



ISSUE 161

# Talk THROUGH



THE MAGAZINE OF THE MINISTRY OF DEFENCE POLICE

JUNE 2016

■ Senior  
Leaders'  
Conference  
Special  
Report ■

■ MDP  
support to  
QE Carriers  
Project picks  
up speed ■



**FORCE'S  
FUTURE  
ROLE  
AND HQ  
LOCATION  
UNDER  
REVIEW**

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## SENIOR LEADERS' CONFERENCE – SPRING 2016

Report by Norman Hicks



Photographs by Paul Kemp

# Delivering change . . . ... in uncertain times

**T/ACC DAVE LONG, Conference Director, welcomed delegates to the Spring 2016 Senior Leaders' Conference, held at HQ Wethersfield.**

"We are in challenging times and I think we all know that. They are uncertain times, but also interesting times that could equally bring new opportunities to MDP in the future," he said.

**Chief Constable Alf Hitchcock** also picked up on the challenges ahead for the Force.

"The drive is for us to be modern, efficient, capable and to continue to deliver our MOD requirement, but with one eye on the fact that there is something coming around the corner very soon.

"By July we will know where Government is going on the national infrastructure police force and how that's going to work out. In the meantime we need to be as good as we can

be because we need to be in a strong position to be able to deliver the change that is necessary, whatever that looks like," he said.

The Chief had earlier reminded delegates: "We are here to deliver the Ministry of Defence requirement, whether that is from Defence directly, or from those customers who require Defence to provide a service. We are the provider of choice and, in order to be that provider of choice, we need to be modern, capable and efficient at what we do."

The 2015 Strategic Defence Security Review (SDSR) had decreed that, despite Defence spending being protected at two per cent of GDP, there was still a requirement to reduce the head count of civilian staff from its current level of 56,860 down to 41,000 by 2020.

He outlined some of the pressures there would be on the Defence budget and some of the uncertainties surrounding the future, including the outcome of the Infrastructure Policing Review.

# Talk THROUGH

## Editor:

Norman Hicks  
Corporate Communications  
Room 124/1070  
MDP Wethersfield  
Braintree, Essex CM7 4AZ  
tel: 01371 854053  
e-mail: MDP-CorpCom-PublicationMgr@mod.uk

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"At the start there were six possible options of what a new Infrastructure Policing Force could look like for the nation. That has been honed down dramatically to essentially can you get MOD Police, Civil Nuclear Constabulary, British Transport Police, Home Office Roads Policing, Home Office airports and Highways England into one giant police force which, if you can, becomes the third biggest police force in Britain.



"However, that's option six. Option five appears to be the one and it's the one that I have spoken most with our Department at Ministerial level, Permanent Secretary level and over at the Home Office about is the 'can you do an

option before that?' so start with a smaller version, then move in stages towards what might be the bigger force, or even stop with the smaller version doing what you need it to do?

"But there is a lot of work to be done first. What is interesting to have come out of the Value for Money Research as part of this project is that we come out pretty well. We are a pretty lean, efficient, cost-effective police force," he said.

## POLICE COMMITTEE

In what will probably be his last appearance at an SLC before his term of office as Chairman of the MOD Police Committee ends at the end of September, **David Riddle** reflected on the past eight and a half years since his appointment.

The Force had been through a large number of reviews in that time, but had also notched up some notable achievements, he said.

These included Operation Vintage – national infrastructure policing – which he said had enhanced the reputation of the Force to deliver a broad mission; the enhanced armed policing capability at AWE; International policing, which saw MDP delivering one of the Government's primary commitments; the introduction of community policing; successfully saving

at least part of CID when it was under severe threat from MOD budget cuts; support to the Olympics; and the new Operational Policing Model.

"Two other things, looking backwards, that I have observed in the years that I have been going around, meeting your customers and also meeting the Force members in focus groups is the absolutely consistent support that there has been expressed to us as the Police Committee by the customers at these locations.

"They love what you do, they want you to carry on doing it and you have to learn even more how to exploit their loyalty to the services that you provide.

"The second thing that has been absolutely consistent from day one is what



we have seen at the Police Committee in terms of a consistent commitment and delivery by front line cops. By and large, what characterises this organisation in my experience is the body of front line cops who really do understand that they are there to meet the customers' requirements."

## INFRASTRUCTURE POLICING REVIEW

Visiting from the Directorate of Defence Security (DDefSy), **Harvey Moore** explained the rationale and key objectives of the SDSR. It included specific commitments 'likely to have an impact on MDP's long-term direction', including making more use of returning troops from overseas deployments in guarding roles at MOD establishments.

There were also opportunities, including the renewed long-term commitment to the nuclear deterrent and providing armed policing support for the new Queen Elizabeth Class aircraft carriers, being built on the Clyde and due to berth at Portsmouth.

Explaining the financial pressures on the central MOD budget and, therefore, the money available to fund MDP, Harvey said that there was clearly scope for a better model of funding for the Force.

"The future of MDP is likely to be as part of a larger Force," he said. "The SDSR included a commitment to integrate infrastructure policing further and to review the options to do this. So, the Home Office, DECC, Department for Transport and the MOD are undertaking a joint review of infrastructure policing, with the aim of reporting to Ministers in the summer.

"MDP and MOD are fully represented on the review, with Colin Stallwood, who had been working in MDP Finance, now a fully paid up member of the Home Office project team, Supt Dave Pawley will also be part of the project team, providing MDP Subject Matter Expertise into the review, the Chief is part of the Senior Stakeholders' Committee, David Riddle has been invited to sit on the Challenge Group, Paul Fyfe, Head of DefSy, sits on the Cabinet Office Steering Committee, so it's fair to say that at every level of the infrastructure policing review MDP is going to be represented and have a voice.

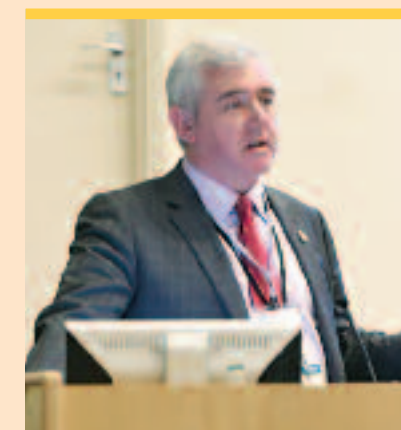
"The Chief and I have briefed the Minister on the Infrastructure Policing Review and I joined our Minister in his meeting with the Home Office to agree the next steps.

The scope of the review takes in police organisations involving three functions:

- Armed protective policing
- Policing of public spaces
- Keeping critical network moving

Harvey explained that the project is running alongside a number of other related Home Office initiatives around armed policing, all of which would need to be considered as part of the infrastructure policing review.

"Ultimately, this is a huge opportunity for MDP to shape and mould policy around the way that you think of as armed policing, in both organisational terms and in response to major incidents. Obviously, we all hope that we won't have a Paris-style attack, but if it happens, MDP needs to be ready and able to respond, either as you are now, or as part of a larger force."



## FUTURE HQ LOCATION?

**David Old**, Head of Business Systems and Deputy Head of Establishment at Wethersfield (pictured), spoke about Project Jute, the rationalisation of the MOD estate as part of the SDSR process, with the aim of releasing land to provide 55,000 new homes.

The Defence Infrastructure Organisation (DIO) has been tasked with leading on this project and has started by identifying the core estate, needed to run the MOD effectively now and over the next 25 years, remembering that the draw

down on Germany is going to bring upwards of 20,000 personnel back into the MOD estate.

In January, DIO announced it would be vacating a dozen named sites over the next five to ten years, with the long-term future of another 72 other sites, including Wethersfield, being assessed at that time.

Subsequently, DGHOCS asked for Wethersfield to be treated as a stand-alone site, earmarked for closure, with the current activities there being transferred to other MOD sites with appropriate capacity.

A Value for Money study was instigated, with a final decision scheduled no later than June this year, he said.

NB: Closure of the Wethersfield site by 2020 was confirmed by the DIO on March 24th.

## OPERATIONAL SUCCESSES

Operational highlights for the past year were introduced by **ACC Dave Allard**, also attending his final SLC before retiring in the summer.

They included Op Justiceship – preparation for the arrival of the Queen Elizabeth Class carriers (see page 5); Op Temperer – a national armed mobilisation of police officers in the event of a terrorist attack and Project Servator – high profile proactive policing outside key Defence locations, coupled with the roll out of the MDP's new Operational Policing Model (see page 8).

**Supt Sandy Stewart** outlined the planned Force response to a national armed mobilisation of troops and police in the event of a major terrorist incident having occurred, or thought to be imminent, meaning the threat level had been raised to Critical.

The national deployment, code-named Operation Temperer, would see troops augmenting police firearms officer numbers where these were deemed inadequate to meet the threat.

The MDP response to such a mobilisation – code-named Operation Novercal – has been tried and tested over several months, with training for AFOs rolled out, and Station quality assurance visits 'ensuring that the theory of available capabilities and capacities meets the reality'.



Supt Stewart took delegates through what the HQ Gold Cell would be expected to do in the event of a national terrorism threat triggering Op Temperer and Op Novercal.

Moving forward, he said, there will be regular reviews of Force capability, to ensure that MDP can meet the requirements expected of it at national level.

Challenges ahead included the ongoing need for the Force to save money, the suspension of recruiting (since re-started) and how SDSR15 proposals will impact on the way MOD secures its sites in the future.

The Chief Officers Group is keen to see a boots on the ground live exercise, said Supt Stewart, adding: "So, watch this space."

## FITNESS AND TACOS

Fitness advisers **Alyn Rourke** and **Insp Brian Abram** provided an update on the planned introduction of mandatory fitness training and standards with effect from April, once the revised Terms and Conditions of Service (TACOS) for MDP officers had been implemented.



