

YOUR VOICE

'We will remember them'

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Cover photo: Officers march behind the funeral cortege for the service at Liverpool Cathedral for PC David Phillips. Photo courtesy of Merseyside Police Federation.

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We need to focus upon our own priorities



By Richard Eccles, Secretary of North Wales Police Federation

Welcome to the last edition of 'Your Voice' for 2015 and hopefully this bumper edition will deliver something of interest for everyone.

There are some great articles highlighting the work being carried out on your behalf by the local Federation members.

More importantly, there are numerous pieces touching upon the outstanding work carried out by officers across North Wales, like Marie Williams and Les Jones featured on Page 5.

We are rapidly approaching the festive period where traditionally the work demands upon most employees are reducing and places of work are scheduling a break from business.

Sadly, within policing and other Blue Light services the complete opposite is the reality.

We are gearing up for an onslaught of demand, compounded by the fact that many other partner agencies will switch on the "out of office" messages and, in doing so, pass over the burden, risk and responsibility to the police.

When most other workers are heading off to the work's party night, officers are patrolling to keep the streets safe.

When most other workers are switching off the lights and phones, officers are responding without complaint to requests for assistance.

When most other workers are closing their files until the New Year, officers are ensuring the safety of the most vulnerable.

That is the reality for us as a police service and that message forms the theme for our

cartoon in this edition of 'Your Voice'.

As we move into 2016, something has surely got to give and it is reassuring to hear more and more people talk about the demands upon policing, rather than just trotting out the "crime is reducing" message.

Hopefully, the project being carried by Neill Anderson and his team will start to deliver our own ability to manage the demands being made upon us.

An update from Neill's team is included at Page 18 for you to catch up on progress to date.

Hopefully, you will have some ideas on this work that you can share with the team as they travel around speaking to colleagues, please get involved and share your experience and ideas.

It is clear at a Force level that we are seeing unprecedented demands to respond to matters involving mental health issues and Child Sexual Exploitation, to name but two.

I am reassured that at a very senior level I am seeing much greater challenge to other agencies on these demands, particularly where others might be reducing their response, due to reduced budgets, but without regard to the impact upon police resources.

We cannot continue to accept the work and risk from others; we need to focus upon our own priorities.

I regularly hear the challenge from officers "What are we stopping doing?"

In reality, that question is probably best answered with a single word – NOTHING.

I doubt that we will ever stop doing anything that falls within our responsibilities as officers.

We must, however, separate those responsibilities from the numerous other "nice to do" tasks that have fallen into our workloads over the years, due to a culture where we rarely said "No".

In a world of reduced budgets, greater scrutiny and increased risk, we must ensure that we cover our own workload and manage our own resources to best effect.

That will require a change in approach from us all and a great deal of team work to change the way we operate, including the expectations we have of each other at times.

Those operating at a senior level will need to own, sign off and support the changes and

ensure that the message is clear.

This is crucial as such ownership will hopefully enable officers to believe in the changes and therefore to progress them with confidence.

There is still a great deal of detailed work

to be done as we approach 2016 and plan for the years ahead as a Force.

I am hopeful that as a Federation we will continue to support you, advise you, represent you and, where necessary, fight for your best interests.

In return, I trust that you will let us know what you need from us and tell us when we get it right - or wrong - for you.

Please enjoy this edition of *'Your Voice'* and stay safe over the Christmas period whatever you are doing.

Budget U-turn or just a play on words?

By Richard Eccles, Secretary of North Wales Police Federation

I can't have been the only person waiting for the outcome of the latest Comprehensive Spending Review (CSR) trying to predict how deep the Chancellor's knife was going to slice into police budgets.

I was drafting this article and regularly changing my thoughts and words based upon the various predictions from "well informed policing pundits".

In his autumn statement outlining the CSR, George Osborne acknowledged the role of the police in protecting the public and said the Government would protect the police.

Fine words George, but the cynic in me was screaming at the news report: "Show us the detail."

George must have been listening for once as he duly responded with a little bit more as he set out: "I've had representations police budgets should be cut by up to 10 per cent. But now is not the time for further police cuts. Now is the time to back our police and give them the tools to do the job. I am today announcing there will be no cuts in the police budget at all."

Sounds good, I thought, particularly when followed up with more assurances from the Home Secretary to chief officers in relation to our funding settlement, the promise was a deal which was: "Tough but fair."

The Chancellor's assurances of no further cuts to police budgets during this Parliament came as a surprise to everyone in policing circles, some politicians and media commentators who had - even on the morning of the autumn statement - predicted our funding would be hit.

It is fair to say that some commentators on the announcement were talking as if everything in the policing world was rosy and budgets were now off the agenda.

Sadly, I do not share that optimism, despite the fact budgets are not to be further reduced, the police service is still struggling to cope with the effects of the last round of cuts and the frantic pace of reform it has faced in the last five years.

You might wonder why I am so concerned about budgets after such a fine assurance from the Chancellor.

The answer is quite simple. He is clearly a man who is capable of choosing his words and figures very carefully and, at present, there are very few details to celebrate for policing.

We have endured a lengthy period planning budgets under a threat of a 25 to 40 per cent reduction.

The risk is that we now end up being grateful for this announcement telling each other: "It's great, just think what we could have lost."

The danger with that approach is that in doing so we might forget to establish where we are going to get funds for the new expectations placed upon us.

Armed Response Vehicle cover will need to increase by at least 50 per cent.

That cost will have to be met from existing budgets, including increased training, vehicles and equipment.

We all know that those Firearms girls and boys insist upon the very best Gucci kit!

WECTU will no doubt be expected to enhance its part of the policing picture and that again will come at a cost when in reality funding for Wales in that area is being reduced already.

While the overall police budget might not reduce, forces still await the outcome of top slicing, which effectively removes large amounts of cash from the pot for the IPCC, HMIC, College of Policing and various other bodies considered topical, before any cash gets allocated to those delivering local policing.

This initial announcement by the Government is welcomed and I hope that it proves to be good news for police officers, police leaders and for the service as a whole.

Just as importantly, it also needs to become good news for the communities we serve as they have suffered as we have strived to police effectively with diminishing resources.

I am not planning to hang out any bunting or celebratory banners welcoming the budget announcement until the allocations for individual forces are announced on 17 December.

The devil is always in the detail and it is that detail that we will need to explore with North

Wales Police to fully understand the position our budget allocation leaves us in.

It is clear that we will face a challenge over the next four years to carry on policing within the financial constraints and those might create a need for our local Police and Crime Commissioner to follow a bold line when assessing precepts to support policing in North Wales.

We should not forget that police officer numbers have been slashed across England and Wales and we have undergone significant changes under the previous Coalition Government. We have seen the introduction of reforms under the Winsor and Hutton reviews, which have hit officer morale.

Despite that it is pleasing to see that locally officers are still delivering at an exceptional level for their communities and I hope that we can build upon that commitment to get through the next four years.

Steve White, national chairman of the Police Federation, said it appeared common sense had prevailed but also called for further consideration of the structure of policing in England and Wales.

"Communities around the country will be breathing a sigh of relief that things are not going to get drastically worse as had been threatened. However, we will need to look closely at the detail to see what it will actually mean for forces. Clearly, the Government has recognised the value that our members bring to the communities they serve," said Steve.

"To have cut the police further at this time would have been utter madness."

