

POLICE

August 2015



The quiet policing revolution

How the Leadership Review could quietly change British policing

- Independent review of deaths in custody must look at resources

policemutual.co.uk/exclusive

Our duty is to

you



SAVINGS AND INVESTMENTS ■ INSURANCE ■ MORTGAGE ADVICE
HEALTHCARE ■ INDEPENDENT FINANCIAL ADVICE ■ FINANCIAL EDUCATION

**Police
Mutual**
ALL PART OF THE SERVICE

Editor:
Syreeta Lund

Federation House,
Highbury Drive,
Leatherhead,
Surrey, KT22 7UY
Tel: 01372 352000

Advertising agents:

Richard Place
Chestnut Media
Tel: 01271 324748
07962 370808
Email:
richard@chestnutmedia.co.uk

Every care is taken to ensure that advertisements are accepted only from bona fide advertisers. The Police Federation cannot accept any liability for losses incurred by any person as a result of a default on the part of an advertiser.

The views expressed within the magazine are not necessarily the views of the Joint Central Committee of the Police Federation of England and Wales.

Chair

Steve White

General Secretary:

Andy Fittes

Treasurer:

Martyn Mordecai

Vice-Chair:

Will Riches

Deputy General Secretary:

Andy Ward

Deputy Treasurer:

Geoff Stuttaford

© The Police Federation 2015
Reproduction strictly forbidden unless by prior arrangement with the publishers.

Cover picture:

Smikeymikey1 / Shutterstock
VladimirFloyd / iStockphoto

POLICE August 2015 – in this issue:

NEWS & COMMENT

- 5 **Editorial**
Chiefs back more support for assaulted officers
- 6 **View from the chair:** Steve White urges MPs to show that they value the British police service
Bravery Awards highlight the courageous acts of officers
- 7 **Local Focus:** Brian Docherty, chair of the Scottish Police Federation
- 8 **The Station Sergeant is...** Highlighting custody challenges
Review of deaths in custody must address resources, access to healthcare and training
Custody officers' powers protected in new guidance on how forces deal with incidents
- 11 Memorial Day to give special recognition to Clutha Vaults Bar helicopter crash victims
- 12 Officers benefiting from new Welfare Support Programme
- 14 **The Bigger Picture:** Officers escort VJ Day veterans in 70th anniversary celebrations



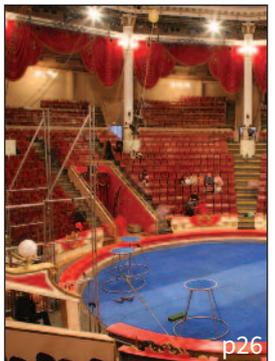
FEATURES

- 16 **The quiet policing revolution**
The College of Policing has set out a number of recommendations which could transform the British policing model as we know it and possibly even spell the end of the traditional Bobby. Syreeta Lund writes
- 20 **I need a hero... or not?**
The shortcomings of over-blown hero leaders have been in question for some time in the field of leadership development. Author on the subject Mark McKergow writes



REGULARS

- 24 Members' benefits
- 26 **View from the sidelines:** Clive Chamberlain, former chair of Dorset Police Federation, takes a different look at life
Nick O'Time cartoon
- 27 Sudoku



Where **collaboration** meets **innovation**

A unique event for anyone who works in the emergency services

Come along to the Show on 23rd and 24th September at the NEC, Birmingham to:

- See and handle the latest equipment, kit, vehicles and technology
- Receive training in the latest rescue and lifesaving techniques
- Network with other blue light services and rescue organisations
- Gain a deeper understanding of the support available from voluntary sector partners

Register for free entry today at www.emergencyuk.com

THE EMERGENCY SERVICES SHOW
NEC BIRMINGHAM 23-24 SEPTEMBER 2015

IF YOU HELP OTHERS IN AN EMERGENCY YOU SHOULD BE AT **THE EMERGENCY SERVICES SHOW**

Thanks to our Show supporters



ORDER YOURS NOW AT WWW.NITON999.CO.UK

OUR MOST ADAPTABLE BAG EVER!



3 REMOVABLE POUCHES INCLUDED

ONLY **£69.95**
*FREE P&P

NT40020



TAKE YOUR KIT BAG TO THE NEXT LEVEL

- COMES WITH THREE REMOVABLE MOLLE POUCHES.
- REMOVABLE INTERNAL DIVIDER.
- ID VELCRO PATCH.
- FRONT ORGANISER PANEL.
- INTERNAL & EXTERNAL MOLLE ATTACHMENTS.
- ZIPPED TRAFFIC / TICKET COMPANION COMPARTMENT FOR EASY ACCESS.
- HEAVY DUTY NYLON CONSTRUCTION.

ADD MORE SPACE WITH WITH ONE OF OUR OTHER MOLLE POUCHES



WATER CARRIER

NT42002



XL POUCH

NT42006



LARGE POUCH

NT42005



PHONE POUCH

NT42004



RADIO POUCH

NT42003

ONLY **£12.95**
PER POUCH

LOG ON TO WWW.NITON999.CO.UK

AND SIGN UP FOR OUR **E-NEWSLETTER**

Sent weekly offering you access to exclusive special offers and discount codes



NEW BROCHURE OUT NOW

NITON TACTICAL ISSUE 3 FREE WITH ANY ORDER OR VIEW ONLINE AT WWW.NITON999.CO.UK

Call **01293 549 858** or

email: SALES@NITON999.CO.UK

THIS ADVERT IS SUPPLIED IN ADDITION TO AND FORMS PART OF OUR PROFESSIONAL BUYERS GUIDE IN WHICH OUR TERMS & CONDITIONS ARE FULLY DESCRIBED OR VISIT OUR WEBSITE: WWW.NITON999.CO.UK E.&O.E. © NITON999 GROUP LTD 2015. PRICES CORRECT AT TIME OF GOING TO PRESS. T&C'S APPLY *HOT PICK FREE ECONOMY DELIVERY TERMS AND CONDITIONS APPLY.





Editorial
August 2015

Syreeta Lund,
Editor

Under-the-radar revolution

Have you heard of the leadership review, or does it provoke the same response as someone asking if you have read Leo Tolstoy's *War and Peace* or know much about Snapchat? Your eyes glaze over, you sip your mug of tea and carry on with life thinking you probably should know, but drift off instead.

Well, in a nutshell, the College of Policing put together the leadership review. It's not just about leaders, it's a game-changer; it sets out some fairly radical recommendations which, if implemented, could completely change the structure of British policing and the role and powers of police officers.

The document debates some fundamental questions around rank structure, the possibility of giving the Office of Constable powers to police staff and others, as well as direct entry.

The Police Federation is carefully considering the recommendations. What's for certain is that the Federation will be sure to challenge any 'back-door' reform which erodes the independent Office of Constable.

Despite a press conference on the review at 8am one sunny morn, there doesn't appear to be a huge amount of debate going on among cops. It's not a sexy document, although there is an attractive infographic on the College's website.

Senior police leaders have certainly been doing some bedtime reading (see feature, The quiet policing revolution on p16). So, before you begin to drift off, please read the article and comment via @SyreetaLund under #LeadershipReview. We want to know what you think.

 Follow me on Twitter @SyreetaLund

Chiefs back more support for assaulted officers

Police leaders are backing the need for officers to be treated as victims when they are subjected to assaults as the Home Office looks at compiling more robust figures nationally.

John Apter, chair of Hampshire Police Federation, has spearheaded a campaign with chief constable Andy Marsh to make sure officers are not treated as second-class victims.

