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The simple truth

There has been considerable contemplation of the implications of the Spending Review over the past week with the Prime Minister questioned on how crime levels can be kept low when so many forces are planning to reduce the number of police officers they employ. His response was to place the justification for the cuts squarely on the shoulders of Sara Thornton, Thames Valley’s chief constable who apparently sought him out at a constituency surgery to inform him that cutting by 15 per cent of funding was ‘manageable’.

Mr Cameron was extremely relaxed as he explained how the cuts would be made - by cutting paperwork, officers’ allowances and a pay freeze. I doubt his relaxation is matched among senior officer teams across the country, nor within staff canteens, as the posts that will be axed are identified.

Meanwhile, the Policing Minister is stressing the need for collaboration and better procurement while Sir David Normington – the most senior civil servant at the Home Office – has identified better deployment and use of resources as the way forward.

The truth is, no one solution will provide the answer and the danger is too many programmes will leave forces simply slicing every budget rather than seeking innovation and new ways of working. The size and timing of cuts do not allow the time to invest in the projects and changes that will realise the greatest savings.

The cuts are about to undo a great deal of progress and reform of the past few years as police officers will be taken off frontline duties to do the jobs that police staff have been employed to do. The least the Prime Minister should do is recognise that impact and stop pretending cutting bureaucracy will be such a major contributor to savings.

Paul Lander
Deployment and efficiency central to funding cuts

An inquiry into the Comprehensive Spending Review has heard that deploying police officers and using resources more effectively will be the key to meeting funding cuts.

Sir David Normington, Permanent Secretary at the Home Office, was giving evidence to the Home Affairs Select Committee on November 23, in which he revealed that Home Office research shows that deploying force resources effectively will save money.

He said that extensive research was done prior to deciding how much the budget cuts would be, and all the evidence suggests that the huge deficit can be reduced if forces across the country shared assets such as IT, as well as "redesign" back office setups.

It is also expected that forces will save around £350 million through freezing police pay in the first two years, beginning in September 2011.

"One of the possibilities [to make savings] is how we deploy our police numbers and forces. There is a lot of research, but it does not tell us the exact numbers," he said.

Sir David added to the debate on crime and police numbers by saying there is a complex relationship between them.

"We will be looking at whether we can get more data about how we can deploy more police numbers and how the crime level is," he told the committee.

He said the Government does not expect crime to rise as a result of funding cuts, but could not "guarantee" that this would be the case.

Members of the committee pressed Sir David to provide the evidence which suggests that effective deployment will be one of the fundamental ways in which police forces could save money – he is expected to deliver the evidence in the near future.

Deploying resources on a limited budget will pose some risks, however; but he said the Home Office and "the chief constables are trying to make sure we can make these reductions without having an impact on crime".

Home Office cuts 9,000 but pays consultants £160m

The Home Office will continue to reduce staffing by a further 6,500 people over the next four years but fees paid to consultants were defended this week.

Speaking to the Home Affairs Select Committee this week, Sir David Normington said 6,500 jobs will go over the next four years on top of 2,500 already lost this year.

He revealed the cuts in staffing, mostly at the UK Border Agency, come despite the department spending more than £160 million on consultants’ fees. Sir David said this was necessary to conduct research on technical programmes.

"I want to say that sometimes we can’t manage without consultants because that is the only way we can," he said.

"These cuts are extremely difficult. There will be areas where we will be under pressure as a result of them and our job is to minimise that impact." Labour’s Shadow Home Secretary criticised Sir David’s revelation.

Ed Balls said: “On the day that the Government is already in retreat over its immigration cap, the revelation that thousands of border agency staff will be lost is an embarrassment for the coalition.

“The speed and scale of these job losses is a real cause for concern. The Home Secretary needs to explain whether she is confident she has the resources to implement her migration policy and keep our borders secure.”

Labour says officer numbers linked to crime

The Government has come under criticism for failing to recognise the link between the low level of crime in recent years and the increased number of police officers.

The Shadow Minister for policing described the Government’s view that crime and officer numbers are not connected as “astonishing”.

Vernon Coaker said: “Cutting police funding by 20 per cent will mean fewer police officers and police community support officers (PCSOs) and undermine the fight against crime and anti-social behaviour in all our communities.

“Of course, the level of crime is affected by lots of things, but it is absurd to pretend that the number of police officers doesn’t make a significant difference in preventing and tackling crime. It is no coincidence that under Labour, police numbers rose and crime fell, even during a recession.

“It’s astonishing to hear a Conservative Policing Minister claim that there is no link at all between police officer numbers and the level of crime.”

Policing Minister Nick Herbert accepted there has been an increase in the number of police officers under the previous government while crime levels fell and that the total number of police officers is likely to fall as forces make cuts to budgets.

However, he said officers’ visibility and availability are low and that the message to be taken is that it is what police officers are doing and how efficient they are that really matters.

“I don’t think that anyone and no respectable academic would make a simple link between the increase in the numbers of police officers and what has happened to crime. There is no such link,” he said.

Shadow Home Secretary Ed Balls said the spending review will hit frontline policing hard. Around 6,000 police officers retire or resign each year, but if deep cuts mean they can’t be replaced with new recruits then he fears the “thin blue line stretched to breaking point.”

“The Home Secretary’s claims that the cuts will not affect frontline policing are becoming more laughable by the day. With the biggest cuts being demanded by the Government in the first two years, forces are finding they cannot protect frontline policing by making long-term efficiency savings.”
Becoming increasingly laughable."

The force revealed the figures on November 22 and said that it is identifying ways to improve services, cut bureaucracy, reduce duplication and deliver efficiencies.

Staff were told that more than 400 posts will go, but police officers will be unaffected. A recruitment freeze is in place and the force also aims to reduce the workforce as much as possible through natural turnover.

Temporary Chief Constable Sue Sim said: “I am absolutely committed to maintaining frontline policing and the services we offer to our communities. I will protect as far as possible the number of neighbourhood and response officers who work direct with the public.”

West Midlands Police is to lose around 2,200 police officer and staff positions as part of its savings plan, which is higher than initial estimates. Chief Constable Chris Sims said that based on current estimates, the force will lose around 15 per cent of its workforce; previously it was thought the losses would amount to around 2,000, but the exact figure will not be known until next month when police forces across the country will be told how much they will have to save.

Government claims about protecting the front line have been criticised by the Shadow Home Secretary, particularly after Greater Manchester Police announced it is to cut around a quarter of its force over the same period.

Ed Balls said: “This is now the second police force in the country since the spending review to confirm the impact of the Government’s cuts on local policing. David Cameron and Theresa May’s claims that police funding can be cut by 20 per cent without hitting frontline policing is becoming increasingly laughable.”

**Europol sex trade initiative**

Europol has launched a new initiative to protect victims of sexual exploitation, some as young as six years old.

- **Project HAVEN** – Halting Europaeans Abusing Victims in Every Nation – aims to detect and disrupt sex offenders who travel throughout Europe to exploit children.
- **Europol** will seek to coordinate international operations run by EU law enforcement authorities and to support the project through awareness events to discourage potential child sex offenders.

**Officer ‘misused’ database**

A Strathclyde Police officer is in court accused of misusing a police database to protect his girlfriend.

PC Steven Smith searched for his girlfriend’s name on the Scottish Intelligence Database, a Glasgow court heard.

His girlfriend was being investigated in relation to a robbery. PC Smith apparently sent an email to a colleague telling her that he had interviewed his girlfriend and found that he knew nothing about it.

**Operation Trident may be scrapped in spending cuts**

The Metropolitan Police Service (MPS) has revealed that it has no immediate plans to close the command that tackles gun crime in London’s African-Caribbean communities, although no department was “sacrosanct” as it awaits its final budget.

Reports emerged this week suggesting the Trident command of the MPS could be disbanded and merged with other squads to cut costs, but a spokesperson for the force denied that a decision had been made.

Trident is responsible for the prevention and investigation of shootings in London, as well as all gun related murders within London’s black communities and has played a central role in tackling the issue since its inception, but concerns have been raised over its future as police forces look for ways to save money.

Although the MPS has said that there are “no plans to disband the Trident command”, it will not know exactly what impact the cuts will have on specific departments until a budget has been finalised – which is not due until early next year.

A spokesperson for the MPS said: “We don’t yet know the full impact the budget cuts will have on the MPS and we are unlikely to know our final budget for several months due to the complexity of our funding structures.

“We are going through the figures very carefully with the police authority to assess their full impact. As part of this process, all commands within the MPS will be scrutinised to ensure that they deliver their services as effectively and as efficiently as possible.

“It has been made clear to all within the MPS that no organisational structures are sacrosanct. It remains committed to working with London communities to prevent and investigate shootings and is reviewing all options on how it can deliver a better service to Londoners at a time of reducing budgets. However, at this stage, no decisions have been made on any future structuring of Trident.”

Any decision to disband Trident would be a cause for concern, according to Labour’s Shadow Policing Minister.

Vernon Coaker said: “The Metropolitan Police is being put in an impossible position by the coalition government.

“As I know from my own time as Policing Minister; Operation Trident does a vital job tackling gun crime in the capital. I’d be very concerned if it was disbanded or its important work was undermined.

“The Home Secretary is imposing 20 per cent cuts, with the biggest cuts in the first two years. This is precisely the sort of specialist work which will suffer with cuts on this scale. By cutting so deeply and so quickly, the Government is taking big risks with the safety of our communities.”

However, the MPS said that it is facing “very challenging times”, despite the reduction in its budget, it is committed to maintaining and building on successes such as Trident.

“We remain committed to continuing to deliver a better policing service for less by streamlining our business support and making best use of our operational assets.

“The Trident Independent Advisory Group has been, and will continue to be, consulted on how Trident can prevent shootings and bring those responsible to justice. We will work with them and the communities we serve as we consider any possible changes,” added the spokesperson.

**New review team for East Midlands**

A new regional unit set up to investigate domestic murders, stranger rapes and cold case murders has been created, saving Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire £287,000 a year.

The regional centre will have three hubs based in Nottinghamshire, Lincolnshire and Leicestershire. It is the first unit of its type and will be headed by former Detective Superintendent Jack Russell.

In addition, the unit will look to review undetected homicides, murders of vulnerable people, non-stop fatal road traffic collisions and cold case rapes.

The unit is currently working on six reviews including cold case murders and a missing person.
Prime Minister insists police will have resources they need

The Prime Minister has argued that police budgets would be looked at to ensure forces have the resources they need to carry out their duties, if crime rises.

David Cameron gave evidence at the House of Commons Liaison Committee on November 18 in London and said that police forces should be asked how they will cut costs from back office roles.

However, when questioned over the possibility of crime levels rising, he said the budgets would be revisited in an “ongoing process”.

He was also adamant that the cuts, although challenging, can be met through processes such as pay freezes, changes to police pay and conditions and reduced paperwork.

He said: “This government will have an ongoing process of looking at how well we are doing, how money is being spent, whether we are getting value for money and the rest of it, but I think we should start from the proposition that we have got to try to get more value for less from the police.”

The Prime Minister said that the reduced budget would lead to more resources being put into frontline policing.

He also said that more needs to be done to reduce the number of police staff and pointed to Greater Manchester Police (GMP), which in recent weeks said its force will cut back around a quarter of its employee numbers, as an example.

“The total number of police officers in Greater Manchester is 8,000, and there is a total police staff of 4,200.

“As politicians, leaders and the rest of it, the question is to work out whether we can try and get more for less. I don’t want to single out Greater Manchester, but when you look at 4,000 staff as opposed to 8,000 officers, and when you look at 187 people in human resources, we have to do better than that,” he said.

Mr Cameron said the focus must be on visible policing while at the same time trying to cut back on “back office that is there to support that”.

He said the Government had to take available to a number of young people in the Highlands and Islands. There are some real financial pressures on us, but it is important to invest in the long-term future of policing in the Highlands and Islands.”

Cadets will also undertake a number of placements within the force operations centre. Recruits will be subject to regular assessment and during the term of their cadetship, they will be paid a pro-rata salary of between £7,000 and £8,000.

What decisions do authorities take when faced with local clamour for retention of ‘visible’ well-liked officers against the retention of ‘invisible’ financial investigators who target and disrupt organised crime groups? see p20

Cadet scheme aims to help ease financial pressure

A cadet scheme is set to re-launch to ease financial pressures and invest in future policing, Northern Constabulary has announced.

The scheme gives youngsters between 16 and 17-and-a-half years of age a taste of policing and then, upon successful completion, the chance to embark on a career with the force.