He continued: "This is clearly good news but it doesn't mean that the problems we have been highlighting in recent years have miraculously vanished overnight.

"Officers are still hugely under pressure and many forces still have the final tranche of savings from the last set of cuts to find."

He called for a review of the 'antiquated' 43-force structure which, he said, 'hamstrings the ability of the service to properly modernise'.

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Community-minded officers honoured at annual awards



PC Marie Williams with Chief Constable Mark Polin.



PC Les Jones with Chief Constable Mark Polin.

PC Marie Williams was this year's winner at the annual Community Service Awards hosted by North Wales Police Federation.

Marie is the Community Beat Officer for Connah's Quay, the busiest ward area of that district, where the demand is described as "phenomenal".

PC Les Jones was presented with this year's runners-up prize in honour of his tireless work for partnerships across Guests at this year's awards – held at Soughton Hall Hotel, Northop on Friday 20 November - included the Deputy Police and Crime Commissioner Julian Sandham, Chief Constable Mark Polin and local Assembly Member Mark Isherwood.

Richard Eccles, Secretary of North Wales Police Federation, said afterwards: "It was great to see two such strong nominations this year and, despite everything, it helps us all to highlight the great policing that is delivered 24/7 across North Wales.

"I am sure that both Marie and Les will carry on working to great effect within their communities and, in doing so, generate lots of positive headlines for policing."

Marie's nomination was packed with examples of cases where she had used her policing skills and knowledge to tackle problems on her patch to improve the lives of others and to reduce demands upon her colleagues.

She had tackled problems involving anti-social behaviour "head on" holding those responsible to account and so reducing the impact of their behaviour on that community.

Marie also identified cases where individuals within the community generated excessive demands upon officers and potentially impacted upon the environment for neighbours.

Following up on one such case involving a person suffering from PTSD, Marie arranged for officers, PCSOs and council staff to undertake training in relation to the disorder helping them to identify and arrange the correct support which had a positive impact upon the local community.

In March 2015, Marie took out the first house closure, she obtained an eviction notice and was able to remove the people from the property. This improved the lives of the community around the property and involved the use of brand new legislation which Marie studied in her own time and implemented to achieve a successful outcome.

A common theme throughout the nomination papers was Marie's willingness to undertake any job on her patch and she regularly returns to work to finish off tasks that require her attention.

Inspector Ceri Hawe described her as follows: "She is extremely enthusiastic about her work and loves to problem-solve local issues, nothing is ever too much trouble. It's very rare I say this to staff but I have to tell her to slow down and not take on so much. Her passion for her work is amazing."

The council and the people she deals with only have positive things to say about Marie and that includes those on the wrong

side of the law.

In addition to being presented with her award, Marie received a cheque for £1,500 from North Wales Police for her achievements.

This amount will be split equally between the following local groups and will hopefully improve services in Connah's Quay for the local community:

Sunraye Support Centre
Connah's Quay Youth Club
Connah's Quay Domestic Abuse Outreach Project

After receiving her award from the Chief Constable, Marie was keen to stress that her efforts and achievements would never be possible without a strong team supporting her both at work and at home.

PC Les Jones' nomination was supported by his Management Team as well as attracting support from the Head of Denbighshire Public Protection, the Head of Denbighshire Housing Enforcement and the Head of the Rhyl Regeneration Team.

It was clear that Les' work in forging and improving links between the police and other agencies - such as schools, youth groups, business forums, landlords, community groups and elected officials - had paid huge dividends for local policing.

In summary, Chief Inspector Jason Devenport summed up Les' contribution as follows: "Les continues to be a driving force of partnership working in the central area."

In fairness, Les summed up his own efforts as being a small cog in a much bigger wheel within the team at Central.



Now who is scaremongering?



By Simon Newport, Chairman, North Wales Police Federation

As we approach the end of 2015, I see nothing to cheer about regarding the future of British policing, even with Christmas almost upon us.

At the time of writing this article, we are still awaiting the results of the Government's Comprehensive Spending Review (CSR) whereby most police forces, including our own, are expecting to see budgets cut anywhere between 25 to 40 per cent.

We, the Police Federation of England and Wales (PFEW), have over the past 12 months been accused by many of attempting to undermine public confidence and scaremongering.

Yet despite these claims, we are suddenly seeing some chief constables from across the country publicly informing their communities that further budget cuts would undermine their forces' ability to maintain law, order and public safety. This should worry everyone, everywhere in England and Wales and North Wales is not exempt.

If people don't want to believe the Police Federation that further cuts to the policing budget will mean fewer police officers and a possible increased public risk in the communities where they live, then I would urge them to sit up and take notice of these facts when chief constables start talking about the consequences of reduced budgets.

To further evidence this, the Association of Police and Crime Commissioners published a report in September this year entitled "Budget cuts will radically change policing".

In the report, the association states the scale of the budget restrictions implied by the planning guidelines of the CSR will mean major restructuring of all the public services charged with maintaining law, order and public safety.

The report further states new perspectives are needed with the conventional mindset that the police service provides a universal safety net may have to be re-thought.

Is that just report-speak for something I have been saying now for months: the public will need re-educating when it comes to their expectations of their police service? I think so. But I, along with others, were accused of talking nonsense and undermining public confidence.

The Association of Police and Crime Commissioners' report further accepts that crime is only 20 per cent of the work the modern day police service deals with on a

daily basis with the other 80 per cent being non-crime related matters.

The report makes grim reading and also highlights the risks should the Government, Police and Crime Commissioners and chief officers fail to achieve the right balance.

These risks include loss of assurance, leading to increased fears for safety, more regular abstractions from local policing to meet other emergency demands, the inability to respond as effectively as in the past to new threats and risk, a break in the vital intelligence thread from grassroots community level up to national security and the list goes on.

Now who is scaremongering?

North Wales is one of the safest places to live and work within England and Wales and I am sure that I echo my colleagues' sentiments when I say I am proud to be a police officer and serve my communities. But given the imminent budget cuts, I fail to see how our current service and performance can be maintained, let alone improved.

Rest assured that despite the news above, both nationally and locally, the PFEW will continue to highlight concerns that threaten the future of policing and we will strive to protect the men and women who hold the Office of Constable who, in turn, protect their communities.

With that, I would now like to close by taking the opportunity to wish everyone a very merry and safe Christmas and New Year.

“ North Wales is one of the safest places to live and work within England and Wales and I am sure that I echo my colleagues' sentiments when I say I am proud to be a police officer and serve my communities. ”

Judgement Day Questionnaire: the results are in



Police and Crime Commissioner Winston Roddick.

Saturday 19 September saw over 2,000 people descend upon Force Headquarters to enjoy the Force Open Day under sunny skies.

Very well planned and supported, the event opened up every element of policing to the communities we serve.

Among the various stalls, displays and activities, North Wales Police Federation ran an interactive session for visitors.

We invited the public, the occasional senior officer and our own Police and Crime Commissioner Winston Roddick to undertake some policing scenarios using a range of tactical options.

The broad themes revolved around:

- **Child at risk**
- **Deranged male**
- **Domestic abuse.**

All participants had a range of options that would normally be open to a North Wales Response Officer and to add some reality to the scenarios time was extremely limited.

At the conclusion, the participants were given an outcome, which could have included a satisfactory outcome, but also might have resulted in a suspension or investigation by PSD or the IPCC.