**Richard Clancy** (above) made two appearances at the conference, firstly to give delegates an update on the current state of play with the negotiations over TACOS for MDP officers and the ongoing Headquarters Post Implementation Review, returning on the final day to speak about the 2015-16 Policing Plan.

## BREAKOUT SESSIONS

The second day of the conference was devoted to breakout sessions in the Operational Capability Centre. Topics covered were:

- Managing Finance and Resources, led by Chief Officer Resources and Planning **Justin Oliver**
- Health and Safety Awareness, led by **Dr Jo Mortimore** (Head of SHEP) and **David Old** (Head of Business Systems and Deputy Head of Establishment at Wethersfield)
- The Management of Attendance and Capability, led by **Chief Insp Stuart Wilson** and **Kathryn Bunyan**, of the Performance and Attendance Unit
- Staff Engagement and Leadership, led by **Supt Pam Hewitt**, **Chief Inspector Steve Rochester**, from Organisational Development and HR Business Partner **Lucy Selkirk**.

After completion of all the sessions, delegates re-grouped in the gymnasium for a wrap-up and learning outcomes session, led by T/ACC Long.

## DAY THREE PRESENTATIONS

The final day of the conference began with a presentation by **Peter Moore**, Chief Financial Officer and **Mark Oxley**, Head of Clinical Services for the Police Treatment Centres (PTC) about how they operate and are funded.

Their declared aim is to be centres of excellence in the treatment of sick or injured police officers, facilitating a return to work as quickly as possible, by providing the very best of modern care and treatment for all their patients.

**Richard Clancy** returned to the podium to speak about the Policing Plan, which he said is an important document, providing an overview of what the Force is, what it does and includes the business plan, which sets the priorities for the coming year.

Divisional Commanders **Chief Supt Mick O'Byrne** (Territorial) and **Chief Supt Beth Disher** (Nuclear) provided the conference with highlights of the year, touching on some of the challenges they faced and the considerable achievements of their respective Divisions.

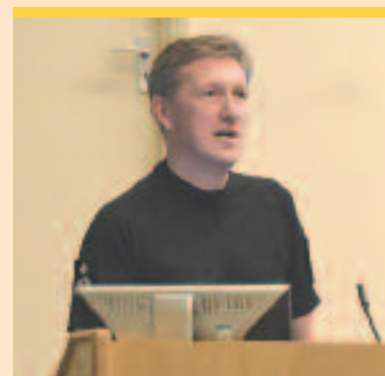
Completing the Divisional reorganisation, setting up new stations and responding effectively to the MOD's requirement for support in the roll out of the new QE Carrier Project were among the high points of the year.

This was set against the background of the My MDP Survey, which had

captured the concerns and opinion of staff in the autumn, with each Divisional Commander setting out what had been done to address those issues.

Coping on the ground with the effects of the SDSR and budget restrictions was a common theme for both Divisions, as well as bedding in new Divisional structures, following the reset of the Force in earlier years.

Communication was also identified as a key concern for staff and was being addressed by more cascade briefings and smarter use of the IT channels available.



Chief Officers took part in a question and answer session, led by the Chief, before handing over to **Deputy Chief Constable Andy Adams** (pictured above), who wrapped up the conference.

He said: "There has been some really good stuff over the last couple of days about how the MDP are going to change the way they do things and the dialogue that we have to have with people who allow us to do that, or are going to be affected by it.

"We are completely in control of our destiny. You are the leaders of our organisation; the destiny of the MDP is vested in your hands as much as it is in the group of Chief Officers. The way you deliver your business, lead and manage your people is going to have a profound impact upon what we do as a Force.

"I've been really impressed with everybody over the course of the last few days. We've got some really skilful and bright leaders in this room and I've got every confidence that you are going to help us deliver what we need to, in articulating what we do, supporting us in the process as we manage the change and describing what we are going to do as an organisation, individually or collectively, moving into the future."



Photographs by Paul Kemp

# MDP plays vital roles in QEC project

**WITH THE MOD'S MAIN EFFORT focused on Future Force 2020 a key element of the preparations to reconfigure the UK's military and Naval strength and tailor it to a rapidly changing global terrorist threat, is the building, trialling and deployment of two new super carriers, set to become the pride of the Fleet.**

MDP is playing vital roles at both Rosyth, where the first of the giant ships, the *Queen Elizabeth* Carrier (QEC) is being built and at HMNB Portsmouth, where she will be berthed.

**TalkThrough** asked Territorial Divisional Commander **Chief Supt Mick O'Byrne** for his views on how the Force is shaping up to meet the challenges posed by this major project.

He said: "The Queen Elizabeth Carrier project is well under way at Rosyth in Fife, Scotland and the newly established MDP complement at MOD Caledonia is providing armed policing to protect the circa 900 service personnel who are helping to prepare and test the ship.

"The QEC is scheduled to commence sea trials in March 2017 and whilst in territorial waters the carrier will be protected by a flotilla from the Clyde Marine Unit (CMU).

"The trials will take between five and six weeks and on completion, the QEC will be escorted by the CMU to Portsmouth, where the ship will achieve its first point of entry to HMNB Portsmouth, its new home port, circa May 2017.

**Portsmouth is the busiest sea port in UK which caters for military, commercial and leisure craft whilst attracting over a million and half visitors a year to the world famous Heritage site. The RN flagship will increase the already significant interest in HMNB Portsmouth, as sightseers vie to see the iconic ship.**

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## MDP PLAYS VITAL ROLES IN QEC PROJECT



### INTERNATIONAL FOCUS

"It is expected the QEC will attract huge international focus at first point of entry, with the local community already engaged with the RN in planning the gala event.

"The QEC is the first of two state of the art aircraft carriers; the second being the *Prince of Wales* which is expected to be completed during 2019. The required MDP uplift to provide additional landward, seaward and technical staff, in anticipation of the two carriers, will be around another 140 MDP officers and this has required an intensive recruitment and training programme, in addition to new accommodation and berthing facilities for an increased marine capability.

"The QEC programme has been the subject of immense political and media interest as the boats have been developed and undoubtedly MDP's contribution to the overall project has enhanced and secured the Force's reputation as the number one marine police capability in the UK," said Chief Supt O'Byrne.

At the Spring 2016 Senior Leaders' Conference, **Chief Inspr Fiona Kerr**, SPO at HMNB Portsmouth, described to delegates the security planning being done in readiness for the QEC.

"Any unauthorised access alongside could cause significant reputational risk," she said, with the carriers representing high impact targets for attention seekers through to terrorist groups.

Vulnerabilities have been identified and risk-assessed and the normal requirement for a protective boom around the vessels waived in favour of a dedicated 24-hour patrol by MDP Marine assets.

A new security policy has been developed for when the carriers are at anchor within the busy Portsmouth harbour area, she said. MDP was set the task of developing a planned system of defensive security and this resulted in a complement review last year and a significant uplift in the number of officers deployed at the Base, both for landside and marine duties.

The latter will include armed escort of the carriers to and from their berths, over an agreed distance, providing protection from short-range threats and an intercept function through the route.

When both *Queen Elizabeth* and her sister ship the *Prince of Wales*, are alongside in Portsmouth Harbour – scheduled for 2018 – MDP resources will have a third of a mile of Royal Navy assets to protect.



### ENHANCED COMPLEMENT

Work is in hand to locate the enhanced MDP Marine complement in suitable premises, as well as to accommodate the additional fleet, said Chief Inspr Kerr. She holds weekly meetings with the Naval Base Commander and Captain of the Base, to ensure that MDP is ready to meet the first carrier's planned arrival date.

Meanwhile, up on the Clyde where QEC is being built, the project has led to the return to MOD Caledonia for MDP, after a gap of some years.

The complement's new role is to provide a 24-hour armed policing capability to protect the RN and contractor personnel during the build phase for both vessels.

Said SPO **Sergt Paul Stringer**:

**“This service cannot be delivered successfully in isolation, so close co-operation and dialogue has been firmly established with Police Scotland and areas for mutual support have been established.”**

"I am determined to ensure that we deliver an effective and supportive service," he said. "Historically, the MDP has supported the Defence community in the Rosyth area, ever since the amalgamation of the tri-service police authorities and the creation of the Ministry of Defence Police in 1971.

"I am delighted that MDP has returned to MOD Caledonia. The support and advice provided by the Head of Establishment, Peter Bush (Defence Infrastructure Organisation) has been exceptional, I look forward to supporting his Command Team in the coming months and years."

## SPOTLIGHT

**THE MOD CALEDONIA SPO, Sergt Paul Stringer, joined MDP, aged just 19, in March 1985, completing the initial recruits course at the then training base at Medmenham, before his first posting, which was to RAF West Drayton in May that same year.**

A voluntary transfer to RNAD Coulport in September 1985 was followed by attachment as an aide at CID Clyde (1987-9), after which Paul completed the inaugural MDP Scottish CID Course, also at Medmenham, passing out as top student.

From 1990-2001 he was posted as a Detective Constable to CID Rosyth. "During this period I completed Asset Profit Confiscation, Drugs, Fraud, and Initial and Advanced Detective Officer Courses, at Scottish Police College Tulliallan.

"Also during this time I investigated a wide range of cases, including theft, fraud, sexual offences, sudden death and attempted murder.

"In 1999 I was awarded an ACC Commendation, for the successful prosecution of two brothers charged with Wilful Fire-raising of the FOSNI Residence on Ferry Toll Road, Rosyth.

"That year I also was appointed as the MDP DC to Fife Police Enquiry, investigating an On-Duty MDP Constable who committed an offence of Attempted Murder and thereafter committed suicide. On conclusion of the Fatal Accident Enquiry my investigative efforts were commended by the Force."

In 2000 Paul received the Scotland Divisional Commander's Commendation for the successful prosecution of a senior MOD Contracts Officer involved in a complex contract Fraud.

