for capturing and sharing of both organisational learning and outcomes of exercising regimes.

5

Performance Enhancement

Force performance can be enhanced at both an individual and organisation wide level. This will require creativity and innovation in all areas of the business. By formally recognising the contributions that staff make, we will value their efforts and show how they help the Force achieve the Policing Plan objectives.

6

Workforce Planning

Collecting and analysing workforce data, being aware of future promotion and skills gaps and taking early action will ensure we identify, harness and retain people with the skills and potential to move the MDP forward.

Our Purpose and Policing Style

■ *AT THE HEART of all that we do as a Force and as individuals lies 'Our Purpose' (Protecting, Reassuring, Achieving), our core mission – fundamentally why we do what we do. This is the bedrock that underpins all of our service delivery and needs to be clearly focused at all times on our Customers' requirements.*

Our Policing Style (Professional, Respectful, Adaptable) is the manner in which we have chosen how collectively we deliver the quality of our unique specialist policing service to achieve our Purpose. This will be achieved by working ethically and using a sound decision making model.

Current Position

- A series of management events developed our Purpose and Style
- Purpose and Style have been linked to the use of the National Decision Making Model (NDM)
- Our Professional Standards policies and Code of Ethics are accepted as core principles to guide our behaviour and actions
- A series of Purpose and Style communication activities have commenced with staff
- Force image and branding is tired and out of date

What we need to focus on

- Embedding Purpose, Policing Style, Ethics and National Decision Making Model (the 'Four Cornerstones'):
- Embedding these fundamental principles further into our thinking and operational activity at tactical and operational levels
 - Helping our staff see how this makes a difference to them and the future of the Force, thereby creating a common language
 - Encouraging and providing freedoms for managers and staff to be innovative in their support to the Force Purpose and Style
 - Revising and refreshing the Force branding to update the MDP image

Leadership and Management

■ *THE FORCE* recognises the vital role that leaders play in achieving our core purpose of delivering high quality unique specialist policing. We need all of our managers to actively demonstrate our style through their leadership.

This will be achieved through all leaders behaving authentically and consistently in a manner that both supports and motivates our employees and drives forward by taking responsibility for continuous improvement through innovation and vision.

Current Position

The following activities have been offered under Leadership and Management development:

- Inspectors/Sergeants Preceptive Leadership and Management course (OCC)
- Ch Inspectors Leadership course (Shrivenham)
- Ch Supt Strategic Command Course (Bramshill)
- Lateral career development opportunities advertised Force-wide
- Commencement of a Force Training Needs Analysis (TNA)

What we need to focus on

- Developing a new MDP Operational Policing Model that will give leaders more flexibility in deploying resources
- Analysing the outcomes of the TNA and ensure training matches MDP needs
- Using coaching and mentoring programmes to aid development of staff and create a culture of continuous learning and improvement
- Build upon highlighted stations recognised for consistent 'good' leadership behaviours for the wider learning of the Force

Staff Engagement and Communications

■ *ENGAGED STAFF* perform better, provide greater Customer service, achieve better results, are more creative and are less likely to leave. We want our staff to have a positive attitude towards the organisation by developing a personal vested interest in the success of the Force as a whole.

This Staff Engagement and Communications strand will build a solid base for ensuring that staff, Customers and stakeholders know that they are listened to, that their opinions count thereby assisting the Force in achieving 'Our Purpose'.

Current Position

- Results of MDP MySay staff survey have been shared with staff and are now being actioned
- Received recommendations and outcomes from external reviews
- Introduction of MDP CC Blog
- Increased numbers of work based disputes
- TACOS not concluded and causing unease amongst staff

What we need to focus on

- Develop an internal and external Communications plan
- Implementing changes from the 2014 staff survey, preparing for 2015 survey
- Develop quicker and more consistent briefing methods and increase visibility of senior leaders
- Developing stronger communications links with Customers
- Being more inclusive with our staff and creating a harmonious work environment
- Drawing the TACOS review to a conclusion and removing uncertainty for staff

Areas to be addressed in 2015/16

- Creation of a Force Internal and external Communications Plan
- Conclude actions from 2014 staff survey and develop 2015 survey
- Management Board members to formulate and agree an internal visits programme and development of an 'Our Story' key messages framework
- Opportunities to proactively engage with key customers of all levels
- Develop and roll out MDP Mediation Scheme
- Conclusion of TACOS review and communication of outcomes with staff

Organisational Learning

■ A **HEALTHY** organisation ensures that it learns from mistakes and nurtures and shares good practice and success.

In line with the MOD Defence Organisational Learning Strategy (DOLS) we want to make sure lessons are learnt from any Force events or activities. MDP are generally good at sharing learning at a local level from operational events and exercises. However it is important that we identify and share more widely across the Force; testing and analysing new ways of working to enhance individual and organisational learning to ensure continuous improvement.

What we need to focus on

- Embedding a learning culture and the delivery of a readily accessible learning/sharing electronic portal
- Induction and briefing standards and templates for new staff and during lateral movement
- Analysis and use of new shift patterns
- Ensuring that the Force exercising regime includes roles at static positions
- Wider use of internal quality assurance methods to check and improve service delivery with learning outcomes shared
- Invest in our permanent managers and reduce the numbers of temporary managers

Performance Enhancement

■ **IDENTIFYING** and developing areas where performance can be enhanced at both an individual and at an organisational level is central to the continued success of the Force.

This will be achieved by the use of new and innovative ways of deploying operational officers and enhancing our use of surge capabilities, tackling sickness and capability issues and valuing and recognising staff contributions.

Current Position

- New Operational Policing Model being developed
- Surge capability transferred to the Divisional Operations Portfolio
- Activity addressing high levels of sickness and operational capability of the workforce
- Limited recognition of staff contributions to Force Objectives
- New HFI Team formed

What we need to focus on

- The use and roll out of the new Operational Policing Model
- Develop use of surge capacity to provide sufficient flexibility for internal support and response to wider MOD requirements
- Continuing work in relation to addressing sickness and capability issues
- Providing local and Force wide schemes to recognise staff contributions
- Identify current and future areas for HFI activity

Areas to be addressed in 2015/16

- Introducing the new Operational Policing Model
- Consideration of the use of surge capacity to support force commitments and wider MOD requirements
- Identify operational priorities for HFI team activity
- Responding to MOD requirements in areas such as Cyber Crime and Overseas Policing
- Development of formal Staff Recognition schemes for use at a local and national level
- Supporting the existing and ongoing work-streams in relation to sickness and capability

Workforce Planning

■ *USING our people and resources wisely, ensuring that we have the right number of staff at the right places, with the correct skills at the right time is one of our greatest challenges over the next few years. This will include providing efficient and effective occupational health support to staff.*

As an older workforce it is important that we pay attention to recruiting and retaining new staff, identifying future skills gaps, as well as taking early action to bring on our future leaders.

