

Talk THROUGH

ISSUE 163

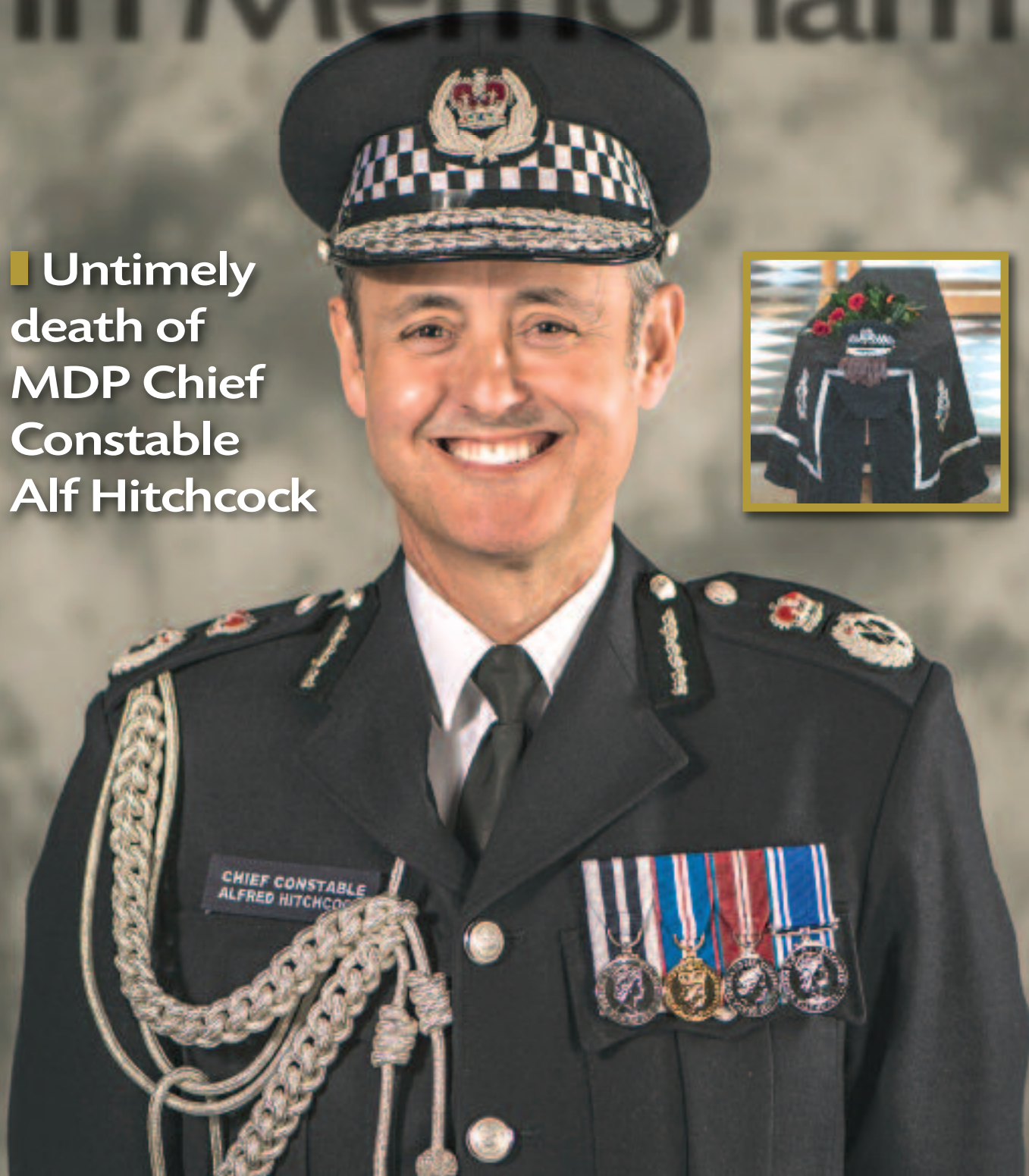


THE MAGAZINE OF THE MINISTRY OF DEFENCE POLICE

JULY 2017

In Memoriam

■ Untimely
death of
MDP Chief
Constable
Alf Hitchcock



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The Sad Loss of Chief Constable Alf Hitchcock

THE SAD AND UNTIMELY DEATH on 16 June, aged 58, of Chief Constable Alf Hitchcock, after a short illness, came as a shock not only to his family and MOD Police colleagues, but to the wider policing world, in which he became a prominent figure over the course of his 40-year career.

At a Service of Thanksgiving for his life, held at St Paul's Church, Bedford on 6 July, leading figures from across the police service – including Metropolitan Police Commissioner Cressida Dick – were among the 300-strong congregation.

Representatives from MDP, the Metropolitan Police Service, Bedfordshire Police, Lancashire Constabulary and the College of Policing (formerly the National Policing Improvement Agency) – in each of which Alf had served – were joined by senior military and civilian personnel from the wider MOD, together with civic dignitaries and community leaders from Bedfordshire.

The Service was led by The Rev Canon David Wilbraham, National Police Chaplain, with assistance from The Rev Kevin Goss, Vicar of St Paul's.



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.

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THE SAD LOSS OF CHIEF CONSTABLE ALF HITCHCOCK



The funeral cortege was given a police motorcycle escort made up of officers from the four Forces in which Alf served and a guard of honour was formed outside the church with MDP Deputy Chief Constable Andy Adams and current Bedfordshire Chief Constable Jon Boucher taking the salute.

Readings and tributes were provided by Alf's widow, Mrs Helen Hitchcock; their daughters Melanie and Sophie; Sara Thornton, Head of the National Police Chiefs' Council; Andy Rhodes, CC Lancashire Constabulary; Mr Boucher; Alf's former Staff Officer at Bedfordshire, Det Supt Liz Mead, with DCC Adams giving the Eulogy.



Alf took up his post at the MDP four years ago, establishing strong links and working relationships with colleagues across the MOD, having committed the whole of his working life to public service.

He joined Lancashire Constabulary in 1977, later serving in each of the other organisations represented at the Thanksgiving Service.

In 2005, Alf led the Safer Neighbourhoods Programme within the MPS and delivered the successful roll-out of Neighbourhood Policing across the whole

of London by the end of 2006. In 2007, he was appointed as a Deputy Assistant Commissioner within the MPS with responsibility for Operational Services, with portfolios including Professional Standards, Command and Control, Diversity and Citizen Focus.

In 2009, Alf was appointed Deputy Chief Constable at the former NPJA at Bramhill, to help set up the new National College of Police Leadership and to review its leadership courses.



Alf was the national policing lead for equality and human rights for four years until 2016. He was also the national police spokesman on knife crime, and in 2008 he was appointed by the then Home Secretary, Jacqui Smith, to develop and lead the National Tackling Knives Action Programme.

Moving to Bedfordshire Police in 2011 as the Chief Constable, Alf led a complete restructuring of the force, which resulted in double the national average levels of crime reduction and similar improvements in detection of crimes across the county, whilst meeting the budgetary challenges during this period. It was these skills and qualities that led to his appointment as the Chief Constable of the MDP in 2013.

Alf was awarded the Queen's Police Medal (QPM) in 2008 for distinguished services to policing. He was subsequently made a Commander of the Most Excellent Order of the British Empire (CBE) in the 2017 New Year's Honours list, for services to Defence and Policing.



TRIBUTES

Mark Lancaster, Minister for the Armed Forces who until recently had ministerial responsibility for the Ministry of Defence Police, said:

"I was deeply saddened to hear about the untimely death of Alf Hitchcock. I knew Alf very well in his capacity as the Chief Constable of the Ministry of Defence Police and held him in the highest possible regard. He was a consummate professional and I echo the sentiments that have been made by others. My sympathies go to Alf's family and friends at this very difficult time."

Julie Taylor, Director General Head Office and Commissioning Services at the MOD commented:

"Alf will be sorely missed. He has been an inspirational leader for the Ministry of Defence Police, modernising the force and ensuring they could rise to the new and demanding challenges they face. He was liked and respected by his officers and by everyone who knew him in the wider MOD."

Above all, I will remember him as someone who was passionate about public service, relentless in pursuit of excellence and consistently positive and optimistic. Our thoughts are with his family."



DCC Adams said in his Eulogy:

Alf Hitchcock devoted the whole of his working life to policing.

"Always proud to call himself a Lancastrian he started his career with his local force in 1977, just prior to his 19th

birthday – a fresh faced constable who maintained those 'Peter Pan' youthful looks throughout his working life.

"Those formative years were influential on Alf, as they have been on the many senior officers and staff who have grown up in, or served with, Lancashire and used the experience as a springboard for greater things.

"The Met thrust him into the national spotlight, not only for his involvement in operational activity but also as a result of rolling out Neighbourhood Policing as well as the leadership of the Tackling Knife Crime Action Programme; working closely with the then Home Secretary, Jacqui Smith.

"His time in Bedfordshire may have been short but his influence on its workforce and legacy in its policing style continues even four years on; although his recognition and reward policy of deploying packets of broken biscuits for good performance has, understandably, not endured. The ever smiling Chief Constable not only managed to win the hearts of his staff but developed some lasting relationships with his community and its leaders which have continued until this day.

"In 2013 the opportunity to move to the Ministry of Defence arose. Over four years he worked tirelessly to develop the way we do things, aligning the Force with the MOD requirement whilst also ensuring a capability to support wider policing. Many an MDP officer will be thinking of Alf as they undertake the annual fitness test he introduced.

"It is a fitting end to Alf's career that the last national press coverage of our Force was a positive one – the successful deployment of his officers in support of the wider policing effort during Operation Temperer. It is also fitting that the last formal recognition of Alf's public service came a few months ago at the investiture for his CBE received for his contribution to the MOD and policing."

Eamon Keating, National Chairman of the Defence Police Federation, said:

"We're shocked and saddened by the passing of Alf Hitchcock. He was a fantastic person, a true gentleman and a copper's copper.

"He will be sorely missed by all of those who knew him and worked with him, and our thoughts and prayers are with his family at this deeply sad time."