Recent figures, released by Parliament, for the numbers of assaults across forces show around 65 officers being assaulted each day in 2014/15, 23,000 in total across England and Wales.

Mr Apter went to speak personally, alongside his chief, to the National Police Chiefs' Council to promote improving the way forces deal with assaulted officers.

Sara Thornton, chair of the National Police Chiefs' Council (NPCC), has said that "employees deserve the same care and justice as anybody else when they are a victim of crime" and she hoped that chiefs would consider how they work with police federations to address the issues in their force.

Mr Apter, supported by his force, put together a seven-point plan to help set out standards of investigation when officers are subjected to an assault. Alex Marshall, CEO of the College of Policing, which looks at setting standards in policing, has also spoken of his support and said there is a need for a national picture of assaults.

Haphazard figures

Currently, many forces compile their figures on assaults in a "haphazard" way, says Mr Apter, but the Home Office is working on creating a more consistent way of looking at the numbers of national assaults and working with the national Federation.

Mr Apter added: "We have achieved lots and are making a difference but there is more to do. I am now working with HMIC to see how they can help to make sure this important work is embedded within forces."

To view a copy of the seven-point plan, visit www.npcc.police.uk/documents/Communications/Seven%20Point%20Plan.JPG

Make cuts by reducing number of forces, not stopping officers attending crimes

The chair of the Police Federation has called for the number of forces to be cut to make savings, rather than preventing officers attending burglaries to cut costs.

Steve White's comments follow those of Sara Thornton, chair of the National Police Chiefs' Council, who caused some controversy during a BBC interview when she questioned whether police officers should be attending all burglaries in the light of dwindling resources and increased pressures.

In response, Mr White questioned what the police could realistically stop doing when the public would still expect the police to continue to deal with burglary and many other crimes in the same way.

He added: "If there is to be no more money, we must find it by reducing the number of forces, making ad hoc

collaborations definite and release efficiencies and resources to ensure we can continue to offer the police service the public want and which officers at all levels want to provide."

Ms Thornton later clarified her comments, saying that she appreciated the impact that burglaries have on their victims but evidence has shown what works in solving burglaries. In a recent blog, she stated: "Either officers get there quickly and catch the offenders red-handed or forensic evidence is gathered from the scene. If the offenders have fled the scene before the police are called then fingerprints, footwear marks and DNA could be gathered without sending an officer."

You can read the blog at: www.npcc.police.uk/ThePoliceChiefsBlog



View from the chair

Steve White, chair of the Police Federation

A bitter pill to swallow

As officers come to terms with the restraints on public sector pay, the news of a ten per cent increase for MPs was a bitter pill to swallow.

It's not about who is more deserving, but, as we are all in this together, surely this cannot be justified when we had to jump through hoops to achieve one per cent.

Is it any wonder that we are fast losing all that is good in policing – its people. Our recent pay and morale survey showed that one in six plan to leave the service in the next two years. And yet the survey also shows the goodwill that still exists, with the majority saying they would go the extra mile to keep the public from harm. What more evidence does the government need to start putting their money where their mouth is?

Police officers are proud to protect and serve but the reality is that the cuts have left many in financial hardship. And the College of Policing's recently published Leadership Review signals more change to come (see p16).

As officers in mid-service plan to leave in their droves, we are on very shaky ground. Experienced officers want to leave and there is little incentive to join.

To those holding the reigns of the service – show our officers and the country that you value this vital public service. We are losing officers left, right and centre; those who remain cannot survive on lip service alone.

Follow me on Twitter @PFEW_Chair

Bravery Awards courageous acts

The National Police Bravery Awards are held every year to honour the hard work and dedication of officers who put themselves before others to protect the public. Here are just two of the amazing stories behind those nominations, which will feature in the magazine running up to the event in October.

A police officer who received multiple stab wounds when a man lunged at him with a commando-style knife has been nominated for the National Police Bravery Awards, along with his colleague.

PC Adam Koch and PC Jean Stevens, both West Midlands officers, were called to a mosque in Washwood Heath in Birmingham after three worshippers had been stabbed.

Wrestle the offender

PC Koch looked on in disbelief as the man simply shrugged off a police Taser before attacking him, stabbing him in the chest and stomach as he attempted to wrestle the offender to the ground.

PC Stevens, seeing that the offender was attempting to stab her colleague further, struck him several times with a baton before disarming and arresting him.

Ch Supt Alex Murray, police commander for Birmingham East, said: "Two people had already been stabbed; PC Koch rushed at the attacker and put his own safety on the line to protect others.

"He suffered serious injuries but his actions undoubtedly prevented other worshippers being hurt and potentially killed.

Exceptional work

"This was an exceptional piece of police work but is just one example of the countless acts of bravery and dedication displayed by officers on a daily basis across the West Midlands."

A 32-year-old man, Mahamoud Elmi, a local resident of Somali origin, was detained indefinitely at a mental health facility.

Officer is unarmed and off-duty as she

An off-duty officer from Kent intervened as shop staff tried to tackle a violent shoplifter – who then turned on her with a metal bar.

PC Sarah Lewis-Perkins was shopping with her son at a hardware store one weekend in August last year. Having spotted staff struggling with an aggressive shoplifter, she left her son with a friend and went to intervene.

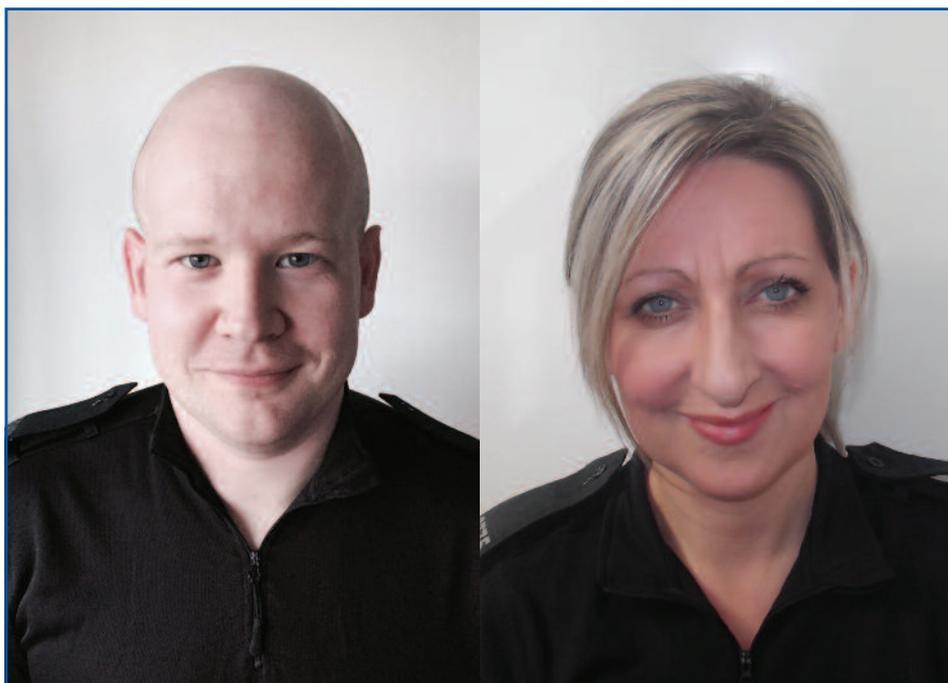
The offender then turned his aggression towards her, picking up a metal bar to use as a weapon before fleeing the scene. The dogged officer then pursued him and

gained some distance before he turned on her again, this time with a broken bottle. He then picked up a large piece of wood and attacked her with it. Being off-duty, she had no protective equipment and no way of communicating with the control room to summon assistance.