Current Position

- Capturing workforce data, current numbers and exits, break down of ranks, age demographics, gender, and promotion gaps
- Some analysis of trends
- Limited opportunities for promotion and career advancement
- Under utilised PDR system
- Old Competency framework being used
- Limited bespoke Occupational Health and Well Being support has been highlighted

What we need to focus on

- Regular collation and updating of workforce data to analyse trends and future skills gaps
- Introducing revised promotion processes for Sergeant and Inspector
- Career development
- Talent management and Succession planning initiatives
- Reviewing PDR to ensure it is used to capture information to work with the above initiatives
- Adopting new Police competency framework
- Ensuring that Role Profiles are updated
- Use of bespoke MDP Occupational Health and Well Being services

Areas to be addressed in 2015/16

- Publication of a quarterly Workforce Plan for use by MB
- Development of processes to cover:
 - Promotion methods for Sergeant and Inspector ranks
 - Career development, Talent management and Succession Planning
- Linking the PDR to other work force planning processes
- Reviewing and updating all Role Profiles
- Introduction of the Police Professional Framework (PPF)
- Development of work to gain bespoke in-house Occupational Health and Well Being services and strengthened support from DBS to aid sickness, capability and fitness work strands

Key Strategy Themes... leading to changes in the Organisational Culture

Our Purpose and Policing Style

- Engage with staff to reinforce the strategic message
- Ensure Purpose and Style is embedded and used as part of Force's common language
- Identify ways to monitor and share the practical use of our Purpose and Style
- Update Force branding and image

Leadership and Management

- Develop MDP Operational Policing Model
- Conclude Training Needs Analysis
- Creation of a leadership management developmental framework
- Develop coaching and mentoring schemes
- Develop 'good' station leadership model

Staff Engagement and Communications

- Internal and external Communications Plan
- Implement actions from staff surveys and plan for 2015 survey
- MB visits programme and development of 'Our Story' key messages
- Proactive engagement with Customers
- Implement MDP Mediation scheme
- Conclude TACOS review and communicate outcomes

Organisational Learning

- Develop MDP work strands and sharing of Defence Joint Knowledge Portals and Defence Knowledge Wiki and Management Toolkit
- Assessing impact of new shift pattern prior to roll out
- Inclusion of static posts to the Force Exercise Regime
- Using HQ Operational Assurance Team to routinely check and refine service delivery
- Reduce number of staff on TMP

Performance Enhancement

- Introduce new Operational Policing model
- Develop use of Surge
- Continued monitoring, intervention and support to Sickness and Capability issues
- Introduce a Staff Recognition scheme
- Identify Ops priorities for HFI team
- Responding to MOD requirements – Cyber Crime and Overseas Policing

Workforce Planning

- Publication of a quarterly Workforce Plan for use by MB
- Develop processes to cover promotion methods for Sergt and Inspr ranks, career development, talent management and succession planning
- Linking PDR to other workforce planning processes
- Update role profiles and introduce PPF
- Develop in-house Occ Health and Well Being services

Organisational Development Strategy 2015-2016

Monitoring and Review

Yearly action plans will accompany this strategy with each theme being led by a nominated MB executive. The OD Team will coordinate the work of the OD strategy and it will be reviewed using the existing performance monitoring procedures.

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Photographs by Neil Parry and Paul Kemp

Current issues ... and future savings

The operating context for the Force at the moment is as difficult as it has ever been

CHIEF CONSTABLE Aif Hitchcock has had a busy year of operational visits to MDP stations, together with briefings for the new MOD Ministerial team, following May's General Election, as well as advising the Department on changes to MDP terms and conditions of service (TACOS).

TalkThrough caught up with him during a brief lull, whilst the outcome of the Defence Police Federation ballot on the Department's revised offer on changes to MDP TACOS was still awaited – the first ballot having ended with a decisive vote against the initial TACOS offer – and we asked him what his approach to the project had been.

"The MDP TACOS proposition is a package of measures and I knew at the start of the process, as I've described in focus groups to many, many officers over

past months, that there would be things within the package that officers like, there would be things that officers dislike and then there will be a whole range of things that officers are pretty neutral about.

"I think most officers would recognise that MDP terms and conditions of service should reflect the important things that a modern police force needs to have in place. The reason I use the phrase 'a modern police force' is that clearly things have changed in the terms and conditions for our Home Office colleagues in what

CONTINUED ...

CURRENT ISSUES... AND FUTURE SAVINGS

has been described as the Home Office Modernisation Programme, and where those things appear beneficial to us as an organisation we've then tried to incorporate them.

"However, as I have said previously, the future MDP TACOS proposition has to be achieved within the agreed Force budget.

"The package of measures that forms the TACOS offer was designed to make the force as operationally capable as we can be, because that provides us with a long-term future within the MOD, to reshape the way the organisation works and most importantly to give officers clarity in their terms and conditions for the foreseeable future.

"I wrote to all officers in July setting out my views on each element of the initial TACOS offer and why the proposition has been designed as it is, to help officers understand what is in there and why and the rationale behind it.



"I have issued a further open letter to all officers on the revised TACOS offer and have explained why I believe that this is the best proposition that the Department will make."

SENIOR LEADERS' BRIEFING

Plans for the usual Senior Leaders' Spring Conference had to be put on hold because of a lack of affordable accommodation.

The Chief explains: "This meant that rather than have a conference we had a briefing event for Superintendents, whose role, following this was to ensure that this was cascade briefed to all officers and staff.

"Key to the briefings was the New Operational Policing Model (NOPM) and the potential organisational impact of that, as well as the Organisational Development Strategy (enclosed with this issue) and how we can provide a better workplace environment for our work force.



"The NOPM has been well-received by key stakeholders including, importantly, the MOD Police Committee and we are now working on the detail of a roll-out plan to be implemented as soon as possible."

THE FINANCIAL CONTEXT

During the Senior Leaders' Briefing, the Chief presented on the current and predicted financial situation for the Force.

"The operating context for the Force at the moment is as difficult as it has ever been," he told *TalkThrough*.

"The terrorism threat is at a high level and likely to remain so for many years. The atrocities in Paris, Copenhagen and Tunisia have all helped to reinforce the threat which exists globally and which is undoubtedly present in the United Kingdom.

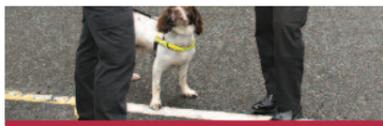
"Our role in protecting the nation's people and assets has never been more vital for Defence and the other critical



areas we provide services for. At the same time as the security threat is at its highest the financial situation and continued austerity measures provide an added dimension to the organisational challenge.

"This has included the MOD having to find cost reductions in-year (2015-16) of an extra £1 billion and as a Force some of that saving has been passed our way to find. This requires us to use the very best of our operational skills to ensure that we continue to deliver the service and protect and secure with our policing skills our key people and locations.

"At the same time we need to be doing it radically differently in order to achieve all this within a reduced budget. Hence the need for an agile, flexible and capable police force and a different mind-set, as embodied in the New Operational Policing Model.



NATIONAL RESILIENCE STRATEGY

On the subject of our role within the UK's homeland security response, the Chief said:

"Every member of the MOD Police will be aware that we are a vital component of the nation's response to a firearms or other related terrorist attack in the UK. We are the second largest firearms capable police force after the Metropolitan Police. Therefore, any national response is predicated on not only the Home Office force being ready and capable, but also on us being able to mobilise rapidly in support.