The following year he transferred to the inaugural position of MDP Unit Beat Officer for Edinburgh Garrison, which included three Barracks, Edinburgh Castle, and 2,000 Married Quarters.

Returning to CID in 2004, Paul went on a six month detachment to UN Police Kosovo, acting as the Executive Officer for a multi-national investigation related to ethnic murders and desecration of religious sites.

Promoted to Sergeant a year later, he transferred to HMNB Clyde, as a Section Sergeant, a role he also carried out at DM Crombie.

In 2008 he voluntarily transferred to another inaugural post, as DCPO Supervisor at 2 Div HQ, Craigiehall, Edinburgh, with responsibility for the management of four DCPO locations in Scotland and three in Northern Ireland.

"Arguably my proudest moment came in 2009, when I became the first line manager to successfully recommend a MDP DCPO for the British Police Community Policing Award Nomination.

"PC Gary Weir attended the ceremony at the Hilton Hotel, Park Lane, London in company with the then Chief Constable



**Sergt Paul Stringer**  
MOD Caledonia SPO

and, although he did not win overall, he was subsequently invited to the Scottish Police College Tulliallan and presented with a Community Policing Award by Scottish Justice Secretary Mr Kenny MacKaskill.

"In 2011 I did a six month deployment to Afghanistan in Support of Operation Herrick, where I was responsible for mentoring and monitoring Afghan Police Officers, plus daily management of a Crime Stopper Initiative at Lashkar Gah Police HQ. In addition, I conducted two-week stints at Forward Operating Bases in Lashkar Gah, Nad-i-ali and Babaji."

The following year Paul undertook a four-month detachment to the UK Border Agency at Heathrow Airport in support of the 2012 London Olympics, transferring to Clyde Marine Unit in 2013, where he qualified as a day skipper, became RHIB-trained and assisted in delivery of policing operations designed to ensure the unimpeded passage of the continuous at sea Nuclear Deterrent.

His appointment as SPO MOD Caledonia was confirmed last year.

Married for twenty-five years to wife Jacqueline, the couple have two sons, aged 19 and 24. They met on the recruit's course in 1985, but Jacqueline – who is the daughter of retired MDP Inspector Jack McKenna – resigned from the Force 19 years ago, on the birth of their second son, having previously served at Broughton Moor, Coulport and Rosyth.

Paul's personal interests include refereeing local youth and amateur football, fishing, cricket (yes, in Scotland!) and supporting Rotherham United Football Club.



# Project Servato and Effects-Based Policing

Main photographs courtesy of AWE Ltd

■ **TRIALS** have been taking place at AWE Aldermaston and HMNB Portsmouth of **Project Servator**, which comprises a range of intelligence-led policing tactics, designed to deter and detect terrorism activity.

Before retiring in April, the then project co-ordinator, **Chief Insp Phil Merriman** told delegates at the Spring 2016 Senior Leaders' Conference in March that the new style of policing, to be effective, needed to be delivered outside the wire.

Project Servator has been developed over the past five years by the Centre for the Protection of National Infrastructure (CPNI) working with City of London Police and other Forces, including the Civil Nuclear Constabulary.

It stands on two independent but complementary bases – Influence Activity (IA) and Behavioural Detection (BD), designed to deter and detect terrorism.

The first of these sets out to make it much tougher for potential terrorists to launch an attack against a specific location, 'sowing the seeds of

doubt in their minds' that they are bound to get caught if they conduct hostile reconnaissance, said Chief Insp Merriman.

The second base, Behavioural Detection, involves deploying highly-trained officers who can, through observation and subsequent questioning, detect people who are betraying behaviour that arouses suspicion.

Chief Insp Merriman said :

❗ **Anyone engaging in hostile reconnaissance will have a fear of detection and our messaging will hopefully amplify that fear.** ❗

He explained the techniques to be employed to identify those acting suspiciously and what coordinated approaches would be made to neutralise any perceived threat.

He also described how Project Servator fits into the MDP Operational Policing Model (OPM) in support of the MOD's Statement of Requirement for the Force.

"Servator does not replace the OPM, but it does enhance it," he said. "It is not a large-scale event – it can be anything you want it to be, from twenty officers down to one, engaging with the public and handing out leaflets."

## ALDERMASTON AND BURGHFIELD LAUNCH

To launch Project Servator at Aldermaston and Burghfield, an article in the local newsletter *Connect*, targeted at communities in the immediate vicinity, gave details of the initiative, with an appeal to the general public to be the 'eyes and ears' of the police officers involved.

It said that MDP, working closely with staff at AWE, would be launching the new model of protective policing, 'with the aim of deterring and detecting a wide range of criminal activity – from petty crime to terrorist activity – around AWE Aldermaston and Burghfield, while providing a reassuring presence for local people.'

The article continued: 'A key priority for the MDP and AWE is keeping people from these communities safe. As the threats our communities face change, so too will the deterrence measures.

'Every opportunity is taken to review and reinforce the high level of security at the AWE sites. This increased police activity is not related to information about a specific threat; it is simply a consequence of deploying existing resources in a more visible manner.'



Residents were urged to co-operate and do what they could to help, including displaying posters about the project, which in themselves also form part of the deterrent factor for anyone carrying out hostile reconnaissance.

Other tactics would 'centre on highly visible, unpredictable deployments of police officers and other specialist resources, such as police dogs, armed police officers, plain clothes police officers and detectives in unmarked cars,' residents were informed.

'They are supported by technology in the form of automatic number plate recognition and CCTV cameras. People can expect to see the police talking to local community members and handing out information packs.

'Due to the way the project works, the tactics have the welcome effect of deterring all types of crime within a given area. Project Servator has been tried and tested by police forces all over the country, at public

events and in crowded places, such as the 2014 Commonwealth Games in Glasgow and the Lord Mayor's Show in London' said the *Connect* article.

'Adopting the tactics will enhance MDP's ability to protect AWE defence assets and this protection extends to encompass local communities.

'The MDP officers involved in Project Servator have all received the specialist training in the latest techniques to detect criminals and identify those with criminal intent. Key to their success, however, is the fact that it is impossible to predict where and when the next police deployment will take place, what it will look like or how long it will be in place.'

## EFFECTS-BASED POLICING

AWE **Chief Insp Charlie Franks** speaking at the Senior Leaders' Conference, described the concept of Effects-Based Policing, which has been adopted by MDP as the basis of its Operational Policing Model, launched at Aldermaston and Burghfield.

"It is high profile, unpredictable policing to disrupt, deter and detect hostile reconnaissance and or terrorist activity," he said.



Chief Insp Franks led delegates through an interactive debate on how this concept can best be delivered and outlined some of the issues that had been highlighted during the pilot scheme.

A change of command culture had been required, moving away from static armed guarding at entry and exit points to a more proactive, unpredictable policing profile, he said.

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# PROJECT SERVATOR

Photographs by Neil Parry



Engagement with the community and local businesses is vital to the success of the operation and the idea is to continue to build a living security network of numerous partners so that when the police are not present, others are acting as our eyes and ears. In this way the MDP and security partners are ensuring that we make the environment hostile to those who are hostile towards Defence and the wider community.

The purpose of the operation is to keep the community safe, and in order to do that successfully we need to work with the community and other security partners.

Already we are finding that businesses and commuters within the local area are familiar with Servator and ties between MDP and the wider community are strengthening.



This includes conducting armed patrols outside the wire and, where suspicious behaviour justifies it, stopping vehicles and requiring the occupants to explain their presence close to the MOD establishment being protected.

The presentation triggered a lively debate around the legal principles involved in delivering the new policing model and how it fits in with the way the Force has traditionally delivered on the MOD's Statement of Requirement.

Chief Insp Merriman said that the success of the new model hinged on finding the right balance between the 'deny and defeat' element versus the 'deter and detect' element of defending critical targets at key Defence locations.

The high visibility profile outside the wire at Aldermaston had also had a positive knock-on effect in reducing criminality in the wider community, said Chief Insp Franks, which in turn

had led to a closer working relationship with the county Force.

## PORTSMOUTH LAUNCH FOR SERVATOR

In the early hours of Wednesday 13 April at HMNB Portsmouth a number of specially trained MDP officers were joined by colleagues from Traffic and Dogs, as well as Hampshire Police officers, for a briefing prior to a Servator deployment, writes **Inspir Tom Huntley**.

This deployment was to be one of many that have already taken place and continue to take place around the base. Watching the briefing with keen interest were members of the Base Security Team and senior Royal Navy Officers.

Servator is a methodology being embraced by MDP at Portsmouth to deter and detect those with hostile intent from operating in and around the establishment. In doing so, a holistic approach is taken using a

range of security measures such as uniformed and plain clothed officers, specialist search officers and technology to disrupt any attempts to gain information that would be useful to those with terrorist or criminal intent.

The approach is high profile and officers engage with the local community to gain information and explain the purpose of our Servator deployments. In doing so we ask that members of the public report directly to us anything that is of a suspicious nature or simply doesn't look or feel right. Officers hand out information leaflets containing contact details and display posters in public areas to encourage the flow of information.

Officers involved in Servator deployments set up for limited periods within the base and at points of entry to the establishment but also push out into the wider community, from where those with hostile intent may operate and move, such as rail way stations, ferry ports and shopping centres.



# Operational HIGHLIGHTS



Round up by Nikki Coe

**IT HAS BEEN ANOTHER busy year for Nuclear Division, particularly on the Clyde where they received a visit from USS Wyoming, carried out Op Speedium, policed the Big Blockade and hosted a visit from the Chancellor of the Exchequer.**

The Right Hon George Osborne MP visited HMNB Clyde to announce a £500 million infrastructure investment in readiness for the next generation of Ship Submersible Ballistic Nuclear Submarines, capable of maintaining continuous at sea nuclear deterrent patrols beyond the lifetime of the current Trident submarine fleet.