On the day, only 53 per cent of those taking part were able to draw their incident to a satisfactory conclusion.

If that was transferred over into the incidents that officers face across North Wales we would obviously see a dramatic increase in complaints and PSD investigations locally.

It was clear that after spending a few minutes in the shoes of a police officer a lot of the visitors had a greater understanding of the decisions and pressures we face and how difficult the role can be.

Among the feedback sheets there were some telling and supportive comments which evidenced that the exercise showed our communities how tough the job can be at times.

Encouragingly, when faced with the real life scenarios on a regular basis the officers tasked across North Wales make the right choices and deliver the right outcomes in almost 100 per cent of cases.

That is an ever better record when you consider that for police officers the decisions are often made in difficult surroundings, compounded by shift work and limited resources.

Hopefully, we can continue to use this particular approach to engage with communities and to share with them how difficult our role is, particularly in the months ahead as we face further cuts to resources.



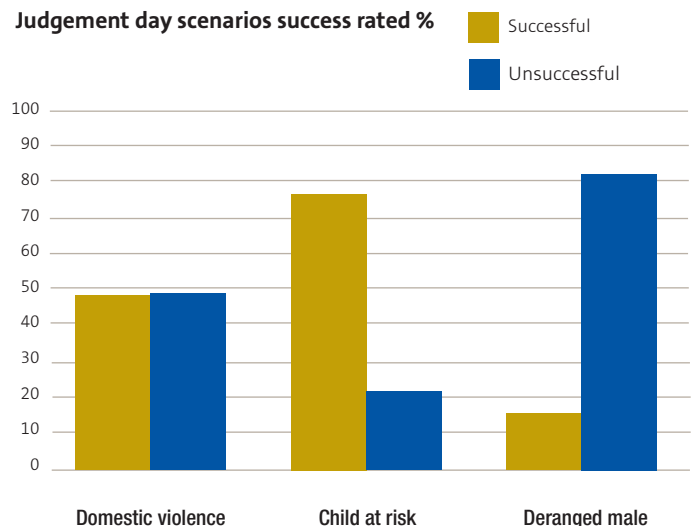
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What do we stop?

By Kim Owen,
Chair, Sergeants'
Branch Board



This is my first article as the new Chair for the Sergeants' Branch Board, a role I'm looking forward to taking on.

Unfortunately for me, Sam, without fail, has always submitted an article for the magazine so I'm going to have to start working on my writing skills.

I would like to take this opportunity to wish Sam well in her new role of representing women sergeants across England and Wales within the Federation. I know it's a loss to us but a gain for the national Federation as I'm sure Sam will be vocal on behalf of all the members.

The idea for this article came to me after a recent event passed to my officers at the end of a nightshift. The only two officers working were finalising a call to a concern for safety and were about to return to the station to do the paperwork when they were directed by the control room to attend a message for delivery.

They saw it was a request to attend an address to tell a family that a relative was in hospital and was very ill. We were being asked to go as the hospital did not have a contact number for the family!

I immediately advised the operator they were not going to attend as it could wait until the morning shift started in half an hour's time. This decision ended up being challenged by the duty FIM and I began to think 'Why are we doing this?'

Why can't a single-crewed ambulance stop off at the address to advise the family? Why haven't the ambulance crew taken the family's contact numbers when they initially attended? Is it too easy for other agencies to just think the police will do it?

The question was asked. "Why couldn't ambulance go?" The reply was: "When have you ever known an ambulance to do it?"

And my response was: "Maybe it is time they did start and we start saying 'No.'"

A lot of Federations are discussing the consequences of cuts on the police service and we've been accused of crying wolf by the Government. But over the last five years we have seen a decrease in officer numbers and demand is increasing as we find we are

doing more and more for other public services, the ambulance, mental health services and so on.

I joined the police thinking my job was simple. I would catch burglars, break up fights, deal with accidents, arrest criminals and investigate crime.

But I learnt quite quickly that we do so much more than that and most incidents we deal with are not about crime. We are the only public service that deals with every type of emergency call and we always step in to help where others cannot.

We are increasingly doing the work of the ambulance service. We give first aid - at times saving people's lives. We can't stand back, we have to go out of our comfort zones into untrained territory to do the jobs of others as that's what the public expect and it's what we've always done.

I have always felt proud of being a police officer and know it's important for us to ensure we look after victims, witnesses and the public. I always imagine the person you are dealing with is your grandmother who was a victim of theft or a witness to a serious RTC. This is what every officer wants to be able to do with every victim.

We search for missing people. We look out for the vulnerable. We keep football matches safe and patrol neighbourhoods. We carry out house to house enquiries and, when a major event or incident takes place, we take to the streets to provide reassurance to the public.

We keep people safe while they wait for mental health professionals to help them, we are first on the scene to someone threatening suicide and we bring them to safety.

But this is at risk and our ability to carry on doing these traditional, vital duties is at risk too.

North Wales Police has seen drastic cuts to budgets. We will have to start saying 'No' and we may not be able to attend certain incidents.

It's already taking us longer to respond to

calls for help when the public need us. Crime is going to increase for the first time in several years, with violent crime and domestic violence rising. Officer assaults are on the increase as the back-up from others is decreasing. The fear is we will become a reactive policing service.

What does that mean? No more patrols; no more reassurance; no more work with the community, building trust and vital intelligence links that we need to prevent drugs crimes, murder and terrorism.

Police officers have traditionally been much more than crime-fighters. But we are overstretched and under resourced; something has to give. We need appropriate funding to enable our hard working members to do their jobs.

But with this unlikely to be forthcoming the question is what do we stop and who decides?

There is currently an efficiency review team looking at this and other areas and I would ask that you give your views and get involved.

My own opinion is that we will not stop any of them as a Force as officers are too worried about missing something vital.

This means jobs will be delayed as tasks will be given to officers already under pressure. There will be more complaints, arising from the delays. We will also have fewer options to detect crimes, as county councils cut back on CCTV and that will lead to longer investigations with lesser outcomes which will no doubt undermine our public satisfaction.

This is not the fault of officers or the Force but is down to the Home Office cuts. #WhatDoWeStop?

And finally on a happier note, as we approach my favourite time of year, I would like to wish all of you a very merry Christmas and a happy new year and, for all those working over the Christmas period, stay safe and look after each other; we are a team and one of which I am proud to be a part.

Wishing you all the best for 2016.

“Police officers have traditionally been more than crime-fighters. But we are overstretched and under resourced; something has to give.”



Pay and morale – rock bottom or pie in the sky?

By Mark Jones
Central Sergeants'
Representative



Speak to any colleague who has been in the policing hemispheres for some time and the majority will say that they've never seen morale so low and I have to tend to agree with them.

Pay has also not kept up as it should have done and the majority of officers have been frozen for some time in their pay, yet the cost of living continues to creep up.

The Oxford English Dictionary defines 'morale' as the "confidence, enthusiasm, and discipline of a person or group at a particular time". Morale can be seen as being subjective to the individual and with many saying that morale is so low is it just a case of grumbling bobbies or is there a lot more behind this?

Between April and June of this year, the Police Federation of England and Wales conducted the national 'Pay and Morale Survey' which asked officers up and down the country to give honest feedback and their views on the state of pay and morale.