"The Metropolitan Police has been at the forefront of Operation Strongtower which had a scenario based on marauding

terrorists armed with AK47 type weapons and how the Met and other emergency services would respond to that threat.

"MOD Police played an intrinsic part in providing support to Met colleagues in that exercise and plans are in place for us to be able to do it in response to a real incident should the worst happen.

"We have always been there to support Home Office forces when they needed us, for example providing officers during the 2011 riots in London, providing firearms and marine officers for G8 summits and providing firearms and marine officers most recently to the Nato summit. This is an important part of our role in being part of the national response, safeguarding the country," he said.

BOARD AND POLICE COMMITTEE CHANGES

CONTINUED FROM PAGE 5...

Earlier this year the Police Committee presented the Defence Secretary with its Annual Report on the MOD Police for 2014-15. This confirmed that the MOD Police had delivered its policing services in accordance with the MOD Police Act 1987, and met the standard required of a police force.

It also recognised the considerable progress made over the last year; including reducing the number of officers on long term sick, and the recruitment programme, which Committee members regard as a "once in a generation opportunity to transform the diversity and age profile of the force".

The members have been concerned for some time now about the high levels of overtime that some of the officers work to allow the MDP to meet its customers' security requirements. This means that it is vital that the recruitment target for 2015-16 is met, and sickness and capability matters continue to be robustly addressed to alleviate the pressures on officers across the force, who have either worked considerable hours of overtime or taken up detached duties to assist other stations.

The Committee was disappointed that by the end of 2014-15 the MDP had failed to achieve their key priority for

financial performance, because of the force's overtime spend. They have pledged to work closely with the MDP to monitor the spend against the allocated budget to ensure that both financial and operational risk are understood and that appropriate action is taken to maintain effective financial control.

David Riddle has welcomed the progress that has been made by the force over 2014-15, but says the Committee is convinced that the pace of transformation needs to quicken in the year ahead.

He said: "As part of the Strategic Defence and Security Review the MOD will be focused on how to deliver security in a more effective and productive way without increasing the risk to the department. During 2015-16 it will be our responsibility to work with the Chief Constable and his senior team, as both advisers and critical friends, to ensure that the MDP is in the best possible position to compete for resources as an effective, specialist police force that can deliver better security effects and value for money to enhance its contribution to Defence."

For further information on the MOD Police Committee please see: <https://www.gov.uk/government/collections/mod-police-committee>



Force attracts ... record-breakers

■ **AMONG THE NEW FACES** joining MDP during the recent recruitment campaign are two of Britain's record-breaking athletes.

Rower, **Constable Helen Leigh**, based at HMNB Clyde and champion runner and ex-Police Scotland transferee, **Constable Glen Stewart**, stationed at RNAD Coulport, have each blazed trails in their chosen sports and are now enjoying the new challenge of policing the Defence beat.

Helen was one of the five women who in 2012 smashed the world record for an all-female crew rowing across the Atlantic – clipping five days off the original 50-day record – at the same time collecting the record for being the first five-woman team to row across any ocean.

Glen ended a distinguished running career in 2006, after picking up 22 Scottish championships, as well as representing Scotland more than 50 times in world and European events and running in the 5000 and 10,000 metre races at the 2002 Commonwealth Games.

Also a runner in her younger days, Helen had been a competitive rower through university, continuing the sport at Agecroft Rowing Club, Manchester, after graduating.

She told *TalkThrough*:

📍 **At the Rowing Club, I met a 17-year-old girl who had got the record for being the youngest person to row the Atlantic. The second she told me what she had done, I thought if she can do that then so can I.** 📍

"From that moment I started looking into it and it took two years from that seed being planted to finding a crew and getting to the start line. Along the way I got joined up with a group of girls who wanted to raise money for the charity Victims of Human Trafficking, so that gave the event a nice theme and I added the competitive element in wanting to go for the record.

"When I joined the crew, their aim was just to get across, but I thought if we are only going to do this once we might as well welly it and push for a speed record, so we went super lightweight, barely taking anything, apart from food and safety equipment.

"We were lucky with the weather, but our auto helm failed quite early on, so we changed to foot steering, which is a lot harder than it sounds. That broke and myself and one of the other girls rebuilt the foot steering, absolutely having no engineering experience. It never broke again!



"The water maker broke too so we had to hand pump from fifteen days in. No-one had ever got across, going for that long just hand-pumping water around the clock, to get a bike bottle each of water to last you for the entire day.

COMPETITIVE RUNNER

"I was a competitive runner when I was younger, then rower and then triathlete when I got back, which then developed into fell running, in which I have been competitive over the past two years and doing quite well.

"When I came back from the Atlantic I heard that MDP was recruiting through a friend who had been in and applied. I'm glad I did, because this Force has got so much more opportunity and scope to develop as a police officer than other forces.

"I moved up to Scotland from Blackburn. That was a conscious decision. I had been offered a station in England, but as a fell runner, the location here is second to none.

"The initial training is quite daunting at first, as you don't know what's coming. I've never held a firearm before. I'm pretty much up for anything and found that I loved the firearms training. The tactics course was fantastic – very intense, but very, very enjoyable at the same time.

"We were live shooting on the first day I arrived. So, when you've never handled a gun before that's quite an experience, but that first shot is phenomenal. After that you learn to strip your weapon, clean it and re-build it.

"Then you go out on development shoots and quite quickly get into the tactical side of things, so you are learning how to use your gun in scenarios that you may encounter – hopefully not, but there is the potential there, which is actually your job, having to deal with potential threats to the Base."

COMMONWEALTH GAMES

Glen started running at the age of ten or eleven in the early eighties. His father, Lachie Stewart, famously won Gold at the 1970 Commonwealth Games in Edinburgh, romping home in the 10,000m final to huge acclaim, retiring four years later after the Commonwealth Games in Christchurch, New Zealand.

Says Glen: "My Dad was still running nationally in Scotland when I started running as a youngster. I had a lot of success, winning Scottish and British titles up through the age groups. I went to university in 1988, studied economics at Glasgow University and came out with an honours degree. When I finished that, I became a full-time athlete for the next fifteen years.

📍 **I ran over fifty times for Scotland and I ran for Great Britain in European and World Cross Country events in the 1990s – European Cup, World Road Relays – and I also competed at the Manchester 2002 Commonwealth Games, in both the 5000m and 10,000m races.** 📍

"I still run today. I gave up running competitively in 2006 but I still try to keep fit, running around the Vale of Leven (Loch Lomond)

and we're on the edge of the Highlands here, so there is plenty of running out in the countryside. I can also go running in the Base.

"When I joined MDP, the bleep test at 7.6 was not an issue for me. I think people generally now on the job are keeping themselves fit, because of the gun you are carrying and the weight (of equipment) you are carrying, you really have to.

"We get a lot of physical exercise with all the walking involved in the job throughout the day. It is six miles around the perimeter fence. It's great here if you're into your fitness, whether it's running or walking or using the very good gym facilities on the Base.