Harrowing situation

Despite the harrowing situation, the officer avoided the blows from the male, tackled him and brought him to the floor, where she apprehended him with the help of shop staff.

highlight the of officers



PC Adam Koch (above left) and PC Jean Stevens tackled a man wielding a commando-style knife (left), who had already stabbed three worshippers at a Birmingham mosque. The officers are among those nominated at this year's Police Bravery Awards.

tackles a violent shoplifter



As the man feigned unconsciousness and became responsive, PC Lewis-Perkins reacted immediately, recognising it as a potential medical emergency and administered first aid while summoning an ambulance.

The man was eventually sentenced for theft and affray, and at the conclusion of the trial His Honour Judge Griffiths stated the officer's actions were "extremely courageous", and she should be commended for her professionalism and bravery.



Local Focus

Brian Docherty,
chair of the
Scottish Police
Federation

A day to show our respect

National Police Memorial Day will be held in Edinburgh this year. It will be a timely reminder of those police officers who have lost their lives across the country and, particularly in Scotland, those who perished in the Clutha police helicopter disaster.

The Clutha Vaults Bar was a well-loved landmark on a busy junction by the River Clyde, not far from Glasgow city centre. It was known to Glaswegians and many others from Scotland and beyond as a good going bar and music venue. It re-opened last month.

The police helicopter, the only one in Scotland, was a common sight flying over the city and the Scottish media regularly reported on the successes of the aircraft and its crew. Within days of the catastrophic crash, a replacement was in the air.

Following the sad events of 29 November 2013, it is impossible to pass the Bar or see the helicopter without thinking of those who lost their lives that day or those who lost loved ones. As friends and colleagues, we will always remember Kirsty, Tony and David as we remember Malcolm Herd who lost his life in a police helicopter crash in 1990.

All on-duty deaths are terrible reminders of the dangers and difficulties of the job we all do. We are called upon to do all manner of remarkable things to keep the public safe and secure, and putting ourselves in danger is one of those things. It is at times of tragedies such as the Glasgow police helicopter crashes that we are reminded of the high price some of our colleagues pay in doing their jobs. It is on days like this that we can demonstrate our respect.



The Station Sergeant is...

Highlighting the challenges of police custody

The Home Secretary is greatly concerned about deaths in police custody. Having done my time as a custody sergeant, I couldn't agree more. There are few things guaranteed to cause more angst behind the charge desk than a detainee dying in custody.

This is, of course, a serious issue but, by the time Ms May had phrased it in her own inimitable style, aided and abetted by the likes of the *Daily Mail*, you would think that the police service was slaughtering detainees with gleeful abandon. We aren't, and we never have.

Custody staff have to deal on a regular basis with people struggling to cope, who appear hell-bent on shuffling off this mortal coil. Those with mental health issues, drug or alcohol problems, and often a combination of these. I would hazard a guess that Ms M has never been within spitting distance of such situations. Ultimately we have to put ourselves at risk to save people from themselves.

That is why I welcome the news that there is to be an independent review of deaths in custody. Let the world see what we have to deal with, and what we carry the can for when it all goes pear-shaped. Let them consider the dearth of staffing, the slavery to process and the outlook as budgets are massacred even more.

Then let them show where the blame really lies; at the door of those apparatchiks in the Home Office who are destroying us.

 Follow me on Twitter @stationsarge

Review of deaths resources, access

An independent review into deaths and serious incidents in police custody must make sure it addresses issues in training, resources and access to health professionals, says the chair of the Federation.

Theresa May, Home Secretary, announced an independent review of deaths and serious incidents in police custody last month, although full details are yet to be released.

Steve White, chair of the Federation, responded, to say the Federation is supportive of anything which recognises the difficult position police officers find themselves in, often dealing with vulnerable people who may have mental health conditions or drug and alcohol issues.

"However, any review must be more than academic, it must bring about real changes to training, resources and access to expertise 24/7.

"We would hope very much that the Police Federation of England and

Picture © Agencia Fotograficzna Caro / Alamy



Custody officers' powers protected in new

The Federation has made sure custody officers' powers to close down unsafe suites are protected in interim guidance on detention and custody.

The College of Policing has published its interim Authorised Professional Practice (APP), which sets out policies and procedures for forces to report, record, investigate and analyse all incidents involving those in custody.

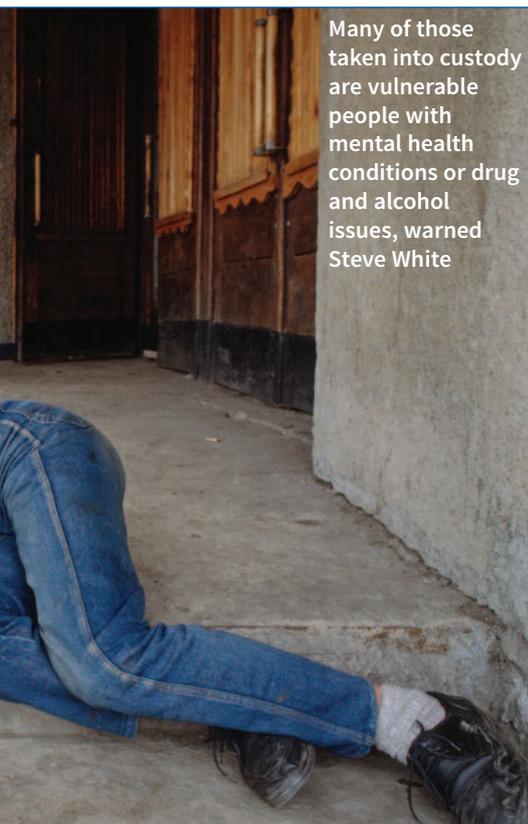
The Federation worked hard to ensure custody officers still have the authority to shut a custody suite if, for example, staffing levels are not adequate for the amount of detainees.

"We did not want the rights of custody sergeants watered down because they have to take responsibility and make decisions for the safe operation of

custody suites," said Andy Ward, a Federation lead on custody issues. They have advocated more consistency in areas like first aid training between police officers and staff and those who have been brought in to work in custody.

The College of Policing's lead for crime and criminal justice, David Tucker, said: "It is the job of custody officers and staff not only to ensure that the detention process is lawful and proportionate but also to keep detainees safe. Staff do a superb and effective job under what are often extremely challenging circumstances on the vast majority of occasions. However, as the professional body for policing, the college's role is to improve standards and establish a national framework so all

in custody must address to healthcare and training



Many of those taken into custody are vulnerable people with mental health conditions or drug and alcohol issues, warned Steve White

“No one – least of all police officers – wants such incidents to happen... But when incidents occur, every single one represents a failure, and has the potential to undermine the relationship between the public and the police.”

Wales is front and centre in this work,” he said.

According to statistics from the Independent Police Complaints Commission, published last month, the number of deaths in or following police custody has increased to 17 annually, similar to the levels seen in the previous five years following the 11-year low of 11 deaths last year.

Announcing the review last month Ms May said: “Police custody is the place

where a number of dynamics meet. It is the place where dangerous and difficult criminals are rightly locked-up, where officers and staff regularly face violent, threatening and abusive behaviour, and where the police use some of their most sensitive and coercive powers.