THE SAD LOSS OF CHIEF CONSTABLE ALF HITCHCOCK

David Rogers, Chairman of the MDP's Retired Officers' Association (ROA), paid this tribute:

"We came into contact with the Chief on a slightly different level and were able, therefore, to see a side of him that serving officers were unlikely to see. We had the privilege of seeing the Chief on a more social, rather than on an official basis.

"Nevertheless, ROA members are constantly keen to know how the Force is doing currently and what the future holds for the MDP. As our President, Alf was pleased to address the ROA and kept us up to date. He always had time for the ROA and there was a mutual respect and genuine friendship between him and the Association.

"When Alf was honoured in the Queen's 2017 New Year's Honours List with the award of a CBE, we were absolutely delighted that, not only was he the only Senior Police Officer to be honoured on that occasion but it was our President who was getting it.

"At our annual reunion weekends, Alf addressed the AGM in an informative and amusing way and during the gala dinner he always agreed to be the after dinner speaker, which he did exceptionally well with some very funny stories. Alf and his wife Helen made a lovely couple and were delightful company.

"The loss of Alf was a tremendous shock to our members. In the police family of the MDP and the MDPROA Alf will be a monumental loss and he will be sorely missed. However, I would like to think that we were honoured and privileged to have had Alf in our lives. He will never be forgotten."

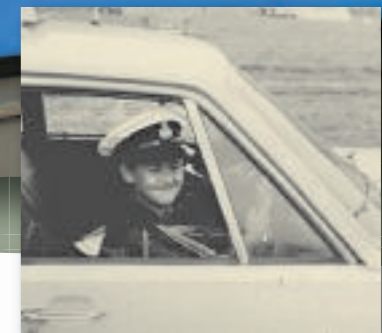
David Riddle, the Chair of the Ministry of Defence Police Committee, said:

"Alf Hitchcock's sudden death was a great loss for everyone who knew him, for the Force and for policing as a whole. We will miss him greatly for his kindness, his approachability, his boundless energy and his sense of fun. We will miss him above all for his belief in the importance of policing, and in the police officers under his command who

do amazing things day in and day out to deliver security.

"In his four years as Chief Constable of MDP, Alf led the force with a care for officers, a commitment to secure the future of the force and a determination that MDP should play an increasing part in the national police landscape. I am confident that Alf's vision for MDP will be carried forward by the Senior Leadership Team, supported by the Police Committee and MOD.

All the Members of the Ministry of Defence Police Committee send their condolences to Alf's wife and family, and to all in the Force. Alf, the man, will remain always in our memories.



MDP mobilises . . . in response to terror attacks

■ IN THE WAKE of the Manchester terrorist attack in May, the mobilisation of large numbers of armed Ministry of Defence Police (MDP) officers in support of **Operation Temperer**, involved not only close co-operation with the Home Office Forces being assisted, but also with the 1,000 military personnel who were mobilised at the same time.

Air Chief Marshal Sir Stuart Peach, Chief of Defence Staff, alluded to this critical aspect of the national counter terrorism response in a message to MOD staff in which he said:

☛ **UK Armed Forces** from all three services moved quickly to support police forces across the country, including the Civil Nuclear Constabulary and Ministry of Defence Police. Around 1,000 military personnel were deployed alongside the police to backfill existing guarding roles . . . releasing armed MOD Police officers to support the wider incident response. ☛

In the first 24 hours MDP officers were deployed to eight local forces across England and Wales, this figure rising to 18 by the Bank Holiday Weekend, when up to a quarter of the Force's total strength of Authorised Firearms Officers (AFOs) were used to mount policing operations at a range of iconic sites, crowded places and major public and sporting events.

The busiest day was Saturday, 27 May, when the Force supported 60 public events, including several high profile music concerts, festivals and sporting occasions, as well as helping British Transport Police colleagues to keep the railways safe and providing reassurance to the general public by patrolling city centres and shopping areas.

Police forces given MDP support ranged from the Metropolitan Police Service to Dyfed-Powys and from West Mercia to South Yorkshire, a response described by **MDP Gold Commander, Assistant Chief Constable Paul McLaughlin**, as 'extraordinary'.

He said: "We responded exceptionally well. The professional manner and attitude of staff was first class. We provided very large numbers in response to what was required and the transition to the military from the MDP at local level in terms of them back-filling us also went very smoothly."



Feedback following the event had been, very positive, said ACC McLaughlin.

"We were received and hosted extremely well by our colleagues from the Home Office and in many respects we provided the lead in some of the aspects of patrolling Authorised Firearms Officers (AFOs), given that it was something that was not as familiar to them as it is to us in our day-to-day role.

"Overall, it has been a real success and credit has to go to the early planning that took place and the execution of those plans both centrally and locally, together with the strong embedded liaison officer we had in the National Police Co-ordinating Centre and the Ops Directorate.

"We had a large contingent of officers who came down from Scotland, with 40 per cent of them peeling off to Humberside and the rest coming down here, to Headquarters for onward deployments.

"The recruits at OCC who finished their course on the Friday were deployed to London on the Saturday. They stepped up to the challenge and did exceptionally well and brought nothing but praise from their Metropolitan Police Service (MPS) and East Midlands host forces for the way in which they conducted themselves.

"In fact, for me everyone responded so positively, not only those who were deployed, but those who supported the deployment and those who remained at Stations.

"I would like to place on record my admiration and gratitude for the way in which everyone involved rose to the challenge with such efficiency and professionalism."

Other Force areas given MDP support were: Essex, Gloucester, North Wales, Devon and Cornwall, Dyfed Powys, Humberside, Northants, West Mercia,

South Yorkshire, Lincolnshire, Thames Valley, Cheshire, Nottinghamshire, Staffordshire, Leicester, Kent, Surrey and Derbyshire.

Said ACC McLaughlin: "As well as those officers who deployed to the above locations, I would also like to thank the Headquarters Operations staff who ran the Gold cell, Crime Command who provided 24/7 Force Intelligence Management Unit coverage and colleagues out on Stations, led by the Senior Police Officers all of whom worked hard to ensure the success of the operation."

Lessons learned have been captured and a full debrief took place in June. "I feel that the Force should congratulate itself on a job well done," said ACC McLaughlin.

Permanent Secretary Stephen Lovegrove, during a staff dial-in as Operation Temperer gathered pace, commented:

☛ **We're very, very pleased and proud that Defence can play such an active part in that kind of operation keeping our country safe.** ☛

CONTINUED . . .

OPERATION TEMPERER

**MDP Deputy Chief Constable
Andy Adams** commented:

"The MOD response to Operation Temperer has been impressive and I know that colleagues in the wider Department will be expressing their own support for what their staff have been doing. I would like to take the opportunity to recognise the important role MDP officers and staff undertake through our dual focus at times like this – our role within the MOD and that of delivering a policing service which can be called upon outside of the department.

"Critical incidents always generate the 'can do' attitude in those who are operationally focused; people put themselves out, are prepared to endure long hours and simply want to get on with the job; public service overrides personal interests and other commitments.



"I saw many examples of that throughout this operation. There has been an enthusiastic approach to 'getting the job

done' and I, for one, am extremely grateful for the commitment of everyone involved."



Thank you MDP...

**FROM: Jane Sawyers, Chief Constable
Staffordshire Police**

I am writing to express my thanks to your officers who were deployed in Staffordshire over the Bank Holiday weekend at Weston Park Food Festival, Uttoxeter Race Course and Lichfield Bower, following the horrific events in Manchester.

A total of 30 of your officers were deployed to our Force and I have received nothing but positive comments about them both from the public of Staffordshire and my officers who worked with them.

There were many social media pictures and comments about the reassurance they provided to the public.

I would be grateful if you could pass on my sincere thanks to the officers involved.

**FROM: Andy McDyer, Assistant Chief Constable
(Operations) Humberside Police**

I was both Gold Commander for the North East RICC response to Operation Temperer and in Humberside for the Radio 1 Big Weekend which was one of the most challenging but rewarding weekends of my career. I want to send out a huge thank you to the Ministry of Defence Police (MDP) and in particular to the officers and staff from your Gold cell, Devonport and Clyde for the support you offered to both Humberside and the Region.

When the threat level was raised to critical, we had to respond quickly to decide whether events could go ahead, and if so, what extra plans we needed to put in place.

From the outset I have been incredibly impressed by the response of the MDP. Our operations were reviewed and within 48 hours extra staff were being rostered in, extra security measures were being put into place and public reassurance was happening.

You may have seen the public reaction to our presence at the event, on Facebook and Twitter feeds, as well as in response to articles in the Hull Daily Mail, and on the BBC. They all covered extensively how successful the police operation was, and how much the public appreciated us being at the event.

It was clear to the people of Humberside that a great proportion of those officers were Ministry of Defence Police. I have taken the time to read some of the incredibly supportive and moving messages from the public on our social media channels – there are hundreds!

I met with all of your officers on deployment and can say that they all represented your force in an extremely positive and professional manner. I also took the time to visit each team when deployed on the ground and again I was impressed by their professional and engaging style of delivery on the operation.

Once again, please accept my heartfelt thanks for all your teams did this weekend – whether they were posted at the transportation hubs, on the perimeter, or in the venue, as part of the firearms response, or dancing with the crowds whilst wearing face paint, you really have made the people of Humberside proud of both your and our police force this weekend.





the desired effect. Inspr Luke Halls is the station tactical commander for Project Servator.

PS Hibbert told *TalkThrough*: “We deploy to multiple locations around the Naval Base. Our deployments are unpredictable and are planned to deny, detect and deter any persons carrying out hostile reconnaissance by making the environment in which they are required to operate as hostile as possible.”

Patrol areas have included, but are not exclusive to, the Portsmouth Historic Dockyard and all points of entry, as well as various external sites around the base, including Gunwharf Quays, retail and leisure outlet, Cascades Shopping Centre, Portsmouth Train Station and Bus Terminal, Gosport and International Ferry Ports.

“MDP officers are deploying jointly with Hampshire Police colleagues from the local Neighbourhood



Policing Team around the Portsea area and have developed more resilient intelligence gathering processes. We have also been invited to attend local advisory group meetings,” said PS Hibbert.

The team consists of a blend of experienced officers, with recent recruits and student officers. By being on the Servator team the students have all completed their portfolios well within the permitted timescales.