"When I joined MDP from Police Scotland I did a two-week transfer course, familiarisation with the Ministry of Defence, policies and procedures, routine duties for the Base, followed by six weeks of firearms and tactics training down at Headquarters at Wethersfield.

"That was excellent – the instructors are fantastic down there. A lot of us hadn't carried firearms before and were apprehensive about holding a gun for the first time but once you get over that initial fear of it and get used to handling a gun it comes quite naturally to you.

"In Police Scotland it is a reactive role, where you are dealing with calls, with people and dealing with situations. Here it's more a security role and carrying a firearm and all that entails is very different.

"On a typical day we will report in for duty and be given a beat where we are going to be working. This generally involves patrolling, policing the property, protecting the facility, gate duties, rotating with other officers in your section.

"At some point during the day I try to get a bit of fitness in, do a bit of running, a lot of the guys do that in their lunch hour. If there are any alarms we respond to them and take appropriate action. We also have external mobile patrols.

"At the moment I'm quite happy with what I'm doing. I know there are opportunities with the Marine Unit and with the Dog Section, for example. I've just started doing armoury duties, issuing the weapons at the start and end of shift and that's an area I would like to go into, or maybe firearms training."



Diversity and Inclusion

...it's about all of us

By Maxine Parsley, Diversity Coordinator

DURING National Inclusion Week in October, the Force launched its new Diversity and Inclusion Support Structure, which gives responsibility for progressing this core area of the business to all levels of the organisation.

This article explains the background behind the new support structure and in particular, it provides a bit more detail about the specific roles within it.

INCLUSION – THAT'S A NEW ONE

When we say that diversity and inclusion is about all of us . . . it really is. The Force has moved its focus away from 'Equality and Diversity' to 'Diversity and Inclusion'. In the past, as with many other organisations, the MDP concentrated the majority of its efforts on addressing the needs of its minority groups. However, this in itself

meant that we were excluding other members of our Force. In particular, the term equality is often associated with a regulatory/compliance approach and although this element is still important, as the Force has specific legal obligations under the Equality Act 2010, the preferred emphasis is now one of full staff inclusion and engagement and meeting the needs of all our people.

Diversity simply means 'difference' which is something we all have and therefore as a good employer we must consider and be inclusive of everyone's differences when planning and implementing policies and processes which affect our people and services. The future of the Force's diversity and inclusion work will therefore be aimed at creating an environment where everyone feels respected and able to achieve their full potential.

LEADING FROM THE TOP

The Chief Constable has retained his role as the Force's overall Diversity and Inclusion Champion but he is now

supported by the Chief Officer team (Champions), including the new Deputy Chief Constable who is Vice Force Diversity and Inclusion Champion. The Champions are supported by the Superintendent ranks (Ambassadors) who are in turn supported by members of the Diversity and Inclusion Working Group (Allies) and the Local Diversity and Inclusion Representatives.

A commitment and use of all senior leaders is considered an essential foundation of the new structure and fits with the MDP's use of Organisational Development theory and practice to ensure the Force operates in a highly efficient and effective manner. Any of our change efforts, including this move to a new Diversity and Inclusion structure, will have a clear Purpose (articulated in the Action Plan), be supported by all leaders (demonstrated by their actions, accountability and behaviour) and ensure that we take our staff with us (all staff having access and ability to influence the diversity and inclusion agenda) so that our culture helps us achieve our objectives.

In his role as Force's Diversity and Inclusion Champion the Chief Constable is the owner of and primary lead on the Diversity and Inclusion Strategy and Action Plan as well as the Chair of the Diversity and Inclusion Board (formerly the Diversity Programme Board). The terms of reference for the Board have been reviewed as part of the work to implement this new structure but its primary purpose continues to be to lead and enable the creation, implementation and maintenance of the Force's Diversity and Inclusion Action Plan – in line with the Equality Act 2010 and Public Sector Equality Duty.

More specifically the role of the Board, which includes representation from the Police Committee and Defence Police Federation, is to establish strategy and overall business direction, linking equality, diversity and inclusion into corporate objectives of the organisation and to identify challenges and priorities as they emerge and provide senior level commitment.

WE ARE THE CHAMPIONS

The Diversity and Inclusion Champions are of ACPO/SCS and Chief Superintendent ranks/grades. They each represent one of the nine Protected Characteristics under the Equality Act 2010. In addition, the Champions along with the Ambassadors and Allies also represent a Key Diversity Theme, including Retention, Menopause, Mental Health and Wellbeing, Customer and Community Engagement and Carers; these are all areas the Force considers to be of equal significance.

The Champions act as role models for diversity and inclusion and visibly demonstrate that valuing diversity lies at the heart of the organisation. The Champions are also members of the Diversity and Inclusion Board and are therefore responsible for supporting the Chief Constable in establishing strategy and business direction as well as leading on the creation, implementation and maintenance of the Force's Diversity and Inclusion Action Plan.

YOUR VERY BEST AMBASSADORS

The Diversity and Inclusion Ambassadors are of Superintendent rank and, like the Champions, each represent one of the nine Protected Characteristics and a Key Diversity Theme. Their role is to promote diversity and inclusion through engaging with both senior and lower level staff and to facilitate the delivery of diversity functions and actions. More specifically the Ambassadors support the delivery of the Force's Diversity and Inclusion Action Plan and their counterpart Allies on the Diversity and Inclusion Working Group.

EVERYONE NEEDS AN ALLY

All Diversity and Inclusion Allies within the new structure are members of the Diversity and Inclusion Working Group (formerly named the Diversity and Equality Working Group) and like the Champions and Ambassadors, they each represent one of the nine Protected Characteristics and a Key Diversity Theme. The aim of the Working Group is to support the work of the Diversity and Inclusion Board and the implementation of the Diversity and Inclusion Action Plan.

The role of an Ally is entirely voluntary and they are from various stations and departments across the Force and include a mixture of ranks/grades. The Allies support both the Ambassadors and the Local Diversity and Inclusion Representatives in carrying out their roles. This means working collaboratively to identify diversity issues relevant in their areas and plan actions to address them and take these forward to the Diversity and Inclusion Board. In addition, the Allies can also act as focal points on local diversity issues and provide a voice for people from diverse group(s); therefore being a representative, an ally, of these individuals and groups.

KEEPING IN TOUCH

Part of the work to implement the new structure has been to re-establish links at stations and within departments in order to build a strong communication network. These links are the Local Diversity and Inclusion Representatives and their primary role is to assist with

improving and maintaining communication in a two way flow from in and out of Headquarters.

This role includes cascading information and keeping local notice boards up to date as well as forwarding issues raised by officers/staff to the Diversity and Inclusion team and the Diversity and Inclusion Working Group and sharing good practice and news stories. Details of the representatives are available via the Diversity and Inclusion areas of MOSS and the MDP Intranet.