The scheme was announced on November 15 and places will be available to ten youngsters.

Chief Constable Ian Lattimer said: “I am delighted to announce that the force is once again making this excellent opportunity available to a number of young people in the Highlands and Islands. There are some real financial pressures on us, but it is important to invest in the long-term future of policing in the Highlands and Islands.”

Police in West Midlands will be ‘unfairly hit’ by cuts

MPs have claimed that the West Midlands will be unfairly hit by the policing cuts.

During a Commons debate, Labour MP Bob Ainsworth said that high crime areas such as the West Midlands would be worst affected by the cuts announced as part of the Comprehensive Spending Review.

Arguing that cuts would have a damaging effect on neighbouring police forces as well, Jim Cunningham, MP for Coventry South, said that Warwickshire Police relies on the West Midlands police for assistance.

West Midlands Police is expecting to cut £123 million and 2,000 jobs by 2014.

Mr Ainsworth said: “The cuts have been structured in such a way that the high crime areas, with the West Midlands being one of them but by no means the only one, [are] disproportionately hit. I thought we were all in this together?”,

Richard Burden, MP for Northfield, said: “Something is going to have to go. It’s going to be frontline services or the specialist work or it’s going to be the police officers meeting with the community, who could possibly make the difference between success or less success.”

Minister of State for Policing, Nick Herbert, maintained that police numbers did not necessarily correlate with crime levels.

He said: “I have mentioned before the example of the New York Police Department which saw cuts in the total size of the police workforce of ten per cent in the last decade. Crime fell by over a third in the same period.”
Drop in recorded incidents of domestic abuse

The number of domestic abuse incidents reported to the police has fallen for the first time in ten years, the Scottish government has announced.

Official figures were published on November 17 which showed a drop of four per cent in reported domestic abuse cases over the last year. In 2009/10, 51,926 incidents were recorded by the police – more than 2,000 less than in the previous year. The report also revealed that in 2009/10, 68 per cent of incidents involving a crime were reported to the procurator fiscal by the police - up from 64 per cent in 2008/09.

Alex Neil, Housing and Communities Minister, said: “Scotland is leading the way in tackling domestic abuse.

“Our hard-hitting campaigns broke taboos, got the message out that this behaviour is totally unacceptable and created awareness of the wide range of help and support for victims.

“It is encouraging to see that reported domestic abuse incidents are now on the decrease and police forces are cracking down on this despicable behaviour.

“We’re also pleased that more men are finding the courage to come forward and our confidential Men’s Advice Line stands ready to support men experiencing abuse.

“Preventing domestic abuse and offering practical and emotional support for victims to get their lives back on track is a key priority.”

It was also revealed that there were 8,600 incidents reported by male victims of female abusers. This now accounts for 15 per cent of cases, which has increased from eight per cent in 2000/01.

However, despite the drop, concerns were still expressed over the current figures and calls were made to continue working to reduce the number of domestic incidents.

Labour Shadow Justice Secretary Richard Baker said: “The figures are still worryingly high and stand as yet another reminder that there must be no room for complacency on domestic abuse.”

Sussex officer jailed

A former female Sussex Police officer has been jailed for 14 months after being found guilty of misconduct in public office.

Grania Hale told a suspect that a search warrant was likely to be executed. She pleaded guilty last month and resigned from the force soon after she was charged.

Detective Superintendent Steve Fowler, Professional Standards Department, said that Hale’s sentence reflected the seriousness of the offence she committed.

Peerage for Tory adviser

A former senior adviser to previous Conservative governments and to US police commissioners has been appointed a Conservative peer.

Gordon Wasserman is one of 54 new working peers appointed to the House of Lords last week.

He was previously the Economic Adviser to the Home Office and in 1973 he was the head of the Urban Deprivation Unit in the British Civil Service.

Commitment to maintain 1,000 extra police officers

One thousand extra police officers will be maintained in Scotland despite the budget cuts, but real challenges still remain in policing, according to the Scottish Police Federation (SPF).

Finance Secretary John Swinney announced Scotland’s draft budget for 2011/12 on November 17.

He told Members of the Scottish Parliament (MSP) that jobs, frontline services and economic recovery will be protected.

The news was welcomed by the general secretary of the SPF, although concerns still remain around the effects of inflation.

Calum Steele said: “Today’s announcement represents a 2.6 per cent cut in police budgets for 2011/12. Even discounting the effects of inflation this will create real challenges for the police service in Scotland.

“However, given the current economic climate and the serious issues faced by the Scottish government, the SPF is pleased the government has committed to maintaining the 1,000 extra police officers which will help ensure the continued safety of the public across the country.”

Presenting the draft budget, Mr Swinney said that, despite cuts of £1.3 billion from Westminster, the Scottish government had been able to deliver a balanced budget which reflected the priorities of people across Scotland.

“We felt it was right to engage with each of the main political parties and outline in detail our serious concerns about the earlier projected budget cuts, which could have resulted in a loss of 2,000 police officers.

“Today’s decision to maintain existing levels of frontline police numbers confirms our feeling that the politicians listened to our plea, shared our concerns and have responded accordingly. We now call upon local authorities to step up to the mark and match the government’s commitment,” said Mr Steele.

Concerns were also raised at a Justice Committee meeting on November 23 over the future of other departments.

There were fears that protecting police officer jobs could lead to disproportionate cuts in other areas – 341 support staff have already lost their jobs since April this year.

However, although the government has announced that there is to be 1,000 extra officers in place by next year, the Association of Chief Police Officers in Scotland (ACPOS) has said that question marks still remain over how it will be funded.

A spokesperson for ACPOS said: “We won’t have any definite numbers until the New Year, but the work is well under way by Scottish forces.

“I suppose the challenge now is how this [extra officers] will be funded.”

The government was also criticised for only producing a single year’s budget. A one-year budget has been described as “problematic” and that if the same cuts are to be placed for following years, then the challenge may become impossible. It could also mean that forces will lose people in the short term, who might be needed again in the long term.

An election is due in 2011, and it is feared that bigger reductions in spending will be sought by whichever party forms the next Scottish government.

An agreement was struck with the Convention of Scottish Local Authorities to maintain police numbers.

PC ‘gave information to suspect’

A Tayside Police officer is facing trial for perverting the course of justice after she allegedly passed on confidential information.

PC Margaret Low informed drug offence suspect - Callum Menzies – that his car was being watched.

PC Low was working in a CCTV unit when she was informed that the car was being watched by detectives who asked her to monitor the vehicle.

It is alleged that PC Low passed on information about the ongoing investigation to her partner who then passed it to Mr Menzies Snr.

PC Low is also accused of passing on information about a police drugs operation to her partner in 2007.
Central Scotland appoints new deputy chief

Central Scotland Police has appointed a new deputy chief constable. Derek Penman will succeed Iain MacLeod who is retiring.

Mr Penman is currently assistant chief constable and joined Central Scotland Police as a cadet in 1985. He has remained with the force throughout his career apart from 18 months at Grampian Police.

Chief Constable Kevin Smith said: “I am delighted that Derek Penman is returning to Central Scotland Police at what is a challenging time. I look forward to working with him. He brings a wealth of experience, from Central Scotland Police, from Grampian and from the national work that he has progressed on behalf of the Association of Chief Police Officers in Scotland (ACPOs).”

Mr Penman said: “I am delighted to be returning to work with Central Scotland Police, following my time in Grampian Police which I have enjoyed immensely. I am looking forward to working with the senior management team at Central Scotland and everyone involved in the delivery of a high-quality policing service to the communities of the Forth Valley.”

Quarter of GMP’s workforce to be lost

Police staff at Greater Manchester Police (GMP) gathered at two mass meetings to hear how the cuts will affect them.

A quarter of GMP’s police force will be lost to the cuts, which amounts to around 12,000 staff including frontline officers, according to the Greater Manchester Police Authority (GMPA).

The meetings were held at Bolton’s Reebok Stadium, in which 1,900 members of staff were told that a total of 1,387 officers and 1,557 police staff jobs could go.

Chief Constable Peter Fahy said that 759 civilian employees and 309 officers would go by 2012, and that by 2014/15, there would be a 23 per cent reduction in employee numbers.

Meetings have been arranged between staff and their managers to discuss what the announcement means for their future prospects.

The jobs have been divided up into four categories:
• In the first group, posts will be unaffected;
• The second is made up of departments which will be merged;
• The third will be where posts are reduced and staff may have to reapply for their own jobs; and
• The fourth group will be posts which will disappear.

The Chancellor’s announcement last month means that GMP has to find savings of around £134 million over the Comprehensive Spending Review period.

One way in which it is hoped some savings will be made is through a recruitment freeze, natural wastage, and forced retirements for officers with more than 30 years’ service.

However, the forced retirement plans have come under attack from Shadow Home Secretary Ed Balls.

He warned that more than 3,000 police officers nationwide who fall into this bracket could be affected by the “legal loophole”.

Mr Balls said: “People are rightly concerned that 20 per cent funding cuts being demanded by the Government will see fewer police officers and undermine the fight against crime.

“But it is very worrying that the scale and pace of the coalition’s cuts mean that we could lose thousands of the most experienced officers in the country.

“This would be madness, but the Government is putting police forces in an impossible position. A number of forces have already said they may have to take this drastic action, but with big cuts on the way I fear this could just be the tip of the iceberg.”

According to Mr Balls, Home Office figures show that 3,200 police officers have more than 30 years’ service and could therefore be affected by part A19 of the Police Pensions Regulations.

Leicestershire looks to ‘co-locate’ neighbourhood teams

Leicestershire Constabulary is asking the public to help it find new buildings in which to base its neighbourhood policing teams.

Twelve buildings which are currently used have been specified for closure and will be sold or have their contracts terminated in the near future.

The buildings which are due to close are not generally open to the public.

The force currently uses over 40 different locations for its neighbourhood officers and police community support officers (PCSOs) to work from. The sites are shared with other organisations such as schools and businesses.

Leicestershire Police Authority said that basing police officers in shared buildings has proved popular and that they were committed to increasing the accessibility and visibility of the neighbourhood policing teams in communities.

Assistant Chief Constable Steph Morgan said that as a result of officers having better access to technology, such as mobile data terminals and BlackBerrys, a more flexible policing style could now be used.

This means that officers could work from various places in the community while still remaining visible and accessible.

She said: “Our desire is to have more officers co-located in shared premises based in the heart of local communities.

Due to changes in demand, some of the buildings we currently use are no longer suitable or are not located in the right position to provide a modern-day policing service and we are therefore looking to sell or terminate our leases on these buildings in the coming months.

“This does not mean that we will be removing officers from the community – quite the opposite. This forms part of our ongoing work to maintain and, where possible, improve the service we provide to the public and we are seeking opportunities to find alternative premises which are better placed in the community – places which the public frequent every day. Current buildings will not be vacated until suitable alternative premises are found.”
Officer cleared of assaulting female prisoner

Oxford Crown Court has cleared a Wiltshire Police officer of assaulting a female prisoner.

Sergeant Mark Andrews was found guilty of actual bodily harm and jailed for six months in September. He served six days before being bailed pending an appeal.

CCTV footage showed Sgt Andrews dragging Pamela Somerville through the police station and appearing to throw her onto the cell floor. She stands after a minute and blood is visibly seen on the floor.

Sgt Andrews said that he did not think he had done anything wrong and that Ms Somerville was the most unpredictable prisoner he had ever come across.

Following the appeal he said: “Obviously I’m extremely happy that the result has found in my favour. I’m extremely sorry to Ms Somerville, who received injuries while in my care. That was never my intention.”

When Sgt Andrews was convicted, Wiltshire Police assistant chief constable, Patrick Geenty said he was a disgrace to the force and that there was no place in Wiltshire Police for an officer like him.

Following the quashed conviction, Mr Geenty said: “The public will understand that the environment within custody centres can be very difficult with hostility, conflict and violence towards staff often occurring. While these conditions can never excuse or condone any form of unacceptable behaviour by police officers or police staff, it is important to put this difficult job and this isolated incident into context.

“When dealing with prisoners who are non-compliant or suffering from the effects of alcohol or drugs, there is often a need within the law to use reasonable and proportionate force. Our staff have to make quick decisions there and then without the benefit of hindsight.”

He said that the use of excessive force by Wiltshire Police would not be tolerated and that an independent force will hold an internal conduct hearing next month to examine the conduct of Sgt Andrews.