Vulnerable people

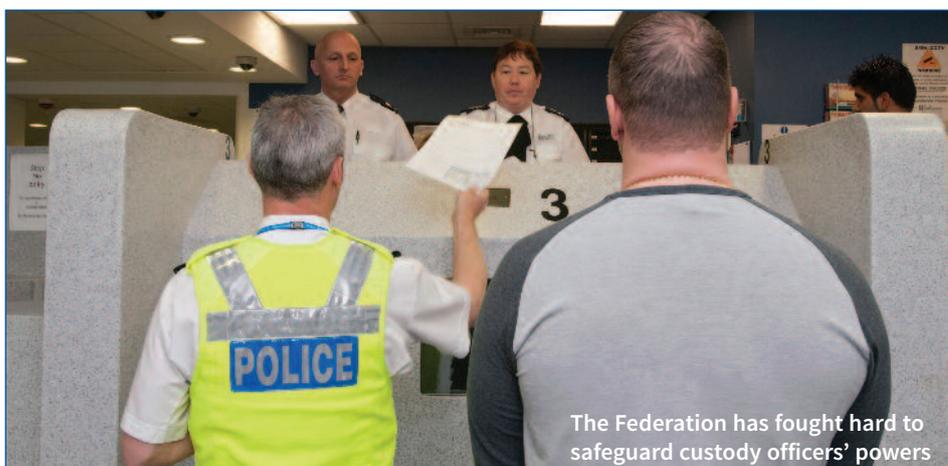
“But it is also a place where all too often vulnerable people, often those with mental health problems, are taken because there is no other place to go.”

She added that deaths and serious incidents in custody are rare but can impact on the relationship between the police and public.

“No one – least of all police officers – wants such incidents to happen, and I know everyone involved takes steps to avoid them. But when such incidents do occur, every single one represents a failure, and has the potential to undermine dramatically the relationship between the public and the police.”

guidance on how forces deal with incidents

Picture © Mark Harvey / Alamy



The Federation has fought hard to safeguard custody officers' powers

forces have a consistent approach to detention and custody.

“Our APP sets out clear policies and procedures... It provides guidance on

each step of the process, from arrest through to detention, including the use of restraint, through to monitoring of those detained to ensure their wellbeing.”

He points out that those who come into custody and are under the influence of drugs and alcohol are at greater risk of harm.

“Custody officers are not doctors, but there are procedures in place to ensure detainees are subject to a detailed risk assessment, including close questioning of the detainee about their physical and mental health, and those with health needs are closely monitored. Our guidance makes it clear that any health concern must be addressed immediately. We are also leading a review of the training officers receive in dealing with those with mental health concerns.”

See more at www.college.police.uk/News/College-news/Pages/New_national_guidance_on_detention_and_custody.aspx



Saving

for the future.
We give you all the
back up you need.

SAVINGS AND INVESTMENTS ■ INSURANCE ■ MORTGAGE ADVICE ■ HEALTHCARE ■ INDEPENDENT FINANCIAL ADVICE ■ FINANCIAL EDUCATION

Around 200,000 people trust us with their finances, including over 26,000 who took out a Regular Savings plan with us in 2014. In fact, we paid out over £74m to our members last year when their plans matured - helping them towards a brighter financial future.

Call 0800 652 9107 or visit policemutual.co.uk/exclusive

**Police
Mutual**
ALL PART OF THE SERVICE

Police Mutual Assurance Society Limited is an incorporated friendly society. Registered office: Alexandra House, Queen Street, Lichfield, Staffordshire WS13 6QS. For your security, all telephone calls are recorded and may be monitored.

Memorial Day will give special recognition to crash victims

This year police officers who have made the ultimate sacrifice will be remembered at a ceremony being held in Scotland.

The 12th National Police Memorial Day will be held on Sunday, September 27 in Edinburgh, and will bring together families, colleagues and friends of those who have died on duty.

Police officers from England, Wales and Scotland will be honoured during a ceremony at the Edinburgh International Conference Centre.

The event is supported by the Police Federation and Police Mutual, and was set up by Kent officer sergeant Joe Holness. He said: "I am immensely proud to lead National Police Memorial Day in commemoration of our fallen colleagues.

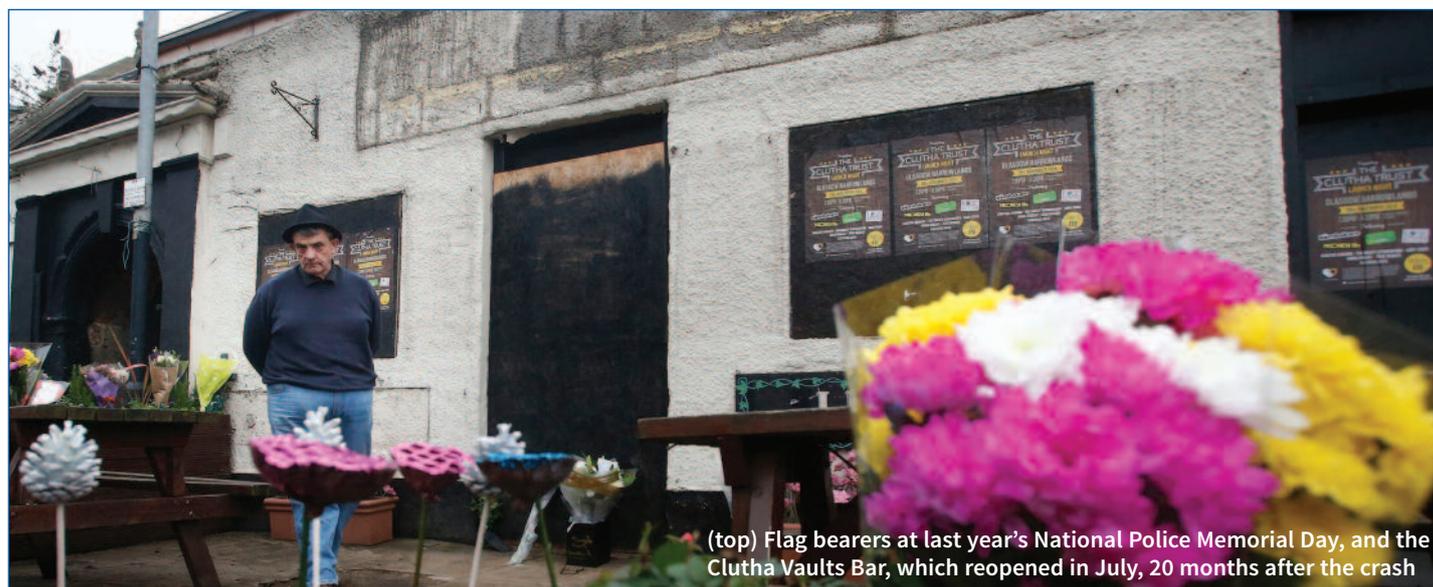
"This special day gives us the opportunity to come together as a nation to remember our loved ones, friends and colleagues who have made the ultimate sacrifice while protecting the communities they served. It is an honourable day and a poignant reminder of the dangerous nature of policing."

This year the event will include a special honour to those who died in the police helicopter crash at the Clutha Vaults Bar in Glasgow.

For more information, visit: www.nationalpolicememorialday.org.



Picture © Peter Anderson



Picture © Danny Lawson / PA Photos

(top) Flag bearers at last year's National Police Memorial Day, and the Clutha Vaults Bar, which reopened in July, 20 months after the crash

ADVERTORIAL

Limited Duties part 2

This column follows on from the first part of an article on Limited Duties published in the July edition of Police

A further new category of 'Adjusted Duties' has also been introduced. This is intended for officers who have failed to recover to full duties following a period of recuperation or have otherwise been found to be unfit to be fully deployed. To be placed on Adjusted Duties it is necessary for an officer to be attending work on a regular basis, and working their full hours for which they are paid. They must also be working in a substantive police officer's role.