BRINGING IT ALL TOGETHER

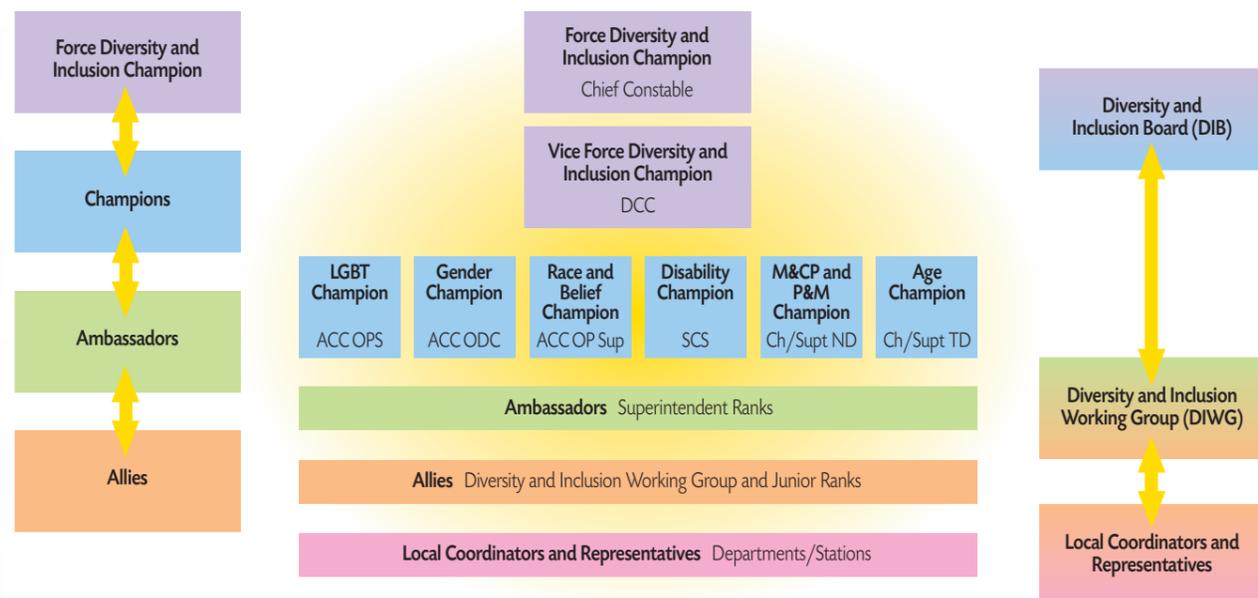
A new central resource has recently been formed which will ultimately be responsible for facilitating and coordinating the new structure. The team consists of the following members:

- Derek Munro, Head of Workforce Policy and Diversity**
Email: derek.munro120@mod.uk
Tel: 01904 662347
- Farzanah Raja, Diversity Manager**
Email: farzanah.raja251@mod.uk
Tel: 01371 854515
- Maxine Parsley, Diversity Coordinator**
Email: maxine.parsley974@mod.uk
Tel: 01371 854287
- Sergeant Phillip Jacques, Diversity Coordinator**
Email: phillip.jacques195@mod.uk
Tel: 01371 854529

The team has a strategic role in the structure and its main aim is to coordinate and facilitate all diversity and inclusion work in order to support the Force in driving and achieving its Diversity and Inclusion Strategy and Action Plan.

The Diversity and Inclusion team has been instrumental in implementing this new structure and will continue to be the central driver bringing each level together as it is embedded into the organisation. Part of this work includes delivering a comprehensive communications strategy which will become effective over the coming months, so everyone is encouraged to keep their eyes peeled for the latest news and events on diversity and inclusion matters.

DIVERSITY AND INCLUSION SUPPORT STRUCTURE



NOTES: LGBT = Lesbian, Gay, Bisexual and Transgender. M&CP = Maternity and Civil Partnership. P&M = Pregnancy and Maternity

100 Years of Women in Policing

By Sergt Phillip Jacques, Diversity Coordinator

THIS YEAR MARKS the 100th anniversary of the first British female police officer being given the power of arrest.

Although the first three female officers took to the beat in Grantham, Lincolnshire on 27 November 1914, Edith Smith was the first woman to be given full powers of arrest, after being sworn in at Grantham Police Station in 1915, brought in by Grantham Borough Police primarily to deal with prostitution in the town.

There were no female police officers in the MDP until 1974, when two female sergeants transferred into the Force, one from Strathclyde Police and the other from the British Airports Police.

The first four female MDP recruits began their training in January 1975. Skirts and tunics had to be made to measure for them, as there was no stock of female uniforms; it was a very different era from today's Police Service.

Inspr Angela Harney, who recently retired from the Force (see opposite page), joined in July 1976. Her 39 years' service in the Force spanned a period where the role, responsibilities and expectations of female officers would be transformed.

As some female officers still serving from the 1970s and early 1980s have observed, as with most other police forces in that era, it was a lot like the TV series *Life on Mars* in the MDP in the early years – a far cry from how the modern Force operates.

Patronising behaviour from their male colleagues, mainly administrative duties and being expected to carry out 'condition of service' searches of female employees at establishments were all commonplace back then.

Women were not expected to do nightshifts and at public events were left to look after lost children. Those who made it to CID were expected to make the tea and only deal with female suspects and witnesses.

The divide in duties that male and female officers performed was also reinforced in the uniform and equipment



Sharon Taylor

they were provided with. Female officers until the mid 1980s were expected to wear a skirt whilst on duty.

One female officer remembers: "We wore 'A' line skirts, which meant it was quite difficult to chase offenders, so I would have to hitch my skirt up so I could give chase."

Women officers were entitled to a monthly stocking allowance, for which they had to keep receipts, as proof that they did not buy tights. They were also issued handbags, which were expected to be used as a means of defence if the officers were attacked.

They were not given a truncheon until the mid 1980s, but even that was smaller than those issued to male officers, so that it could fit into their handbags. Male officers wore blue shirts, females wore white shirts. Male officers carried out firearms qualification in the Browning 9mm Pistol whereas female officers carried out firearms qualification in the Walther PPK Pistol.

As the 1980s drew to a close there was an increasing harmonisation of equipment and training for male and female officers, as they each qualified in and carried the same weapon systems, as well as being issued with handcuffs and batons.

This was an era that female officers began starting to make their presence felt in Specialist Units such as the Operational Support Unit and CID and they lost the gender identifying prefix of W in their former titles as WPCs.

As the Force entered the new Millennium the achievements of female

police officers in the Force went from strength to strength, carrying out International Policing Duties in Kosovo, Iraq and Afghanistan and achieving personal national and international policing awards, as well as gaining recognition for the Force.

Sharon Taylor now ACC for Devon and Cornwall Police, became the first female Divisional Commander in the MDP; she was also the first MDP officer to pass the Strategic Command Course and the first female officer in the Force to gain the temporary rank of Assistant Chief Constable.

Former Chief Superintendent **Wendy Benson** was at the forefront of the Gender Agenda campaign in the MDP which focused on issues that affected women in policing.

Wendy, along with **Chief Inspector Avrina Montgomery**, **Chief Inspector Fiona Kerr** and others helped shape and influence the Force and the wider policing family through their work with the Women's Staff Association (WSA).