Detective jailed for 7/7 fraud

A former Metropolitan Police Service (MPS) officer has been jailed for three years after being convicted of conspiracy to defraud.

Detective Constable Daren Pooley was deployed to Leeds in 2006 to take part in the investigation into the July 7 bombings. He was found to have overcharged the MPS for the apartment he was staying in, claiming £1,850 despite paying only £550 in rent.

Terrorist activity concerns

Police officers are still investigating possible terrorist activity in Scotland following reports of an explosion last week.

Anti-terrorism officers and bomb disposal units are working in the south of Loch Lomond to discover what happened.

Chief Superintendent Calum Murray, of Strathclyde Police, said: “By its very nature, this type of assessment and investigation is complex and does take time. I can confirm that we are currently being assisted by agencies from across the UK.”

Improvements at Notts and GMP praised by HMIC

Improvements made by Nottinghamshire Police and Greater Manchester Police (GMP) have been praised after they were scrutinised by Her Majesty’s Inspectorate of Constabulary (HMIC).

The announcement was made last week (November 17) after both forces were monitored using the ladder of intervention and support programme – a framework for monitoring police performance – on behalf of their residents.

In 2009, Nottinghamshire was identified as the only force in the country to be performing poorly in the three key areas of police activity – local policing, protecting people from serious harm and public confidence in the police.

However, the HMIC review has now found that the city has experienced the highest reduction in crime across England and Wales last year.

The reduction of 16 per cent was more than double the national average of seven per cent.

Offenders are also more likely to get caught thanks to the force moving from 33rd position to 15th, out of a total of 43 forces, for crimes solved.

Zoe Billingham, Her Majesty’s Inspector for Nottinghamshire, said: “This time last year, Nottinghamshire’s performance was a real concern. In the last 12 months, the force and authority have made really impressive improvements and are making good progress in addressing the concerns identified by HMIC.

“Crime is now coming down faster than in recent years and performance in the key areas of concern, protecting local people from serious harm such as violent crime, and local policing is now improving.”

The authority also has a new chair and a new team in the force which has given added drive and focus, added Ms Billingham.

She said: “Both have shown strong leadership with a determination to improve and I have been impressed by their change in approach and their achievements in reducing crime and risk to local people.

“Both the force and the police authority acknowledge this is a journey that has only just begun, but they have put the building blocks in place and are making solid improvements, providing a better policing service for Nottinghamshire.”

GMP also enjoyed a great deal of success in the last year; it is the sixth most improved force in England and Wales, with all crime falling by 12.5 per cent in the 12 months to September.

The number of crimes solved has also improved over the past year; with vehicle crime showing the largest improvement – 46 per cent higher than the previous year.

Her Majesty’s Inspector Roger Baker said: “The force has worked to improve systems around handling calls from the public, incident management, crime management and public protection.

“The chief constable and police authority continue to invest appropriately in wider policing responses to major incidents, planned events and partnership working.

“A new Forensic Tasking Unit has been introduced to provide a coordinated approach to getting crime scene investigators to incidents in a speedier and more efficient way.

“There is now a real focus at chief officer level to drive the improvements sought.

“The new policing model, the service promise and work to reduce bureaucracy are all starting to make a difference.”

The inspection also found that detection rates for serious sexual offences have also improved by 17.7 per cent, taking GMP above similar forces, and from the bottom quarter nationally to the top quarter.

It added that the force is also improving in protection from serious harm, including major crimes such as murder and serious sexual assaults. GMP achieved the third highest reduction nationally in the three months to August 2010.
Mutual aid for PSNI ‘no longer needed’

The Police Service of Northern Ireland (PSNI) has revealed that it does not need any help through mutual aid agreement arrangements with forces in England to deal with dissident threats, despite UK police federations saying it will no longer be “feasible to deploy police officers from mainland UK to frontline duties” in the troubled area.

In a joint statement on mutual aid issued on November 17, the Police Federation of England and Wales, the Police Federation of Northern Ireland and the Scottish Police Federation said that they would no longer be able to support assistance in frontline duties in Northern Ireland.

The statement read: “We are keen to support our colleagues in Northern Ireland and already do so in many specialist areas of work.

“However, it is the shared view of the UK federations that it is not feasible to deploy police officers from mainland UK to frontline duties in Northern Ireland under the guise of mutual aid or interoperability because of the very volatile and demanding circumstances that characterise that policing environment.”

The PSNI has already seen recent cuts to its officer numbers – from 12,500 officers to around 7,500 – with a further 500-600 posts expected to be lost in the near future.

“Recruits to the PSNI have to acquire specialist skills and 24-hour awareness built up among PSNI officers through decades of terrorist conflict; this alertness is essential for survival.

“The PSNI should be properly resourced at all times and have contingencies that are fit for purpose.

“We are consistent that the deployment of officers in support of our Northern Ireland colleagues cannot be used as a replacement or substitution of PSNI officers who continue to be severed from the service.”

Despite the federations’ decision and the reduction in officer numbers, the PSNI said that it does not need support in the running of its day-to-day policing, which includes dealing with dissident threats.

A spokesperson for the force said: “The aim of this programme [mutual aid] is to enhance skills in all participating police services; to give police officers experience in other policing disciplines, both to further their career development and to enable them to use those skills in their own geographical areas should the need ever arise.

“It is not a tool for replacing officers who have retired under the severance scheme or as a means of supporting us in our normal day-to-day policing environment.

“We have not sought assistance in relation to public order to date.”

However, the Association of Chief Police Officers (ACPO) has criticised the federations’ statement.

Chief Constable Meredydd Hughes, ACPO’s lead on uniformed operations, said: “Historically, mainland officers extensively supported PSNI colleagues in a wide variety of areas with great success. The limited steps we have taken to date have not exposed mainland officers to significant risk, particularly when they are so well coordinated by the PSNI.

“The federations’ statement completely misses the point that officers supporting colleagues in Northern Ireland would be there for a short period of time and in response to specific circumstances.

“It also fundamentally misses the point that this is a two-way process and as we strive to deliver better value for money and a more professional service across the whole of the UK, it is counter-productive to preclude our PSNI colleagues from playing a role in other parts of the UK.”

Controversial ‘equality rules’ axed

Controversial rules that would have forced all public bodies to focus spending and services on poorer areas at the expense of better-off communities were scrapped last week.

Home Secretary Theresa May who is also Minister for Women and Equality, announced on November 17 that the socio-economic duty, which was created as part of the 2010 Equality Act, will be scrapped. Ms May outlined a radical new approach to equalities that rejects political correctness and social engineering.

The Government said it will tackle inequality by treating people as individuals rather than labelling them in groups, ending the top-down approach that saw Whitehall trying to impose equality from above.

“Equality has become a dirty word because it has come to be associated with the worst aspects of pointless political correctness and social engineering,” said Ms May.

“Just look at the socio-economic duty. At its worst, it might have meant badly-needed services directed away from some areas and directed towards others regardless of practical need. At its best it would have been just another bureaucratic box to tick, more time filling in forms and less time focusing on policies that will make a real difference to people’s life chances.”

She added that the legislation, which was introduced under Labour, was “ridiculous”. “They thought they could make people’s lives better by simply passing a law saying that they should be made better.”

Under the legislation public bodies would have had to check whether they were addressing inequalities caused by class factors.

The new rules are expected to put “architecture” in place to support business and the wider society.

Officer arrested after woman’s death

A serving Metropolitan Police Service officer arrested in connection with the death of a woman in Hillingdon last week has been released on bail.

The 34-year-old officer, who works in Central Operations, was arrested on November 17 on suspicion of manslaughter at his place of work and is currently in custody at a south London police station.

The arrest follows an altercation that occurred in Snowden Avenue, Hillingdon on November 16, after which a 64-year-old woman died. The incident occurred while the officer was off duty.

A post-mortem examination on the woman is due to take place today (November 25).

The Directorate of Professional Standards has informed the Independent Police Complaints Commission (IPCC).
Survey shows confidence in policing has increased

The proportion of members of the public who believe that the police and local council are dealing with issues of anti-social behaviour and crime has increased, a new British Crime Survey (BCS) has found.

The Public perceptions of policing, engagement with the police and victimisation: Findings from the 2009/10 British Crime Survey, was published on November 18 and revealed that members of the public who thought that anti-social behaviour and crime are being dealt with increased from 45 per cent in 2007/08 to 51 per cent in 2009/10. It also showed that the overall percentage of people who had confidence in the police increased by 14 per cent – from 55 per cent in 2004/05 to 69 per cent in 2009/10.

The BCS included a number of questions about people’s attitudes towards the police since its inception in 1982.

They covered a range of topics from the general – an overall rating of local police – to very specific areas of how police are working with others.

The report also asked questions about visible policing and found that more than half of those asked – 54 per cent – said they saw police officers or police community support officers (PCSOs) on foot patrol on a regular basis, with 38 per cent seeing them at least once a week. Nineteen per cent said that they saw officers on foot patrol less than once a month and around a quarter said that they never saw officers on foot patrol in their local area.

The report revealed that the long-term trend showed a nine percentage point increase in the proportion of people who thought their local police force did a good or excellent job between 2003/04 and 2009/10.

In general, it was also found that 84 per cent of people thought the police treated them with respect and 65 per cent said they were treated fairly.

New rape centre for Borders

A new rape crisis centre is to open in the Borders region of Scotland.

It will be opened by the Solicitor General for Scotland, Frank Mulholland QC and Detective Chief Inspector Linda Ormiston of Lothian and Borders Police said that the specialist response service would be invaluable.

The Borders area was considered to be the last with a considerable population in Scotland that was without a centre.

Complaint handling review

Scotland’s Police Complaints Commissioner is seeking the views of the Scottish public on how the police handle complaints.

It follows his comments made last month in which he called for a change in the way cases are dealt with after witnessing a 19 per cent increase in the number of people asking him to review their cases.

Professor John McNeill said that the focus should be on education and improvement.

Reduction in reoffending a result of more cautions

The apparent reduction in reoffending may not be as clear cut as first thought, a report by an influential think tank has said.

The reoffending rate should be considered unsafe and there needs to be a radical shake up of the criminal justice system, according to Policy Exchange, which develops and promotes new policy ideas.

It suggests that the reduction in reoffending rates comes as a result of decisions to caution instead of convicting people when crimes are committed. Reoffending has fallen by 15.9 per cent since 2000 while there has been a 15.6 per cent increase in the proportion of cautions issued by the police which are excluded from adult reoffending statistics.

The report criticises the National Offenders Management Service (NOMS) for being too narrow and having a top down approach. It concede that there have been recent proposals which seem to have addressed these problems but that the Government should focus on public sector reform and concentrate on financial incentives to cut reoffending.

Max Chambers, author of the report, said: “Giving more offenders cautions might save the cost of a trial and reduce the headline recoviction rate, but it does nothing to reduce crime or help build public confidence.

“The previous government failed to reduce reoffending, so the coalition’s bold plan to pay new providers by results is going to work to cut crime, we have to decide what the reform is for: is it about cutting costs or cutting the crime on our streets? If payment-by-results is going to work to cut crime, we need a credible measure of reoffending which includes cautions.”

NOMS is considered as ineffective in that more than half of the services needed to reduce reoffending are not controlled by NOMS or the criminal justice system.

Mr Chambers added: “Reducing reoffending means issues such as accommodation; health and social care; finance, benefit and debt; education, training and employment; children and families; attitude, thinking and behaviour; and drugs and alcohol rehabilitation. The role of NOMS and employees within the prisons and probation services locally is largely limited to one of persuasion: cajoling, influencing and attempting to engage other departments and local agencies in the reducing reoffending agenda. But as there is no real policy lever to compel this collaboration, the efforts have failed.”

NOMS has been reshuffled too many times which has led to low staff morale.

To exacerbate the problems, the lack of political will in creating a competitive environment for the service to operate in is apparent.

The report recommends that the reoffending rate should include the number of cautions given and that the Ministry of Justice should dismantle the regional structure of NOMS and encourage a local commissioning structure so that cooperation with national criminal justice agencies can be best achieved.

It also recommends that the Ministry of Justice designs ways to offer direct financial incentives for the reduction of reoffending. These could include the option of running large contracts with private and voluntary sector providers. These contracts may be signed by the Ministry of Justice with single providers who would sub-contract to smaller providers.

The report suggests that other models may also be viable, which include the public sector as well as private and voluntary sectors. “The ideal incentive model would incentivise the public sector to change practices and integrate their services – but with concrete financial benefits in return. One option could be a ‘gain-share’ model. This would involve the public sector being able to share in the benefits of reduced reoffending and criminal justice costs with the Ministry of Justice.”