During his visit Mr Osborne received a brief on MDP capabilities and operations from the SPO, Superintendent Dennis Jackson. Mr Osborne expressed his appreciation of the importance of the contribution made by MDP and took the opportunity to get acquainted with maritime capability in particular through a waterfront patrol carried out in conjunction with MDP's key nuclear protection partner 43 Commando, Royal Marines.

Previously, HMNB Clyde was the venue for the Big Blockade demonstration: a planned peaceful protest against Trident that attracted around 750 AND demon-

strators from across the country and Europe. It took place against the backdrop of the largest ever Joint Warrior Exercise (NATO Fleet Exercise), involving around 40 ships from across the nations of NATO, all of which created a multi-cultural event, with considerable logistical and language issues.

The exercise was also notable as the first time MDP and Police Scotland had a joint Command Cell housed within HMNB Clyde and both Forces joined together to deal with lock-ons at a variety of areas within the establishment. Much work had been done by Superintendent Jackson to foster a positive relationship with Police Scotland and this was evident during the exercise.

The demonstration lasted around eight hours and was challenging with a particular group of protesters throwing paint at the two forces and around 30 arrests being made. However, the majority of the protesters were peaceful. Feedback from the Naval Base was complimentary toward the police operation with minimal disruption to the NATO exercise.

In the early hours of 16 September 2015, a fleet of MDP Escort craft, crewed by CMU Marine AFOs, departed HMNB Clyde to proceed to the lower firth of Clyde for the inbound escort of USS Wyoming (SSBN-742) a US Navy Ohio-Class Ballistic Missile Submarine.

MDP led the high profile joint security operation with CMU officers utilising two launches and two Arctic 24 Rigid Hulled Inflatable Boats (RHIBs) to provide an armed waterborne outer cordon around the submarine during its entire 27-mile passage to HMNB Clyde.

Support was provided by Police Scotland, 43 Commando Fleet Protection Group Royal Marines and the Royal Navy

with additional air support in the form of helicopters from Police Scotland and the Royal Navy. The Police Scotland helicopter was able to provide a video downlink from the air to a video monitor on the CMU Command Launch, Police Launch Condor and shorebased support during the latter part of the operation was provided by MDP Armed Support Vehicle teams from Clyde and Couport.

A bespoke command protocol was used with Police Scotland embedding a Strategic Firearms Commander and Tactical Firearms Commander with the Incident Command and Control Centre (ICCC) at Clyde, but existing MDP command structure remained in place for the waterborne side of the operation. Supt Jackson was also in attendance at ICCC to host the Police Scotland officers and maintain an overview of the operation.

Inspector Brian McArdle, on board Police Launch Condor, was Tactical Firearms Commander for the operation with Sergeant Kenny Dalgleish carrying out Operational Commander duties onboard a CMU Arctic 24 RHIB. Additionally, to enable interoperability, Police Scotland's control room was 'patched' into the MDP Airwave communication channel.

Inspector McArdle stood down the operation once USS Wyoming had safely berthed at HMNB Clyde, just three hours after it had commenced. The whole operation was viewed as a complete success by all involved, including US Strategic Command.

Officers from HMNB Clyde and CMU were part of Cumbria-led Operation Speedium; the operation to provide armed support to HMS Artful, the third of the Royal Navy's new Astute Class nuclear-powered hunter killer attack submarines, as it left the BAE Systems Dock at Barrow-in-

Furness, whilst it was berthed within the outer dock and during its passage through the Walney Channel to sea, where it was to conduct initial sea trials.

Operational Firearms Commanders Sergeant Dave McInnes and Sergeant John Milne led a shore-based MDP Firearms Team in carrying out patrols of the Ramsden Dock area, whilst the submarine was secured overnight and then as it left for its passage to sea, a team of AFOs from CMU provided waterborne armed support on board two MDP RHIBs.

CMU Operational Firearms Commander Sergeant Bill Robertson was on board Cumbria's Police Launch Consortium, working closely with their Marine Bronze Commander, and CMU also provided a Tactical Firearms Adviser, PC John Hughes, who was housed in the Command Cell alongside Cumbria's Tactical Firearms Commander throughout the operation.

The operation, the third Speedium, was viewed by all as having been a complete success and further enhanced the close working relationship with Cumbria Constabulary – a relationship that can be traced back as far as 1992, when the first Vanguard Class Trident Submarine left its dock in Barrow-on-Furness.

Officers at the other end of Nuclear Division were just as busy in 2015 with the Effects Based Policing Model (EBPM) being implemented at AWE in April 2015 for a six month trial period (see pages 8-11 for more details).

This model was introduced in order to move away from predictable policing patterns in order to deliver high profile, unpredictable policing to deter and detect hostile reconnaissance and postulated/insider threats.

The site specific Firearms Tactical Plans (used to deliver the GSSOR prescribed tasks) were revised to meet the needs of the EBPM with eleven tactical options introduced which are over and above the usual policing/guarding baseline measures.

These included unmarked counter-terrorism patrols, high profile tactical postures and electronic CCTV patrols. These tactical effects are known as Operation CheckBite and are recorded on Command and Control to provide assurance and a transparent audit process. The Tactical Firearms Commander – one each shift – will set the number and type of options to be delivered to ensure an unpredictable policing pattern is maintained.

During the trial, the tactical options greatly increased the operational use of Stop and Account, Stop and Search and PNC requests and the new approach motivated officers; shown by a reduction in sickness levels and backfilling overtime.

The trial was fully supported by the MOD and AWE with the EBPM and AWE Firearms Tactical Plan being tested through a site-wide field training exercise at both AWE sites to a satisfactory standard. Agreement has now been reached by the stakeholders to formalise the EBPM into a

new GSSOR and Project Servator (CPNI sponsored) is now also being trialled at AWE.

During March Burghfield officers worked in partnership with Thames Valley Police (TVP) to police the 'Month of March' protests which saw the closing of the MOD road into the establishment to prevent any protests or unauthorised camping on MOD Land and included a large demonstration on one day. MDP and TVP retained a security posture that successfully prevented any disruption to AWE staff, managed and removed lock-ons at Pingewood Gate and the obstruction of Riders Lane and Burnhouse Lane roads.

There was no significant disruption to any establishment personnel and local residents were supported through a comprehensive communications and community impact plan. Both the MOD and AWE were appreciative of MDP's professional handling of the whole operation.

On 27 June 2015, four officers, APS Boylett, PC Stockman, PC Braund and PC Bartlett along with PC Braund's drugs dog Summer and PC Bartlett's AES dog Ziggy, attended the AWE Open Day Showcase event. They held a stall showing items of interest such as body armour and cuffs as well as showcasing a police vehicle and dog displays – which were well received by the children attending! The officers received a formal letter of thanks from the organisers with a special thanks for their assistance in helping an elderly lady who had fallen during the day.

## CRIME COMMAND SUCCESSES

**THE FOLLOWING SUMMARY of successful convictions during 2015 has been provided by Head of Crime Command, Supt Brian Johnson:**

**CASE 1:** A commercial company inflated invoices to the MOD in relation to providing resettlement courses for retiring MOD staff. The Accused was charged with Fraud in the sum of £433,000. At Southwark Crown Court he pled guilty on all 13 charges. Sentenced 8th May 2015, 2 years 3 months imprisonment.

**CASE 2:** The Accused was paid £50,000 to dispose/destroy a large quantity of Kevlar Body Armour, helmets and other associated equipment on behalf of the MOD. He attempted to sell the equipment to the Jordanian Armed Forces. A large quantity of palletised MOD equipment (body armour / ballistic plates) was seized by MDP and seventeen 40ft containers returned by Maersk Shipping destined for Jordan. Approximately £120,000 worth of equipment was put back in to service. The Defendant appeared on 5th May 2015 at Bournemouth Crown Court, entering a Guilty Plea and was sentenced on 21st May 2015, to two years' imprisonment.

**CASE 3:** The Accused, an E1 Grade Civil Servant, submitted false claims for Travel and Subsistence to a total value of £103,000. Appeared 1st May 2015 at Guildford Crown Court, entering a Guilty Plea and was sentenced on 28th May 2015 to 22 months' imprisonment, and ordered to pay £73,000 in Compensation.

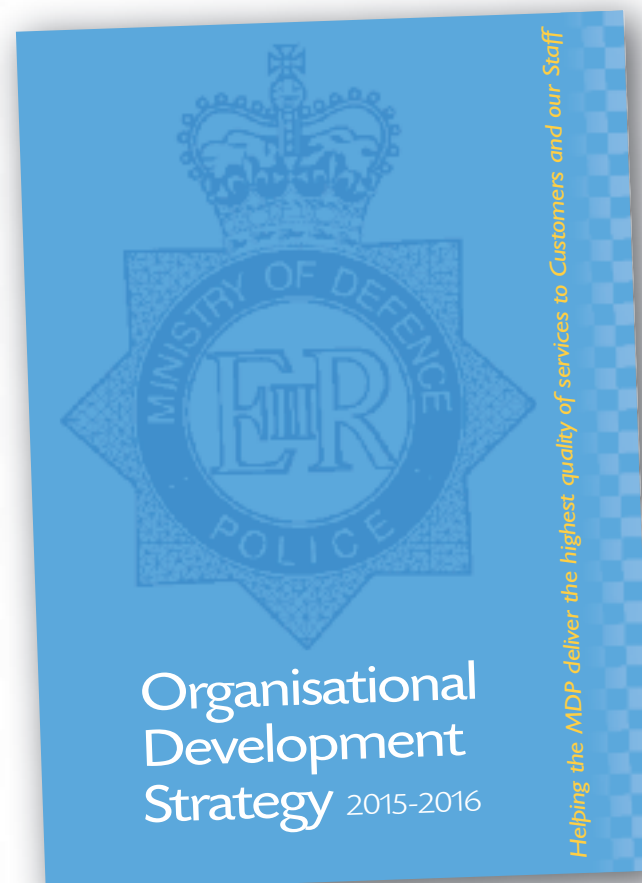
**CASE 4:** During an investigation into large-scale thefts from RAF Brize Norton, MDP Crime Command recovered in excess of £70,000 worth of MOD property. The Accused, a civilian store man at Brize Norton, was also found in possession of indecent images of children. He appeared at Oxford Crown Court on 20th August, pled guilty and was sentenced to 18 months in prison.