Although the WSA has been disbanded their work continues to this day through the Diversity and Inclusion Working Group in relation to Body Armour and the current work **PC Lesley Hill** is doing with regard to female officers and the Menopause.

Wendy, who became the second female Divisional Commander in the Force, won the inaugural Civil Service Equality and Diversity Award as well as the Opportunity Now Champion Award.



Wendy Benson

Longest-serving MDP female officer retires

THE MDP'S LONGEST-EVER SERVING FEMALE police officer, Inspr Angela Harney, has retired from the Force after clocking up 39 years' service.

Chief Constable Alf Hitchcock paid tribute to Angela at a presentation at Wethersfield Headquarters, describing her career as "very varied and productive".

He said: "When Angela joined there were only a few woman police officers and it was a very unique and challenging time for the Ministry of Defence Police, with many opportunities for someone like Angela, who whole heartedly embraced the challenges that lay ahead."

Angela was following in her father's footsteps when, aged only 19, she joined the MDP in July 1976, two years after women were first recruited into the Force.

She served as a uniformed Constable, firstly at COD Donnington and then, from 1977 to 1979, as the first female officer in a group of five stations, based around CAD Longtown.

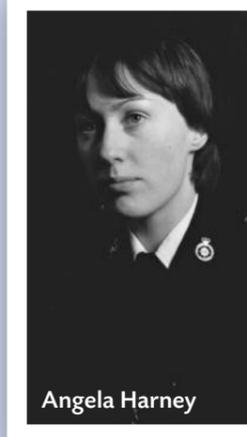
In December 1979, aged only 22, she was promoted to Sergeant at COD Bicester, gaining her Inspector's qualifications seven years later, serving at Boscombe Down, before becoming the first female Detective Inspector in June 1988, when she was put in charge of the Force Information Unit at MDP HQ, then based in London.

It was also in 1988 when she met her future husband, Ron Harney, with whom she has recently celebrated their silver wedding anniversary.

The Chief described Ron, the Force's Data Protection Officer, as being Angela's 'soulmate' and said that the couple had been inseparable since meeting.

"Angela has been an Inspector now for twenty-nine years, most of them here at Wethersfield," he said, her final post being as Inspector Complaints Manager in the Professional Standards Department.

Throughout her career Angela has been awarded a number of commendations, said the Chief. "I know the one most dear to her heart is the one that was personally presented to her in 2011 by the then Second Permanent Under Secretary for Defence, Jon Day, together with the Vice Chief of the Defence Staff, Nick Houghton, for her work with the Korean War Veterans and the Chelsea War Pensioners.



Angela Harney

"Only those who have been here at Wethersfield since the Headquarters of the Ministry of Defence Police was formally opened in 1995, by Her Royal Highness the Princess Royal, will remember that it was actually Angela who stood in for Princess Anne at the dress rehearsal prior to the official opening.

"Angela was presented with a plaque of her own to commemorate the occasion which read 'To Inspector Angela Harney, Her Royal Highlight'.

"Angela's Long Service and Good Conduct Medal, for 22 years' exemplary service, was presented to her by the Rt Hon The Lord

Braybrooke JP, the Lord Lieutenant of Essex, which I know she, together with the late Chief Constable Wally Boreham, was extremely proud of, as a first for the Ministry of Defence Police.

"For many years, Angela had been involved in the running of the Ministry of Defence Police Retired Officers' Association," said Mr Hitchcock. "I know Angela is delighted to see here today so many retired colleagues.

"After many years of working behind the scenes for the organisation, Angela was appointed the Liaison Officer for the organisation and I know it is a role that she has such pride for.

"Today in addition to the many retired colleagues and the President of that Association – myself, as the current Chief Constable – we also have amongst us the Patron of that organisation, former Chief Constable Jack Aspinall, to celebrate with us all Angela's retirement.

Angela's main aim from the very beginning was to make her father proud. I think we can certainly say Angela has achieved that.

MDP Active Shooter/Marauding Attacker C.T. Programme

■ THE MDP led Active Shooter Counter Terrorism Education Package has been delivered to several thousands of AWE employees over a number of years, in partnership with AWE to improve the security culture of all site stakeholders.



Photograph by Paul Kemp

By Chief Insp Robbie Robbins, Staff Officer CCM DP

All the senior site directors have had the presentation and have given it their full support. All the presentations have been measured and received some very positive feedback from those attending.

The presentation has also been delivered at HMNB Clyde and also recently at Abbey Wood, with the latter subsequently requesting additional presentations, as a result of which we hope to educate several thousand employees at this location, with options to continue across the nuclear sites and wider MOD as may be required.

Presentation Information

- Hostile Reconnaissance
- Types of Active Shooter (Terrorist, 'Lone Wolves', Emotionally, Mentally and Distressed People (EMD))
- Tactical Commanders Objectives
- Critical Information police require in the event of an attack
- Actions to take in the event of an active shooter attack
- Update on Vehicle Borne and Person Borne IEDs
- Tactical Support Group (TSG) Live demonstration. How to stay safe when faced with these units entering your building
- Overview on Police dogs ability
- How to stay safe when faced with a Tactical Firearms Support Dog entering your room

The three presentations last a total of 90 minutes. Then the audience splits, with half looking at and handling MDP weapons and kit display, whilst the other half watch a dog display for ten minutes, before changing around.

Background

In 2003 I became interested in terrorism when I had a secondment to, then subsequently commanded the Anti-Terrorist Training Advisory team (ATTAT). I worked with a diverse team of military staff who gave counter terrorist education presentations and advice to military and some civilian staff all over the UK, in Germany and in other parts of the world. Three years later I returned to MDP and continued to educate police and civilian staff on my station.

After a secondment to the South East Counter Terrorism Unit (SECTU) I created a marauding shooter education awareness presentation, specifically designed to prepare employees for this attack method. The goals of the presentation were to educate staff to report suspicious activity in and around their sites and also to save life in the event of an attack of this nature.

I also continued with my terrorism education and in 2013 gained a Master's Degree from St Andrews University in International Relations in the subject of terrorism. I have been able to use my police firearms knowledge to continue to

develop these types of security awareness presentations.

I realised that as well as educating employees on this attack method I also use other information to include both local and national information.

I also highlighted key information that demonstrates how to respond to armed police entering a building which has marauding attacker(s) inside and critically how to try and stay safe until the police arrive.

To reinforce this message I have MDP armed officers do a practical demonstration at most events. After the presentation all employees receive a "stay safe" card which sits at their work stations and which reminds them of what to do in the event of a security incident.

I have a weapons and equipment display at the venue and we have a short dog display, to reinforce the messaging around staying safe, if faced with police bearing firearms.

All the presentations are measured and the feedback has been first class. I work with the local security officers at the locations and they advertise the event and I can put their own key local messages into the presentations so it's bespoke to that location. To date the team and I have educated thousands of employees and in September we presented at a number of MOD sites, to link into the National Prevent week.

I firmly believe that educating our employees, using the various multimedia and practical methods I employ, definitely improves the security culture and by preparing staff for a serious security incident will save lives.