The report also highlights that: “With the right financial incentives, the fusing of the best parts of the concepts of integrated offender management and payment by results might be possible. “Financial incentives to reduce reoffending could be introduced and a mix of public sector professionals could come together with private providers, the voluntary sector and social enterprises to form a public-private partnership, or a ‘reducing reoffending mutual.’”
While guidance on safe detention provides valuable information for police forces, custody sergeants and managers, there is little to govern or set standards for medical provision in custody. Speaking to Police Professional, Gary Green from G4S Forensic Medical Services, champions the cause of clinical governance.

A need for clinical governance

The Association of Chief Police Officers’ (ACPO) Guidance on The Safer Detention & Handling of Persons in Police Custody confers a statutory responsibility on chief officers to ensure that detainees have access to appropriate healthcare in a timely and effective manner. The Guidance states: “Forces should determine the most appropriate model of healthcare provision, taking account of quality of service provision and best value.” However, it fails to define what those standards should be.

The Care Quality Commission – the body responsible for auditing NHS Trusts – does not have a remit for custody. Gary Green, Business Director for G4S Forensic Medical Services, believes it is time this changed to ensure all suppliers invest in standards to the same level.

“There is a need for clear standards to ensure the safety of everyone in custody and to maintain public confidence in the police. “Value for money is important but priority must always be the safety of detainees. However, nationally, regulation of medical services in police custody doesn’t exist.”

The clinical competence of healthcare professionals remains the domain of bodies such as the Nursing and Midwifery Council and the General Medical Council, but G4S sees clinical governance in custody as unregulated; relying on a referral to a governing body after an event is closing the stable door after the horse has bolted. G4S’ clinical governance panel ensures systems used in the NHS are replicated into this environment to avoid negative incidents in the first place, says Mr Green.

For instance, maintaining records is a core component of medical provision in custody and audits are conducted regularly by G4S to ensure paperwork is completed to required standards. The company maintains its own safes within custody suites to hold medication and confidential medical notes, secure from the police, in line with patient confidentiality legislation.

“Sharing of information and accountability to board level is what is missing in this market. Through the implementation of clinical governance, the quality of patient care can be made consistent.

“Why should patient care in custody be any different to the NHS or prisons? It shouldn’t be,” said G4S’ Emma Pearson.

G4S provides medical staff and facilities to prisons, patient transport and facilities management to the NHS and 11 police forces across the country. When the company began providing medical services into the custody environment, it attempted to establish a cross-supplier governance arrangement but when that failed due to competitive pressures, a consistent and robust arrangement was sought to ensure all its processes and procedures focused on safety and best practice.

Clinical Governance Panel

G4S recognised the need to implement its own system to manage how all its medical practitioners operate; ensuring safety of detainees, how to dispense drugs, administer treatment, ensure accurate reporting in fulfilling their medical duties.

Led by medical staff, G4S’ processes and procedures are now clearly defined and audited by external physicians and clinicians and, overseeing these, a governance panel led by the Academic Dean of the Faculty of Forensic and Legal Medicine, Dr Margaret Stark, ensures they are the most effective and make use of the latest best practices.

The panel consists of a lead physician, paramedic, nurse, pharmacist, independent doctor from the PCT and operational staff. The panel meets every six weeks and examines clinical issues, such as how drugs are stored, disciplinary issues managed and training and legislation dealt with.

It has two sub-committees examining risk-management, dealing with all clinical incidents and positive interventions, and medicines management, to ensure all medications are safeguarded according to legislation and best practice.

A regular ‘Learning the Lessons’ document is produced, in agreement with the Independent Police Complaints Commission (IPCC), to document and review clinical incidents or positive interventions and is sent to all forces, customers and medical staff – a 360° review to ensure transparency within the market. Recent contracts have involved providing a rota of suitably-skilled physicians to deal with sexual assault cases and G4S is pioneering forensic medical provision in this area. With the advent of Sexual Assault Referral Centres (SARCs), G4S now provides both forensic medical services to the police and operates self-referral call centres independent of the police.

Call handlers are trained as crisis workers, accepting calls from victims and are able to ensure their safety and obtain evidence. Mr Green said: “Involvement in sexual assaults involves a greater commitment but is an area in which the company is extremely proud to play a part.

“Clinical governance is now the backbone of how we now operate,” said Mr Green.

Guidance on Safer Detention and Handling of People in Custody sets basic criteria for medical provision. It states:

“A ‘health care professional’ means a clinically qualified person working within the scope of practice as determined by their relevant professional body. Whether a health care professional is ‘appropriate’ depends on the circumstances of the duties they carry out at the time.”

G4S provides mandatory training and development to ensure all medical staff maintain accreditation to core competences, whether a doctor, nurse, paramedic or SARC crisis worker.
November 2010 saw a protest in London against proposed cuts to the funding of further and higher education. While, for the most part, the 50,000-strong march passed off without incident, a small group of protestors managed to occupy and cause substantial damage to the Conservative party headquarters at Millbank House.

Almost immediately the Metropolitan Police Service (MPS) came under criticism for being ill-prepared and for not reacting more robustly at Millbank. Even as the occupation unfolded, *The Daily Telegraph* argued that the overly “passive police operation”, had been: “…the first real test of the Metropolitan Police’s new strategy for dealing with street protests. After last year’s demonstrations in the capital during the G20, the MPS faced widespread – and, we believe, totally misguided – criticism for being heavy-handed. In truth, it dealt firmly and effectively with a serious threat to public order. Yet a critical report by Sir Denis O’Connor, HM Chief Inspector of Constabulary, concluded that the police could be seen as having been ‘aggressive and unfair’ during the demonstrations. Yesterday, we saw the fruits of the softly, softly approach proposed by Sir Denis: the besieging of a political party’s headquarters, a baleful mix in London, the MPS undertook one of its largest ever operations. A key challenge revolved around a series of demonstrations involving some ‘direct action’ protest groups openly seeking non-violent disruption. As events unfolded, police utilised the relatively common tactic of ‘containment’ on the large protest crowd (containing a wide mixture of protest groups) gathered outside the Bank of England. After six to seven hours, tactics shifted from containment to dispersal and it was at this time that Ian Tomlinson – a local man on his normal route home from work – collapsed and died.

Police did, indeed, face widespread criticism, not least the accusation that they were unprepared for the scale of both the march and of the direct action protests. *The Daily Mail*, for example, described the MPS’s "woeful preparation for riot", but also argued that officers “were also said to be fearful of taking action against protestors following the outcry over the policing of the G20 demonstration”.

We argue that far from leaving police ill-equipped for these events, the reports on *Adapting to Protest* by Sir Denis – if embraced more fully – not only better enable police to handle ‘violent’ protests but do so while increasing police capacity to facilitate the rights to peaceful demonstration. Indeed, the central tenets of Her Majesty’s Inspectorate of Constabulary’s (HMIC) report, *Adapting to Protest*, are not simplistically about a “softly, softly approach” – instead, the recommendations allow for a far more nuanced and flexible way of policing crowds that does not preclude robust responses where appropriate. Here we outline the background to those reports, argue against what might well be a nascent and misguided backlash against them, and draw some preliminary lessons from the Millbank events.

The 2009 G20 and its lessons

In dealing with the security challenge of the 2009 G20 summit in London, the MPS undertook one of its largest ever operations. A key challenge revolved around a series of demonstrations involving some ‘direct action’ protest groups openly seeking non-violent disruption. As events unfolded, police utilised the relatively common tactic of ‘containment’ on the large protest crowd (containing a wide mixture of protest groups) gathered outside the Bank of England. After six to seven hours, tactics shifted from containment to dispersal and it was at this time that Ian Tomlinson – a local man on his normal route home from work – collapsed and died.

It subsequently emerged that Mr Tomlinson’s death occurred shortly after an altercation with officers involved in the dispersal. While the media initially largely ignored Tomlinson’s death, the events surrounding it rapidly grew into one of the most serious critical incidents faced by the MPS since the shooting of Jean Charles de Menezes. A series of major inquiries scrutinised policing in the wake of the G20 operation. Reports by the House of Commons
Home Affairs Select Committee and the Adapting to Protest reports, along with hard-hitting documentary programmes – notably Channel 4’s Dispatches – cast a critical spotlight onto public order policing throughout England and Wales.

In particular, the Adapting to Protest reports made a series of recommendations to ensure that UK policing of protests was brought into line with the European Convention of Human Rights. In responding to these recommendations, Meredydd Hughes, chief constable of South Yorkshire and the Association of Chief Police Officers’ (ACPO) lead for uniformed operations, predicted that its recommendations would ‘shape the future of national public order policing. It will drive changes in our preparation for protest and our relationships with those involved’. The recommendations have subsequently underpinned updates to the Manual of Guidance on Keeping the Peace and the National Policing Improvement Agency (NPIA) and the National Centre for Applied Learning Technologies (NCALT) led developments in public order training. Throughout late 2009 and into 2010, the authors have also observed a series of high-profile protest events across Britain: climate camps; anti-NATO protests; ‘Wave’ demonstrations; ‘Defence League’ rallies and counter-rallies; and ‘Right to Work’ protests at the Conservative Party Conference. All featured a willingness by police to innovate strategically and tactically in line with the O’Connor reports.

Central to these innovations have been attempts to facilitate peaceful protest, to avoid (deliberate or unwitting) provocation, and to engage proactively with protestors. But in the wake of the recent student demonstration against funding cuts, we discern a potential backlash against the core recommendations of the HMIC. None of the authors were present on the march and it is, therefore, difficult to comment on precise details of the policing operation or the protest. But our primary concern here are suggestions that the crowd actions on November 10 were a direct outcome of new approaches to the policing of crowds – or, as the Daily Telegraph claimed on November 11, that “police have now gone too far in a ‘softly softly’ approach”. In particular, we are concerned to show that the backlash in the popular press misrepresents the HMIC reports and the science that contributed to them. Indeed, the theoretical models of crowd processes that underpin the HMIC reports are, if anything, strengthened by recent events. The key is not to return to ‘escalated force’ methods of policing – based upon a discredited model of crowd processes – but to roll out the recommendations of the reports more systematically. To this end we will briefly outline the key principles of the HMIC reports, examine them in relation to the education demonstration and then draw some preliminary conclusions.

Adapting to Protest

The HMIC’s review potentially heralds a new and innovative approach. But we must stress that it emphatically is not about ‘anything-goes’ or ‘softly-softly’ policing. In addition to others, the review drew upon two key areas of academic research. The first is the Elaborated Social Identity Model (ESIM) of crowd behaviour, which offers a theoretical basis for understanding the relationship between public order policing and crowd dynamics (Reicher et al, 2004, 2007). The evidence supporting the theory demonstrates how some public order tactics may inadvertently serve to unify a previously disparate and mixed crowd into one that mistrusts and opposes police action, thus contributing to an escalation of conflict. The second body of research (Holgersson & Knutsson, 2010) relates to Scandinavian police practices of engaging in dialogue as a means of facilitating protestor objectives and generating ‘real-time’ information to enhance command decision-making and mutual understanding between protestors and police. Both areas of work advocate the need for flexible, reflexive and pre-emptive and/or preventative approaches to public order policing.

The central point of these theoretical and practical insights, that are already widely adopted across Europe, is that perceptions of police illegitimacy within the crowd can be the central driver for an escalation of conflict. In such circumstances, even participants harbouring no prior intention of engaging in confrontation may become hostile toward the police as a means of reasserting their perceived rights. This approach has been successfully applied in the management of football-related disorder and has contributed to the successful policing of major international sporting tournaments (Stott and Pearson 2007, Stott et al. 2008). It provides the explanatory basis from which some of the guidelines for effective public order policing within the HMIC reports have been derived. If anything, the events of November 10 reinforce the insights and utility of the scientific literature and underscore the necessity to revisit how public order events are policed. How, then, do these models explain the events of November 10 – where it was seemingly the absence of police that led to disorder – and what lessons can be learnt from this? In the following analysis we focus on three key points: the policing of the march itself; security arrangements at Tory HQ; and policing at Millbank after the fact.

The Battle of Millbank.

One point easily lost in the focus on Millbank is that the vast majority of the 50,000 protestors marched through London following pre-agreed routes and codes of conduct.