Many officers currently on restricted duties have been given roles that may well fall short of this requirement. Likewise those currently on restricted duties who are paid for full hours but work reduced hours will experience difficulty continuing with their current arrangements.

Officers on Adjusted Duties will have their position reviewed after 12 months and a decision is then made as to whether their pay should be reduced to reflect the fact they are not fully deployable. Officers may lose up to eight per cent of their basic pay if they remain on adjusted duties.

Many injured or unwell officers will now find themselves being considered for medical retirement or having their service otherwise terminated if they are unable to resume to full duties within a few months. Even those who are able to stay on for longer in an adjusted duties post may find that they will only be able to do so by reducing their paid hours. Such officers are likely to have their basic pay reduced, usually after 12 months of such duties, and their continued service will remain a matter of periodic review.



Richard Geraghty
T: 0808 175 7805
W: slatergordon.co.uk/policeLaw

The Federation's Welfare Support Programme is available 24 hours a day, 365 days a year



Picture © Burlingham / Shutterstock

Officers benefiting from new Welfare Support Programme

Police officers and their families are benefiting from the Federation's Welfare Support Programme (WSP) three months after its launch.

The WSP helpline went live on June 1 and is proving to be a life-line to officers and their families who have found themselves having to cope with serious trauma in the course of their duties or as a result of a death of an officer. Officers from eight forces have already been in touch with the programme.

Richie Jones, one of the Federation's leads on the programme said: "The WSP was established as a direct result of some officers not knowing where to turn to in times of crises. Police officers are expected to cope in extreme circumstances and step in to help others but there are times when they too need to seek support – they are not invincible. Crucially, the support provided by the WSP is also extended to officers' families."

Those already registered with the programme are receiving counselling and support to help deal with a range of difficulties, including bereavement, conduct and performance issues.

John Murphy, who also leads on the programme for the Federation said: "Health and wellbeing concerns in the service are on the rise as a direct result of the strains and stresses of the job.

You can see it tipping and the WSP programme has been put in place to help redress the balance."

Support is afforded by a team of trained professionals who have a background in policing. They are trained in mental health first aid, suicide awareness, and post-incident procedures. The team includes three Neuro Linguistic Programming practitioners, a hypnotherapist and a bereavement counsellor.

Level of trust

Mark Williams, chief executive of the Police Firearms Officers' Association (PFOA) said: "Above all else, we want officers to have faith in the programme and have the confidence to reach out. The independent nature of the service we provide helps to evoke a level of trust which is what people need in testing times. If people on the programme need to talk to someone at 3am, we are here and we can help."

The programme is available for officers and their families 24 hours a day, 365 days a year. Each force has a first point of contact in their local federation who can refer officers to the programme.

More information is available on the Federation's website, at polfed.org/fedatwork/Welfare_Support_Programme.aspx

National custody seminar & exhibition

8 & 9 September 2015

Hilton Warwick, Stratford-Upon-Avon

This annual event has developed an excellent reputation for consistently delivering content that is highly relevant to those working in and around police custody.

Delegates will hear from a range of guest speakers; share best practice; and discuss the challenges facing this key area of police operations.

**To register as a day delegate
email louise.dunne@polfed.org**

www.polfed.org

Police Federation of England and Wales
Federation House, Highbury Drive, Leatherhead, Surrey KT22 7UY
01372 352000

@PFEW_HQ

Officers escort VJ Day veterans in 70th anniversary celebrations

Second World War veterans, many in wheelchairs, were accompanied by friends, family and in some cases police officers as they walked or were pushed along Whitehall as part of the parade to mark the 70th anniversary of VJ Day.

The event to commemorate the efforts of those who fought against Japanese forces in the far east began with a church service in St Martin-in-the-Fields, attended by Queen Elizabeth II and the Duke of Edinburgh.

The service was followed by a commemorative event at Horse Guards Parade, with a fly past of Second World War planes including a Spitfire, Hurricane and Dakota. Veterans and civilian internees were then joined by their descendants and families, along with current personnel, in a parade along Whitehall and through Parliament Square to Westminster Abbey, for a reception hosted by the Royal British Legion.

Men and women from all over the British Empire and Commonwealth made a vital contribution to the Allied victory over Japan. Nearly 2.5 million men served in the all-volunteer Indian Army and a further 60,000 in the Royal Indian Navy and Indian Air Force; 100,000 men from Britain fought in Burma, as did 119,000 soldiers from her East and West African colonies.

The VJ Day anniversary events took place amid tight security, just days after a number of reports in the media that an alleged terror plot to target the Queen at the event had been foiled.

Photograph: Steve Parkins / New Zulu / PA Images



The quiet policing revolution

The British police service faces a potentially huge shake-up as budgets are cut, priorities change, and forces look for new ways to deliver policing. The College of Policing has set out a number of recommendations which could transform the British policing model as we know it and possibly even spell the end of the traditional Bobby. **Syreeta Lund** writes

It may be called The Leadership Review, but the latest examination and assessment of British policing carried out by the College of Policing takes a much wider view of the service than just leadership. It looks at the whole structure of policing and asks some challenging questions about the need for ranks, the increasing specialisation of policing and a reward structure which would focus on skills rather than ranks – opening up the possibility that in future all roles could be open to police staff and officers or ‘police practitioners’.

It also examines police culture and debates the development of senior leadership, direct entry points into the service which effectively leap-frog ranks, and even the historic concept of the Office of Constable, a key foundation block for modern policing.

The Police Federation is examining the review in detail, looking at each of the ten recommendations which cover the areas of culture, hierarchy, lateral development, diversity, consistency, and management and leadership (see p21), and the impact they may have. But the Office of Constable is something the Federation has long campaigned on as the ‘bedrock’ of modern policing. It enables police officers to operate independently, and operate within and be accountable to the rule of law – not as an agent of their force or the government. It underpins policing by consent in this country, as outlined by Robert Peel himself, so officers cannot be forced to carry out the bidding of politicians.

Andy Fittes, general secretary of the Police Federation of England and Wales, said: “Policing in England and Wales is changing; police numbers continue to fall, yet the varied demands placed on officers are increasing. It is therefore important that, as a service, we look at what we do now, how we do it and what we can continue to do in the future.

“The Leadership Review is but one vehicle for these discussions and that is why we will be sending the College Of Policing a full and considered response to the report, following consultation with our national committees.





Pictures © Smikeymikeya / Shutterstock, Vladimirfloyd / iStockphoto

You protect us. We protect you.

**Slater
Gordon**
Lawyers

At Slater and Gordon, we understand that police work can be challenging and stressful, but with us by your side, dealing with legal issues needn't be.

For over 50 years, we have been defending, advising and representing thousands of police officers just like you.

With offices throughout the UK, we are the only firm to offer a full range of legal services to the Police Federation.

GET IN TOUCH

0808 175 7805

24h Criminal Assistance number: 0800 908 977

slatertgordon.co.uk/policelaw

Legal services:

- Crime and misconduct allegations
- Personal injury claims - on or off duty
- Family law
- Employment law
- Police pensions
- Wills, trusts and estates
- Defamation and privacy matters



Slater and Gordon (UK) LLP is authorised and regulated by the Solicitors Regulation Authority.

WANTED - Deputy Chief Executive

National Association of Retired Police Officers

**Salary £37,194 p.a. rising to £39,194 p.a. following completion of probationary period.
Based in Wakefield. Excellent Pension and Relocation package available.**



The National Association of Retired Police Officers [NARPO] is seeking to employ a full-time Deputy Chief Executive at their Headquarters in Wakefield, West Yorkshire. Working under the direction of the Chief Executive Officer, yours will be a key strategic role, in helping to deliver the challenging workload set by the National Executive Committee.