More than 32,000 colleagues responded making it one of the largest employee surveys in the country. The results were disappointing but not surprising considering the current state of the service as a whole.

But is it all doom and gloom or are there some positives to take out of it? Let's look at some of the results...

In North Wales the response rate was around 31 per cent which was an increase on the previous year in which only 24 per cent of the officer establishment responded. This shows that more colleagues want to give feedback and get their voices heard.

Sadly, 63 per cent of responding officers from North Wales told the Federation their personal morale is currently low, an increase from 54 per cent the previous year, but a whopping 82 per cent said that there was low force morale, again another increase from the last survey which said 80 per cent.

With personal and Force morale being so low then, by definition, confidence, enthusiasm and discipline is also low. How can we expect officers to give it their all and go the extra mile if morale is rock bottom?

These figures should be sounding alarm bells with the management of the Force and

central Government alike. It can't be right that such a large proportion of the workforce feels so low. Something must be done. It's a fact that with low morale comes increased sickness, low productivity and an impact on an individual's health and well-being.

However, looking at the figures for the country as whole, North Wales ranks 33 out of 43 for low morale meaning there are only 10 forces with a smaller proportion of officers reporting low morale. We should take comfort in this. There are many, many other forces across the country where low morale is a much bigger problem.

Of the 449 responses from North Wales Police, 11 per cent of officers stated they intend to leave the police service within two years, an increase from last year when it was seven per cent. Furthermore 18 per cent of officers from North Wales said they do not know what their intentions are with regards to staying in or leaving the police service.

Again, in comparison to other forces across England and Wales, North Wales has a relatively low percentage of officers planning to leave but it is still a concern that any officer should be planning to leave the Force bar retirement.

The survey asked officers for their reasons on planning to leave and by far the biggest reason for North Wales respondents was due to how police as a whole are treated. Nationally, however, the biggest factor was squarely related to low morale.

Looking at other areas of the survey, officers were asked about their workload and whether it had increased in the last 12 months. Surprisingly, only 49 per cent said their workload had increased in the last year which was down from 50 per cent in the previous survey and 47 per cent of respondents felt their workload had been too high in the previous 12 months, an increase from 43 per cent.

Putting this into perspective and in

comparison with the other 43 police forces, North Wales was right down at the bottom of the table indicating those officers least felt that their workload had been too high. This shows that workloads are being effectively managed by officers and only promotes the professionalism and strong work ethic of North Wales officers.

In terms of pay, there was a consistent percentage rise in the number of officers who were dissatisfied with pension (66 per cent) and felt they were not fairly paid for the responsibilities within their job (69 per cent).

It's well documented by senior officers, the Police Federation and colleagues alike that the police are taking on more and more responsibilities and 'wearing more hats' often taking on the fall-out of cuts to other agencies.

Police cars are regularly being used as ambulances; officers are spending more time dealing with situations that clearly sit with Social Services, however, the pay of officers is not reflecting these additional burdens. It's only right and proper that if you're asking a person to take on more responsibility then they should be financially recognised. This is clearly not the case.

On a more positive note, only 38 per cent of officers from North Wales Police said they were dissatisfied with their opportunities for training, in contrast to 53 per cent of officers in the service as a whole.

Similarly, there was no change in the percentage of officers who felt they did not have good opportunities for promotion at only 34 per cent of respondents where the national average was at 57 per cent. This reflects the view that training and promotion opportunities are still available locally but there are still some obstacles in the way for officers wanting to develop to their full potential.

No matter how it is buttered up or the topic dodged, the police service nationally

“ Looking at the figures for the country as whole, North Wales ranks 33 out of 43 for low morale meaning there are only 10 forces with a smaller proportion of officers reporting low morale. We should take comfort in this. There are many, many other forces across the country where low morale is a much bigger problem.

and locally is still very much performance driven. Over the years, the target areas have changed and the current trend is around harm and demand reduction but it is still a performance related culture.

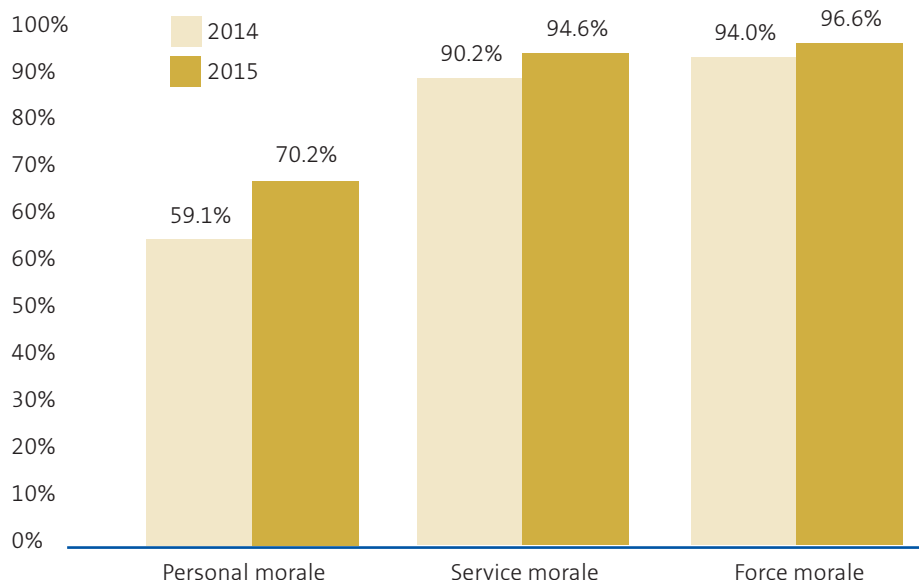
How can we realistically expect officers to be motivated and have the appetite to meet these targets when morale is so low?

With this current Government agenda, there's little North Wales Police can do to fend off the savage cuts to the policing budget and sadly it's only going to get worse. What North Wales Police can do, however, is be more staff-focused.

We often say we are not a business but there are some valuable lessons that can be learned from the business world. Sir Richard Branson of the Virgin Empire is renowned for his unique management style and is undoubtedly one of the greatest business entrepreneurs of the 20th and 21st century.

His quotations are inspirational but the one I feel is most relevant and I passionately believe in is: "Learn to look after your staff first and the rest will follow". This simple quote should be at the forefront of all ranks in the police from sergeant to the top of ladder at chief officer level. It's the officers on the ground who get the results, and they will, if treated with the dignity, respect and honour that they so richly deserve. If we can get that right then the rest is just a piece of cake!

Proportion of survey respondents reporting low morale in 2014 and 2015



Intention to stay in the police

Intention	2015 %	2014 %
I intend to stay until pension age	49.5	51.1
I will stay for at least the next two years	13.0	11.8
I am planning to leave within the next two years	7.0	6.4
I am seeking alternative employment at the moment	8.6	8.2
I don't know	21.9	22.5

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Important message in survey results

By Inspector Jason Higgins, Gwynedd Inspectors' Representative



The Police Federation survey on pay and morale was carried out between April and June this year and the results were published in July.

Members of the national media carried the sensational headlines, 'Nearly one in six police officers plan to leave the service within two years' and 'Only one in every 10 police officers would recommend joining the police service'.

Behind the headlines, there is a serious message that the National Police Chiefs' Council (NPCC), the Home Office and indeed the public need to consider; one that has significant implications for the future of the service. It is a message that needs to be heard, understood and acted upon if gains made over the last 40 years in terms of improved community relations and increased public confidence are to be preserved.