Given the extensive discussions between organisers, stewards and police, combined with the lack of student radicalism over the past decade, it was entirely appropriate and ‘intelligence-led’ to police the march in a low-key way. Indeed, it would have been counter-productive to line the route with substantial numbers of police officers. ‘Low-key’ policing meant that most demonstrators – who were posing no threat to public order – are likely to have perceived police actions as legitimate and this may be why more did not join the crowd outside Millbank.

Theory and evidence would suggest that deploying officers in ‘riot gear’ from the outset would, at the very least, have sent a negative message to even the most law-abiding of protestors – and could have aggravated the situation and turned a substantial section of the largely peaceful crowd hostile, as was the case during the last major student
For all the alterations, protest aggression and provocation, police actions did not alienate the crowd nor motivate the mass of onlookers to join in with the criminal damage of the building.

The key incident of a fire extinguisher thrown from the roof was an appalling act that posed a threat to life among police and protesters. But we should not lose sight of the fact that this was the act of an individual and video footage shows that there was widespread anger and derision among the crowd against protesters on the roof following this incident. For example, immediately after the extinguisher hit the floor, hundreds of those within the crowd outside Millbank started to scream, boo and chant to those on the roof to “stop throwing shit”. Nowhere were the insights of the Elaborated Social Identity Model more clearly illustrated than in this example. Here, we can see the differentiated nature of the crowd and the refusal of the majority to be swayed into accepting violent actions they perceived to be illegitimate.

From this perspective, there were opportunities for the police to engage with the crowd to de-escalate the situation. The Times editorial on November 11 argued that the sort of communications technology that the police have available to them could not have been deployed because the area was


The MPS Commissioner, Sir Paul Stephenson, openly concedes that there was a failure of police planning in that they did not anticipate the scale of the march. But a large march in itself does not spell trouble (think of the Anti-War demonstrations in 2003 or the Make Poverty History march in 2005, which were both significantly larger and largely trouble-free). Whatever the size of a crowd, the key issue is that a crowd is dynamic and the problems posed for police can shift from one moment to the next. Therefore, a key recommendation made to the post-G20 review team was based upon the idea that police need to increase the links between their tactical responses and a continuous ‘dynamic risk assessment’. This recommendation goes hand-in-hand with developing a graded tactical capability to enable a proportionate response (including the use of force) tied directly to these ‘real-time’ risk assessments. Not having a heavy presence of frontline officers lining the route does not mean a lack of proactive engagement with the crowd or the absence of additional capability close by ready to be deployed if required.

Newspaper reports suggest that there was a cordon outside the Liberal Democrat HQ and other venues, suggesting some information or some anticipation of potential problems at these locations. But the Daily Mail asked “why police and organisers seemed to have overlooked the possibility that ‘Tory HQ might become the focal point of student anger’. It goes on to argue that officers were also hamstrung by nervousness, created after G20-related “political backlash”. However, for us what is key here is an apparent failure to properly anticipate the need for, and the need to resource, rapid and dynamic police deployments. It evidently took some considerable time for the officers at Millbank to be reinforced by colleagues in the appropriate protective gear. Precisely how long is unclear: The Guardian suggests an hour, The Times two hours, with the BBC in between. Whatever the precise details, video footage and student accounts suggest that protestors walked into an essentially ‘unguarded’ building. While MPS officers may well be sensitive to using batons and shields in the post-G20 environment, such sensitivity cannot explain the failure to proactively deploy a cordon outside Millbank Tower, nor the apparently slow nature response subsequent to the initial occupation.

In fact, the evidence tends to support the view that the problems escalated because the MPS had not developed a full and proper capability for the dynamic risk assessment and dynamic tactical response that is so central to the HMIC recommendations (HMIC 2009b, p90).

While it is true that student protests in the UK have been muted in the recent past, it is equally true that among those who are radicalised, the tactic of ‘occupation’ is central to student protest identity (see, for instance, the occupations in solidarity with Gaza in early 2009). On the day of the march, The Guardian reported awareness in the crowd that an action was going to take place as early as 1.15pm. As the Evening Standard noted: “The MPS should have been able to communicate better among its ranks during the demonstration, to pass on the information that the mood was changing and that more riot police were needed. If journalists and photographers could detect that parts of the protest were turning bad, so too could the police.”

This press criticism regarding a lack of capability for dynamic risk assessment was reinforced by a quote from “one senior serving officer” who apparently told the Daily Mail that: “What happened today was as a result of lack of proper police forward intelligence.” This evidence seems to suggest that that the MPS has some way to go in developing its capability and competencies to interact with crowd members over extended periods to validate and evolve its risk assessments during the event itself. This is precisely the capability delivered by the Swedish model of ‘Dialogue’ policing recommended as a model of good practice by the HMIC. As Holgersson & Knutsson (2010; p19) point out: “Since the [Dialogue] officers often follow actions of a group of demonstrators closely during an extended period, it is easier for them to interpret an action by the protestors, compared to someone who, unprepared, enters into a situation and is able to observe only a short sequence.”

Establishing such capacity is crucial to an effective approach to public order policing and, in this case, may even have prevented some of the scenes witnessed at Millbank.

The other critical point that we take from this event was that for all the alterations, protest aggression and provocation, police actions did not alienate the crowd nor motivate the mass of onlookers to join in with the criminal damage of the building. Despite banner headlines to the contrary, there is substantial evidence of a general norm of non-violence in the crowd. There was a good deal of pushing against police lines, injuries resulting from these aggressive surges and substantial damage to property. But both BBC and Channel 4 have footage of protestors involved in the occupation of the roof which shows them walking past or ignoring outnumbered officers when there were clear opportunities to engage in confrontation.

There is no evidence of collective acts of violence against the police that reflect those witnessed at other major riots in London, such as the 1990 ‘anti-poll tax riot’ (Stott & Drury, 2000). The key incident of a fire extinguisher thrown...
so densely crowded. Technology, however, is only part of the package. The issue is exemplified in the use of ‘Twitter to ask people to come down from the roof. However, what is important here is not the means but the content of the communication. The tenor of the messages was hardly calculated to inspire compliance or interact with the dynamics of legitimacy. As the new manual of guidance points out: “In cases where the most influential voice is that of a radical and negative viewpoint, it may be possible to change perceptions by introducing strong messages that disprove the radical viewpoint by clearly illustrating the legitimacy of police actions.” (ACPO, 2010, p.87).

The first tweet – subsequently ridiculed on Have I Got News For You – simply read: “Anyone who engages in crime will be arrested.” An hour later, a second read: “For the safety of themselves and others, we advise anyone on the roof to come down.” These messages – while innovative – confirm to us that there is need for more training in these softer skills of communication and dialogue and more thought as to how such messages might be communicated, to who, and by whom (ACPO, 2010; Reicher et al 2007; Holgersson & Knuttson, 2010).

Despite these limitations police should resist the Daily Mail’s call for a return to a hard-line and undifferentiated response: “Although the Millbank pictures were dramatic, the trouble was confined to one building. That still doesn’t excuse the pathetic police response. For instance, who thought it was a good idea to send a Twitter appeal to demonstrators on the roof of the tower? Who was running the operation – Stephen Fry? When did the iPhone replace the loudhailer? Whatever happened to: ‘You are surrounded by armed b*****s. Come out with your hands up?’

**Tentative conclusions**

The HMIC recommendations are only beginning to feed into policing practice and there is a very real danger that knee-jerk reactions to events of this nature could undermine that process. Any attempt to discredit or dilute the reports emerging out of the G20 do not only fly in the face of the scientific evidence, but also represent a threat to how such messages might be communicated, to who, and by whom (ACPO, 2010; Reicher et al 2007; Holgersson & Knuttson, 2010).

Many of the arguments in the popular press condemning the MPS as ‘irresponsible’ are underpinned by discredited 19th century models of crowd psychology; models roundly rejected by both the scientific community and the HMIC. We therefore reject as a distortion the descriptions in The Daily Telegraph of a “lone voice” that “crackled through a loud hailer?” moments before “peaceful protest turned into a snarling violent attack”. As experts in the field, we also dispute fundamentally The Times’ assertions that the crowd outside Millbank demonstrated that “there is no telling what sort of stupid act an individual will engage in surrounded by others doing the same thing”. Such accounts, resorting as they do to notions of ‘the madding crowd’, fly in the face of the evidence. As such, we welcome the HMIC’s rejection of these models. Our view is that the accusations of ‘irresponsibility’ actually lie with sections of the popular press for their perpetuation of these dangerous myths about the crowd, precisely because such understandings map so readily onto the forceful modes of policing known to precipitate and escalate violent confrontation (Stott & Reicher, 1998; Hoggett & Stott, 2010).

What is widely understood about crowd dynamics in the 21st century is that public order policing should be closely informed by the circumstances so as to avoid where possible forceful interventions directed at crowds in general. The use of force must be targeted only at those who have brought about an incident and who have adopted aggressive and violent attitudes and behaviours. Force should not be exercised on a presumption that crowds in themselves threaten public order when only a handful of participants actually pose a risk. 

**Force should not be exercised on a presumption that crowds in themselves threaten public order when only a handful of participants actually pose a risk.**
Following CSR2010 and the announcement that Police Forces across the UK are faced with a renewed challenge; saving at least 4% per year over the next 4 years – the inevitable focus has been on the need to maintain the front line and meet the primary objective of policing, fighting crime. Emphasis has been placed squarely on value for money and achieving an operational return from any future investments including Information Technology.

Transformation of IT estate costs and capabilities can be achieved via three strategies;

■ **“Insource”** transformation, using a mixture of staff and external consultants to transform the current processes and the enterprise architecture,

■ **“Outsource”** the operation to a third party supplier who will sweat resources to give some economies of scale, or

■ **“Partnersource”** where the third party supplier takes operational responsibility for IT operations but works in partnership with the force to deliver efficiencies and benefits over an agreed period.

“Insourcing” transformation puts a great deal of pressure on internal capabilities making delivery difficult and “Outsourcing” an inefficient IT operation only delivers modest economies. “Partnersourcing”, however, puts the IT estate into the hands of skilled professionals and establishes a working transformational partnership that delivers significant improvement over a set timetable.

The outsourcing of IT is not new; Local Government has been doing it successfully for many years. However it is rare in the Police Service and, with the exception of some niche services, the outsourcing of the whole IT function has only been implemented in a handful of forces.

The options of “Insourcing”, “Outsourcing” and “Partnersourcing” are not mutually exclusive and one can naturally lead to the next in varying formats or sequences, depending on the current shape and the ultimate goal. The correct model for one Force will be different for another and it may be that taking a function back in-house that has been transformed by Partnersourcing may be the most cost effective solution.

It is in a Force’s best interest to ensure that its processes are at their most efficient (through Insourcing or Partnersourcing transformation strategies) before any thought is given to outsourcing that function.

To make a real difference a Force needs more than just an IT contractor. It must select an agile, flexible and culturally thoughtful partner, build an open and honest working relationship and ensure that key outcomes are delivered.

In 2005, SunGard Public Sector signed an innovative contract with Devon and Cornwall Constabulary (DCC). Five years on, the contract has been hailed a great success, one that has enabled DCC to focus on its core business and one which delivers transparent, fixed and predictable costs.

SunGard’s focus continues to be on business change and business process improvement through the provision of highly experienced and dedicated consultancy teams fully integrated into the programme. These teams ensure that programmes are business and benefits driven throughout the term.

It is this transformation that has formed the basis of SunGard’s approach to innovation and change in IT service development. In addition, SunGard has committed to share efficiency savings with the Force over the length of the contract and has completed a number of projects which have enabled the Force to recognise significant cost savings.
Back Office Efficiencies Deliver Front Line Benefits

SunGard has over 30 years experience of delivering IT services to the public sector; it also has immense operational experience gained from working closely with 49 of the 53 UK Police Forces.

SunGard will support your organisation in transforming the service you provide through the use of process re-engineering and technology-led programmes. SunGard will provide key expertise to your teams or handle key IT functions on your behalf; both have the potential to deliver significant benefits, both place you in control.

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In true Jane Austen fashion, it is a truth universally acknowledged that frontline policing from budget reductions at a time of ever-decreasing spend must be a good thing. However, there is something less than universal agreement on what that front line actually includes.

The populist viewpoint seems to indicate that ‘front line’ means a walking, talking uniform, preferably at the end of every street. In reality, these officers, whose contribution should never be underestimated, are the tip of the iceberg.

Frontline officers respond to incidents, work undercover, investigate crime, protect vulnerable people and seek out organised criminal gangs – they include a veritable plethora of people whose very job it is to remain unseen. Policing and keeping people safe without them would be untenable.