You will have a proven track record of achievement, strong managerial qualities and the ability to influence at all levels, both within and outside the Association. The successful candidate will have specific but not exclusive responsibility for the following key areas:

- As part of the senior management team of the Association provide support to the Chief Executive Officer

and deputise for him when required.

- Providing verbal and written advice and support within the areas of welfare and police pensions. A knowledge of the relevant legislation will be helpful.
- The compilation and preparation of the quarterly magazine of the Association, 'NARPO News'
- Overall responsibility for maintaining and developing IT at Headquarters including the NARPO website.
- Management and security of NARPO Headquarters as well as being the Health and Safety and Data Protection designated officer for NARPO Headquarters.

It is essential that applicants have excellent communication, written and IT skills, and are well motivated, with

the drive to see projects through to completion.

Information about the role together with an application form can be found at: <http://www.narpo.org.uk/index.php/situations-vacant.html>

Completed application forms should be forwarded to: **The Chairman, NARPO House, 38 Bond Street, Wakefield, WF1 2QP.**

Closing date for the receipt of completed application forms is Friday 11th September 2015 and it is anticipated that the selection interviews will take place during October 2015.

www.narpo.org.uk

“The Leadership Review raises many issues for consideration, including fundamental changes to the rank structure; the possibility of giving the Office of Constable powers to police staff and others; and a greater rollout of direct entry. These are concepts that may not necessarily seem to be of immediate concern for the public, who understandably just want a police response when they need it. But a pick and mix approach to policing, changing the way the service is structured and delivered, without proper and detailed consideration of the consequences, may irrevocably change policing in England and Wales.

“We need an honest conversation about the future of policing. It’s essential that this is an open and clear conversation with the public too, about what the changes how they may impact on them, the service they receive and who they may receive it from in future.”

“We need an honest conversation about the future of policing. It’s essential that this is an open and clear conversation with the public too, about what the changes are and how they may impact on them, and about the service they receive and who they may receive it from in future. While we will support change that is for the public good, we will fight any attempt to use the Leadership Review as a back door to implement detrimental changes for police officers or create a service that undervalues the independent Office of Constable.”

The Federation has raised awareness of the importance of the Office of Constable and the need for a mechanism to keep the struggle for control and power in balance. One such example was the government targets given to police forces in relation to specific crimes, which put pressure on police chiefs and officers to take particular decisions, and took away the independence and discretion of the Office of Constable – resulting in decisions being taken in order to hit targets rather than necessarily for the public good.

Sara Thornton, chair of the National Police Chiefs’ Council (NPCC), gave a speech at the Police Foundation’s annual John Harris Memorial Lecture in July, arguing that the twin challenges of changing requirements and cost pressures mean chief officers have to think “imaginatively and radically about policing”. This will mean better targeting services to demand, a commitment to evidence-based policing, further integration



As servants of the crown – rather than employees of government or chief constables – officers are governed by Police Regulations rather than employment contracts

Pictures © Michael Matthews / Alamy

with other organisations and a constant emphasis on legitimacy. “Very different workforce skills and a change to leadership culture will be needed,” she added.

Recommendations in the review refer to the need for “flexibility” in the workforce, to review the current rank and grading structures, and recognition and reward for ‘advanced practitioners’ including both police officers and police staff.

A spokesperson for the College said: “Policing is delivered by both officers and staff. Police practitioner is simply a term that recognises this reality. There are many different roles across policing, and these roles are filled by officers and staff. Rather than a merging of skills, the Leadership Review notes that policing is becoming increasingly specialised. This is why Recommendation 7 is to make an assessment of specialist and advanced practitioner roles which could be filled by officers or staff in the future, and the powers and authorities that limit such flexibility.”

This rhetoric around fundamental change is echoed across many senior leaders in the service. Sir Bernard Hogan-Howe, commissioner of the Met, spoke at the Royal Society of the Arts in March stating that there would need to be “radical changes” to policing.



Are you a member yet?

No1 CopperPot is a Credit Union **exclusively** for Police Officers, Staff, PCSOs, Specials and family members who reside at the same address. We offer savings, loans and mortgages tailor made for the Police family.

We have recently reduced the below loan rates. Visit our website for more information.

Student Officers Loan

70 Plus Loan

Member Loan

Holiday Loan

All loans are subject to status and our lending criteria.

Reserve Account

Our Reserve Account, will allow you to earn 2% AER on your savings from the 1st July - 30th September 2015.

Joining is simple, all we require is that you save a minimum of £5 each month and this gives you full access to all our other products. You will earn a dividend on your savings each year.



Visit www.no1copperpot.com or call 0161 741 3160

Number One Police Credit Union Limited trading as No1 CopperPot Credit Union is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Firm Reference Number 213301. For details visit <http://www.fca.org.uk>

POLICING MADE EASY

Be a part of it!



Introducing the **fastest growing offline** mobile policing application.

Forgotten whether a **crime report** is required? Want to find out whether there is **sufficient to charge a suspect**? Not a problem

The app features **definitions, points to prove and much more!**

With Pocket Sergeant, you no longer have to carry around text books or waste time returning to the office to look up information.

With **witness statement checklists, on board calendar, contacts section and reference library**, Pocket Sergeant makes policing easy and keeps you in the know.

Find out more by visiting www.pocketsergeant.co.uk



Follow us on



POLICE AND POLICE STAFF OF ENGLAND AND WALES, COURTESY OF THE MERSEYSIDE POLICE FEDERATION LOGIN: POLFED

S IS FOR SAVINGS



THE STYLISH NEW CORSA EXCITE 1.4i 90PS 3DR (a/c)

available on FLEXIBLE PCP*

Representative Example

23 Monthly Payments of	£189	Total Amount Payable	£12,544
Associates on-the-road cash price including customer saving	£11,766.51	Optional Final Payment (GFV)	£6,500
Vauxhall Deposit Contribution	£500	Fixed Rate of Interest per year, true	2.84%
Customer Deposit	£899	Mileage per annum	8,000
Amount of Credit	£10,367.51	Excess mileage charge, per mile	£0.09
Interest Charges	£479.49	Duration of Agreement (months)	24
First credit arrangement fee	£149	Representative APR	4.7% APR
Final credit arrangement fee	£149		

To find out more visit: www.partnersprogramme.co.uk, call 0844 875 2448[†] or visit your local Vauxhall Retailer.

associate partners
discounts for / you and your family

www.partnersprogramme.co.uk



VAUXHALL

Official Government Test Environmental Data. Fuel consumption figures mpg (litres/100km) and CO₂ emissions (g/km). New Corsa Limited Edition 1.2, 3dr: Urban: 42.2 (6.7), Extra-urban: 61.4 (4.6), Combined: 52.3 (5.4). CO₂ emissions: 126g/km.#

*Offer subject to availability at participating Retailers only. Personal Contract Purchase. Finance subject to status, Ts&Cs apply. Applicants must be 18 years or over. Finance by Vauxhall Finance, PO Box 6666, Cardiff, CF15 7YT. Customer deposit shown after deduction of any Vauxhall and/or Retailer contributions where applicable. Vauxhall Deposit Contribution only available when vehicle financed through Vauxhall Finance. At the end of the agreement there are three options: i) Retain the vehicle: Pay the optional final payment to own the vehicle, ii) Return the vehicle, or iii) Replace: Part Exchange the vehicle, where equity is available. Offers apply to Vauxhall Partners only. All offers available on orders or registrations between 2 July and 7 October 2015. For Partners Terms and Conditions go to www.partnersprogramme.co.uk/legal-notice. †Calls are charged 7p per minute for landline customers, plus a call set-up fee. Calls from mobile phones are typically charged between 5p and 41p per minute, depending on the provider and the number called. #Official EU-regulated test data are provided for comparison purposes and actual performance will depend on driving style, road conditions and other non-technical factors. Offer applies to pre model year 2016 vehicles only. See Retailer for further details. Correct at time of going to print 20/07/2015.