Interestingly, after the first presentation at Corsham, a member of the audience reported suspicious activity she had witnessed that morning. With key stakeholders' help I hope to educate as many staff as possible. After attending the event I believe staff members are then more alert to the threats against us and they will have the confidence to report suspicious activity in and around sites.

If we can achieve this education awareness for tens of thousands of employees then this critically may give armed MDP and Home Office police units the opportunity to respond quickly to this information and investigate or potentially disrupt any hostile reconnaissance against our sites and staff.



■ POST INCIDENT DEPLOYMENT was always one of those lessons in which officers would sit back and say: "It will never happen to me," but the experience of officers around the country in recent times has been that it did happen to them.

The MDP and Home Office forces are now working in a different world and terrorism is a real threat to the nation; who would have thought that Fusilier Lee Rigby would have been attacked at a barracks outside Woolwich? What would have been the MDP response if we still had Woolwich? What would you do if it was at your establishment now?

In 2015 we have seen several high profile Incidents involving Post Incident Procedures that are under public scrutiny. Azelle Rodney was shot by a Metropolitan Police Officer in 2005, who was then charged with murder in December 2014, but acquitted in July this year.

Also in 2005 officers shot dead Jean Charles de Menezes at a London Underground station; the officers were cleared and the Metropolitan Police were fined in June 2015, but the family of Mr de Menezes have now taken that decision – not to charge the officers – to the European Court of Human Rights. So this year has seen Police firearms and their use under even more scrutiny.

All these cases and many more were subject to Investigation under Article 2 ECHR, Right to Life. They met the criteria for Post Incident Management, in that they caused death or serious injury, revealed failings in command or caused injury to police or members of the public.

They were also subject to an investigation, to determine whether or not the actions taken were open and honest and that the integrity of all actions involved were demonstrated by those officers who were directly involved or in the command structure. Even though these cases have been through the post incident process, they have continued for many years after the initial incident.

Officers should be aware that Post Incident Management for either a firearms incident or any other incident involving police that may have caused death or serious injury (i.e road traffic collision or death in custody) has a set procedure designed to capture evidence for the investigation and ensure the welfare of the officer(s) involved.

The four stages, detailed opposite will only be taken after legal advice, Defence Police Federation and medical advice and are subject to the officer's wellbeing. Stages One, Two and Three will be completed before the officers go home after the incident, so the Force and the Federation should be prepared for welfare and support of the officers.

By Karl Smith,
Post Incident Manager
and PFOA Executive team

Post Incident Procedures ... a fresh perspective

■ STAGE 1 – Operational Sit Rep – Initial Situation Report

Following the discharge of firearms by the police, the tactical firearms commander or force control room must be informed immediately. This notification is likely to be provided by radio communication from an officer at the scene of the incident. The information provided should be sufficient to provide a situational report which will enable the tactical firearms commander to manage the on-going incident and assist them to discharge their post incident responsibilities.

■ STAGE 2 – PIM Basic Facts - At PIM suite

The PIM is responsible for establishing the basic facts of what happened. Where possible, this information should come from a source other than a principal officer. This is most likely to take place at the nominated post incident location, where the basic facts will be provided by an individual who is willing to supply them.

■ STAGE 3 – Personal Individual Accounts

Once the officer is suitably refreshed, spoken with Accident and Emergency or Local GP, they will meet with their legal team and, with them, give their account and essential facts in the form of a statement. This will be everything from start of their shift to the incident to present time. This will take as long as it needs, but is NOT a highly detailed account. Legal teams WILL guide officers.

■ STAGE 4 – Detailed Accounts

Detailed accounts should not normally be obtained immediately. They can be left until the officers involved are better able to articulate their experience in a coherent manner. This is usually after at least forty-eight hours. The detailed account should include, if relevant, why the witness considered the use of force or discharge of firearms to be absolutely necessary.

All of the Stages will be managed by the Post Incident Manager (PIM), the legal team and DPF representative. For those who are involved in a situation, there will be many more questions that the Independent Investigative Authority (IPCC, Procurator Fiscal) may ask, as the investigation progresses, but officers will be given support throughout that process.

The MDP has 24 accredited Post Incident Managers and the Defence Police Federation has invested in training some of their representative's in Post Incident Procedures with the Police Firearms Officers' Association (PFOA).

For more information about Post Incident Deployment, visit: **module 7 APP, Defence Police Federation website** or the **Police Firearms Officers' Association (PFOA)**.

New recruits join MDP beat...



Photographs by Paul Kemp



DOZENS OF NEW FACES have joined the Defence beat following the successful recruitment campaign launched last year.

By midsummer 2015 the Force had 260 new officers at their stations or in training, with many more in the pipeline.

Recruitment has been suspended temporarily, until next spring, in response to the in-year cost savings required by the MOD, but its success to date was clearly evident at the four graduation ceremonies which have taken place this year at the Force Headquarters at Wethersfield.

TalkThrough was at each one of them with our cameras and, as the selection of photographs on this page will testify, each occasion was very special not only for those taking part and their families, but for the Force itself, revitalised and better prepared to face the challenges ahead.



Well done, and thank you

FROM: Andy Mackinder, Head of Strategic Weapons Project Team, DE&S, Abbey Wood

Following the recent protest (at AWE Burghfield), I wanted to take the opportunity to express my sincere thanks to the MDP for the way the protest was policed, with disruption kept to a minimum.

I was aware of the extensive planning activity between stakeholders, including Thames Valley Police, for the weeks leading up to the protest and including revisiting the legal aspects of managing protesters. I was very grateful for the briefing I received from Chief Supt Disher and Supt Russell on the policing operation, including securing The Mearings for the month of March. I realise this must have been a considerable drain on resources.

I visited officers on duty at Aldermaston and Burghfield on the evening of 1st March and left feeling confident that all were prepared for any eventuality.

In particular, I would like to commend the Protester Removal Teams for their good work. Releasing the 'lock-ons' from the Pingewood gate on the morning of 30th March in less than three hours was excellent.

Please pass on my thanks to all, in particular Beth Disher and Jimmy Russell for a job well done.

FROM: Commodore Ian Shipperley, Naval Base Commander, HMNB Devonport

(To SPO Ch Insp Claire Pitcher, following familiarisation tours of MDP Dog Section and Marine Unit at the Base).

Thank you for showing me another part of your operation and a vital piece of our security set-up. I feel much better informed of the issues and it was good to meet some of your team.

Please pass on my thanks to everyone involved. I left with the impression of a professional and well-run team, who are doing a great job in all weathers.

FROM: Cllr Mike Pearn MBE, Mayor of Torpoint

On behalf of Cornwall's Armed Forces Day Committee, I would like to say a big thank you to you and your colleagues who took part in the MOD Police Dogs display at Thanckes Park, which helped to make the whole day such a huge success.

It was an honour for Torpoint to be chosen to host this event and with the MOD Police Dogs we were able to give everyone a day to remember.

As the Lord Lieutenant of Cornwall stated afterwards, Torpoint "truly celebrated the Armed Forces in style."