Project Servator starts rolling out

■ **THE ROLL OUT** around the Force of **Project Servator** has begun, following a successful pilot programme at HMNB Portsmouth.

Former Portsmouth SPO Chief Inspr Fiona Kerr – currently Frontline Operations lead at MDPHQ – explained what the project is about and how it fits in with the Force’s recently adopted Operational Policing Model:

She said: “Project Servator is a tactical option that supports the Operational Policing Model, and has been researched and developed over the last seven years.

● The main premise is to create and sustain a hostile operating environment for those conducting attack planning, both online and at the site while informing, reassuring and recruiting the friendly site user. ●

“Servator deployments can be varied to meet the tactical deployment plan as, similar to policing demands whether city or rural, one size does not fit all.”

Devised by the Centre for the Protection of National Infrastructure (CPNI) Project Servator is a strategic method of policing that uses unpredictable, highly visible policing

deployments, involving a wide range of resources.

These can include specially trained officers, supported and amplified by community engagement, media and public relations to help disrupt hostile reconnaissance and wider criminality whilst reassuring and engaging the public.

The Portsmouth Servator team was formed from the current complement on 16 January and PS Guy Hibbert, as the team leader, together with PC Amrit Jhitta, have qualified as Servator operational commanders, whilst the PCs in the team have all been trained in the techniques being deployed to achieve





The project has also proved highly motivational for team members and has led to closer working with some of the Force's intelligence-gathering and other specialist services.

Project Servator has also been a driver for the Force making operational use of social media via the MDP's recently inaugurated Twitter account.

PS Hibbert is the first MDP officer who has successfully passed the Trainer programme as set out by CPNI and is accredited with delivering Servator training in Force and to the 11 other Forces presently signed up to Servator.

He said: "This has generated very positive networking as currently only a small pool of Servator trainers exists across the police family. I am assisting Essex Police in September, with a future course to run at York involving MDP, Civil Nuclear Constabulary and North Yorkshire Police trainers and students."



The next phase of the roll-out has seen MDP AWE deploying Servator officers, under Insp Andy Ramsay and PS Mark Yates and the Force has also completed joint deployments with the City of London Police.

Chief Insp Kerr said: "Servator works with the Operational Policing Model (OPM) as part of our deter and detect strategy. Training and

deployments are being carried out at AWE, Clyde/Coulport, Whitehall with training planned for Devonport, CSG and Portsmouth.

"Servator deployments have also been carried out during Op Temperer, RIAT and Operation Clockface and Destiny and will continue to be a valuable tactic in countering terrorism."

Outcome of the Infrastructure Policing Review

By Richard Clancy, Business Management

■ **The STRATEGIC DEFENCE and SECURITY REVIEW that was published in November 2015, included a commitment to 'integrate infrastructure policing further and to review the options to do this'.**

A cross-Government review team led by the Home Office was established in early 2016 to conduct an Infrastructure Policing Review (IPR) to assess the options for better integration of infrastructure policing in the UK.

The review team included representatives from the relevant Government departments (including MOD) and secondees from each of the Forces that were within scope of the IPR (i.e. MDP, CNC, BTP and Home Office airports policing).

In February of this year, and following consideration of the findings of the IPR, the Home Office confirmed that:

■ **The Prime Minister remains of the view that further integration of the police forces that have been within the scope of the IPR (i.e. MDP, BTP, CNC and Home Office airports policing) would be beneficial**

■ **However, due to other more pressing Government priorities it has been concluded that a formal merger of forces WILL NOT be taken forward at this time**

■ **The option of merging some, or all, of the infrastructure police forces in the future will be kept open, but will not be taken forward before 2020**

■ **Further work should be undertaken to look at non-legislative options to improve interoperability between the infrastructure police forces, and options to improve efficiency and operational effectiveness. The relevant Government departments and the forces concerned have been asked to contribute to the work required to develop options, which will again be led by the Home Office**

The key message is that a merger of the MDP with other infrastructure police forces WILL NOT be taken forward in the immediate future.

The work to assess potential options for improving interoperability between Forces and improved efficiency and operational effectiveness is now ongoing.

The Chief Constable and his colleagues from the CNC and BTP are fully engaged with the Home Office to assist them in developing options to meet the Government remit described above, together with an implementation plan that will increase collaboration and improve operational effectiveness between the various infrastructure police forces.

Further updates on the outcome of this work will be published in due course.

Earlier this year former Chief Constable Alf Hitchcock told *TalkThrough*:

"There were two factors that were quite important – one was the requirement for some capital expenditure up front (i.e. money to make it happen) and secondly that such a major policing change would require a legislative change.

"So, the view of the Prime Minister at this time, quite rightly, is that the combination of those two things makes it difficult to achieve in the short term, particularly given the level of complexity of legislation which will require to be amended as a result of Britain leaving the European Union.

■ **The formal merger has been put back until after 2020 and we have been asked to examine how the relevant Forces can work more closely together and start to get closer to convergence without the requirement for legislation.**

That work is currently being led by the Home Office and they are working up a plan of elements to consider in the coming years. In the Conservative manifesto document a commitment to progressing this work during the life of this parliament was included.

"Now the election is over, albeit with a hung parliament, we stand ready to work closely with all interested partners to ensure that this is achieved."

No let-up in operational tempo

Interview with ACC Operations Paul McLaughlin

Report by Editor Norman Hicks

Photograph by Paul Kemp

THE ROLE OF ACC OPERATIONS has been a particularly busy one in recent months, with a number of organisational changes affecting the way the portfolio performs its many and various duties.

On top of that, the Force's response to Op Temperer (see pages 6-9) in May, has also had a positive impact and has raised MDP's profile considerably across the country and, via social media, across the wider world.

ACC Operations Paul McLaughlin is relishing these challenges and took time out of his busy schedule to answer *TalkThrough's* questions about how he is meeting them.

At the time of our interview, as Op Temperer entered its final 'lessons learned' phase, he had been in post for over nine months, but had been doing the role on Temporary Promotion for much longer.

We began by asking Mr McLaughlin:

How have you found the transition to the substantive role?

"I was delighted with my success in the process and to have been offered the promotion. I was fortunate enough to have had the opportunity to experience the post as T/ACC for two and half years and since my promotion last August, I've now been in the same post for a total of three years three months.

The transition from temporary to substantive was quite seamless. I continued in the same post, which enabled me to continue with the routine business work of my portfolio as well as the various Ops-led projects.

What has been beneficial for me personally – and I guess for the wider Ops staff – is that the uncertainty of who will lead the portfolio has now been removed, which allows us all to crack on with Ops business and key project work that will enhance the portfolio outputs.

I and the wider Operational team look forward to the various operational and portfolio business challenges in the weeks and months ahead."

The decision to close down the Nuclear and Territorial Divisions and operate from the centre cannot have been easy. What factors did you and the Chief Officer Group take into consideration when adopting this policy?



"The Divisional post implementation review was completed in line with other HQ PIRs and the subsequent decision taken by COG resulted in the recent closure on 1 May of both Divisions. Change, in whatever format, has to be communicated well which, when actioned diligently, often enables staff to accept the change because they understand the rationale behind the new organisational structure.

HQ Ops and Standards strived to open communications lines to staff through promulgation of each report phase to the Divisions to ensure staff and customers understood progress with the project. A number of factors were considered in reaching the decision, not least the initial PIR which indicated that the Divisions were not functioning as intended, following PR11 HQ reductions.

Further work with process analysis and due diligence workshops proposed options for change which

demonstrated the most cost effective and efficient structure, alongside a HQ central Force Control and Information Room (FCIR) and Duty Resource Management Cell (DRMC), involving full centralisation of the Ops Portfolio.

This decision also encompassed a change to empower all SPOs with greater autonomy on budgets and procurement within their own areas of business, in line with our new Leadership Standard. Detailed SPO responsibility, role and accountability was also communicated which in effect has created our 'SPO Charter'.

In terms of the portfolio workforce, throughout the project work, including the OSU/CSG review, I was always conscious that the final decision taken by the Chief Officer Group (COG) could potentially result in movement of staff and therefore could have an adverse impact on their personal circumstances.

I therefore held vacancies open at local level to ensure that, if required, I could minimise the potential impact on officers and staff by offering them a choice to remain in a local post, thereby negating a move of home and resulting in minimal disruption to their families. That choice was open to the majority of staff involved and a number have taken it up and have settled in well at local level."

The Force is embarking on a period of great change, with a move of Headquarters, the roll-out of the new Operational Policing Model, the arrival of the QEC class carriers at Portsmouth and enhanced activity on the Clyde, in preparation for it becoming the single integrated operating base for Royal Navy submarines by 2020. How has your portfolio been preparing for this change?

"You raise a number of developing business areas and operational enhancements to my portfolio which the COG and my HQ Ops team are alive to and preparations in some cases are well advanced and with others areas, it is early days. For example, the portfolio has been very active with Op Justiceship – preparations for the deployment of the Queen Elizabeth class Carriers (QEC) – for over 18 months and credit has to be given to Chief Inspector Fiona Kerr and her team at Portsmouth as well as Chief Inspector John Brizzolara and his team for the work they have done to get MDP 'operationally match fit' for QEC arrival and trials.

Supt Dave Pawley will now pick this up and Dave will ensure the good work continues as we move closer to First Entry Point (FEP) at Portsmouth.

My HQ Ops team have also recently begun working up the vast amount of key data required to support a FCIR and DMRC and we aim to get to Initial Operational Capability (IOC) by end Autumn this year.

The portfolio has, for some time, also adopted the seven objectives of the Operational Policing Model (OPM) across all stations and SPOs are regularly looking for different and innovative ways to deliver our business more effectively and efficiently i.e. in some cases, 'more for the same' or 'the same for less'.

With recent changes in JSP 440/628 which now articulate an effects-based security approach, SPOs must engage our customers to communicate the benefits of adopting MDP's OPM and the resultant effectiveness and efficiencies. It is important to reiterate that the HQ Ops team is here to support and supplement SPOs in their engagement with Heads of Establishment.