**CASE 5:** The Accused fraudulently obtained £108,599.40. SPVA were contacted by Durham County Council who advised that during a check for housing and council tax benefit it was noted that the subject was in employment since 2005. The accused pled guilty at Durham Crown Court and was sentenced on 1st September to two years' imprisonment.



# Our OD Strategy 2016-2017

■ THE CENTRE PAGES OF **TalkThrough** Issue 160 (November 15) provided a comprehensive briefing on the MDP's first year Organisational Development (OD) Strategy.



T/ACC Dave Long and our OD team, Supt Pam Hewitt (now SPO AWE Stations) and Ch Insp Steve Rochester, were pleased to be able to report to the MOD Police Committee in February 2016, the completion or significant progress against 25 of the 32 listed OD activities within the strategy. The remaining 7 activities were challenged by resource restrictions placed upon the Force and have since undergone review, most being carried forward into the 2016-17 strategy, alongside newly identified OD activities. Those new activities relate to on-going and potential business changes and other aspects coming directly from the results of our staff engagement in My MDP Survey 2015. Recognising very real challenge on our resources, and our 'frontline delivery first' approach, the new OD Strategy is reduced to 18 key activities spread across the original six OD themes. These activities are however focused on priority issues essential for MDP's on-going cultural development and all of which have



a very real impact on the quality of our service delivery and the way we operate as a public service organisation.

The centre pages of this **TalkThrough** edition provide a core briefing on the MDP OD Strategy 2016-17.

In launching the 2016-17 Strategy to our senior staff T/ACC Long said:

■ Whilst it is recognised some actions are more focused toward HQ based teams, there is sufficient latitude, flexibility and opportunity within the overarching OD themes for all levels of leadership and colleagues to contribute and focus effort in securing success for Force transformation. We have made excellent progress during the last year, but I firmly acknowledge that lasting change in cultural behaviour and Force transformation is a much longer journey requiring effort and commitment from everyone involved. Together with Chief Officer Group colleagues I look forward to your efforts and ideas about how we can continue to develop and improve. 🍌

Ch Insp Steve Rochester HQ OD Lead:

■ All MDP colleagues are invited to consider the personal contribution that they can make in delivering or assuring the embedding of the key elements of the OD strategy. Organisational Development is a matter for us all to engage in, to make a real difference, bringing about the transformations and quality improvements in the Force and our service delivery that we wish to see. 🍌

Looking further ahead, the strategic intent of the Chief Officer Group is to embed longer term OD activities within the MDP Policing Plan 2017-18 in order to provide the Force with a single reference for both front line operational service delivery and ongoing organisational development.



## Organisational Development Strategy 2016-2017

Helping the MDP deliver the highest quality of services to Customers and our Staff



# OD Strategic Themes

1

## Our Purpose and Policing Style

It is essential that we embed at all levels **'Our Purpose and Policing Style'** within all of our business and working practices. By engaging with our staff and empowering them to use the 'four cornerstones' 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 leaders who will support the embedding of all change activity across the Force through use of the Civil Service Leadership Statement as our model of 'good practice'.

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. Full support to the improvement activities within the new Force Communications Strategy will facilitate delivery of improved communications.

4

## Organisational Learning

To ensure we are fit for the future we need to encourage a positive working culture that shapes the success of the Force. This includes the development of user friendly systems for capturing and sharing of both organisational learning and outcomes from exercises or incidents to link with the ethos of the Defence Organisational Learning Strategy (DOLS).

5

## Performance Enhancement

Force performance can be enhanced at both an individual and organisation wide level through 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. Priority areas are: control of delegated budgets; value for money initiatives within Force practices; management of sickness and capability issues; and the implementation and delivery of Fitness testing and other staff Well Being activity.

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, develop and retain people with the skills and potential to move the MDP forward. This will be relevant given SDSR and potential Infrastructure Policing transformation activity.

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

### Our Purpose and Policing Style

- Continue to embed our Purpose and Style (and wider 'Four Cornerstones') as common language and practice for operational delivery
- Embed Purpose and Style within Sergt and Inspr promotion processes for 2016/17
- Review our Purpose and Style in relation to Infrastructure Policing (IP) Review and merger opportunity

### Leadership and Management

- Deliver formal and informal opportunities for development at all levels of leadership (through L&M Course, Superintendents' Forum and Project Tasks)
- Promote and embed the Civil Service 'Leadership Statement' (Inspiring, Confident, Empowering) as the MDP Leadership Standard
- Complete HQ Post Implementation Review (PIR) and re-set future requirement prior to IP Review outcomes

### Staff Engagement and Communications

- Introduce and deliver against the new Force Communications Strategy
- Deliver bespoke communications for change activity in relation to:
  - a) Wethersfield 'Site Relocation'
  - b) Infrastructure Policing Review
  - c) AWE SDSR Option
- Deliver My MDP Survey 2016/17 (or an alternative)

### Organisational Learning

- Evidence 'we listened/we did' activity against My MDP 2015/16
- Development of inspection and assurance regime which addresses both operational and transformational learning (in accordance with DOLS)
- Continue to utilise expert (internal and external) assistance to develop learning and organisational benefit

### Performance Enhancement

- Embed roll-out of Operational Policing Model (OPM) and related Project Servator deployments where customer agreed
- Continued focus and progress on sickness and capability issues
- Delivery of implementation plan for Mandatory Fitness Testing

### Workforce Planning

- Formalise Talent Management policy including succession planning, coaching and mentoring
- Introduction of PPF (replacing ICF) and link to revised PDR for workforce planning and development processes
- Deliver 'interim' Part 1 and 2 Promotion Exam and develop future Workplace Development process



## Organisational Development Strategy 2016-2017

### Monitoring and Review

DCC via ACC(OD&C) will have oversight and governance of the OD Strategy on behalf of CCMDP.

The OD Strategy will be subsumed into the MDP Policing Plan 2017-18.

The OD Team will coordinate the work of the OD Strategy and it will be reviewed using the existing performance monitoring procedures.

### Contact Details

**Ch Insp Steve Rochester**  
Tel No: 01371 854772  
Email: [steven.rochester471@mod.uk](mailto:steven.rochester471@mod.uk)

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# Launching... 'Our Leadership Standard'

**■ AT THE MAY 2016 Force Superintending ranks quarterly meeting, DCC Adams introduced the launch of the MDP LEADERSHIP STANDARD, clearly aligning the MDP to the leadership standard required of the wider MOD and whole Civil Service.**

**● It is important to the success of the MDP that everyone plays their part as a 'leader'. This new standard simply describes what we should all expect of each other – regardless of rank or role – and how the MOD, our customers and the public expect us to behave. ●**

Ch Insp Steve Rochester provided a briefing on the modern leadership challenge facing all organisations and the MDP, highlighted the critical role of leadership in delivering an effective operation based on clear strategy, requiring the full engagement and support of the workforce.

**● Our Leadership Standard clearly complements our Four Cornerstones Strategic model (Purpose, Style, Ethics and Decision Making Model) recognising the critical role and responsibilities that leadership has to play at all levels within the Force. ●**

The briefing also identified research conducted on the numerous and varied (but fundamentally similar) leadership standards of UK Police Forces and other organisations; and the ultimate decision to proceed in adopting the core elements of the Civil Service Standard: Inspiring, Confident and Empowering.

A cascade briefing on Our Leadership Standard has been created and is currently being rolled out across the Force. It is essential that we accept the Leadership Standard as our own and commit to 'buy-in' at all levels as the way we lead our organisation.

The leadership standard has been incorporated into the MDP 'Preceptive' Leadership courses and will also form part of discussion agendas for senior ranks. Our Leadership Standard has already been published within the MDP Policing Plan 2016-17 as part of our common and clearly stated strategic practice. This is important to our Customers, Leaders and workforce at all levels to demonstrate that as a

core expectation: we have a Leadership standard that supplements the Four Cornerstones to provide the foundation for how we fundamentally operate.

Looking ahead the use of our leadership standard will also be considered as part of future development work on PDR systems, promotion processes and internal assurance/inspections activity.

## Reflective Challenge

Take time to read and reflect on Our Leadership Standard then please consider:

- What will I do differently in line with our leadership standard?**
- How can I evidence the influence my personal leadership has on my team?**

Your reflection on the practical changes you may have been inspired to make personally as a result of Our Leadership Standard would be welcomed and a collection of them will be reviewed and shared as part of our contribution to the Defence Organisational Learning Strategy (DOLS). Email: [MDPHQ.Org.Dev.Ch.Inspr@mod.uk](mailto:MDPHQ.Org.Dev.Ch.Inspr@mod.uk)

A full-size summary of the new standard can be found on the back cover of this edition of *TalkThrough*.





# Central Support Group escort for French military convoys



Photographs by Paul Kemp



■ **THE ROADS BETWEEN** West Down Camp, Salisbury Plain and SMC Marchwood thundered to the noise of a fleet of French military assets, under escort by the MDP Central Support Group (CSG) over four days in April.

Armed police support to the convoy was provided with the primary aim of facilitating the safe passage of the French battle tanks and armed personnel carriers on board a fleet of heavy equipment transporters (HETs).