The survey had a response rate of 28 per cent. As Sam Roberts said in her article in the last edition of Your Voice: 'Sometimes surveys are the only way that we can get our thoughts, views and opinions across to those who shape our future'. In our case, that means the Government and the public who elects it. The importance of this survey is that the data is used by the Police Remuneration Review Body (PRRB), the body that influences decisions about our pay and conditions.

The first question was about morale. Just over 70.2 per cent of officers who responded to the survey reported low morale in 2015. Low morale results in increased sickness absence, a reluctance to remain in work beyond rostered hours and a lack of motivation in achieving the organisation's objectives.

Low morale does not lend itself to maintaining a high quality of service with fewer staff or 'doing more with less'. The survey looked at attitudes towards the police which may in part explain the numbers reporting low morale. Fewer than 10 per cent of the respondents agreed that they felt valued in the police. Only 10.2 per cent, just one in 10, agreed they would recommend joining the police to others and 70.5 per cent disagreed that they felt that members of the police are respected by society at large.

Reassuringly, 57.8 per cent, nearly six in

every 10 officers, agreed they felt proud to be in the service.

How can the results be explained?

I believe that most police officers join the service for the right reasons. They see it as a profession which will give them the opportunity to make full use of their skills, providing the public with a quality service and earning themselves and their colleagues trust and respect.

Sadly, the reality in recent years has been a drive for performance and a climate in which success is measured in numbers, numbers of arrests, detections, convictions, percentage reductions in crime and so on. The result is a task oriented organisation. Reforms being driven through by the Government are seen by many as deskilling officers making policing less a vocation and more just another job.

The changes, alongside a pay freeze and the reality of recent cuts to the service starting to be felt, all, no doubt, contribute to the feeling of low morale.

The survey looked at fairness. Fewer than four in every 10 officers who took the survey, just 39.1 per cent, felt that they were treated fairly while 29.3 per cent felt that they were not and 29.7 per cent did not know whether they were treated fairly or not.

The majority of officers disagreed that their colleagues were treated fairly. What people witness can be as important as what they experience so the results strongly suggest that the police service is frequently not viewed by officers as fair.

More than 87.4 per cent of officers who answered the survey disagreed with the statement that they were fairly paid in respect of the hazards they face within the job.

Experience of work in the police service was another area examined. The majority of respondents do not feel encouraged to use their talents to the full or that their work gives them the opportunity to achieve their full potential. Those who responded felt that the service fails to meet its obligations in terms of necessary and up to date training or opportunities for promotion. Together these views of the current state of the service go towards explaining low morale and officers seeking new job opportunities outside of the service.

Not all experience of work in the police service was negative. Slightly more officers than not said they get a feeling of accomplishment from their work and significantly more are willing to go the extra mile for the police.

There was a lot of sitting on the fence when it came to the question of whether

the police service meets its obligations in terms of job security: 38.6 per cent of those who replied felt it did not while 39.6 per cent felt that it did.

I am sure that 10 years ago those figures were very different. However, over the last two terms of the current Government, officers have been subjected to the rhetoric that policing is no longer a job for life, constant talk of reducing officer numbers and the spectres of voluntary and compulsory severance being raised as the Home Office and NPCC's preferred solution to reducing the pay and pension bill.

The majority of officers, 78.2 per cent of those who responded to the survey, felt they could count on their colleagues for friendship and support when needed.

The next section looked at officers' intentions to stay in the police. Just under half of the respondents, 49.5 per cent, stated an intention to stay until pension age.

Exactly seven per cent of respondents expressed an intention to leave the service within the next two years while 8.6 per cent said they were actively seeking alternative employment.

What are the reasons officers gave for wanting to leave?

Morale tops the list of those factors having a major effect on intention to leave followed by how officers feel the police as a whole are treated. The effect of the job on respondents' health and wellbeing and family life followed. Just over 58 per cent cited pay and benefits as a reason for wanting to leave.

In summary, the survey results held few surprises. Two thirds of officers say they are proud to be in the police service and over half say they are prepared to go the extra mile for the police. However, more officers report low morale than in recent years and the majority do not feel they are fairly rewarded for the job they do. The non-financial rewards in terms of job security and satisfaction are becoming less inviting.

The Edmund Davies pay formula for the police service was introduced in the early 1980s to boost recruitment and make policing a professional career after many years of neglect. That pay mechanism has been dismantled and replaced.

The message is that the PRRB needs to consider these results when looking at police pay and conditions. Continued erosion of pay and changes to the pension scheme could lead to a return to the pre-Edmund Davies days where it was not unusual for police officers to need to have two jobs to cover the cost of living. It would not be in anyone's interest, police officers, public or Government for policing to become the second job.