Continuing on the OPM objectives theme, in December 2016 our work on Op Servator significantly increased with the publication of a strategy and an accompanying action plan to drive through the implementation of Servator across all stations over the course of the next 12 to 18 months. Equally, we are working closely with the Centre for the Protection of National Infrastructure (CPNI) to deliver Servator training and create a robust communications plan going forward, as well as achieving self-resilience on training the Servator brand.

The portfolio is also anticipating the results of the ongoing Naval Base Review outcomes which, coupled with the reduction of the Force annual budget – which will undoubtedly necessitate a review of our operational footprint (Reset) – will require some creative and innovative thinking in MDP delivering our customer taskings.

There is no doubt we have some challenges ahead in the portfolio over the next 12 months but we will tackle them head on and look to them as opportunities to demonstrate MDP's unique purpose and style with confidence in each other, pride in what Ops deliver showing resilience and flexibility, executed in a professional style where we adapt, protect and reassure to meet customer requirements.

This requires strong leadership in the portfolio and I am very confident we have the team to deliver."

MDP's key role in memorial unveiling ceremony

■ MANY MONTHS of planning by MDP Whitehall officers and their MOD London-based colleagues came to a successful conclusion in March, when HM The Queen, accompanied by HRH The Duke of Edinburgh, unveiled the Iraq and Afghanistan Memorial in Victoria Embankment Gardens.

The new Memorial recognises the contributions of the UK Armed Forces and all UK citizens who deployed in the Gulf region, Iraq and Afghanistan from 1990-2015, and those who supported them back home.

Air Vice Marshall Garry Tunnicliffe was the MOD lead for the project and chaired numerous inter-agency planning meetings, which were attended by Whitehall Deputy SPO Inspr Peter McDonald, as the MDP lead Operations planner.

The meetings were also attended by representatives from the Prime Minister's Office; MOD Ceremonial Planners; MDP Whitehall SPO Chief Inspr Jeff Renton, as MDP Bronze Commander, together with representatives of the Metropolitan Police Service (MPS) the Royal Household; Royal British Legion; The Memorial Trustees; MOD communications staff; Westminster City Council; the Royal Parks Agency and a commercial specialist event security company.

In addition, during the six months before the ceremony, there were several



Photographs by Paul Kemp



reconnaissance visits of the key locations, both Horse Guards – venue for a Drum Head Service and subsequent Royal British Legion Reception – and Victoria Embankment Gardens, which are east of MOD Main Building and in which the memorial is sited.

MDP Whitehall Command and MPS Silver Command agreed that a coordinated MPS/MDP operation would take place with MPS taking primacy at Horse Guards and MDP at the Gardens.

However, Op Topcap continued to operate at Horse Guards, where a Service of Dedication launched proceedings, attended by some 2,500 invited guests, including families of the fallen and representatives from the many groups, military and civilian, including current Service Personnel, veterans, civil servants and aid workers, whose efforts are marked by the memorial.

The service was conducted from a specially constructed Drumhead on Horse Guards Parade with the Queen, Prime Minister Theresa May, former Prime Ministers and the Defence Secretary, Sir Michael Fallon, in attendance.

They were joined by Their Royal Highnesses The Duke of Edinburgh, The Duke and Duchess of Cambridge, Prince Henry of Wales and other members of the Royal Family, as well as Memorial Trustees, led by their chair, former Chief of the Defence Staff Lord Stirrup.

Following the Drumhead Service, the Memorial was formally unveiled at a short ceremony in Victoria Embankment Gardens, in front of the Ministry of Defence, where Her Majesty the Queen met a small number of civilian and military guests who contributed to the



Iraq and Afghanistan conflicts, and Memorial Trustees.

Designed by sculptor Paul Day, the Iraq and Afghanistan Memorial features two large stones – one representing Iraq and the other Afghanistan – linked by a giant, two-sided bronze tondo, depicting the Memorial's theme of 'Duty and Service'. The memorial gives equal prominence to military and civilian contributions.

The area of Whitehall and Horse Guards including all roads leading to both sites were closed off using Hostile Vehicle Mitigation barriers with strict control of entry to emergency vehicles as well as certain specific 'official' vehicles. Security was paramount given the profile of those attending and in light of the Nice and Germany attacks.

MDP were very high profile and this included foot escorts of the current Chief of the Defence Staff and Chiefs of Staff with the Secretary of State for Defence from MOD Main Building directly onto Horse Guards Parade and into the Royal Pavilion prior to the arrival of Her Majesty and the Duke of Edinburgh.

Led by the SPO and DSPO, the MDP also deployed Whitehall Station officers, the Operational Support Unit (OSU) search team, OSU in the General Police Duties role, Explosives Search Dog Teams and Central Support Group GPD officers

The entire operation was a success for all parties concerned. In a letter of thanks to all those involved in the planning of the event, AVM Tunnicliffe wrote:

'Having seen the event unfold over the past weeks and days, I have the utmost admiration of how you have individually and collectively delivered what has been a most successful event. You overcame each challenge, including those that arose at the last minute. And in facing such challenges, the collaboration and co-operation of all has been abundantly evident, as has been the spirit of willingness to deliver a marvellous occasion.'



Rising to the challenge...

Interview with ACC ODC Dave Long

Report by Norman Hicks
Photograph by Paul Kemp

■ Although in the substantive post of ACC ORGANISATIONAL DEVELOPMENT and CRIME for only a few months, Dave Long is no stranger to the role, having completed two stints as Temporary ACC during the recent Force restructure.

TalkThrough caught up with him at a busy time for all the Chief Officers, with a number of key decisions about the way the Force will operate in the future either pending or recently delivered.

We began our interview by asking ACC Long how he was finding his role now that he was no longer a temporary incumbent. He said:

"In terms of the portfolio, having undertaken the temporary promotion on two separate occasions in the past, I'm familiar with the challenge of the work load, the business areas and the people.

On the substantive promotion I was therefore able to fall-back on my knowledge of the business and where it's heading. I had already had the best part of a two-year grounding to be able to pick up on the strategic considerations, work as part of the Chief Officer Group and drive forward the business requirements, so I'm not having to start afresh. That makes it, not so much easier but smoother, to be able to take forward the role, because you are comfortable with yourself as a Chief Officer and the need to lead people towards the business outcomes that are needed for the portfolio.

The challenge comes in finding a way of moving the Force forward in a productive and pragmatic way, so that it can grow and develop, against the backdrop of financial constraints and the indecision around some of the key things that have affected the Force over the last couple of years – like the Infrastructure Policing Review, the MDP's future funding model, what is happening with AWE and the proposed move of the Force Headquarters."

■ What have been the highlights of the past two years within your portfolio? ➤

"One area of significant challenge has been in Crime Command. The team have really demonstrated over the last two years significant growth in asset recovery and disruption and in the outcomes of investigations. They've worked to MOD priorities and worked closely on the agenda set by the Vice Chief of Defence Staff (VCDS) in respect of ACTO Stores (Attractive to Criminals and Terrorist Organisations) and taken positive steps to collaborate with other partners including Fraud Defence.

The team have demonstrated their ability to be more proactive in investigation delivery. The throughput and number of cases has increased year on year for the past three years; the number of recoveries – whether that is asset recovery or related disruption – has also increased significantly during that same period, so there

is a good success story there, around how the team, from having a 60% staffing and capability reduction has actually positively demonstrated its worth and value to the Department.

The challenge from that success has created more interest and more demands on the team particularly on proactive investigations and intelligence development, resulting in the COG making an enhancement bid to HOCS for additional resources.

I think all the people in key areas that know Crime Command is performing well for Defence, would ordinarily support an increase, but the challenge is in finding the money and resource to be able to make that happen – something that is really challenging across all operational areas of the MOD.

Further focus on Crime Command has been brought about by the recent success of the team during Op Dragonroot, a multi-agency operation across the UK (led by the National Crime Agency and National CT Policing), which demonstrated MDP's ability to work collaboratively with other policing partners where risk exists on the Department's ACTO stock control processes. Such scrutiny places further expectation on the Crime Command team to continue to deliver."

■ What other challenges does the portfolio face? ➤

"Crime Command is the operational side of my portfolio's responsibilities. Other responsibilities have focused around on-going delivery challenges with Firearms Branch and the Operational Capability Centre. They are two separate command teams but have very close interdependencies in terms of what they do.

From the Firearms perspective there is a real challenge around meeting the demands of the Force, given the Force consists of over 90% armed officers.

Moving through the introductory phase of fitness testing *without* consequence, and then looking (later this year), on the *with* consequence phase, there is a significant amount of data, which together with the Annual Medical programme needs to be captured and harmonised around all the individual role profiles. Together with other priority training like First Aid, Taser and Firearms Command, these developments will enable us to enhance our compliance with College of Policing (CoP) standards and achieve our firearms re-licence – which is due for renewal in December 2017.

This presents a real resourcing challenge, because the Force is not cash rich, we are not instructor resource rich and we've had to adapt to make sure that we can live within our means from both a financial and a head count perspective within the limitations placed upon us by HOCS.

That's an organisational challenge in itself, when you want to be proactive and look forward, around succession planning, around developing the training regime and around developing the training infrastructure, which the Chief Officer Group would wish to be modern and maximise the use of technology. With regard to the



infrastructure, there will be difficulties in making Wethersfield a 'centre of excellence' for the delivery of training, because the site is due to close by 2020, so there are limitations on what we can do to 'add value'. We will have to look to the future HQ site on that aspiration.

However, we've got a really good team of people that work very hard, under very trying circumstances – cash shortfalls, instructor shortfalls and a lack of investment – but they still do their best to make it work. That's down to the success of all of the Firearms Branch team including all the training delivery centres across the Force not just at Force HQ.

The working relationship between me and (ACC Ops) Paul McLaughlin, is very productive especially around firearms training, where we identify practical solutions and common aims to secure training delivery. Sometimes it's a logistical nightmare to release people from stations when you've got competing demands for training and operational requirements, but it's one we keep in check and overview through the Strategic Firearms Group and I act as that link into the COG to keep colleagues aware of where there may be potential difficulties or increased risk.

On the OCC side the biggest bulk of OCC activity and what has been the most challenging has been the constant drive on recruit training since June 2014. During that time the team have been really proactive in developing a more bespoke recruit training programme that better meets MDP's needs. The course has been adapted to use materials from the wider CoP Syllabus but also to better meet the MDP's needs, to make sure that we do not over-train in certain areas that are less relevant to the specific task that officers are deployed on.