CSG worked in partnership with French Armed Forces, 4 Regt Royal Military Police and HQ 3(UK) Division in order to:

■ **Minimise the risk to French military staff and assets, other deployed staff, military personnel and members of the public**

■ **Maximise the safety of tasked and untasked police officers during the operation, or in its vicinity**

■ **Deter, disrupt and detect terrorist activity aimed at, or that might adversely affect the escorted convoys**

■ **Arrest for serious offences where no other option to mitigate is available and**

■ **To promote public reassurance.**

CSG Commander Insp Alan Swanwick told *TalkThrough*:

"The operation went as planned from an MDP perspective. We had a couple of French breakdowns, which needed to be dealt with from both a security and a safety aspect and these were eventually recovered by the French recovery units.

"There were four convoys of HETs and these had either main battle tanks or wheeled personnel carriers on them.

"These could be within a packet of eight other vehicles, so this created a very long packet with unfamiliar foreign drivers. In order to preserve the integrity of the packet we executed an unimpeded escort, holding junctions and hazards, which was appreciated by the French drivers and the military planners from 3 Div.

"Each day there would be two convoys, one in the morning and one in the afternoon. Each packet had a CSG armed support vehicle (ASV) attached to it and two or three military police vehicles who maintained convoy discipline in line with their role."

One MDP ASV contained the CSG Commander, who maintained oversight of the complete convoy. Each day an operational firearms commander was deployed by CSG, who was responsible for briefings and deployment in a firearms-related incident. All other eventualities were

managed by the CSG Commander. Said Insp Swanwick:

■ **The operation passed without incident and fostered good working relationships between all stakeholders.** ■

Lt Jono Rilling, of 160 Provost Company Royal Military Police, later wrote to Alan to thank MDP for their efforts.

He said: "I am writing to thank you personally for all the hard work the MDP put into the road moves in April, escorting the French Army from Marchwood to Westdown Camp and return.

"It was a pleasure to work together and all the officers were keen, enthusiastic and professional. Hopefully this will set a blueprint for further joint activity and further collaboration. Please send my regards and thanks to all those involved."





## RAF Alconbury SPO... Sergt Kerrie McGlinchey

**THE SENIOR POLICE OFFICER at US Visiting Forces station RAF Alconbury, in Cambridgeshire, joined the Force after her sister spotted an advert in the back of a magazine!**

That was just over ten years ago. She told *TalkThrough*:

“I’d never heard of the MOD Police before. I took the opportunity to find out more about them and what they did and they just sounded completely different and quite exciting, so I decided to join.

“My role here as the Senior Police Officer is completely varied every day. I’m the single point of contact for just about everything that comes through the station, be that the welfare of my officers, doing the rosters, to liaising with the United States Visiting Forces.

“Most weeks I have meetings with them, looking at the security of the site, and also liaising with the Home Office, looking at policies. Every day is something completely different.

“Working with the US Visiting Forces, the American military and their dependants, I have to be aware of the cultural differences between the Americans and the British and take that on board. We also have to work with MOD policies and American policies and make sure they all line up together.

“I was promoted to Sergeant after five years. The promotion process was difficult and quite long and I really had to work hard for it. I was very lucky, the previous station I was at I got a lot of support from my Sergeant at the time, to help me through it. The process has prepared me for my role as a Sergeant though.

“One of the things that was covered was having short amounts of time to deal with people and find out what they

needed or what was wrong and that is something that has stood me in good stead, being a Sergeant, because quite often you have got to do that.

“As MDP officers, we sometimes have the opportunities to do overseas detachments. I was lucky enough to go to Afghanistan and work with female Afghan Police, to help develop their role and with their training.

“I would definitely recommend the MOD Police as a career. For me, one of the best things about our Force is that we are nationwide, we have got stations throughout the country, so there are opportunities to move about, experience different stations and different roles.

“This is my third station and each has been completely different. The Force has a mentoring scheme, which I’m lucky enough to be involved in and hopefully that will eventually help me achieve the rank of Inspector.

“Outside of work I’m involved with Girl Guiding and am a qualified leader. I’ve worked with girls between the ages of 7-18 and been on lots of camps, which I love. Currently I’m a leader with Wethersfield Brownies.

“I’m also a reluctant runner and do it more out of a feeling of having to, rather than wanting to! I’ve managed a few half marathons and am trying to build up the courage to go for a full one! Other than that, I just enjoy spending time with my partner Steve and our little rescue dog Brooke! 🐾

### A SIGNIFICANT ROLE FOR MDP

The following letter was sent to Sergt McGlinchey by Col Kevin P Cullen, Commander 501st Combat Support Wing (USAFE):

*On behalf of the entire 501st Combat Support Wing, I would like to personally thank you, PC Matthew Wolfe, PC Garry Phillips, PC Paul Glover and PC Stuart Scott for the outstanding support during the Veterans’ Day Ceremony held at Cambridge American Cemetery.*

*I am extremely proud to see our community, mission partners and other agencies come together with such professionalism, to honour both the 3,812 American service personnel buried in the Cemetery and the 5,127 inscribed on the Wall of the Missing. They made the ultimate sacrifice for our freedom.*

*MDP played an important role in ensuring this significant and sombre event, attended by over 400 distinguished visitors and general public, was an overwhelming success.*

*Once again, thank you for helping make this memorable event possible.*



Photograph by Paul Kemp



# Recruitment campaign re-boot after freeze ...

■ A TEMPORARY FREEZE on recruitment from last Autumn, in response to MOD savings requirements, has been lifted, with enough applicants already in the pipeline to keep the recruitment team busy for some time.

The final two intakes before the freeze was imposed, graduated earlier this year and are now out on their stations.

Nor was OCC Training idle during the suspension of active recruiting, as this report from the then Head of Training explained to ACC OD&C:

"Work is currently ongoing to implement many of the 25 recommendations made within the recent Training Needs Analysis and following the pass-out of our last senior course on Friday 15th January our trainers have been re-brigaded into small teams each tasked with different activities which contribute to the identified work strands and action points from the TNA:

- Storyboarding of new bespoke MDP recruits' course has taken place and has served to identify the proposed construct of the recruit's course, which will take students from simple to complex
- New learning outcomes for the recruits' course have been agreed and approved
- New course syllabus has also been completed
- Trainers have been engaged in developing new supporting material and lesson plans to ensure delivery is focused far more on student practical involvement and skills based



- A Design Specification document for the new course has been produced
- Discussion is taking place with Tulliallan Police College, to scope the potential for formal accreditation of our new bespoke course
- OCC will negotiate with SPC for formal accreditation to include credits for Firearms Units as these elements do not currently attract credits under the current Diploma in Policing
- OCC will deliver the new format of the recruit's course as of 14 March in time for the next intake
- Formal Student pathway framework is also being developed to define the path students will take throughout their probationary period and what they are required to achieve
- This pathway document will be shared with 'One File' with a view to incorporating the pathway on the portfolio system
- Driver Training Needs Analysis has been completed and work is ongoing to further develop the recommendations
- A new Level 2 Driver Instructors' training course/ Patrol Officers' course and Civilian Armoured Vehicle course are being developed
- Exams Unit completed work on stage 1 promotion exam for both PC to Sergt and Sergt to Insp
- Head of OCC has developed Part 2 element of promotion system and has had discussion with key stakeholders, including consultation with DPF
- Review of the Leadership and Management programme has taken place and direction received from ACC to continue with the current programme until the position on a potential amalgamation with CNC becomes clearer
- D13 Enhanced pilot course conducted at AWE, with assistance from secondary duty D13 trainer from SEG. D13 portfolio lead visited the course and liaised to ensure effective standardisation and lessons learned from the pilot course before further roll out."







# Life-saving efforts recognised ...

■ **TERRITORIAL DIVISIONAL COMMANDER** Chief Supt Mick O'Byrne recognised the life-saving actions of **PC Aarif Mathiya** and **PC Maddy Hall**, both officers on the Op Halo team at Menwith Hill Station, with a commendation.

Whilst patrolling outside the establishment they checked out a parked vehicle at a local beauty spot and discovered an unconscious female with carbon monoxide poisoning from lit barbecue trays.

Between them the officers got the female out of the car, made it safe, and performed life-saving first aid, whilst awaiting arrival of an ambulance. She later recovered in hospital. Without their diligence and actions it is highly likely the woman would have died.

The Divisional Commander was joined at the presentation by the Station Director, Natalie Laing and the Head of Security, Matthew Armstrong.

## COMMENDATION



Photographs by Neil Parry and Paul Kemp

**THE MINISTER FOR DEFENCE PERSONNEL AND VETERANS**, Mark Lancaster, visited MDP Headquarters for a briefing by Chief Constable Alf Hitchcock on the outcome of trials of the new Operational Policing Model.

The Minister's visit incorporated a tour of the Operational Support Unit and was followed by a trip to the Military Corrective Training Centre at Colchester.

Rear Admiral Frederic Renaudeau, Director of Facilities, Means and Activities Protection Directorate – the French equivalent of CPNI – also paid a fact-finding visit to HQ, bench marking how MDP approaches the policing of national infrastructure sites (pictured right).

He, too, was hosted and briefed by the Chief, and said that it had been "a useful and informative visit".





# Joint Clyde operation targets illegal workers

By PS Debbie Carr, MDP  
Clyde Support Team

**ON MONDAY 14 MARCH 2016, officers from the Clyde Support Team, HMNB Clyde and the Home Office Immigration Enforcement (HOIE) Unit conducted a joint initiative at the Base.**

This initiative was introduced when an intelligence gap was identified between HOIE and non-Police Scotland forces operating in Scotland. A substantial amount of preparatory work had been done prior to the operation with a variety of stakeholders.