HOME OFFICE PRODUCTIONS PRESENT

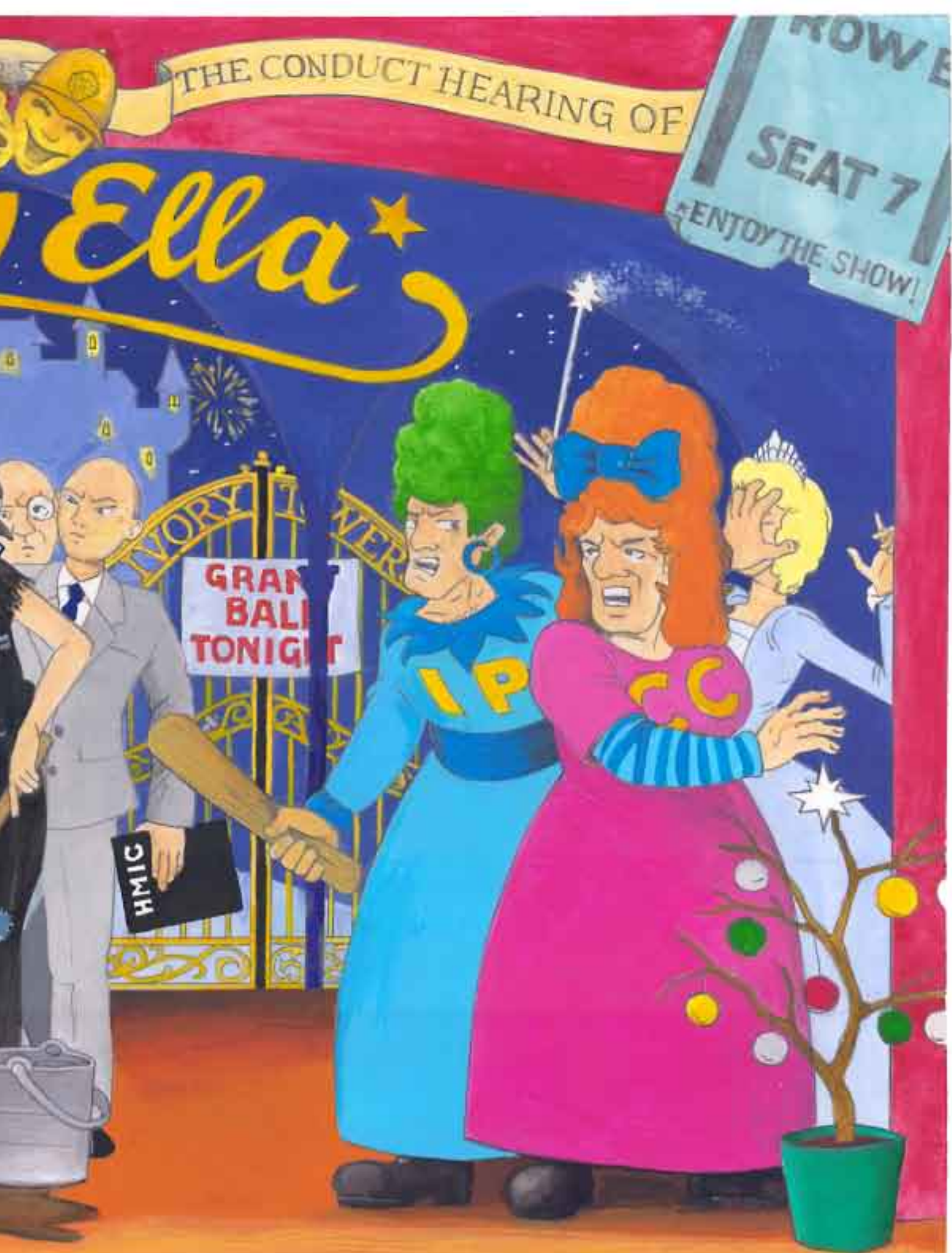
PC Cindy

CINDY'S JOBS

wash dishes
Scrub floors
respond to 999
Ambulance cover
paperwork
Wk End/evening
social care
more paperwork
Face book refer
Mental health
care
Further p/work
Respond to 101
constant p/work
lifestyle coach
Taxi for drunks
ever more p/work
noisy neighbour
fly tipping
Everlasting P
Clean the C
Carry the
con!
Anything
that hap



Cinders might get a break, if she f



finishes her work, (and everyone else's)

Award winners honoured for keeping our communities safe



Moelfre Youth Club, winners of the Young Person of the Year Award.

People and organisations who have selflessly given their time to bring communities together, support rehabilitation and help to make North Wales safe were honoured at the second Police and Crime Commissioner Awards Ceremony.

The ceremony took place on 22 October and this year's award winners were:

Gold Award – Foryd Community Centre.

Established in 2011 as part of the Bedford Street Community Group, the centre provides a number of services to the local community and serves around 6,000 local residents.

The centre caters for everyone in the local community – children, young people, adults and the elderly. Rhyl West is one of the most deprived areas in Wales and the centre provides services to help those in financial difficulties - from a food bank providing around 8,000 meals each year to a financial adviser helping residents with benefit applications, budgeting and providing debt advice.

North Wales Police highly values the work of the centre, where the individuals can receive help and advice, but where they can also be part of a community and socialise.

People's Award – Jenny Woodall. Jenny is the Neighbourhood Watch co-ordinator for Valley. She works tirelessly for her community, often giving up her free time, and works with the police to put together a quarterly crime prevention newsletter. Jenny makes a significant contribution to promoting and enhancing safety in the community.

Third Sector Award – KIM Inspire.

Established in 2002 to provide recovery and participatory support for those suffering mental health problems in North Wales, it now also provides support to offenders and those at risk of offending who suffer from mental health problems. Its objectives are to



BAWSO (Wrexham), winners of the Reducing Harm Award.

support, provide, encourage and recognise. **Reducing Harm Award – BAWSO (Wrexham).** BAWSO provides generic and specialist support for people suffering from domestic violence, forced marriage, honour based violence and human trafficking.

It also provides a service for young girls aged 11 - 21 who have witnessed or been victims of domestic abuse.

Partnership Award – Trefi Môn. Following Anglesey County Council's 2014 decision that funding for the CCTV systems in Holyhead, Llangefni, Amlwch, Menai Bridge and Beaumaris was not sustainable, the five town councils formed the non-profit voluntary group Trefi Môn. By working in partnership, the town councils have secured funding to sustain the CCTV systems in Anglesey for another 10 years.

Safe Community Award (Road Safety) – North Wales Group of Advanced Motorists.

Formed in 1977 to help drivers to prepare for and take advanced driving tests, this group of volunteers works closely with North Wales Police, local councils and road safety partnerships to protect the road users of North Wales.

Safer Community Award (Local Participation). Nigel Pickavance and Partneriaeth Maesgeirchen Partnership. The partnership and Councillor Pickavance have been actively ensuring community safety in their local area for many years.

Their most successful project has been in reducing the number of needles being discarded in public places in partnership with Cartrefi Cymunedol Gwynedd, substance misuse services, Gwynedd Council and North Wales Police.

Rehabilitation Award (Recovery) – Marcus Fair.

Marcus is the founder of Eternal Community Media, which provides opportunities for local people to learn skills such as film-making, journalism and photography.

A recovering drug addict who had



Winners of the Gold Award, Foryd Community Centre.

committed crimes to feed his addiction, he has recently produced a film for North Wales Police which demonstrates how offenders and addicts can change with the right support.

Rehabilitation Award (Support) – Steve Harper.

Since 2012, Steve has been working with the 8 Ways Project to provide offenders with employment opportunities when they leave the criminal justice system. He has played a fundamental role in the success of this project because of his support and willingness to give people a chance and allow them to turn their lives around.

Individual Endeavour Award – Lisa Clutton.

Four years ago, Lisa was a prolific offender due to substance misuse problems. Following time in prison, however, Lisa has turned her life around and now dedicates her time to helping others. People like Lisa show anything can be achieved with inner strength and the right support.

Equality and Diversity Award – Hannah Rowan, Rhyl Young People's Project.

Hannah has worked with the West Rhyl Young People's Project for 18 years. One of the groups at the centre provides specialist support to lesbian, gay, bisexual and transgender (LGBT) young people.

Hannah has also raised awareness and held anti-bullying workshops throughout North Wales to educate young people on all aspects of LGBT issues. For many years she has promoted positive links between young people and the police.

Young Person of the Year Award – Moelfre Youth Club.

The club has been working closely with North Wales Police and other emergency services to raise awareness about crime prevention in the local community.

The local policing team agree the club has broken down barriers between the generations and brought the community together as well as promoting community safety.

Detectives' event proves inspiring



DS Carol Barlow and Mr Royston Martis.

By Nick Hawe, North Wales Police Federation representative

Hard-working, enthusiastic and innovative officers received well deserved recognition for their efforts at the Police Federation National Detectives' Forum Seminar and Annual Awards.

I attended the event, which was staged in South Wales in October and, as well as enjoying the presentation of awards, I also felt fortunate to hear from some very inspiring speakers.

For instance, Detective Chief Superintendent Paul Richardson described how his officers successfully tackled gun and gang crime in Merseyside. He admitted to early mistakes; like simply targeting the more prominent gang members – without realising the void that left behind, and the violent lengths the aspiring gang members would go to in order to fill it.

Instead they developed a more structured and systematic approach, using all available policing tactics, as well as multi-agency partnerships and increased community engagement. Numerous gangs were dismantled and firearms, ammunition and drugs were recovered. The ringleaders were jailed and the wannabes were given

ASBOs. The relationship between the community and the police has never been better.

DS Carol Barlow from GMP spoke about her career as a detective, but mainly about her involvement in the BBC documentary – The Detectives. This was only meant to involve filming for a couple of days, but timing meant that the cameras were there for almost two years.