It's beneficial to adopt national standards to link with either CoP or the Scottish Police College and look to implement best practice and be consistent with those wider UK policing standards. However, we have to adapt that to make sure that it meets MDP needs and more importantly those of our customers. And it's absolutely right that we do that, that we try to align on the accreditation to make sure that we are linked in with both E&W and Scotland jurisdictional areas.

The other difficulty for the OCC is keeping up with all the other mandatory training that needs to be done, for which there has been a renewed focus over the last two years on delivery of leadership and management training.

The Security and Culture Review by Len Jackson from the Police Committee, outcomes from some PSD investigations and feedback from the My MDP Survey concluded that we needed to place more investment into developing our leaders. The OD Strategy referenced this requirement and there has been significant time and effort put into that, leading to real progress on delivery of leadership and management training to Sergeants, Inspectors and Chief Inspectors – with courses also opened up to civilian colleagues. This has enabled us to really drive forward on the Force Purpose and Style, the Police Code of Ethics, the Policing Principles and use of the National Decision Model (NDM) that together we refer to as the Four Cornerstones.

We know there are still some officers who have yet to attend, but nonetheless the feedback that we've had from colleagues who have attended it and some of the things recorded in the My MDP Survey show that it is heading in the right direction – and has been a worthwhile and essential investment.

The OCC Team has also been heavily involved in the development of new promotion exams, the transition to Work Based Development promotion process, updating Policy and Standard Operating Procedures (SoPs), scoping the potential for MDP Apprenticeships, developing and delivering new First Aid training for firearms officers and many more important activities that sustains the operational focus of the Force."

■ How have you managed the various projects the Force is involved with? ➤

"The Business Change Team (BCT) – which has been until recently a team of two: Supt Dave Pawley and Ch Insp Phil Lucy – was heavily involved in the MDP contributions to initial SDSR15 Security Options, initially developing the new Operational Policing Model (OPM) concept and, in consultation with DBR/DefSy, delivering and debriefing the OPM concept 'pilot' at Aldershot Garrison. Project Servator was a specific strand of OPM that supported CPNI

Rising to the challenge

principles for behavioural activity and influencing during operational deployments – the team established a governance group with key stakeholder input that has served to provide a platform for continued progress. This strand now rests with HQ Ops to take forward, following pilots at AWE and Portsmouth.

The BCT also worked to the priorities set by the Chief Officer Group, so following OPM/Servator they led the MDP contributions as part of the Infrastructure Policing Review, working as embedded officers within the HO Project Team, providing timely MDP specific knowledge and expertise to ensure that MDP interests were represented accurately within the Project. This supported the Chief Constable, COG, Police Committee and wider MOD briefing processes. More recently, they have focused on developing Programme and Project Management, bringing that methodology and approach more into mainstream MDP business and thinking.

Whereas, traditionally, MDP projects would have been led by somebody at Headquarters, we have had a number of examples where people out on the ground – operational commanders, managers away from Headquarters – have been actively involved in some of those projects and that's good, especially as we are trying to change the culture of the Force, to make it less Headquarters centric (although the recent Operations re-structure does place command overview at HQ!).

This approach recognises the value and contributions that people out on the ground bring to business and operations, because I don't have all the answers and HQ doesn't have all the answers. Invariably it's a team of people and usually it's the SMEs, the people that do the task day-to-day that have the best ideas about how we can best improve to move the Force forward. Engagement is really important.

Another business area in the portfolio is Organisational Development – more recently operating as a 'team of one' – Chief Insp Steve Rochester, who has completed significant work this year to carry forward development of the various work themes under the OD Strategy into its second year – with one theme focused on the My MDP Survey – identifying what came out of 2015, tracking how it progressed through 2016, delivering the new Survey in late 2016 and determining with other colleagues what needs to be taken forward in 2017.

When the Force adopted the CS Leadership Standard, Steve played an important part in getting that together, making it MDP specific and then delivered briefings to assist implementation across the Force.

It's been really good that we have been able to focus specifically on organisational development and the ambition remains for the OD Strategy to be absorbed as 'routine business' into the MDP Policing Plan.

Delivering the OD Strategy has been essential to Force development, but our surveys and routine staff engagement tells us (COG) that we can always do more to improve 'life in the MDP'. I believe we've done a decent job to move forward on many of those priorities given all the constraints that I've spoken about in the background. Regular progress updates have been provided to the Police Committee and we will continue to consider priorities to move forward on changing the culture of the Force.

The only other area of business that will fall under my portfolio, now that we are in the HQ Review PIR 'implementation phase', will be Operational Standards. I've overviewed Op Standards business functions in the past in the role of Head of Standards, so I'm familiar with the work areas but naturally need to take stock of how we are going to move forward on current priorities."

How did you find the transition from Temporary to Substantive ACC on a personal level?

"There was significant learning for me during the period of Temporary ACC – two stints on that – which I think of as the 'before' and 'after' my attendance at the Strategic Command Course. I was looking forward to going on the course and it didn't disappoint. In some ways it was very challenging and in other ways it was just what I expected. I think it caused me to look at myself, to discover more about Dave Long as an individual – what makes me tick, why I do certain things and to be more open about my expectations of others especially those people that I work with on a day-to-day basis.

So, I don't know if people saw a different Dave Long when I came back from the SCC. It was fortunate from my perspective that toward the end of finishing the SCC, an opportunity came up for me to do another period of temporary promotion. When afforded an opportunity, I never view it in my mind as being anything other than permanent. I never think I'm not going to do something because I'm only temporary and someone else will be taking over.

You make the decisions to try to do the best for the Force. I'm a career MDP officer and I'm proud to have served all my 33 years in the MDP and I'll continue to drive forward and continue to represent MDP to the best effect, providing leadership to the people that are really committed within the Force. There is a real 'can do' attitude about MDP and that sometimes gets lost when you hear about some of the bad things that might have happened with some of the incidents across the Force, some of the outcomes that might come from some of the surveys and when you read things around the possible future implementation and changes to VSAs and shift patterns, it's very easy to focus on some of the negative views.

The strength of the MDP has always been its ability – when the chips are down – for colleagues to respond positively and rise to the challenge – whatever that is. I think MDP have demonstrated that time and time again and will continue to do so in the future.

The other part about me as an individual is that I honestly try to be a good leader. My starting position is the belief that people aim to work to the best of their abilities and they are going to give the level of commitment that's required by the Force. I don't try to second guess people as to whether they want to contribute or not. I prefer to set the task, remit and resource availability, enable colleagues to get on with it and encourage them to respond positively within that framework.

It's important to be yourself and to be authentic when you're leading a large team of people and you've got a senior position within the Force."



Force marks LGBT History Month

AS AN INCLUSIVE EMPLOYER, proud to support its LGBT staff and the communities it serves, MDP marked LGBT History Month in February.

This annual event celebrating the lives, struggles and achievements of lesbian, gay, bisexual and transgender (LGBT) people was marked by MDP LGBT Champion ACC Dave Long raising the Rainbow Flag at the Force's Headquarters, alongside DCC Andy Adams and ACC Paul McLaughlin.

In recognition of the support provided to the Force during the month by the Colchester-based *Outhouse East* charity – which offers support and information to LGBT people in Essex and campaigns on their behalf – Mr Adams later presented its representatives with a new rainbow flag.

This year marks the 50th anniversary of the passing of the Sexual Offences Act, which decriminalised private homosexual acts in England and Wales for men over the age of 21.

The Rainbow Flag is regarded as a global symbol for LGBT rights and therefore this year it is a particularly fitting

representation of the political struggles the LGBT community has faced.

LGBT History Month was also celebrated in style by the Special Escort Group.

PC Kelly Street baked a Rainbow cake and presented it to the SPO, Supt Konrad Chrzanowski, who said: "The SEG always has and always will fully support LGBT staff and issues along with all other aspects of Diversity and Inclusion."

PC Street is pictured presenting Supt Chrzanowski with the rainbow cake surrounded by members of the SEG.



MDP Fitness Programme Update

■ FOLLOWING THE WINSOR recommendations (March 2012) all police forces through England and Wales were expected to implement fitness testing for police officers and so, on 1st June 2016, MDP embarked on a year-long period of without consequence mandatory fitness testing, to assess the Force's capability.

This period followed a great deal of scientific work conducted by the Institute of Naval Medicine (INM), to assess the role of the MDP Authorised Firearms Officers. The INM's work assisted the MDP in choosing standards and tests by which to assess the Force. The MDP chose the **Multi Stage Fitness Test (MSFT)** and an alternative test of the **Chester Treadmill Test (CTT)**. (See results below).

Both of these tests have been validated and peer reviewed, giving assurance that they are acceptable and robust performance monitors for the MDP to use.

■ At the time of writing MDP have successfully engaged 77% of the force

■ Since the 1st June 2016 the MDP have tested 71% of the force with a pass rate of 97%

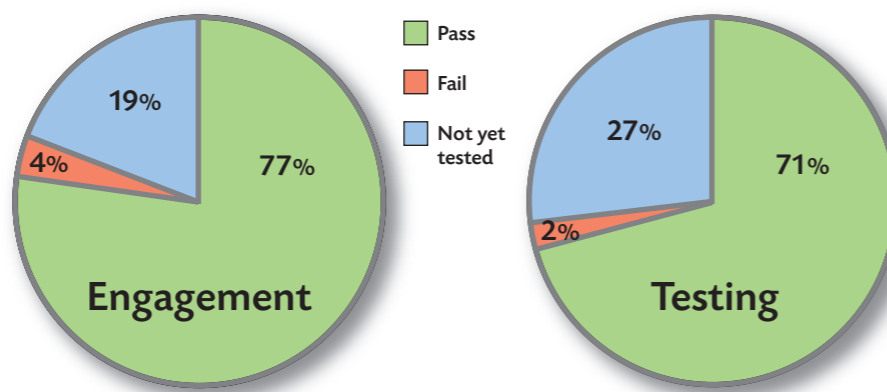
While this on the face of it seems like a very healthy proportion of the Force who have engaged and successfully achieved their role-required minimum fitness standards, there is still



obviously room to improve and swell those figures through 2017/18.