The initiative was developed as a strand of the Effects Based Policing model employed on the Clyde. Further to this the initiative supported the overarching aim of the Base Security Forces, that being the development of stronger security culture.

For several years, a large-scale construction programme, involving numerous contract companies has been carried out on service accommodation at Clyde.

Intelligence suggested that in the west of Scotland skilled and unskilled foreign nationals with no permission to work in the UK are working within the construction industry.

There is also evidence that these immigrant offenders have been using false and fraudulently obtained documents, often purchased in 'packages', consisting of a Passport, Right to Work Documentation, National Insurance Card, Driving Licence and CITB Contractor/Operator cards.

Given the security implications at Clyde it was imperative that any foreign national contractors accessing the site were positively identified and their right to work confirmed. It was agreed that if any foreign national was identified by MDP officers throughout the checks, we would request the assistance of the HOIE team.

HOIE officers would then positively identify and clarify the status of any foreign nationals encountered and establish if any of them were exercising EU/EEA treaty rights.

CST Sergeant Debbie Carr and her team of seven officers, PCs Andy McCartney, Gerry Carberry, Irene MacDuff, Alan Paterson, Kenny Ross, Allan Edwards and Mitch Bowman, along with seven Immigration officers – led by OIC A McKay – deployed to the North gate, the main access point for contractors and also carried out various spot checks at locations within the Base

A check point was set up, specifically to monitor the in-muster period. MDP officers were tasked with stopping all contractors' vehicles entering the base, not only establishing the nationality of all within the vehicle, but to also detect any other offences.

Over 70 vehicles, containing approximately 220 persons were stopped and checked. Several positive lines of enquiry were established.

All partner agencies agreed that this was positive and had re-emphasised the importance of a partnership approach.

Chief Insp Des Kennedy, Deputy SPO Clyde added:

**“ This was an excellent initiative which displayed the importance of partnership working. ”**

“The advantage from the station's point of view was the opportunity it gave Probationary officers to get some hands-on operational experience and the opportunity to work with other agencies. It provided a development opportunity for new officers and provides a variety to the work that they undertake. A big thanks goes out to Insp Laird who was instrumental in pulling this initiative together.”

Chief Immigration Officer Brian Gillespie, of Glasgow-based Immigration Enforcement, said: “Between 0700hrs and around 0830hrs a high volume of vehicles, visitors and contractors, were stopped and drivers were spoken to. No persons of interest were referred to Immigration Enforcement but there was a highly visible presence and numerous favourable comments were made.

“The team then moved on to speak to on-site contractors. It was noted by contractors that there were intrinsic difficulties in bringing foreign nationals on to the site as there was a minimum of two weeks' advance notice (to allow for full screening of proposed employees).

“Contractors stated that this did not allow them enough time or flexibility and they tended to use the resident labour market. It was reassuring nonetheless to see first-hand that employers and security staff were aware of vulnerabilities and potential areas of interest for Immigration Enforcement.

“A debrief then followed where Police expressed their thanks for our attendance. It was noted that a transfer of skills and experience had taken place. Although no Immigration Offenders were detected, this was a clear example of Scotland ICE, Intelligence and Police taking the lead nationally and forging unique joint-working opportunities with partner agencies in a critical area of the National Infrastructure.”



## Community links for MDP at Vulcan NRTE

**MDP OFFICERS BASED AT VULCAN Naval Reactor Test Establishment, Thurso, Highlands have been engaging with the local community.**

The photo right shows Sergeant John Milne (who is on long term detached duty at Vulcan from Clyde) being presented the winning prize of £50 by two pupils (Faye and Rhianna MacKay) from the local school, 'Reay Primary'. The winnings were for a spot-the-ball competition to raise funds for the school to send the primary 6/7 pupils away to Loch Insh Activity Centre, for their final year trip before moving onto Secondary School.

The photograph above features Constable Alan Phillips (on the left) who is on long term detached duty at Vulcan from Couport and one of our three probationers based at Vulcan, Constable Alexander Paterson. Both officers went to the village hall to speak to the Beaver Cub Scout Group about the role of the Ministry of Defence Police at Vulcan. The Beavers (aged 6-8 years) thoroughly enjoyed the talk and were chuffed to sit in the Police Vehicle and carry out a Radio Check – we're sure we have gained at least two new potential recruits!







# Mystery solved...by dogged detective work

■ **DOGGED DETECTIVE WORK**, involving liaison between the UK's Ministry of Defence Police (MDP), North Yorkshire Police and the American authorities, led to the safe return to his family of a US airman's personal effects, 71 years after his untimely death in a D-day crash.

The modern story began on Tuesday 5th July 2011, when North Yorkshire Police arrested a man on suspicion of firearms offences and, during a search of his home, discovered 10,000 pieces of military aircraft and related equipment.

It was believed that many of these items had been taken without authorisation from military crash sites in the UK and so MDP were called in, as the national lead Force to investigate offences under the Protection of Military Remains Act 1986.

MDP CID officers were deployed to Chop Gate, North Yorkshire, with the HQ-based Major Investigation Unit conducting a detailed search and recovery of numerous parts from crashed aircraft, dating back to World War Two.

This resulted in the confiscation of a large number of aircraft parts, held illegally by the suspect, which were taken away for forensic analysis.

During the site search it emerged that low level radiation was being emitted by some of the items in the collection, eg aircraft instrument panels.

North Yorkshire Police, the Environment Agency and other relevant bodies were notified, an assessment of the radiological issues was carried out and it was concluded that there was no immediate risk to the public.

However, among the artefacts recovered by MDP officers was a watch and part of an identity chain or bracelet.

**Det Sgt Paul Bass** and **DC Mike Watson**, of the MDP Forensic Department, set about tracking down the rightful owner of the property and discovered that the watch was linked to an American aircraft which had crashed on D-day – 6th June, 1944 – in Spaldington, Yorkshire.

The two officers also located the crash report, which confirmed that the aircraft's pilot was Lt Charles Stenius Young (US Air Force), which tied in with the inscription on the identity bracelet. The report outlined how Lt Young was on a training flight when his aircraft crashed, tragically resulting in his death.

DC Watson's enquiries traced Lt Young to Texas, where his remains had been repatriated in the 1950s to the National Cemetery in San Antonio.

Despite continued efforts by the two MDP investigators to locate the dead airman's next-of-kin, including liaising with US Government authorities, no trace could be found, until a breakthrough in 2015, when his great niece, Kate Jensen, was located when they saw an article she had written about her great Uncle 'Bubba' – as Lt Young was known in the family – in 2010 in a local publication, *Desert News*.

DC Watson made tentative contact with Ms Jensen and in further correspondence family photographs were produced which showed Lt Young wearing what appeared to be the same watch.

It was established that he was the younger brother of Kate's grandmother, Esther and her sister, Marie, who were all the children of Ray Vaughn Young and Esther Mae Stenius.

In her first email to DC Watson, Ms Jensen wrote:

*Thanks for your attention and service. I'm not familiar with any American officers having duties like yours, but we are ever-so grateful that you are diligent about your assignments. This means the world to us.*

Commented DS Bass: "Kate's comments make Mike and I extremely proud of what a small thing to us and just a little bit of dedication on our part has achieved."

The story was completed when MDP Chief Constable Alf Hitchcock handed over the watch and bracelet, suitably mounted and framed on a visit to the USAFE Headquarters at RAF Mildenhall.

■ As a result of the MDP Chop Gate search operation, a man was sentenced to two and a half years in prison on firearms-related charges (after proceedings taken forward by North Yorkshire Police). Given that he had received a substantial sentence already, other matters relating to the theft of items from military crash sites were not proceeded with, on advice from the Crown Prosecution Service.



## LETTERS



# Well done, and thank you

FROM: **Natalie Laing, Director RAF Menwith Hill**

I would like to extend my deep thanks to you for the professionalism you have displayed in dealing with the adjustments to how we police the Tuesday night protest. I know that in the long history of the CAAB protesting at Menwith, CAAB has engaged in protest activity designed to frustrate both you and the population across base.

Regardless of the conditions or the CAAB's behaviour, we have always been able to count on you to hold the line and represent RAFMH and your parent organisation with the utmost fairness, dignity and adherence to UK law.

The recent changes to the methodology of how we police the Tuesday night protests have, of course, provoked pointed responses from the CAAB. While no-one assumed this would be an easy task, your organisation (from the top down) responded by utilising all the resources available to make it happen.

Your innovation created a plan which allowed the protest to occur with the same level of visibility, while reducing the risk to base personnel and protesters alike.

Your partnerships with North Yorkshire Police and the larger Ministry of Defence Police organisation provided the necessary legal framework, which allowed for your strategy's eventual approval by all parties involved.

Finally, your dedication led you to enact this solution with the full knowledge that there would be resistance to its implementations. It is for these reasons that I, on behalf of the Senior Leadership Team and the employees of RAFMH, extend a hearty thank you to the men and women of the MDP. Thank you and keep up the good work!

FROM: **Mr Brian Kennedy, Mangotsfield, Bristol**

(To Devonport Marine Unit).

I am writing to express my sincere thanks to the crew of Integrity, who came to the assistance of MS 'Odyssey' on the morning of 26 May.

We were on passage down the River Tamar to Fowey when our engine stopped just below the mouth of the River Lyhner. Despite the usual first aid measures we could not get it to restart and as we were drifting towards the dockside of the river we ended up with a radio call to the Long Room, to notify them of our predicament.

The crew of Integrity took us in tow and expertly positioned us alongside our trot mooring at TRSC, just above Bull Point. A fine piece of boat handling and nice people to boot!

**Footnote:** Letters of appreciation have also been sent to the Integrity's crew, **PCs Robert Eaton** and **Michael Anderson**, by MDP Devonport SPO Chief Insp **Claire Pitcher**.