They had started engaging with the victims of Ray Teret, a friend of Jimmy Savile – the case being a referral from Operation Yewtree. The initial two victims soon became nearly 40, and the task of supporting these people, while gathering the necessary evidence from them, was not made any easier by the presence of cameras and microphones.

It was clearly a rewarding, but draining, case as were others that Carol spoke about. She was involved in the investigation into the murders of PCs Fiona Bone and Nicola Hughes, as well as an earlier murder Dale Cregan committed.

Three speakers delivered their views, findings and experiences about stress in the detective environment.

Sir Jon Murphy, Chief Constable of Merseyside Police, spoke first and was very

supportive of detectives. He also gave very touching tributes to PCs Dave Phillips and Neil Doyle, whose lives were needlessly taken.

Dr Jon Houdmont of Nottingham University showed results of surveys which made alarming reading, with 50 per cent of Devon and Cornwall CID and West Midlands PPU officers suffering from psychological stress (anxiety and depression).

This was compared with 43 per cent for custody officers in England and Wales, and 32 per cent of the normal UK workforce. A total of 63 per cent of Devon and Cornwall CID had suffered burn-out, compared to 33 per cent of general roles where people have to deal with the public in the UK.

It was PS Ed Simpson who had the most impact, however. He bravely shared his personal experience of depression and stress, and how they slowly and silently crept up on him, before bringing him down from within.

He described some traumatic scenes and situations he had dealt with, and put them down to being 'part of the job', stating that 'cops just keep going'. His personal descent from being a good cop, husband and father, to being someone who drank alcohol after every shift and lost the will to carry on was eye-opening.

The moment where his 'police barrier' disintegrated, happened many years before he eventually broke down. It would normally have been a routine FLO role, taking the parents of a fatal accident victim to the mortuary, to identify their son. The reaction of the mother, and her piercing scream, just stripped him of his usual 'thick-skinned' protection. He felt their grief.

He went into shock also, and he cried with them. Then he felt guilty because he was supposed to be there to support them but grief and emotion overtook him. Ed carried on for years, getting promoted, and eventually ending up as a custody sergeant in York.

This is where things just slowly got worse for him. He started drinking and getting visions of being in a dark tunnel. He was breaking his shift up into hour segments and trying to 'survive' each hour. There were probably signs that his colleagues could have picked up on – but they were not seen.

The custody nurse noticed that he had 'collapsed', and before he knew it, he was off sick for the first time in his career. This was another low, and made him feel worse.

Ed is back at work, but it has been a very long process – and he admits he is still not back to where he was. He now gets strength from talking about his experience, and has been surprised by how many colleagues have told him that they have suffered too. The sharing of his awful experience serves as a reminder to us all, to look out for signs of stress and anxiety in others, and in ourselves.



The efficiency review: an update

By Andy Broadhead, North Wales Police Federation representative

When I was asked to write an article about the efficiency review, my initial thoughts were that it may have been difficult due to a conflict of interests, with me being a Federation representative and also a member of the review team. However, I am glad to say this has not proved to be the case and the work we have done so far has been interesting and enlightening.

My intention is, where possible, to write in plain English and avoid corporate terminology. Perhaps the most difficult area in which to avoid this is when defining what the Efficiency Review Team is trying to achieve, which is:

"To identify the demands facing the service within North Wales and make recommendations to improve efficiency through reducing demand for service and ensuring the organisation has effective structures and systems in place, in light of decreasing budgets."

Think of a house with a number of doors, the public demand comes in through the front door, internal and partner demand via the back door and then there is the attic door where demand comes from up above! Hopefully, this will be an analogy with which you are all familiar.

The team have been busy looking at the detail and what comes in through these doors, splitting it into visible demand (e.g. Icad events and RMS occurrences), what we have called hidden or invisible demand which includes work that we generate internally, and also that which comes via partner agencies.

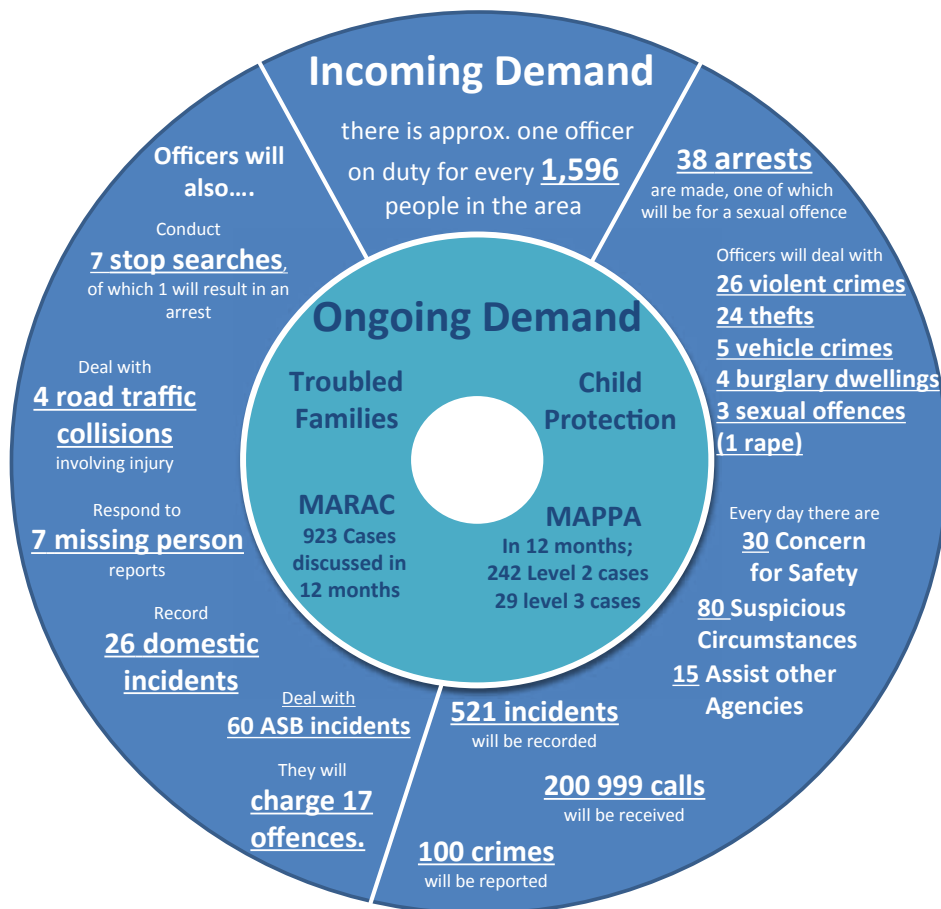
To help understand the issues and to get a clearer picture, some of you have been asked to help by completing demand study questionnaires. This will help us understand what your day actually looks like as there is currently no other way of getting this information accurately or indeed understanding what you truly do on a daily basis.

Right at the outset, we acknowledged this would include some form filling and extra bureaucracy so thank you to those who stuck at it and persevered. I am sure this will be really useful and in the future go some way to making your working day easier.

In terms of areas of focus, the team will always welcome suggestions as to where we should be looking and ideally you will give us some potential solutions too.

In terms of timelines, the findings and

On a typical day in North Wales...



recommendations have to be with the chief officers by April 2016 but we need to remain focussed on the fact that what we recommend needs to save NWP money.