To this end a new planning tool for SPOs has been promulgated to ensure that all MDP officers are rostered a fitness test date and it is planned from the outset of FY 2017/18 as per PST and Firearms Training arrangements.

The Fitness Team based at MDPHQ is continuing to support the process by visiting stations to assure the delivery standards and educating staff to allay their fears with regard fitness testing. These focus groups have been successful in engaging the remaining small proportion of the workforce who are yet to be mandated or be cleared for a fitness test.



By Alyn Rourke, MDP Fitness Adviser

The Fitness Team also manage a cohort of 55 fully qualified and trained MDP Fitness Trainers (FT) whose role is to assess the MDP officers locally and, where possible, support any low level development programmes of officers undertaking improvements in their personal fitness.

If there is a local business need for additional FT support then this can be applied for by officers. The potential FT must be fully supported and submit a MOD form HR103 (General Application) through their line management chain to the Fitness Team. This is then subject to external training budget approval. Further professional development and familiarisation training is then necessary from the Fitness Team before sign-off is complete.

The Fitness Team also fills a regular slot on the Operational Capability Centre (OCC) Leadership and Management course to help support senior officers regarding their responsibilities for fitness testing. This course is available to all current and aspiring senior MDP officers.

This year also sees the 3rd iteration of the Global Challenge. This challenge is funded by the MDP and is a good way for all MDP employees to engage or increase their physical activity levels, whilst working towards achieving their role-required minimum fitness standards.

This year the challenge has been rebranded as Virgin Pulse Global Challenge. This new format brings new and exciting additions to the already superb existing platform. For more information please log on to: <https://globalchallenge.virginpulse.com/>

The MDP Fitness Team continues to work with the wider policing community through a collaborative Fitness Testing Working Group headed by Kent police ACC Jo Shiner. This group's agenda is to horizon scan the policing and



fitness testing worlds to ensure compliance and best working practices are developed and maintained throughout policing.

The MDP continues to work to align with College of Policing (CoP) guidelines and to aid interoperability and carry forward the Prime Minister's agenda of greater harmonisation between police forces

The 1st of June 2017 saw the end of this investigatory period and the commencement of mandatory fitness testing in line with performance monitoring in the MDP.

Fitness testing is an area of capability and should be managed in the same way as requalification for both Personal Safety Training and Firearm qualifications.

MDP helps trainee OH Nurse Specialists' Scheme

Already registered nurses who are currently undertaking university training to become Specialist Practitioners in Occupational Health need some exposure to occupational health practice whilst in training – termed practice placement.

MDP Occupational Health Lead Clinician Patricia Obende told *TalkThrough*: "As part of their professional development, these nurses are required by the Nursing and Midwifery Council (NMC) to undertake a period of placement experience that can be synonymous with work experience whilst in training.

"The Department of Health regards provision of such practice placement as being a vital part of the education process and has said that every practitioner shares responsibility to support and teach the next generation of nurses and midwives.

"There is a shortage of Specialist Practitioners to supervise these students in placement and the Nursing and Midwifery Council has advised that three students can be supervised by one practice teacher at a time. I have been approached to support this professional requirement."

The students being placed under Patricia's supervision are from London's South Bank and Brunel Universities and can either complete their Specialist Community Public Health (Occupational Health) Nursing degree as a one-year full-time course, or split their studies over a longer period as a part-time course.

The practice placement or work experience element of the course can vary in length and could be as much as 80 days in the one-year course.

Said Patricia: "Activities during this placement are tuned to the learning outcome, usually under the supervision and with the support of a trained Registered Specialist Practitioner, in collaboration with the relevant Higher Education institution.

"MDP is providential in having an experienced registered Specialist Practitioner, therefore these students will be supervised and supported by me, with a consequent benefit to MDP."

To ensure that there is collaborative working between practice training and academic training University Link Lecturers visit the practice establishment with a view to not only audit the students' learning, but also to ensure that the placement is working well for the establishment.

As part of this scheme, Patricia recently played host to Anne Harriss, Associate Professor and Reader in Educational Development and Course Director from London South Bank University.

Professor Harriss has been awarded a Fellowship of the Royal College of Nursing – the highest award it can bestow – in recognition of her exceptional contribution to the nursing profession.

The University is a committed supporter of the Armed Forces Covenant and also celebrates Armed Forces Day and hosts an annual Remembrance Service.

MDP Role	Est. Aerobic Capacity*	MSFT level (Level : Shuttle)	CTT equivalent time (Min : Sec)
MDP AFO (Pre March 2014)	36	5.7	10.00
MDP AFO (March 2014 onwards)	41	7.6	12.00
MDP Tactical Support Group	51	10.5	10.00**

* Aerobic Capacity must be at least this value in order to attain the CTT target time and/or 15M MSFT

** This test is conducted using the CTT Running test

Women's Network

Building Confidence Event

■ **TOGETHER** with three female MDP colleagues I was invited to attend a Police Women's Network event – hosted by Supt Nikki Leaper of Devon and Cornwall Police – to discover the experiences of other successful women.

The aim of the day was to listen and exchange views about the life experiences of others and most importantly to reflect on our own personal lives and its impact on our careers.

Arriving at the event we were greeted by Supt Leaper, who presented a brief about the day ahead, before we received a welcome from Alison Hernandez, the Police and Crime Commissioner for Devon and Cornwall.

Listening to Alison's accomplishments within politics and throughout her career, it is clear to see she is a true advocate for equality within the force. She reflects the epitome of confidence and goal achieving for women.

We then embarked on self-reflection, as a group we discussed 'what does self-confidence look like?' There were an array of ideas given, with an overwhelming majority confirming that confidence is portrayed through appearance, presence and voice. However, the main factor impacting confidence was deemed to be happiness and honesty, 'being you and being happy within yourself'.

This event wasn't just about professional development and confidence, it incorporated personal confidence and aspirations to challenge yourself and meet personal goals. We met Caroline Bramwell, an inspirational woman whose story can be found @carolinebramwel (Ironostomy.co.uk).

In 2014, Caroline was a business owner and a mother of one young child. Whilst pregnant with her second child she was diagnosed with Ulcerative Colitis, a life changing condition that affected her personal and professional life. She recently made the difficult decision to undergo surgery to have a stoma.

Six months after her surgery, Caroline took up cycling to get fit, ten months later she had completed the London to Paris cycle in 24 hours. Now, Caroline is a triathlete and has recently completed her first Half Ironman Challenge and was also in training for the Bolton Full Ironman competition. Caroline is a true example of setting a goal, challenging herself and completing it!

After lunch, we participated in workshops including Wellness, Goal Setting, Managing Difficult Conversations. These seminars were about re-focusing one's attention to setting personal goals and promoting personal wellbeing to encourage a healthy and purposeful career, from simple tips about diet and exercise to visualising an 'end-goal' for success.

Time was spent establishing mindfulness and promoting self-esteem, self-belief and self-optimism to re-evaluate our career paths. Some of us set some new personal goals to achieve to promote personal happiness and success.

This day gave us a chance to reflect on and assess our professional careers and personal lives. Being able to promote confidence in all aspects of life gives a real benefit to setting goals and reaching them.

The Women's Network gives the opportunity to empower and support women within the force to develop and promote a successful and happy career.

By PC Rachel Sully



PROBATIONER TRAINING PROGRAMMES 2016



New recruits graduate...



MDP embracing the power of social media ...

By Katy Lockyer,
Digital Communications
Manager

■ A RECENT boosted post and advert promoted on the MDP Facebook page produced unexpected results and a Force Twitter account has now been launched to support, amongst other things, Project Servator.

The MDP Facebook account was launched during 2014 to support the ongoing recruitment drive and has been used steadily for this purpose ever since. To refresh the current pool of applicants, permission granted to try boosting a post and promoting an advert for the first time.

The post was boosted and the advert promoted for just under two days at very low level cost, with staggering results. Within just over a month the reach for the boosted post was circa seven million, attracting in the region of 139,000 reactions (i.e. likes, comments, shares). The number of people following the Facebook account also increased from around 34,000 to 54,000 (since topping 71,000) and the recruitment team was inundated with application forms, receiving

15 times the average number that it had been receiving prior to the boost and promotion.

Resourcing Manager Michelle Kirkwood commented: "The MDP previously used Facebook as a tool to boost recruitment numbers back in 2015, with my team handling anywhere up to 65 applications a week.

"By the beginning of this year, with no significant advertising in place, the number of applications being received had reduced to an average of 20 applications a week. The recent activity on Facebook has surpassed our expectations, with some 700 applications received in less than three weeks.

"The response has been phenomenal, showing the MDP what an efficient tool social media can be when looking to attract applicants and raise awareness of the Force more generally. My team now has the challenge of sifting through and ensuring applicants are eligible to move to the next stage of the recruitment process."

The official MDP Twitter account was launched on 3 July. The Force has ventured into the tweeting arena previously when

DCPOs set up accounts to support their work within the respective Defence communities that they served.

However, this will be the first time that a corporate account, in support of the whole Force, has been launched. A main driver behind this is to enable the publication of Project Servator communications in order to assist in deterring and detecting criminal and terrorist activity, as well as to reassure the public and defence community.

ACC Ops Paul McLaughlin told *TalkThrough*: "The launch of the MDP Twitter account marks a progressive step in enhancing the digital footprint of the Force, as outlined in the MDP's Communication and Engagement Strategy.

"Twitter will play an essential and vital role in supporting Project Servator. It will provide a news feed for regular communications to our customers, personnel, local communities and the general public, presenting messaging on continuous vigilance and success stories whilst ensuring reassurance."



Follow MDP on Facebook: @ministryofdefencepolice

Follow MDP on Twitter: @MODpolice



Police team up to keep pupils safe online

MINISTRY OF DEFENCE POLICE (MDP) Officers have teamed up with colleagues from Police Scotland to help educate local school children on how to safely surf the world-wide web.

The officers, from Police Scotland's Youth Engagement and MDP's Community Policing teams, visited all 12 Primary Schools in the Helensburgh and Lomond area speaking to hundreds of children about staying secure online.