Once again, our grateful thanks to all who took part. It was a great show!

Footnote: Officers taking part were PCs Dave Gibbs, Harry Kinchinton, Nick Farrin and Duncan Fleming.

FROM: Steve Parker, Security Manager, Devonport Royal Dockyard

I am writing to express my personal thanks for the work that one of your officers, PC Alan Bates, has undertaken over the past few months here at HMNB Devonport, working with my security officers, looking into the theft of Babcock-owned property and other items from our site.

As a result of his investigations, (two) individuals were arrested and a quantity of property recovered. At the subsequent court hearing both were convicted. This conveys a strong message to our workforce and contractors that we will not tolerate theft from our site and will not hesitate to prosecute those individuals concerned.

I am confident that without the professionalism and dedication of your officers and in particular the work undertaken by PC Bates, we would not have recovered the property and the company would have suffered further losses.

FROM: Sqn Ldr DWR (Swampy) Marsh, RAF Fairford

Yesterday our 20 month old daughter, Jasmine, attended her last appointment at the Bristol Hospital Children's Burns Unit. She has been attending this unit since her scalding with boiling hot coffee in the camp café in May. We are very pleased to say that she will make a full recovery in time and is well on the mend.

The lack of deeper tissue injury is due in a large part to her mother removing her scalded clothing and then the immediate arrival of Constable Al Williams with cold water and ice. My family has a great deal to be thankful for, particularly one of your police officers' fast thinking.

On a less dramatic note, we would also like to say what a wonderful four years we have had here. Notwithstanding the incident above, this must be one of the safest, pleasant and most invigorating environments to bring up small children in the whole of the country. We have felt very safe and privileged living here. This is in a large part to the security provided by your staff but also the manner with which they accomplish it.

Having spent a great deal of time in the USA I am fully aware of the 'hard' rules that their culture enforces - balancing this with the 'softer' British expectations of the families here is not easy. I strongly suspect that if we did not have MOD Police judging the situation here and providing a highly professional 'buffer' then there would be considerable conflict.

Finally, we are not keen to leave RAF Fairford, but our time has come. We hope that we could return in a few years but that is in the lap of the RAF 'Gods'. May we request that you please pass on our heartfelt thanks from my wife, Gill, and I to Al Williams, and our sincere gratitude to all of your staff for keeping us safe, their good humour and their kind welcome whenever we have returned home. We will miss this.

MDP National Golf Society Championship 2015

By Willie Burns, Secretary, MDP(N) Golf Society

THE MDP (NATIONAL) GOLF SOCIETY'S 2015 Championship was held at Stoke by Nayland Golf Club, Essex on Thursday 20th August 2015, where 24 golfers competed in the annual event.

This year's Championship returned to the South East after 15 years, Gosfield Golf Club being the last occasion in 2000. The weather was great for golfing, partially cloudy with sunny spells and very slight wind but the ground was a little heavy due to rain the previous day. The morning round was on the Constable course and then the Gainsborough course in the afternoon. The turn out this year was an equal low but in the 28 years of running the spirit was high and the attending competitors had a very enjoyable day. We were graced with three retired officers this year, David Hamilton (Spain) Mick Bone (Scotland) and Nobby Clark in Essex. Mr Hamilton repeated his form this year as he scooped three trophies, one of which was the retired officer's trophy, well done David.

Joining the Championship this year were seven new names, Ross Stewart, Paul McLaughlin, Martin Ryan, Sandy Stewart, Alan Cameron, Willie Rice and David Lavelle, and from the feedback they all enjoyed themselves. Ross Stewart had the local knowledge of the courses in his favour as he lifted the Endeavour Cup. David Lavelle had a great time although to his frustration his driving let him down. Stick to driving cars David!

In past years the main man to beat has always been Kenny Whitfield, RNAD Coulport, and this year he didn't let us down again. He pipped Craig Govan and Gardy McKay to the post, well done Kenny.

PRIZE WINNERS

PRIZE	NAME	STATION
3rd Class - 2nd	A. Cameron	CID Clyde
3rd Class - 1st	S. Burnside	RNAD Coulport
2nd Class - 2nd	N. Clark	Retired
2nd Class - 1st	D. Platt	Donnington
1st Class - 2nd	D. Hughes	Donnington
1st Class - 1st	D. Hamilton	Retired
Endeavour Cup	R. Stewart	Retired
Nearest Pin AM	D. Fryer	Donnington
Nearest Pin PM	P. McLaughlin	MDP HQ
Longest Drive	D. Hamilton	Retired
Bogey Competition	D. Hay	RNAD Coulport
Birdie Competition	W. Rice	Garlogie
Stableford Winner	D. Platt	Donnington
Colonial Shield	S. Stewart	MDP HQ
Par 3's Winner	K. Whitfield	RNAD Coulport
Retired Officer Trophy	D. Hamilton	Retired
Handicap 3rd	P. McLaughlin	MDP HQ
Handicap 2nd	W. Burns	DCPO Palace Barracks
Handicap 1st	S. Stewart	MDP HQ
Scratch 3rd	C. Govan	RNAD Coulport
Scratch 2nd	G. McKay	HMNB Portsmouth
Scratch 1st	K. Whitfield	RNAD Coulport

MDP Lottery...planned closure

THE MDP LOTTERY, which has operated for a number of years in support of the Chief Constable's Fund - which exists to provide welfare grants or loans or other forms of support, according to its own published terms of reference - is to close.

Declining membership has meant that the Lottery has for some time now been operating on a zero surplus revenue position, despite decreasing the monthly prize values.

It is therefore with regret that, because of a continuing decline in revenue (and quite a

significant associated admin burden) the MDP Lottery will close by December 2015.

The small account surplus of approximately £10,000 will be issued to drawn winners of additional bonus prize/s in the final draw in November 2015.

No further subscriptions will be taken from staff salaries beyond 31 October and retired officers who continue to support the Lottery will be notified separately.

The final draw results will be published in the next issue of *TalkThrough*.

Who we are and What we do . . .

- *The MDP is a civilian police force which is funded by the MOD to protect and secure key MOD assets from armed attack or the threat of attack. Some of those assets are nuclear weapons and require the highest possible degree of protection*
- *The country as a whole is at a high state of alert for terrorist attacks and the MDP must maintain continued vigilance. To achieve this aim some high security MOD sites are patrolled by armed officers 24/7 for 365 days a year*
- *MDP officers have full police powers and a wide range of resources: including the country's largest marine and dog policing units*
- *The MDP's aim is to act as a powerful deterrent, effectively making terrorist attack against key Defence assets a less viable option*
- *All of our 2,600 officers are firearms-trained and we follow national police guidelines on the use of firearms*
- *The MDP activity to protect Defence assets has knock-on benefits for everyone's safety, including the safety of military families and MOD employees, both military and civilian*
- *MDP also polices protests and demonstrations, to ensure they don't interfere illegally with military activities or place the safety of anyone at risk*
- *The protection of Defence assets by the MDP also extends to investigating theft of any of those assets, or fraud carried out against the MOD. Theft and fraud are a drain on military front-line resources*