FROM: **Dean Bennett, Managing Director, China Fleet Country Club, Saltash, Plymouth**

I would like to say a big thank you to you and the team for putting on such a fantastic dog show at the Chine Fleet Country Club family day.

We are celebrating our 25th anniversary and opened the event to members and non-members of the club. Fortunately, the weather held off and we had over 1000 visitors on the day.

The team were very professional in the preparation for the event and on the day and I received some great feedback from visitors.

**Chief Executive of the China Fleet Trust, Alex Sharpe MBE**, also added his thanks, writing:

The team put on a really great show that was enjoyed by all and it was lovely to see the children being able to meet the dogs after the show. Many thanks for supporting us and making a fantastic day even more memorable.

**Devonport SPO Chief Insp Claire Pitcher**, wrote to the Dog Unit team involved – **PCs Nicholas Farrin, Duncan Fleming, Trevor Glynn, Mark Owens** and **Ms Jaycee Crosby** – expressing her appreciation for their professionalism on the day and for 'upholding the high professional standards of the MDP Dog Unit'.

FROM: **Commodore A J G Miller CBE Royal Navy Regional Commander Wales and Western England, HMS Flying Fox, Bristol**

(To Portsmouth Marine Unit).

Thank you so very much indeed once again to you for your most proactive support and encouragement to the Royal Navy's Regional Forces West Exercise, superimposed on the hugely successful Bournemouth Air Festival.

The recipe we have together is unique and hugely valuable; the First Sea Lord departed on Saturday evening stating that the event had been fabulous. At his dinner in the Marriott Highcliff he hinted very firmly that he was looking to see our new aircraft carrier HMS Queen Elizabeth to be at the forefront of the maritime tapestry of the Bournemouth Air Festival in the not too distant future. So that is a very firm indicator to the depth of success achieved.

The MDP team on the water, led by you, delivered an excellent example of joint working, understanding my intent and helping to ensure a safe and secure event. Thank you for working so closely with HMS Iron Duke in particular. I do know that they, as well as my team, were particularly impressed with your flexibility, can-do ethos and constant professionalism. I am sure that you will pass on my sentiments to both your day and night teams and I would be delighted to see every one of you next year.



FROM: **Tim Wallis, Sailing Yacht '111 Sheets To The Wind', River Tamar, Saltash**  
(To Chief Inspr Claire Pitcher, SPO Devonport).

I feel I must write to you and ask you to thank your team, who helped me out on the evening of 17 April. They did a great job of getting me back to my mooring, having just completed a trip single-handed from Milford Haven!

They went 'above and beyond' in taking me up the river from Devil's Point after my engine failed and I could not make the passage under sail.

In doing so, they also arranged for my dinghy, lost in a recent storm, to be returned to me. A great help and my heartfelt thanks go out to them.

Unfortunately, I didn't get the guys' names – I was pretty exhausted! I'm sure that your logs can identify all who helped.

**Editor's note:** Happy to oblige, it was Devonport MU call sign Delta Victor 64 which towed the stricken yacht to safety and the officers involved were **PCs Jules Brown, Phil McCann** and **Ted Grundy**.

# Free 'e' Final Draw

*As a final thank you to the many long standing loyal members of the MDP lottery a 'free entry' bonus lottery draw for a number of prizes was made on 8 December 2015 in order to clear the remaining MDP Lottery fund of £5000.*

**THE FINAL DRAW** was witnessed by independent members of MDPHQ staff and the results of the draw are shown opposite.

All officers and staff past and present are advised as previously briefed that –

**THE MDP LOTTERY IS NOW CLOSED.** The DBS pay branch has taken action to cease all MDP Lottery subscriptions deducted direct from pay.

Although the MDP Lottery has been unable to provide supporting donations to the Chief Constable's Welfare Fund in the last year, all Lottery subscribers are thanked by the CC

Fund Committee for the significant support provided over the past years, enabling the Fund to support a number of individual welfare cases, sporting events and other worthy causes.

The Chief Constable's Fund continues to operate and provide support (subject to application) from funds held and invested.

Any enquiries regarding the closure of the MDP Lottery may be referred to: Chief Inspr Steve Rochester, on 01371 854772.

Any enquiries regarding the Chief Constable's Fund, may be referred to: Inspr Michelle Mahony on 01371 854317.

## NOVEMBER/DECEMBER 2015

1st	£1,000	PS A G McNab, RNAD Coulport
2nd	£500	Mrs A M Doster, Retired Officer
3rd	£500	PC D M Sinclair, HMNB Clyde MU
4th	£500	PC N J Isaac, Royal Mint Llantrisant
5th	£500	PC A P Bowen, MP Marchwood
6th	£500	PC W J Kelso, HMNB Clyde
7th	£500	PC P W Hurford, DSTL Porton Down
8th	£500	PS F Conlon, HMNB Portsmouth MU
9th	£500	PS A P Sneath, AWE Burghfield

Results of previous draws in 2015 were as follows:

## FEBRUARY 2015

1st	£4,000	PC J McGee, HMNB Clyde
2nd	£1,000	PC B A T Forster, AWE Aldermaston
3rd	£200	PC C H Watters, HMNB Clyde
4th	£200	PC C Stewart, HMNB Clyde
5th	£200	PC R D MacColl, RAF Croughton
6th	£200	PC I Robertson, HMNB Clyde
7th	£200	PC J C Caldwell, RNAD Coulport

## MARCH 2015

1st	£4,000	PC N Davies, DSDC Donnington
2nd	£1,000	PS C P Latham, HMNB Devonport
3rd	£200	PC A H Stewart, RNAD Coulport
4th	£200	PC C P Gibson, MDP HQ (CCR)
5th	£200	PS P R Jones, MDP HQ Ops
6th	£200	PC J Nicholson, DM Longtown
7th	£200	PC C J Gibbs, HMNB Devonport

## APRIL 2015

1st	£4,000	PC J Addiscott, AWE Aldermaston
2nd	£1,000	PC W Hayes, HMNB Clyde
3rd	£200	PC G Phillips, RAF Alconbury
4th	£200	PS G Turnbull, MDP HQ (OCC)
5th	£200	PS I McManus, HMNB Clyde
6th	£200	PC G D Aubrey, MDP Whitehall
7th	£200	PC P Kearney, HMNB Clyde

## MAY 2015

1st	£4,000	PC A Bennison, AWE Burghfield
2nd	£1,000	PC M A Bowden, HMNB Devonport
3rd	£200	PS T J Mackie, RAF Fylingdales
4th	£200	PC D Anderson, AWE Aldermaston
5th	£200	PC D J Stables, RAF Fylingdales
6th	£200	PC I H McCormack, HMNB Clyde
7th	£200	PS P McNamara, MDP Easington

## JUNE 2015

1st	£4,000	PS G J Thomas, RAF Fairford
2nd	£1,000	PC D W Bartlett, AWE Burghfield
3rd	£200	PC C R Allsop, AWE Burghfield
4th	£200	PC M J Saveall, RAF Menwith Hill
5th	£200	DC J Shooobridge, RAF Northolt CID
6th	£200	PC J Colvan, RNAD Coulport
7th	£200	PC G R Jansen, Fort Halstead

## JULY 2015

1st	£4,000	PC Brian B Boyd, RNAD Coulport
2nd	£1,000	PC Brian P McCallion, DM Glen Douglas
3rd	£200	PC Julian G Brown, HMNB Devonport
4th	£200	PC Andrew Jones, RNAD Coulport
5th	£200	PC Derrick Healey, AWE Aldermaston
6th	£200	PC George Collins, HMNB Devonport
7th	£200	Inspr Steven Coppard, AWE Burghfield

## AUGUST 2015

1st	£4,000	PC D W Bartlett, AWE Burghfield
2nd	£1,000	PC J R Godfrey, HMNB Clyde (CMU)
3rd	£200	PS P Arnold, Regents Park Barracks
4th	£200	PC A M Forster, AWE Aldermaston (TSG)
5th	£200	PC A Waddell, MDP Garlogie
6th	£200	PC P A McCluskey, RNAD Coulport
7th	£200	PS D A Kirkpatrick, MDP HQ (CCR)

## SEPTEMBER 2015

1st	£4,000	PC J W Capon, MDP HQ (OA Dept)
2nd	£1,000	PS M C Bowden, HMNB Devonport
3rd	£200	PC C M Shephard, MDP St Fergus
4th	£200	PC M J Waite, Bicester
5th	£200	PC G G Scott, MDP Garlogie
6th	£200	PC N Realff, RAF Menwith Hill
7th	£200	PC C Stewart, HMNB Clyde

## OCTOBER 2015

1st	£4,000	PC D M Corbin, AWE Aldermaston
2nd	£1,000	PS D L Moore, RAF Fairford
3rd	£200	PC M J Taylor, AWE Aldermaston
4th	£200	PC G D Greenwood, DM Kineton
5th	£200	PC R D Welsh, DSTL Porton Down
6th	£200	PC G Donnachie, HMNB Clyde
7th	£200	PC C G May, MDP Bacton



# Inspiring, Confident and Empowering



## INSPIRING

About our work  
and its future

- We will show our pride in and passion for public service, communicating purpose and direction with clarity and enthusiasm
- We will value and model professional excellence and expertise
- We will reward innovation and initiative, ensuring we learn from what has not worked as well as what has

## CONFIDENT

In our engagement

- We will be straightforward, truthful and candid in our communications, surfacing tensions and resolving ambiguities
- We will give clear, honest feedback, supporting our teams to succeed
- We will be team players, and will not tolerate un-collaborative behaviour which protects silos and departmentalism

## EMPOWERING

Our teams to deliver

- We will give our teams the space and authority to deliver their clearly set objectives
- We will be visible, approachable, and welcome challenge, however uncomfortable
- We will champion both difference and external experience, recognising the value they bring
- We will invest in the capabilities of our people, to be effective now and in the future