In what may be another inconvenient fact, but in order to do their job, these officers need support, often from staff with specialist training – but at what point does that support become a ‘back office’ function, deemed expendable by those who know not what they do?

In Lancashire, a clear definition helps the police authority and the constabulary identify and scrutinise the work of the wide variety of frontline officers to ensure performance outcomes continue to improve.

Lancashire is a large, diverse and complex county. From a policing perspective it could certainly not be described as a ‘typical’ shire county. As well as whippets, flat caps and allotments, we have one of the largest calls in the country on the Counter-Terrorism hub, a homicide rate that would not look out of place in Midsummer, as well as road, rail and sea networks that put us at the heart of issues around travelling criminality. We have close neighbours who are net exporters of criminality – both in its commission and its aftermath in prisons – when intelligence-led policing proves its mettle.

The authority has been working even more closely with the constabulary since the financial crisis occurred, to make sure we have a realistic vision for what policing in Lancashire will look like over the next five to ten years. We expect that many of its principles will look the same. We are, and expect to remain, a high performing force. We have good detection rates, based on detecting real crime. We have trained and experienced specialists enabling the constabulary to tackle some of our special challenges and to support our colleagues in other forces.

We welcome national initiatives which will help us to work better, cheaper and faster, such as the recently announced National Police Air Service. The authority will be driving collaboration and joint working with other parts of policing UK – not just in real back office functions like the 14-force forensic procurement agreement and our own regional procurement hub, but also operationally around a range of joint regional and national options. What is clear is that this must be done against a background of reduction in resources.

The authority, in deciding what is effective and efficient will, like all its public sector partners, have difficult decisions to make. Sometimes, this means choosing between those things which the media tell us the public want and those things which, however secret and hidden they must remain, are critical to providing effective responses to the increasingly sophisticated world of the career criminal.

We know how important the front line is, but in setting the strategic direction for policing in the county and planning for the first of the two remaining budgets the authority must set, we also need to consider those services which allow the front line to operate.

The authority’s role is to ensure the delivery of an effective and efficient police force, but ‘effective and efficient’ doesn’t necessarily mean ‘cheapest’.

We clearly must take a hard look at back office staff. Some of them like, HR, finance, payroll and ICT, lend themselves to joint working with other forces and with shared services in local authorities. Then there are other areas referred to as back office for which we really need another name.

What decisions do authorities take when faced with local clamour for the retention of visible, well-liked neighbourhood officers, against the retention of invisible, financial investigators who target and disrupt organised crime groups? Do we decide to cut surveillance teams and those working undercover to lance the boil of open drug markets, or close a Victorian police station used mainly for briefing and tasking? What has priority – work to prevent the sexual exploitation of children or tackling domestic violence?

Her Majesty’s Inspectorate of Constabulary (HMIC) has set out its view of the inspection process and the challenges facing police authorities. It has said that it will maintain an overview of the effectiveness of police authorities in taking difficult decisions. As chief executive, I am fortunate that the members of Lancashire Police Authority – both elected and independent – clearly see their role as determining what direction the police take and stepping up to take hard decisions. When these decisions need to be taken, members will not be using globalised terminology like “front line” and “back office”. They will make their decisions carefully, alongside the chief constable, to set policing priorities mindful of the threat, risk and harm that the county faces.

They understand that the scale of the financial position requires a full scale review of the constabulary and its functions. But they also understand that they are custodians who must focus on the need to preserve the performance and the outcomes to which every member of the constabulary, both police officers and police staff, has contributed.
The Leading Powerful Partnerships programme tackled major issues of importance to leaders of public sector organisations. In this second in a series of essays, participants were given the task of answering a vital question in anticipation of the Comprehensive Spending Review.

How do you sustain frontline services with 15-20 per cent budget cuts?

With the continued ramifications of the recent global economic crisis, public service provision within the UK has never faced such challenges. The coalition government has been clear that the entire public sector will face significant budget reductions. This is coupled with a distinct change in public scrutiny and disquiet into the pay and conditions of public service staff. Media headlines indicate ‘cataclysmic’ job losses.

These conditions set immense challenges for the entire leadership of the public services. It has to consider the political requirement of continued service delivery to a sceptical public, by a vulnerable workforce.

While some may argue that public service provision may have been effective in service delivery, considering the investment it has received for the past 13 years it has been far from efficient.

Traditional economic management may have been tested by efficiency requirements but its usual methodology was to save to reinvest in its current structures.

It is recognised now, however, that public service leadership finds itself in completely new territory, one that will require radical thinking.

This syndicate of the Leading Powerful Partnerships’ task has been to respond to the following strategic question: ‘How do you sustain frontline services with 15-20 per cent budget cuts?’

As a syndicate, while we accepted this as being a challenging concept, we felt that we needed a more positive and focused response and have therefore interpreted our question as: ‘How do you sustain frontline services with 80 per cent of the current budget levels?’

While appearing subtle, it does provide a refocus in how we articulate the challenge.

For the research, the syndicate also sought to define the delivery organisations of ‘frontline service’ as those agencies present on our Independent Command Course. While not totally representative of all possible public services there was a significant range and variance of role which provided a reliable quorum for research and analysis.

The public services represented included the following:
- Police service
- Prison service
- Fire service
- Local authority
- Home Office
- Voluntary sector
- Probation service
- Health service

Through this group, we sought to define a collective identification of ‘frontline service’.

The syndicate recognises that the limitations of available research time has impacted on the depth and detail of the response. It also recognises that the data provided is basic and does not include any form of customer/community consultation. The syndicate strongly feels that the research does provide a platform for discussion.

The syndicate, in answering its question, has considered its findings against the wider impact of the following:
- Public confidence
- Community engagement and cohesion
- Protected characteristic groups
- Cultural change
- Performance
- The value and ethics of the public services.

Literature review

This literature review has attempted to look at a range of considerations from both public and private sector positions to assist in understanding the challenges of the next era in delivering public services.

The various papers provide insight and models to help shape a process of sustaining frontline services in a reducing resource environment. Some seek to focus on cost reduction while others challenge the premise of merely sharing services without consultation with customers and a full understanding of demand and flow. In all cases, there is a clear desire to improve both quality and efficiency of service while gaining value for money. The diverse approaches merely emphasise the complexity of the problem and the
range of often opposed solutions that have been attempted.

KPMG: Cost Reduction – Protecting your margins in a turbulent economic environment (Feb 2008).

This paper highlights that initiatives to rapidly reduce costs, particularly operating expenses, are a priority for many organisations today despite the structural issues that rapid reductions may cause in the medium to long-term. In the short term, these rapid cost-reduction measures impact operationally and may hamper service delivery and quality. The reality of the current environment means that the option to invest in process improvements to reduce costs may not be available. Organisations need to balance short-term concerns against long-term objectives to demonstrate that they can be self-sufficient and deliver ‘value for money’.


This paper outlines how companies should develop a balanced approach to financial and operational strategies that enable them to “prepare for the best – plan for the worst.” Properly designed and implemented, these strategies can help them adapt, survive and thrive in today’s turbulent times, utilising restructuring, cost optimisation, new supplier agreements, entering new or complementary markets, programme management and preparation for less funding.

Professor John Seddon: Shared Services: A Commentary on the CIPFA/PWC report (June 2008).

Seddon claims that sharing services is a flawed ideology. It is something that is not easily undone and that mistakes create costs over the long term. We already have more examples of folly than improvement, which result in worse public services and higher costs. He challenges the concept of front and back office and the efficiencies built into this separation of service in which solutions embed waste.


The report explores the various underlying social, political and organisational currents that have driven police reform over the past decade. Optimisation of time has itself been a driver of change, supported by trends in centralisation, rationalisation, collaboration in administration, performance management and reform of police powers, asset renewal, technology and the need to deliver more for less. In assessing how forces have embraced new approaches to rationalisation, collaboration in administration, performance management and reform of police powers, asset renewal, technology and the need to deliver more for less, it was important to assess the timescales available, it was considered that any face-to-face interactions would not be possible and a structured questionnaire was considered to be the most appropriate method of research. The initial draft of this document was then designed by the group to cover the necessary points, which will be discussed later.

One significant issue encountered was that the sample size for police officers was significantly larger than that for partners, due to the make-up of the course. In order to balance this, representatives from other agencies were specifically approached in order to provide a more proportionate representative group.

The questionnaire design produced certain challenges. As already stated, the group was keen to consult with as many individuals as possible in order that the analysis could be as meaningful as possible. Given the likely sample size and the timescales available, it was considered that any face-to-face interactions would not be possible and a structured questionnaire was considered to be the most appropriate method of research. The initial draft of this document was then designed by the group to cover the necessary points, which will be discussed later.

In all cases, there is a clear desire to improve both quality and efficiency of service while gaining value for money,


In the first few weeks following the election of the new government in 2010, a document was produced that set out the programme for partnership government. The document made continuous reference to the fact that the days of big government were over and that top-down control had failed. There is a bold move to make services local and to remove the constraints from agencies to allow them to deliver, with the immediate removal of performance regimes and top-down targets and indicators.

Method

The group decided that in order to produce a piece of quality research, it would be beneficial to seek the views of a wider group on the key issues. As outlined in the introduction, there were several key issues to be developed:

- What services constitute front line?
- What services could be cut?
- What services should be kept?
- Where could collaboration take place?

The initial views of the group were that the remaining course members should be the research cohort as they were readily available and accessible. The aim was to collate the views of as many of this group as possible on each of the issues mentioned above and analyse the results.

The potential methods available for this research were discussed by the group. The primary available options included focus groups, questionnaire or interview. As already stated, the group was keen to consult with as many individuals as possible in order that the analysis could be as meaningful as possible. Given the likely sample size and the timescales available, it was considered that any face-to-
In planning the research, consideration was given to the important issue of ethics. The first point discussed was that of protecting the identity of the research subject. It was therefore decided that only the organisation represented by the individual would be asked for, rather than the name. Even with this safeguard, it was realised that some agencies would only have one representative and care would have to be taken in the representation of the data to deal with this properly. In particular, the respondent groups would be referred to simply as ‘police’ and ‘non-police’ to prevent any identification of individual responses.

Other ethical issues considered were those of privacy; safeguarding of data. To deal with this issue, a system was introduced whereby completed questionnaires were numbered and secured. The de-personalised, raw data, was taken from them at an early stage and only this data was used in this dissertation. The completed questionnaires were then destroyed as confidential waste.

The feedback ratios for the questionnaire were better than expected with 17 out of 20 police officers and eight out of eight non-police officers responding. The response rate to questions was also good with over 95 per cent of the questions answered.

Consideration was given to the issues of non-respondents and whether anyone who chose not to respond was likely to have particular views which could cause mis-representation of the data. It was considered that this would be unlikely and indeed, the high return rate very much removed this risk.

**Findings**

This section of the report will consider the findings from the research section. Each of the original four questions will be considered in turn.

With regard to the definition of frontline services, perhaps not surprisingly the police respondents considered emergency response as the most relevant service, with 100 per cent of respondents considering that this was the case. This was followed by contact centre/control room and major incident response, which 82 per cent considered a frontline service.

Services least considered to be frontline by the police officer respondents were procurement and finance, with no respondents considering them front line, and human resources and IT, with less than ten per cent of respondents considering them to be front line. The non-police responses proved to be very similar in identifying the services meeting the front line definition. As with police officers, the contact centre and emergency response scored the highest, with 86 per cent and 100 per cent respectively considering these areas as front line services.

However, there were some interesting findings in some other services which were considered front line by a large proportion of non-police staff compared to police officers. For example, over 87 per cent of non-police respondents considered youth services, supporting older people and neighbourhood management as frontline services. In each of these categories, the police officers were much less likely to see these services as front line. Only 53 per cent saw neighbourhood management as front line and less than 30 per cent saw youth services and supporting old people as front line.

There were also similarities in defining the non-frontline functions, with over 88 per cent identifying procurement, finance, human resources and IT as non front line.

The next question to be considered was what would be cut or reduced. Not surprisingly, perhaps, there was correlation between what wasn’t seen as a frontline service and what should be cut in size. For police officers, the most prevalent services for cuts were procurement, finance, human resources, fleet management and legal services, should be cut. However, there is less support for cutting youth services, with most respondents opposed to any cuts, and much less support for cutting crime prevention and health education. Overall, police officers were willing to cut 11 of the 18 categories of service mentioned and non-police officers eight of the categories.

Turning to the question of what to keep, there was again the expected correlation between services defined as front line and those which should be kept.