In his speech, which addressed budget cuts and how forces manage resources, Sir Bernard spoke about the changing complexities faced by policing. “We need to think hard about the Office of Constable and how we modernise that to meet the needs of the 21st century policing,” he said.

Although he stated he supported the principle of officers being accountable in this way he said there was an issue with employment contracts: “As servants of the Crown, our relationship with our officers is governed by Police Regulations, not employment contracts. In my view, these Regulations are increasingly unhelpful and stand in the way of the transformation policing urgently requires.”

Police Regulations essentially control police officers terms and conditions, as officers are Crown Servants, not employees. This affords them more protection in austerity than many in the public sector – meaning that chief constables cannot simply dispose of their services easily. The Regulations also mean police officers are bound by a whole host of other restrictions on their private lives, including preventing them from taking industrial action, a basic right for employees under normal employment contracts.

For more information on the Leadership Review, visit: www.college.police.uk/What-we-do/Development/Promotion/the-leadership-review/Pages/The-Leadership-Review.asp

What do you think?

Email syreeta.lund@polfed.org or @SyreetaLund



The Leadership Review explores the idea of giving the Office of Constable powers to police staff and others

Pictures © Brian Harris / Alamy

The review questions how important the concept of the Office of Constable is in future. It states: “The Office of Constable is an important concept in policing. It is a concept open to interpretation but captures the independence of the role and the importance of impartiality and accountability. It is underpinned by a regulatory framework.

“While important, it is not unique. Other professions have principles of impartiality or independence in their decision making based on knowledge and expertise, supported by legal protections afforded by employment law. Our recommendations do not propose removing the key principles or protections afforded under the law, but as police practitioners are drawn from a broader range of backgrounds, we see the concept of Office of Constable increasingly applied to police staff and others exercising powers. Some contributors to this review questioned the status of the Office of Constable in a future police workforce and we encourage a continuing debate about this as policing develops as a profession.”

- **Recommendation 1:** Existing police leaders should influence and drive the required culture change by demonstrating their own commitment to personal development and supporting the implementation of the review.
- **Recommendation 2:** Review the rank and grading structures in policing across warranted and staff roles.
- **Recommendation 3:** Embed the values articulated in the principles from the Code of Ethics in all local and national selection processes.
- **Recommendation 4:** Provide a structure for entry, exit and re-entry points to allow for career flexibility.
- **Recommendation 5:** Advertise all vacancies for recruitment and promotion nationally.
- **Recommendation 6:** Create a new model of leadership and management training and development which is accessible to all within policing.
- **Recommendation 7:** Increase flexibility in assigning powers and legal authorities to staff.
- **Recommendation 8:** Develop career opportunities which allow recognition and reward for advanced practitioners.
- **Recommendation 9:** Introduce national standards for recruitment and promotion into all ranks and grades.
- **Recommendation 10:** The Home Office should review whether existing structures, powers and authorities in policing are sufficient to support consistent implementation of these recommendations

I need a hero... or not?

In raising the issue of moving away from a 'heroic' leadership style, the College of Policing's Leadership Review is tapping into a growing trend. The shortcomings of over-blown hero leaders have been in question for some time in the field of leadership development. Author on the subject **Mark McKergow** writes

Nobody disputes the need for command and authority, particularly when short-term crises necessitate rapid changes of plan. The question might be better phrased as: "Where does this authority come from?" Clearly leaders need to play a key role in building success in their organisations – but is that role to do with trumpeting their own expertise and hard work, or is it more connected to their abilities to engage others and provide settings where all can contribute and learn?

The Leadership Review states that a new model could be one "in which leaders are there to ensure the success of their teams". One such model emerging in recent years is the metaphor of leading as a host.

A host, according to the dictionary definition, is someone who receives or entertains guests. We have all been hosts – inviting friends around for a meal, organising a party, and so on. The art of the host looks everyday and mundane, but is in fact rather complex. Hosts both take responsibility for their guests in terms of ensuring their safety and protection, and serve them and see that they have what they need. This position of 'both above and below' the others sounds paradoxical – but we all, at some level, know how to do it. And we can learn to do it better.

Think of yourself as a host for a moment. You're inviting people around for a party – what do you need to do? Think about what kind of party it is, then who to invite. Set up a space which will be conducive to the vibe you want (there is little to be gained by having a beach party in a room full of Georgian dining furniture!). Welcome people in, let them know the house rules, and introduce them to others where they may have a connection. And finally join in – hosts are part of their events as well as leading them.

Over the past decade, it has become clear that thinking like a host offers a real option for leaders who want to move the emphasis of their work onto engaging with those around them. A simple way to look at the comparison with heroic leadership is in the table opposite.

Notice that the host is not at all an idle bystander. They have a great deal of influence – what's the agenda, who gets invited, how things



Host leaders – those who act as a connector of people and ideas, respond to crises, and build decisions without hogging the limelight – are increasingly seen as more effective than heroic leaders, says Mark McKergow



Illustration © Corammax / Shutterstock

Hero leader	Host leader
Wants all the information	Knows the people (with the information)
Acts as an information filter	Acts as connector of people and ideas
Takes the decisions	Builds the decisions
Has a master plan to save the day	Develops next steps, responds to results
All about the leader	All about the 'guests' (others)
Leads by example	Leads by example

progress. They are seen as responsible and accountable – in a slightly different way to the hero – for finding priorities, engaging the right people, helping the process along and (in the end) being part of the outcomes and next steps.

Returning to command and authority, by taking the time and trouble to do their part well, the host leader is not only engaging the know-how and skills of their teams, they are building and consolidating a position of leadership and respect.

Not hogging the limelight

The key in host leadership, as in hosting a party, is to make sure things happen while not hogging the limelight. From time to time you will want to step forward, but much of your time is spend out of the spotlight, meeting and greeting others, taking a look at how things are going, and working on providing the next 'course' or priority.

Hosts also have to be responsive to what happens. If there are crises (and there will be), everyone looks to the host to sort it out. This is when the command and authority developed over time can come into play, when a few firm words and actions can move things along and set minds at rest that normal service will be resumed shortly. Of course, a good host leader will look to reduce the number of crises, rather than take them as opportunities to shine.

A final word about 'leading by example': this is a key trait in effective leaders of all kinds – you get what you do, rather than what you talk about. Host leaders can lead by example just as well as any other – the question is what kind of example you wish to set. Suppose those around you are your guests – what would you do next?

Mark McKergow is a consultant and speaker, and is the co-author of Host: Six new rules roles of engagement for teams, organisations, communities and movements (Solutions Books, 2014).

MEMBER BENEFITS

You can find out more about these offers in the Members' Area of the Federation website (www.polfed.org).

LED LENSER®
OUTDOOR STORE



10% OFF FOR OFFICERS
ENTER CODE **POLICE10**
www.ledlenser-store.co.uk

SleepBenefits
Providing access to products that benefit sleep



30% discount for Federation members
www.sleepbenefits.co.uk

OUTDOOR 365



10% OFF FOR OFFICERS
ENTER CODE **POLICE10**
www.outdoor365.co.uk

APH
Airport Parking & Hotels

Save £'s on your Travel Extras!