PC Craig Stamp, Youth Engagement Officer from Police Scotland and MDP Community Police Officer PC Ian Mustarde, joined members of Helensburgh and Garelochside Rotary Club, at Cardross Primary School for a poster competition launch.

The series of 45-minute presentations began with Garelochhead Primary on January 16 and saw three officers – PC Stamp, PC Mustarde, and PC Russell White – travel to all schools in the area over the next few days.

The message delivered to the kids was a simple one: "Don't Know? Click No!", encouraging them to refuse online 'friend' or 'follow' requests from strangers and to tell a responsible adult. They were also given an insight into some of the risks associated with being online such as cyber-bullying and identity theft.

PC Stamp explained: "There are six million Facebook views and 1.3 million YouTube views on the internet every minute.

More than ever before children and young adults are spending their time online and while this can be a good thing – helping them keep in touch with family and friends and providing valuable information – it also has its dangers. Hopefully our presentation will help them think carefully about their online activity and encourage them to surf safely."

Also speaking with Cardross Primary children were members of the Rotary Club, headed by Sheenah Nelson, a former teacher at the school. The Rotarians were inviting children in the Helensburgh and Lomond area to enter a poster competition to highlight the "Don't Know? Click No!" message.

The group kindly donated PC World vouchers for the first, second, and third place prizes with certificates and prizes presented to the winners at the Helensburgh Civic Centre.

Chief Inspector Des Kennedy, MDP Deputy SPO at HM Naval Base Clyde, said: "We are delighted to support this joint initiative between Police Scotland and the MDP.

"This is an issue which impacts upon the Base staff as there will no doubt be Naval Base employees who have children at this particular school and at other schools in the area.

"Our thanks go to our local MDP Community Police officers PC Mustarde and PC White who have worked hard to support this initiative."

From DII to MODNET

CHANGES TO MDP'S COMMUNICATION AND INFORMATION SYSTEMS ARE COMING.

By March 2018 DII will cease to be the system that is used to process and deliver MOD's information and in its place will appear MODNet; the system that was previously referred to as the New Style of IT (NSoIT). If you, or your staff, use DII then you will be affected by this change.

The switchover is being co-ordinated by MOD Information Systems and Services (ISS) as part of a pan-MOD programme and it is happening for a number of reasons. Most obviously, the contract for the provision of DII will end soon and a new contract for the provision of communication and information system services had to be agreed.

But another important factor is that software on DII has been specifically tailored for MOD use, which makes it complex and costly to maintain and update. DII is also near its maximum capacity.

However, the change to MODNet is not simply about addressing DII's deficiencies; there are benefits that the adoption of MODNet will bring.

For the MOD the advantages of a less bespoke system are that it can be upgraded more easily and cost effectively. This will allow

the use of more up-to-date software, like Skype for Business, and modern working practices. Users will also benefit from the increased opportunity to use smartphones and tablets and the associated mobile ways of working.

Other changes that MODNet will initiate include a single email account, a virtual agent providing first line support and, in the future, telephony and video conferencing through the MODNet computer. The introduction of Office 365, OneNote and OneDrive is likely to provide users with a familiar environment, as this is often the software that is installed on their home computers.

These changes will not happen instantaneously and sites across the country are scheduled for migration on different dates. ISS will liaise with site leads to co-ordinate the migration activity. ISS is also ensuring that it will be possible to share information between those communities that are still on DII and those that have moved to MODNet.

Everyone in MDP will eventually be affected by these changes, so look out for announcements and notices. The most authoritative source of information on the migration to MODNet is the ISS website. Links to this and other useful advice can be found in MOSS announcements, InForm and the Ihub MOSS page.

Trio Commended



DC DALE HUGHES received a Chief Constable's commendation:

'For your professionalism, detective ability and dedication in the investigation and presentation of evidence during a complex high value pension fraud enquiry. During the investigation you had to obtain personal and medical files held by Spanish authorities, including tracing the Spanish registrar responsible for recording the original claimant's death, his Spanish doctor and their accounts and records obtained. The local magistrate and police service were needed to undertake the search of a Spanish address, all achieved whilst overcoming difficult jurisdictional and language issues and requiring great patience, professionalism and resilience. Your work led to the successful prosecution at Harrow Crown Court of two offenders who were sentenced to terms of imprisonment and a confiscation order for £239,625.

contribution, but particularly recognises the subject matter expertise that you have developed and successfully used in the complex area of Data Protection and Freedom of Information legislation. Your contribution has ensured that the Force has consistently met its legal obligations under the Data Protection Act and the Freedom of Information Act. You have also been an Ambassador for the Force on the Eastern Region Police Data Protection and Freedom of Information Group, which has helped to enhance the reputation of the MDP and promote the Force within the wider UK police service.'



LORRAINE HOAD is commended by the Deputy Chief Constable:

'For the professionalism and commitment you have shown throughout your time in the Ministry of Defence Secretariat team. This commendation is in recognition of your general



JIMMY BURNS has been commended by the Chief Constable:

'For the dedication and commitment you have shown throughout your time as Wethersfield SHEF Advisor. This commendation recognises your invaluable contribution to ensuring that MDP Headquarters has operated within the requirements of Safety, Health, Fire and Environmental Protection and that MDP has complied with all necessary risk assessments for operational training, which in turn has ensured the safety of staff and visitors to the Wethersfield Site and the environmental protection of the site itself.'



Policing certificates for Clyde officers

THIRTY-THREE OFFICERS from the Clyde Group become the first to receive a recognised external qualification by completing a Certificate in MOD Policing, which has been accredited by the Scottish Police Training College.

They commenced this qualification when they started their recruit training at Wethersfield in January 2015 and completed it after a number of difficult assessments throughout their probation.

The qualification follows the same pathway as that of Police Scotland, and is designed to ensure that officers continue their studies and develop as competent police officers. PS Maureen Chapman and Insp Anne Turner, Operational Capability Centre

(OCC) staff working from Clyde, have been in close liaison with both the Scottish Police College at Tulliallan and Jackton to ensure that they fully understood the processes and that the qualification was not only achievable, but also pertinent to the MDP.

In addition to the successful completion of their initial training at Wethersfield, the officers also compiled a portfolio of evidence of their operational effectiveness to evidence their competencies, and completed three separate summative assessments.

- Multiple choice question paper
- Oral exam
- Structured interview

The two OCC officers at Clyde organised/planned and ran the three assessments. The multiple choice

exam proved no problem, but the introduction of an oral exam was very different to anything done before and caused the OCC a number of dilemmas, including, finding out how to run them, checking which questions from Police Scotland were pertinent for the MDP, and then writing some MDP specific ones.

To say it was a steep learning curve, not only for the officers sitting the exam but also for OCC staff, is an understatement. Thankfully for this exam they received assistance from four trained assessors as well.

It was expected the structured interview would go okay as both Sergt Chapman and Insp Turner are qualified interviewers and fully understand all the competencies.

However, the officers sitting the interviews had never experienced a structured interview, which quickly became apparent.

To everyone's credit, including tutors and supervisors, word spread quickly about what is expected from the interviewee, including fully explaining why they carried out their actions by linking them to legislation, regulations or MDP procedures. As an added bonus to this qualification system, there are now 33 newly established constables who have undertaken development for structured interviews.

Being the first officers to complete this qualification was always going to be difficult for them, because of the unknown element of what to expect. It was not plain sailing for all of them, but every single one, without fail, had to work hard and deserves the qualification.

It is also important for all to understand that this Certificate in MOD Policing is a Level 7 in regards to the Scottish credit and qualification Framework (SCQF). That equates directly to a Level 4 qualification in England as per the Office of Qualifications and Examination Regulations (Ofqual) Level 4.

The Diploma in Policing being completed by MOD Police officers in England is a Level 4 so this qualification is a direct comparison.

MDP team reach National Police Dog Trials

By PC John Davies,
RAF Fairford

I HAVE BEEN ASKED to write this piece as a result of recently attending the National Police Dog Trials.

To introduce myself my name is John Davies and I am currently stationed at RAF Fairford in Gloucestershire (2013) having previously served at Boscombe Down in Wiltshire. I have been a Police Dog handler with the Ministry of Defence Police for 32 years and have been handling my current Dog Baro since 2014.

It all started when I received a phone call from Force Dog Officer Matt Robertson on 5th January 2017, asking if I and my PD Baro, a four-year-old German Shepherd would like to represent the Ministry of Defence Police at the forthcoming South West and Wales Regional Police Dog Trials at Blandford Camp in Dorset.

This was my first dog trials and was held between 6th-9th February 2017 where I found myself competing against six other police forces. The trials consist of three phases, each phase testing different police dog skills.

- Phase One includes tracking, property search and chase and stand-off
- Phase Two includes person search and weapon/attack on handler
- Phase Three includes obedience, agility, send-away/redirect and man work, consisting of chase and detain, stand-off, emergency recall, gun attack, handler attack and crowd control

Baro performed very well and we managed to finish in second place overall. We also gained the most points for phase three, which resulted in coming away with two presentation cups. Our performance ensured that we had qualified to go to the National Police Dog Trials.

THE NATIONALS

The National Police Dog Trials were held at the Avon and Somerset Police headquarters on the 18th- 21st May 2017. There were 11 different forces and 20 competitors for this year's trial.

I dusted off my tunic and polished my boots to perfection, Baro had a bath and full grooming session to make him look his best and then we headed down to Bristol to face our competition.

DAY 1

We started with a briefing and introduction of the judges followed by individual and group photographs. That afternoon Baro and I completed the crowd control aspect where around 15 people acted as the rowdy crowd, shouted and threw plastic bottles at us to test our skills.



DAY 2

On the second day we travelled to Stroud to complete our person search for phase two of the trials. We had to search a farm house where Baro found someone hiding in a wardrobe. Then we searched a wooded area where Baro found a person hiding in the undergrowth much to his dislike of the nettles.



DAY 3

This was the Phase 3 element of the competition, including obedience, agility and man work. This was yet again the phase where we scored our most points. Baro enjoys his obedience work the most but unfortunately he didn't quite manage to get over the 6ft scale obstacle and much to the crowd's delight face planted with style.