For the police respondents, there was support of over 90 per cent to retain contact centre and control rooms, emergency response and non-emergency response, and very strong support to also retain dealing with offenders, visible patrol and response to anti-social behaviour.

There was much less support for health education, youth services and supporting older people. Interestingly, although not regarded as front line and susceptibility to cuts, departments such as finance, human resources, procurement and IT were supported for retention by most police officers.

The responses from non-police officers to this question showed some differences and there was some repeat of the patterns in the previous question. Contact centres and emergency response were seen as being most important for retention as with the police respondents. However, the support departments, such as finance, human resources, procurement and IT, which the police group had preferred to retain, were favoured for removal. As with the previous question, the key difference between the police and non-police response was the latter groups wish to retain health education, youth services and supporting older people.

Overall, the police group favoured keeping 14 of the 18 services and non-police 13.

Finally on the question of collaboration, the police group were most strongly in favour of collaborating on control rooms, dealing with vulnerable people and offenders, major incident response and the support departments such as IT, procurement, fleet services and legal. There was reduced support for collaboration in emergency response and neighbourhood patrol, but it is of note that in every service area, there was support for collaboration.

With regard to the non-police group, there was again a vote in favour of collaboration for every service area and to a more overwhelming extent than with the police group. In every single service area, over 80 per cent of respondents were in favour of collaboration.

**Conclusion**

The literature review brought out several key points regarding the cuts to public services which were reflected...
in the results from the survey. The KPMG Cost-reduction paper, Protecting your margins in a turbulent economic environment (Feb 2009), for example, talks about an inclination of the public sector in general to be reluctant to address the real issues when considering cost reduction. When the all-important question was asked regarding what services would be cut completely, the police group identified only four out of 18 services which could be done away with, and the non-police group just five services.

There was a much greater wish to collaborate, rather than simply do away with them, but the real question here is once the capital costs of such a move have been considered, will this produce savings which are radical enough?

This is precisely the point made by Professor John Seddon in Shared Services: A Commentary on the CIPFA/PWC report (June 2008). Mr Seddon claims that sharing services is a flawed ideology and that it is something that is not easily undone – and that mistakes create costs over the long term.

In providing something of a counter-view, it is useful to consider the different views in the survey regarding provision such as youth services, crime prevention and care for older people. These services tended to be dismissed by police officers but supported by non-police officers, which perhaps reflects current service provision and the way in which it is silo-based. This is subject to comment by Colin Barrow, Stephen Greenhalgh and Edward Lister in A Magna Carta for Localism – Three Practical Steps to make localism real (Mar 2010).

The authors claim that when two or more public authorities both have responsibility for the same issue, inefficiency is the result. Each consults the other about its strategic and tactical decisions. Each needs layers of managers to handle budgets, governance and policy. This, it is claimed, detracts from frontline work and recognises that more joined-up service provision at local level can bring benefits if it is properly considered.

Of course, any collaboration or partnership working in future may be made more challenging by the removal of partnership frameworks. The Coalition: our programme for government – Freedom, Fairness and Responsibility (May 2010) makes continuous reference to the fact that the days of big government were over and that top-down control had failed. There is a bold move to make services local and to remove the constraints from agencies to allow them to deliver with the immediate removal of performance regimes and top-down targets and indicators. However, whether or not this provides the necessary incentive to make significant savings through collaboration remains to be seen.

One of the primary difficulties faced by the public sector is that these are unusual, perhaps unique, times and there is no ‘manual of instructions’ to follow and little mature best practice. It is important, however, that we still attempt to learn where we can and Alex Sotiropoulos – in Making Time: Freeing Up Frontline Policing. (2008) – provides some useful guidance. The report explores the various underlying social, political and organisational currents that have driven police reform over the past decade. Optimisation of time as itself has been a driver of change supported by trends in centralisation, rationalisation, collaboration in administration, performance management, reform of police powers, asset renewal, technology and the need to deliver more for less. In assessing how forces have embraced new approaches to service delivery, directed at increasing the effectiveness and efficiency of frontline policing, the document has created a catalogue of best practice in ‘making time’.

It is perhaps appropriate that we look to the KPMG paper, Adapt, Survive and Thrive in Turbulent Times – The Aero Space and Defence Industry’s Response to the Economic Down Turn (April 2009), which outlines how companies should develop a balanced approach to financial and operational strategies that enable them to ‘prepare for the best – plan for the worst’. A mantra we may have to come to accept for some years to come.

Turning to the recommendations, it must be recognised that, although this has been an enlightening process, it represents a restricted snapshot and has focussed on the views of public sector employees. In properly defining what constitutes frontline services, this must surely be a question for the public to answer and an urgent debate is required.

A second recommendation is that agencies and the public need to fully understand the level of cuts which are likely, and the potential impact. Again, the view of the public should be key in deciding which services should be retained, cut or reduced, and the very difficult, but real, choices which exist must be expressed clearly. We need to be honest about the choices.

Finally, we need to completely overhaul our views on what collaboration may mean. There is still a feeling among some that sharing a helicopter or finance department will solve the issues. The only way in which collaboration can resolve the issues is to completely alter our mindset about the way public services are delivered and that there may be no room in the future for public services operating under separate structures. A draft operating model (left) takes you through a series of required stages to allow organisations to be prepared and capable of sharing services and contributing effectively to a collaboration within and across sectors.

Above all else, the syndicate recommends the philosophy in line with the re-interpretation of the original question into a more positive context to reflect the opportunities rather than just the threats. Public services need to fundamentally change their approach to service delivery.
Dorset Police has begun the roll-out of 400 BlackBerry smartphones, with 50 of the devices being issued to police officers and police community support officers (PCSOs) in an initial pilot.

The mobile technology will allow officers to search police systems for information about a person, vehicle, or location, as well as information on incidents and crimes. The BlackBerrys also enable them to manage their administration including emails and diary appointments.

Chief Superintendent David Griffith of Dorset Police, said: “It is well documented that the public expect to see police officers and PCSOs patrolling the streets. If we can increase the time they have to do this by issuing them with these devices, as well as giving them access to useful information, it can only benefit the communities they serve.

“While Dorset is not the largest county, it encompasses large rural areas and busy towns and, as a result, our officers spend a lot of time travelling or going back to stations to access police systems, when the purpose of their role is to be out on the streets making Dorset safer and feel safer. In short, these devices will ensure that our officers are as effective and efficient as possible.”

Funding for the BlackBerrys and the applications came from a National Police Improvement Agency (NPIA) grant in December 2009. The only investment Dorset Police has made is to provide staff to prepare the BlackBerrys for use and train officers to use them.

Chief Supt Griffith added: “Throughout any spending cuts past or future, we are committed to keeping officers on the streets to provide a first-class service to our communities – this technology will help us to do that.”

“We have been very lucky to get some funding from the NPIA to pilot over 400 Blackberrys on the streets of Dorset and these will be a great benefit to our officers.”

The funding is part of the Government’s multi-million pound investment announced in May 2008 to put thousands of mobile devices in the hands of police to help reduce paperwork and give officers on-the-spot access to information when on patrol. The NPIA has been managing the distribution of funds.

Greater Manchester Police has just issued 67 BlackBerry devices to its neighbourhood policing teams across Wigan borough.

Inspector Anne Scott of the Hindley neighbourhood policing team said: “We always try to use technology if it improves the service we give the public and these handsets enable us to perform certain duties more quickly. This gives us extra time to carry out high-profile patrols to reassure communities and deter criminals. In addition, the handsets came at no cost to us as they were provided by the NPIA funding. This should reassure the public that we are not spending money unnecessarily in these difficult times.”

The funding for mobile technology forms part of the broader programme of the NPIA’s work to bring together police IT, which will better support the development and use of information systems in policing and improvements in service for frontline officers and citizens.

Research in Motion (RIM) claims its BlackBerry smartphone devices have collectively saved UK police forces £112 million. The company, which has worked with British forces for the past four years, claims the savings have been made by police officers using BlackBerrys and a variety of bespoke apps that “enable them to improve efficiency, from accessing and updating records on the move to taking photos as an instant record of a crime scene or suspect”. One in six officers in the UK now carries a BlackBerry on the beat.

British Transport Police (BTP) has awarded a five-year contract for abmegasus™ Source Management, a covert human intelligence source (CHIS) management system for criminal intelligence, investigation and criminal justice software solutions specialist, ABM.

Already used by 80 per cent of the UK’s police services, the software offers the next-generation of covert policing technology to effectively manage confidential informants, delivering better value for the force.

Following formal training in December, the Source Management implementation is expected to follow in the new year.

BTP’s 2,835 police officers and 1,455 support staff provide a service to rail operators, their staff and passengers across the country. ABM’s professional services director, Sue Grewcock, explained: “By incorporating ABM’s Source Management module into the force’s existing infrastructure, it will assist the BTP in maximising accountability whilst enhancing the productivity of each source.

“The module also offers enhanced profiling to match CHIS to problem areas and even help improve financial monitoring and control of payments and rewards to informants.”

BTP deploys new covert intelligence software

Dorset rolls out mobile technology on the beat
Prakking safety of vulnerable children

Wiltshire Police has been helping to drive a special initiative to promote the safety and well-being of youngsters during the winter months. The Community Safety Partnership in Swindon spearheaded the scheme and offered advice and support to children and young people out on the streets late at night and in a vulnerable position.

Wiltshire Police officers patrolled the streets in the north of the town on Bonfire Night and young people out late and identified as being at risk, unsafe or vulnerable, were taken to a local place of safety.

Peter Chamberlain, north sector inspector, said: “We are looking to build on the success from the first evening we ran this initiative [in August] where we saw positive engagement from young people.

“This initiative helps highlight the great work being done by police, children’s services and the youth offending team on a daily basis to help keep children safe, address any problems or issues at as early a stage as possible and also remind parents of their responsibilities.”

The parents and guardians of children who were found out late at night and identified as vulnerable were visited, where possible, by a range of professional staff from different agencies offering support depending on their particular needs. These include members of the Youth Offending Team (YOT), parenting support staff, youth services, people who can offer specialist advice on drugs and alcohol and a nurse.

David Benard, lead member for children’s services at Swindon Borough Council, said: “The opportunity to work in partnership on this pilot project with our colleagues from the police and other agencies, including the children services north locality team to make a positive early intervention, is very exciting.

“We hope to engage with young people who are not currently known to our agencies so that we can work with them and their families to agree a positive support plan in order to prevent any risks becoming unmanageable.

“These plans could consist of very simple ‘sign posting’, to comprehensive multi-agency plans in cooperation with the young person and their family, with the objective of making a positive difference.”

Information about local education and leisure opportunities was also provided by staff from Connexions and leisure services.

Motorbike amnesty helps reduce anti-social behaviour

Nuisance motorcycle and quad bike owners were targeted by South Wales Police in a special scheme that led to a 60 per cent reduction in anti-social behaviour (ASB).

South Wales Police and Communities First in Trowbridge teamed up with the local Halfords store to tackle the problem of ‘mini-motorcycle’ annoyance and ASB during August and September this year – and the results showed a huge reduction in the problem.

The partnership project involved Halfords giving scooter owners the option to trade in their bikes for a cycle, including accessories worth up to £250.

PC Leane Caddick, neighbourhood beat manager, said: “The amnesty has made a significant impact on the problem of motorcycle annoyance, but we are not complacent. Operations will be ongoing to ensure that this early success can be built upon further and a number of enforcement and awareness-raising tactics will continue.”

The scheme saw eight bikes traded in during the week-long amnesty, with the community coming together to tackle a long-term Police and Communities Together (PACT) priority. It resulted in the number of calls made to police about motorcycle annoyance reduced by 60 per cent – compared to the same period in 2009 – with glowing feedbacks from the local community.

“The results to date show the difference that partnership working can make to the quality of life of local residents. It also represents team work between our neighbourhood management partners and the business world, with help from our local Halfords store,” added Ms Caddick.

Residents issued with scratch and sniff cannabis cards

Drugs detection dogs could become a thing of the past following a police initiative that gives residents the chance to sniff out substances themselves.

Households in the Netherlands are being handed special ‘scratch and sniff’ cannabis cards to help them recognise the smell of drugs which could be being grown by their neighbours.

While Dutch authorities turn a blind eye to people growing up to five marijuana plants for their personal use, they want to crack down on the 40,000 bulk plantations they believe to be hidden away in attics, apartments and warehouses.