10% off Airport Parking
off Airport Hotels
off Airport Lounges

MOTOR SOURCE POLICE

Exclusive discounts for UK Police

All makes & models | New & used cars | Purchase & leasing | Car hire | Insurance | Mobiles

motorsourcegroup.com

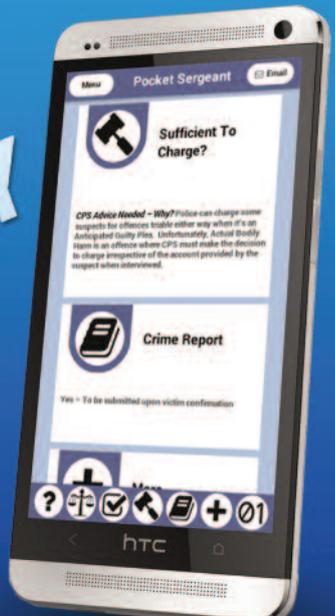
Home Buying Made Simple
The Complete Homebuying Service

FREE Independent Mortgage Advice for PolFed Members

www.homebuyingmadesimple.co.uk
CALL: 0131 467 0996
Contact: frank@homebuyingmadesimple.co.uk

MAKING POLICING EASY

Be a part of it!



Introducing the **fastest growing offline** mobile policing application.

Forgotten whether a **crime report** is required? Want to find out whether there is **sufficient to charge a suspect**? Not a problem

With Pocket Sergeant, you no longer have to carry around text books or waste time returning to the office to look up information.

The app features **definitions, points to prove** and **much more!**

With **witness statement checklists, on board calendar, contacts section** and **reference library**, Pocket Sergeant makes policing easy and keeps you in the know.

Find out more by visiting
www.pocketsergeant.co.uk

Follow us on 
Like our page on 



POCKET SERGEANT



POLICE Federation MORTGAGES

Call us 1st
0845 459 6390

BMW

The Ultimate Driving Machine

General Medical

Big discounts on health insurance for Federation members and families

www.generalandmedical.com

TRAVSURE
travel insurance

Buy your travel insurance online at travsure.com



Federationdrive

Risk free, hassle free car purchasing for members and their families

CALL: 0845 122 6911
OR VISIT: FEDERATIONDRIVE.CO.UK

No1 CopperPot CREDIT UNION

www.no1copperpot.com
0845 130 1852



View from the Sidelines

Clive Chamberlain,
former chair of Dorset
Police Federation

This is one show that really shouldn't go on

New regulations introduced on May 1 mean that all police forces have to hold misconduct and special case hearings in public. The Home Secretary wanted these changes, "to increase transparency, accountability and public confidence".

There has always been the facility for complainants and other interested parties to attend a hearing and the outcomes published, but this was not good enough for the Home Office and it appears that there could be a danger in some forces that it almost becomes a public spectacle.

Comedy show

West Midlands Police had used an online events service to allocate tickets. This seemed to me to be like allotting tickets for a pop concert or comedy show.

Thankfully, discussions between the force and West Midlands Police Federation resulted in the move being put instantly under review. But it does not paint a great picture of the future for these public hearings.

I suspect that the senior manager at Force HQ may have been sat a little too close to the radiator to have come up with that decision.

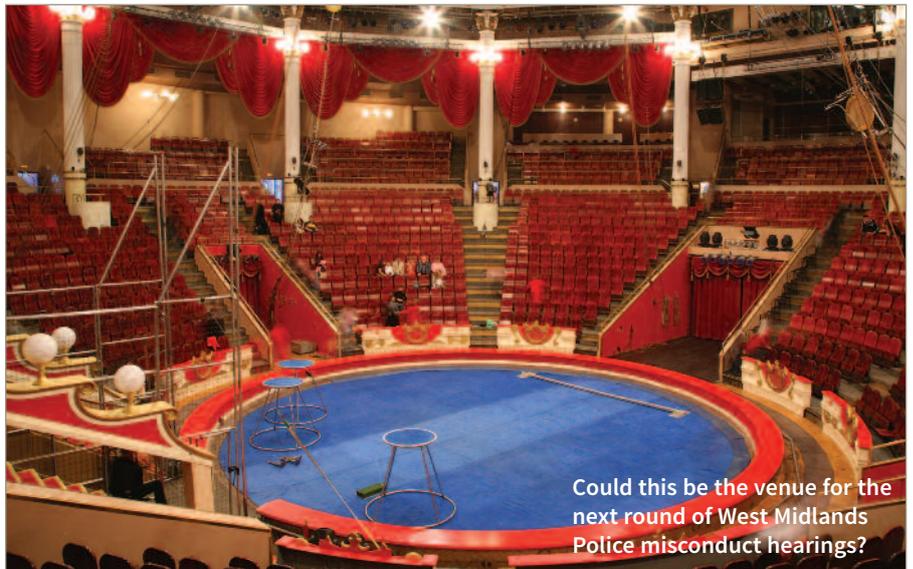
I have been giving some thought as to how much further into an abyss of crassness the running of misconduct hearings might descend? For a starter what about an MC or host? Perhaps Jeremy Kyle?

Whatever disciplinary offence an officer may have committed they are still entitled to a hearing that ensures they are treated in a dignified manner.

I suspect that the senior manager at Force HQ may have been sat a little too close to the radiator to have come up with that decision.



You can follow me on Twitter @MrCliveC



Could this be the venue for the next round of West Midlands Police misconduct hearings?

Picture © Pavle L. / Shutterstock

Nick O'Time

Colin Whittock



SUDOKU 1 2 3 4 5 6 7 8 9 1 2 3 4 5 6 7 8 9

	5					8		
7					9			1
	2			8	1	4		
	3			2				4
		5		6		7		
6				1			2	
		1	3	9			4	
5			1					7
		3					5	

Scribble pad

If Dixon wanted to leave Dock Green, he would look here first!



Up to 130,000 serving police officers and criminal justice professionals in England and Wales will read this advertisement, making Police magazine, in print and online, a must for employers looking to recruit from the police sector.

As it is the first time Police magazine has taken recruitment advertising we are offering a very special discount for recruitment advertisers over the next three months.



Talk to us today about your recruitment needs. Call Richard on 07962 370808 or email Richard@chestnutmedia.co.uk

MERCEDES-BENZ E-CLASS

E220 BlueTEC AMG Line 4dr Auto

With Premium Pack including split fold rear seats, memory pack, panoramic sunroof and reversing camera.

£299.99 per month



PCP Example	£299.99 per month
Cash price	£28,480.00
Deposit	£3,163.94
Credit amount	£25,316.06
ADD finance charge (incl £10 purchase fee)	£4,068.58
APR representative	6.3% APR
Monthly payment	£299.99
Optional purchase payment	£18,575
Annual mileage	10,000
Excess mileage charge	£0.09 ppm
Term 36 months	

HURRY... OFFER ENDS 30TH SEPTEMBER 2015



**MOTOR
SOURCE
POLICE**

Tel: 01522 5000 55

www.motorsourcegroup.com

Join us on...



Price correct at time of print. Images for illustration only. Finance with Mercedes-Benz Financial Services UK Limited. Subject to acceptance. Offer available for vehicles registered by 30th September 2015. Forces Cars Direct Limited T/A Motor Source is authorised and regulated by the Financial Conduct Authority (672273). We act as a credit broker not a lender. We can introduce you to a limited number of lenders who may be able to offer you finance facilities for your purchase. We will only introduce you to these lenders.