FINAL DAY

On the final day of the competition, we had to complete a track, stand-off and property search at a venue in Malmesbury. Although Baro was not up to his normal high standards when it came to the track element, I was pleased with both the stand-off and property search which were a real success.

The final scores were collated and the trials closed with a formal presentation dinner at The Marriot Hotel in Bristol where the winner, PC Tom McCrea and his PD Mike from PSNI, were presented with their trophy.

Overall, I was pleased with how Baro performed at the Nationals and it gave us plenty of new ideas to work on. I would like to say a big thank you to FDO Matt Robertson for giving us the opportunity to compete at this high level. I must also thank PC Ian Sawyer for all of his help training in the lead up to the competition and look forward to continue working with Baro for many years to come.

I would also add that I would encourage any handler to consider taking part in such a forum as I feel it was highly beneficial not only for myself and Baro in a training sense but in learning new skills and networking. I would be more than happy to help any fellow Dog Handler if this was a path they wished to consider.

If it all goes wrong would you know what to do?

By Landon James, Business Resilience Manager

MDP'S BUSINESS CONTINUITY PLANS

I LAST WROTE ABOUT BUSINESS CONTINUITY MANAGEMENT (BCM) in the March 2015 issue of *TalkThrough*, since when the main change has been the withdrawal of JSP503 – although it remains available for guidance and is still very useable for Business Continuity (BC) Planners.

The new guidance is the British Standards Institute (BSI) 22301, which is available across Defence to those with a role in BCM and details of this are covered in 2016DIN02-003. Some aspects will also be included as leaflet seven in the revised JSP440 manual.

As is usual practise, BC plans are being updated throughout the MDP, including the MDPHQ Site Recovery Plan, to align with the critical priorities defined in the MDP Policing Plan. Of course, MDP is usually in the front line when it comes to dealing with emergencies and incidents.

However, BC is not about dealing with the immediate incident, it is more focused on the long-term impacts. For example, dealing with a fire on site is more about incident management on the day. BC comes in if the effect of that fire is that many offices are going to be out of action for days, weeks or months.

It's important that our plans reflect this and as lodger units they link in with the local establishment BC Site Recovery Plan. For example, it wouldn't be useful in the event of an incident where half the buildings at an establishment have burnt out, if

the Head of Establishment decides to utilise the MDP station building or offices for someone else because we were not part of their BC site recovery plan!

Everyone working in MDP should check with the person responsible for the BC plan at their station or department to see what their criticality is in the event of an incident and when and where they should report to.

It's better to do that now than during or just after an incident. Rank or grade is not an indicator of criticality – it may be that the person who holds a GPC or has CP&F authority is the person required in the first 24hours.

If your post is considered RED or RED★ critical you should have this recorded on HRMS by your line manager. The criticality phases are shown below and can be applied to post criticality.

Some of you will have heard the word 'resilience' used and this should not be confused as being the same as BC. Defence resilience is of course supported by having BCM in place but other factors contribute to resilience for example health and safety policies/plans, security plans and contingency/operational plans.

So, in summary, please ensure you are aware of your BC plan and where you fit into it. Once you know that it may be a good idea if your BC planner runs a small exercise. At least one is required annually in any case.

If you're finding some of the detail a little hazy it may be time to refresh your BC training, especially as it is a MOD mandated course. It's sometimes wise to hope for the best but prepare for the worst.

CRITICALITY PHASE	INDICATOR	DESCRIPTION
In the first 24 hours	RED★	What cannot be disrupted for more than a few hours
Days 1-3	RED	What must be back in operation within the first few days
Days 4-7	AMBER	What cannot be delayed for more than a week
Days 8-21	GREEN	What can stand a few weeks delay, but no more
Day 22 and beyond	GREY	The rest: critical objectives not so sensitive to time delay, and the remaining non-critical objectives

End of an era at AWE

BARBARA ROSEBLADE retired from the MDP on 29 June 2017, after 19 years as a civilian employee and at the age of 70. She has been invaluable during this time and those who have had the pleasure of working with her during her career felt that such hard work and dedication needed to be commemorated in this article.

Barbara joined the MDP on 1st June 1998 and was the first female civilian employee to have taken over from a police officer in an admin role at AWE Burghfield. She recalls having to measure up to some pretty high standards at the time. However, as she had previously worked within the Armed Forces as Secretary to the Colonel of the Regiment and then promoted to Personal Assistant (PA) to a Brigadier of the Royal Signals Regiment Headquarters, she was well suited to the role.

Her service within the Armed Forces was an interesting time as it was during the Gulf War. Her husband was part of the Rear Party which involved taking care of the wives and families. Barbara's role involved supporting him, visiting the wives and children and giving help and support when required. Also, as Secretary of the Wives' Club, she organised outings and entertainment events to help keep morale up during what was a very worrying time.

Before joining MDP, Barbara worked in the employment service during the recession. Together with another colleague, they piloted a Government incentive scheme called 'Job Interview Guarantee' (JIG). This was created to help and assist disadvantaged, disabled and long-term unemployed people back into work. They interviewed clients to build up a database and met with potential employers to arrange interviews and work trials, along with any necessary support for the clients. Barbara found this particularly rewarding as her daughter has been confined to a wheelchair since suffering a windsurfing accident when she was 17. It was in this employment that she saw the role of Admin officer within the MDP advertised and decided to apply, due to her background within the MOD.

Having travelled with her husband in the Forces for 34 years she was able to fit in well to our uniformed organisation and had the poise and assertion necessary to handle the officers around her, assisting with their issues and joining in their humour.

Over her 19 years at Burghfield she has seen over eight SPOs and DSPOs and hundreds of PCs come and go. She has always been on hand to help all ranks with their enquiries and requests and has guided many a new recruit through the '260' overtime time sheets, their DV clearance applications and other administrative processes. She recalls having to learn many different skills over the years, getting to grips with new IT systems and even turning her hand to conducting hearing tests for all officers at AWE Burghfield at the request of the Chief Constable.



Barbara said that the best part of her role was the variety of work and the satisfaction she got through being able to help officers resolve their different problems. Officers have commented that her presence has provided an atmosphere of stability even during the more difficult times, where they knew they would always be met with a friendly smile and a sympathetic ear.

At Christmas Barbara's office resembled Santa's grotto and brought festive spirit to the whole building despite any inclement weather, time of day or length of shift!

It is not to say that she didn't fall foul of a few practical jokes along the way; with her favourite being when she was asked to teach another officer to dance in order that he may surprise his wife on her birthday, only to find out when he unwittingly left his email account open when nipping to the toilet, that it was a colleague of his that made the request in his absence!



Barbara is a real animal lover and kept biscuits in her office for any passing dog out on their patrols. She was banned from locally held displays as the dogs were often more interested in the content of her pockets than the activity they have been tasked to complete. On one occasion she was forced to watch a drugs dog display from the confines of a police van to prevent the dog being distracted by her presence, yet she still found herself joined by the dog in the van as soon as the display was finished!

At one time she was even placed on the MDP insurance for a period to allow her to take a search dog home to care for it when it began suffering from extreme kennel stress whilst its handler was away. Concerns for the dog's welfare were so extreme that the FDO at the time agreed to this unheard of precedent and she recalls with great fondness how she was able to care for the dog in lieu of its handler. The dog's handler was visiting family in Australia and although initially it was for three weeks, his wife injured her back and could not travel for a further three months.

Despite turning 70 earlier this year, Barbara's hobbies include dancing and participating in the local Rock Choir. In fact, she spent her 70th birthday singing in Sainsbury's to raise money for Comic Relief.

One of her most prestigious events with Rock Choir was when her local choir was asked to sing at Kensington Palace for Prince William and 250 celebratory guests and VIPs. This was Prince Williams's first official charity event in his new home! So if you are ever looking for her, she can usually be found 'flash mobbing' around Newbury or other local town centres...

Barbara was extremely sad to be leaving the MDP but felt the time is right to start enjoying her retirement. Barbara has two children, Lloyd and Stephanie, as well as three special young men in her life; her grandsons Matthew, Daniel and Ben.

All those at AWE wish her all the best for the future and will miss her hugely. Enjoy, Barb, you deserve it!

WITH
PLYMOUTH
UNIVERSITY

Chief meets Plymouth University Police Studies students

■ AT HM NAVAL BASE DEVONPORT a rolling programme of visits for Plymouth University Police Studies students has been started under the Force's Outreach Programme.

There are usually about six students per visit, plus their Police Studies Tutor, Paul Richards. The visits allow the students to gain an insight into the Ministry of Defence Police as a potential career choice on completion of their university course.

The first and second-year students visit for a full day, which starts with an introduction to the station and force from the station SPO Chief Insp Claire Pitcher.

Next they visit the MDP Dog Section at Devonport, where Kennel Manager PC Dave Gibbs organises a dog-handling display, followed by a familiarisation of a dog officer's role, plus an informative talk about the duties and responsibilities of the various specialist dog handling officers, coupled with an outline of the training involved.

They then move onto MDP Devonport Marine Unit where, again, they are given an overview of the Marine Unit by the Marine Unit Commander, Insp Tony Micallef, who outlines the various aspects of a Marine Unit Officer's role. The students are shown around the various vessels berthed within the Police Boat Camber and finally given a short trip out to the various patrol areas that Devonport Marine Unit officers are responsible for policing.

On Wednesday 17th May, whilst former Chief Constable Alf Hitchcock was visiting the station, he made time in his schedule to meet the students and gave an informative talk regarding the various policing aspects of the Force. This was followed by a Q&A session which gave the students the opportunity to understand a bit more about the organisation, particularly as they may be thinking of making the MDP a possible career choice in the future.

As a result of this programme Mr Richards has had considerable interest from other students at Plymouth University and has offered the university campus for a 'Show & Tell' recruitment opportunity in October this year, to allow the Force to promote its recruitment campaign, giving all students the chance to get an insight into the MDP.





Photograph: Paul Kemp

Terror Response

MDP officers worked in partnership with a number of other Police Forces at locations across the country in May, during Op Temperer – the national armed police response to recent acts of terrorism on UK soil. Here, officers are pictured at Stansted Airport, where they patrolled inside the main terminal, as well as at the railway station, working closely with colleagues from Essex Police and British Transport Police. For a full report and more pictures see pages 6-9.