A spokesperson said: “Citizens must be alerted to the dangers they face as a result of these plantations and if they become aware of suspect situations they must report them.”

The special card features the message ‘assist in combating cannabis plantations’ and when scratched, it gives off a scent. It also includes a telephone number for the police.

Dutch authorities claim the plantations are a fire hazard because of the cables and lamps that are needed to maintain a cultivation temperature of nearly 30C.

Bright ideas

Pedal power – PCSO Barry Simpson.
The march culminated at the Downing Street website where the marchers’ message was formally presented to Number 10. Charlie McMurdie, head of the Police Central e-Crime Unit (PCeU), said: “The MPS is committed to supporting children and teachers in the prevention of bullying. Most schools in London have an assigned safer schools officer whose job includes helping teachers prevent bullying in their schools.

“However, bullying does not just happen in the classroom or playground. New technology can involve new risks if used to embarrass, harass or threaten peers through cyber-bullying, Internet harassment and Internet bullying.”

Leicestershire pilot for ‘alcohol-awareness’

Drunken troublemakers who would normally face on-the-spot fines will be offered alcohol-awareness classes as part of a new pilot scheme in Leicester. Currently, the police can hand out £80 fines to people for low-level anti-social behaviour, but under the new scheme, people will be offered the chance to avoid a fine by taking part in sessions highlighting the dangers of excessive alcohol use.

The pilot scheme is similar to that already used by police to tackle drivers exceeding the speed limit. The initiative is being run by the Safer Leicester Partnership, in collaboration with Leicestershire Constabulary, Leicestershire and Rutland Probation Trust and NHS Leicester City, and came into effect on (Monday) November 22.

Superintendent Phil Whiteley, the operational commander for Leicester, said: “Our sole intention is to ensure Leicester is a vibrant, safe place to enjoy a night out. As a partnership, we will continue to deal robustly with those who choose to commit criminal acts under the influence of alcohol.

“However, we also recognise that there are some who would benefit from a scheme such as this with the result that fewer people abuse alcohol and commit alcohol-related offences. This scheme demonstrates the Safer Leicester Partnership’s commitment to problem-solving and searching for sustainable solutions to the abuse of alcohol and its consequences.”

The scheme is part of a joint strategy to tackle health and social problems of alcohol abuse and reduce the potential for alcohol-fuelled problems in the city, particularly during the night.

The sessions cover topics such as how alcohol affects the body and mind and common myths around alcohol and information on alcohol units.

Participants will also explore their own drinking behaviour and learn how to address the problems associated with their alcohol use.

Councillor Wayne Naylor, the city’s cabinet member for community safety said: “I welcome this new initiative, which helps strengthen our response in dealing with the potential harm alcohol misuse causes to the city’s night-time economy.

“We want to ensure that citizens of Leicester who choose to drink alcohol can enjoy doing so safely and responsibly, as part of a confident, vibrant, diverse and prosperous city. This scheme will help us achieve that aim.”

Every year more than 1,000 fixed-penalty notices are issued for alcohol-related offences in the city and current figures show that one in five people across Leicestershire drink to harmful levels, with alcohol-related crime accounting for 65 per cent of crime in the city.

Webchat engages public with concerns over drug abuse

Residents across Bradford were given the chance to join an hour-long webchat about drugs and their effects in a special collaboration between police and the council.

West Yorkshire Police, Bradford Metropolitan District Council and health professionals went online on November 18 to answer questions from the public as part of Tackling Drugs Week.

Neighbourhood policing team inspector Darren Minton of Bradford South Police, joined the panel which offered advice and information on the topic.

Mr Minton said: “As a partnership, we are dedicated to tackling drugs in Bradford and this was a great opportunity to engage with the public about matters which concern them the most. We are always looking at new ways to deliver advice and information around drugs and their consequences. This is another way for us to do that.

“The panel consisted of experts that work in different arenas to address drugs problems in the district. Any question could therefore be answered by the person with the appropriate knowledge and with the relevant advice. By informing and empowering people in the community, we hope to put more pressure on those who peddle misery on our streets.”

He added that drugs had a direct link to crime and anti-social behaviour: Residents who logged on were told how local authorities are addressing the issue.

“We welcomed this opportunity to discuss how we tackle drugs in the district,” said Hugh Bryson of Young Person’s Drug and Alcohol Service. “Our service aims to prevent drug misuse by going out into the community and educating young people about the risks and harmful consequences.”

Avatar officers police anti-bullying march

Avatar police officers from the Metropolitan Police Service’s (MPS) e-crime unit policed the world’s first virtual march as part of an initiative to mark Anti-Bullying week.

The scheme, launched on November 15, saw tens of thousands of children, teachers and celebrities – each with their own avatar – march across the screens of more than 50 websites, carrying a petition asking the Government for help to protect children from bullying, violence and harassment.
Spotlight on leading suppliers

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**Policing Major Incidents**

**Major Events, Public Disorder & Mass Emergencies**
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The course runs in February 2011 and is delivered by one of the country’s leading police research departments. The programme is co-ordinated by Dr Clifford Stott and linked directly to various initiatives such as the HMIC review, the rewriting of ACPO guidelines for policing football and public order, the new NPIA courses for public order commanders, NCALT’s new computer-based training programme for public order, CBRN policies and the development of a pan-European Training Programme for police match commanders co-ordinated by the UK Football Policing Unit.

The course is delivered within the curriculum for the M.Sc. Critical and Major Incident Psychology and is therefore accredited by the University of Liverpool but participants DO NOT need to possess any qualifications to take part.

Contact 0151 794 1412 or email csanders@liverpool.ac.uk for bookings.
Northern Constabulary fully subscribes to Equal Opportunities and welcomes applications from all sectors of the community.

EXCELLENCE IN COMMUNITY POLICING

Walker Morris wins the Home Office alcohol intensive support training programme

Paddy Whur – delighted to win contract.

Lawyers at Walker Morris have been successful in winning the Home Office contract to conduct a national programme of intensive training relating to tackling alcohol-related crime, disorder and public nuisance.

The events will allow for the provision of expert advice and support tailored to individual Community Safety Partnerships in tackling alcohol-related crime and disorder, with a focus on providing training seminars on the practical use of key enforcement tools and powers and to include any new licensing legislation or policy.

Walker Morris will also provide direct support and mentoring of local enforcement officers during ‘live’ inspections of identified high-risk licensed premises. They will provide mentoring of local officers in undertaking any necessary enforcement action during premises inspections. This work will be undertaken on a national basis.

There will also be sessions for, and advice to, local residents and community groups empowering them to respond to local licensing problems and effectively police their own communities and the sharing of good practice with input, where necessary, from organisations such as Purple Flag, Best Bar None (BBN), Business Improvement Districts (BIDs), Proof of Age Standards Scheme and Pubwatch.

Paddy Whur, Partner at Walker Morris, said: “We are delighted to have won this contract and the overall aim is to provide support to local areas in tackling alcohol-related crime and disorder.

“We have enjoyed a strong working relationship with the Home Office over the last two years, being short-listed for the ‘best example of collaborative working with the Home Office’ in the Supplier Value and Innovation Awards Programme 2010. “We will continue to carry out this training function in the partnership spirit of the Licensing Act.”

Community Safety Partnerships which are interested in hosting one of the events are encouraged to contact Paddy Whur at paddy.whur@walkermorris.co.uk

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With a scattered population of 300,000, the Highlands and Islands region covers one sixth of the entire UK yet it remains one of the safest places in the country, with low levels of crime and high rates of detection. That’s no accident. Rather, it’s the result of a real commitment to community policing combined with a refreshing openness to new ideas. We’ve already achieved a huge amount – but with you on board, we plan to do even more.

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For further information and an application pack, please visit www.northern.police.uk

For an informal discussion, please contact Mr Ian Latimer, QPM, MA, Chief Constable on 01463 720203.

Closing date: 10th December 2010.

*A Performance Related Pay Scheme will apply in accordance with national arrangements.
That’s what I call mutual aid

The banter has been hot with football this week, the Premiership rivalry is getting fiercer and even the Head of Performance Review, who is a Bolton fan, had the temerity to suggest his team will qualify for Europe. He’s so confident he has even booked leave to attend the matches at the end of the season, at the end of April.

The force’s Fed chairman, meanwhile, couldn’t help but regale us all with the comparison with the likelihood of officers going on strike with the fact that referees and linesmen in Scotland are about to throw down their whistles and flags in protest. He reckoned postponement of an old firm derby is much more controversial, and dangerous, than the police withdrawing labour. We’ll only go to prison but God forbid the Celtic fans getting hold of a ref in Tesco on a Saturday afternoon when they should have been playing Rangers at home.

The prospect has led to suggestions that the Scottish FA will draft in refs from overseas to officiate, let them try that with policing said the Fed!

He is already suggesting a date be set for protests next year. The spring is likely to see reviews finalised that will see pay and conditions radically altered if the government gets its way - the diary is already crammed.

As if it wasn’t difficult enough to plan a holiday next Easter, those who book ahead have already stuck their dots on the wall-planner, William and Kate have now made it almost impossible.

HR has sent an email flagging April as a problem as suddenly everyone is applying to take off the last week of April. We couldn’t understand why until the Prime Minister said there ought to be a bank holiday for the Royal Wedding and it wasn’t difficult to see that tagging three days leave between that and Easter will give you a ten day break.

Getting people to come to work is always a problem, ensuring the work when they’re here is another. So many rest rooms across the force have now got secret TVs that getting people out of stations when on nights will be a major problem as the Ashes start in Australia.

As we are watching what is going on the other side of the planet, there is some relief that the usual jaunt to Europe and employment in bars in UK cities has not been closed by immigration caps.

The Home Office’s plans will be easy to get round as bars in Earls Court twin with those in WongaWonga and transfer their staff to the UK. Together with plumbers from Poland, bankers and consultants working for the Home Office, they are probably the only ones gaining employment with incomes over £40,000 these days.

Perhaps, when we all go on strike next year, we can make it at the end of April and the Government can do like the refs in Scotland; transfer in replacements from another country. That’ll test the new immigration policy.

Yours

Stitch
Unique seminars for chairs and report writers of domestic homicide reviews

Run by Sequeli, King’s College London and 1 Garden Court Family Law Chambers
19 January, 23 February and 23 March 2011 in London

The first cross-boundary seminars on chairing and report writing

Opening up new areas of work

Be the first to attend these cross-boundary seminars for independent chairs and report writers of domestic homicide reviews, children and vulnerable adults serious case reviews and mental health investigations.

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• Hear from the Metropolitan Police on management of domestic homicide reviews in the Metropolitan Police Service
• Hear Barbara Stow, Vice-Chair of British-Irish Rights Watch and former Assistant Prisons Ombudsman, speak about her experience of chairing investigations into deaths in custody
• Discover the similarity between all kinds of reviews and investigations in discussion with the Home Office, the Department of Health, the Department for Education and the National Patient Safety Agency

This packed programme of seminars will provide an exciting opportunity for cross-boundary discussion between chairs and report writers from other areas. New and transferable skills will be acquired, extending the repertoire of chairing and report-writing possibilities.

The seminars will be opened by Professor Sir Ian Kennedy, Chairman of the Independent Parliamentary Standards Authority and until 2009 Chairman of the Healthcare Commission. Sir Ian chaired the Public Inquiry into paediatric cardiac surgery in Bristol. He is a consultant and author of Getting it Right for Children and Young People, 2010.

Day 1 will focus on the core knowledge required by chairs and report writers, including systems analysis, the politics of investigation, the role of victims’ families and position of statutory inquiries.

Day 2 will focus on core skills with emphasis on the management of reviews with discussion of confidentiality, anonymity, the position where there are ongoing legal proceedings, analysing information, writing reports and publication.

Day 3 consists of four modules in each of the specialist areas, providing updates on research, commissioning, service user issues and victim concerns.

Speakers and facilitators will be from all the specialist areas and, in addition to those below, include Action for Elder Abuse, Family Rights Group, Southall Black Sisters, academic researchers and trainers.

Individual speakers will include:
Julian Hendy, maker of the film Why Did You Kill My Dad? shown by BBC2
Professor Jill Manthorpe, King’s College London, author of The Age of the Inquiry: Learning and blaming in health and social care
Frank Mullane, co-ordinator of the charity Advocacy After Fatal Domestic Abuse
Dr Mark Sailer, consultant psychiatrist in Hackney, East London, writer and broadcaster

To book a place, email janet.noble@kcl.ac.uk
There is an early bird discount.

Go to www.sequeli.com for the full programme

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