If we can recommend improvements and get them in place sooner than next year, chief officers are keen to make this happen for you so long as we do genuinely reduce demand, but not at the expense of increasing it for another department.

Themes currently undergoing initial reviews with regard to identifying potential efficiency gains are:

- Email usage
- MFHs and concerns for safety
- Demand from other agencies including the ambulance service, Social Services, mental health teams etc.
- Detainee release risk assessment
- Risk aversion creating demand
- Policies
- Sudden deaths
- Briefings and daily tasking process
- Effectiveness of resourcing by FCC

- Lost/found property
- And last, but not least, CID 16s!

The team will continue to seek your views, listen to your ideas and go where the evidence takes us in relation to making recommendations.

I will conclude by echoing the words of a colleague, who shall remain nameless, who stated:

"We can no longer keep doing things simply because it makes us (the organisation) safer."

I believe the national appetite for fundamental change in relation to how the police service operates has never been greater. It is essential this appetite is present at all levels of our organisation to ensure that when things don't go as expected or something unfortunate happens the decision-makers are supported. Otherwise we will remain risk averse and continue to create, and accept, unnecessary demand.

They will never be forgotten

By Richard Eccles, Secretary of North Wales Police Federation

Sunday 27 September saw the 12th annual National Police Memorial Day hosted in Edinburgh and attended by a large congregation made up of our police family and invited guests.

Edinburgh's sunny streets around the International Conference Centre were filled with officers wearing a variety of police uniforms, hopefully reminding the families of fallen officers that they are never forgotten.

The service itself provided everyone with the time to reflect. The drums, bagpipes and falling petals as ever caused the senses to tingle a little as we remembered those who had paid the ultimate price serving our communities.

HRH Prince Charles, patron of the National Police Memorial Day charity, had written a short note in the order of service which set out his thoughts:

"Foremost today, we commemorate those brave souls who have given their lives in the service of the public. History has demonstrated that our freedom often comes at a price. When difficult situations are encountered, the ultimate protectors of freedom and justice are the brave men and women of our police service. After all, they are unique individuals who have answered the call to protect the public and make our communities safer.

"Today's service is a poignant reminder of the importance of our policemen and policewomen and the extreme and complex dangers that they face daily. All police

officers understand that bravery is not the lack of fear, but the courage and professionalism to perform their duty in spite of fear and, for this reason, we remember with pride the ultimate sacrifice paid by police officers and their families. They have earned the heartfelt respect and gratitude of our nation. They did not die in vain as they are an inspiration to us all and, through us, their exceptional legacy will always be cherished."

It is sad to reflect that just over a week later we would lose another colleague as PC David Phillips was killed while on duty in Merseyside.



Photos courtesy of Anderson Photography

Remembrance petals fall from the ceiling during the service.

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Keeping yourself safe: computer use and misuse

By Inspector Mark Radcliffe

Having worked in Professional Standards on and off for the past eight years, I don't claim to have made that many life-long friends, however, I console myself in the knowledge that straight talking often remains the best policy.



With that in mind two things really stand out to me from my experiences of working here:

1. Any organisation can contain bad people and bad people do bad things.
2. Organisations contain good people, but some of them still do stupid things which are also bad.

It is for the second group that I offer some thoughts; the first group will always have my full attention.

Not all stupid things people do can have career consequences but that can so easily change; especially when it comes to unlawful access to police information.

Even if your career goal is never to work in Professional Standards, you would have to agree that we have all been bombarded with a stark warning over the years:

"You can only access police information when you have a policing purpose."

How is it then that some good people still end up having tape recorded conversations with PSD that no-one really enjoys, or appear at misconduct proceedings - or worse?

Part of the answer to this question may lie in what people perceive to be the meaning of a 'policing purpose'. If you have any doubts about what that definition means, my advice to you is to look it up on the intranet and get a clear understanding

before you EVER use a police computer again.

You have to understand it and apply this knowledge every time before accessing police information systems.

Personally, I also apply some simple rules of thumb:

Is the information something I need to know to do my job or is it something that would just nice to know? (In which case I clearly don't need to know.)

AND...

If I 'need' to know - would I be happy for all my colleagues to see me access it; could I really explain it?

Rules for when I would never want to access records:

1. If the information relates in any way to myself, family, friends or neighbours.
2. If the information relates in any way to people I know socially (or) may have known in the past even if there was a police purpose. If I really needed to, I would declare it to a supervisor and let them decide. I would record who I told, the time and reason for their endorsement in my PNB and ask them to sign it.
3. If I accessed a record with a policing purpose (and in good faith) but then discovered that I knew the subject I would disclose it immediately. I would explain the reason I was disclosing it and do so in the knowledge that 1 and 2 above would be my justification. Doing these simple steps helps me protect my integrity.

Example: I receive criminal intelligence about an associate, school friend or neighbour. Do I really need to look at the record to research whether the person, or the intelligence is already known? The simple answer is 'no'.

I wouldn't want to know. I would submit the intelligence as I received it and disclose the connection or ask someone else to submit it for me. I would let others decide its value.

I would also let PSD know if I had any form of ongoing relationship or contact with the individual (reportable association) to protect myself.

The elephant in the room? Does PSD use Spyware?

The simple answer is 'yes'. I won't disclose the software's name for no other reason than I don't want to be accused of product endorsement. But, in very simple terms, North Wales Police uses a network Monitoring and Audit System (MAS). The system is in addition to existing audit capabilities on Force systems (e.g. RMS).

MAS is deployed across the entire North Wales Police network and covers every user, every terminal and every single application 24/7 - even for those using remote access into the network.

MAS stores this data in real time and the system functionality allows ACU to research and recover records of systems use going back years. It is fully searchable and has other covert functions.

Let me assure you that the fact North Wales Police has this capacity is a really good thing. For the majority of our staff who act with complete integrity, should there be any need to prove legitimate access it is quite straightforward to do so.

However, for those who may seek to misuse Force systems it is not good news - at all. I can't explain how PSD uses MAS in detail (for obvious reasons) but the following example may help people get the idea.

Imagine a field of freshly fallen snow, there are footprints that lead into the middle of the field from all directions - from all of the gates, from the farmer's house and some that appear in the middle of the field.

Using this metaphor, MAS enables investigators to identify the route, the start, finish and entrance points and ultimately the reason for the visit for every visit.

We simply follow the footprints, be they ICAD events, transmissions, tasking and so on, without ever having to ask a single question of the network user. Even if there is no obvious route, i.e. the footprint may start at the gate, then there may still be an entirely legitimate explanation and we usually find this.

However, anyone intent on unlawful access cannot leave a legitimate trail can they? They may try to mask their footprints, or work around the edge of the field to make system access appear plausible. Perhaps they use another entrance or seek to cloak access in some other form (the footprints that 'appear' in the middle of the field).

The simple truth is this. We know what to look for; we know how and why things happen and the line where the legitimacy of a policing purpose is crossed. Sadly, it is then that we have to arrange difficult tape recorded conversations that no-one wants to have.

Take it from me, using police information systems is absolutely essential for all of us to do our job. Using systems lawfully remains the individual's responsibility.



Packed agenda for custody forum

By **Tam Reilly**, North Wales Police Federation representative



One of the common themes of the two-day National Police Federation Custody Forum was mental health and the knock-on effects on policing resources as the service deals with vulnerable people and those who should be cared for by healthcare professionals.

The seminar, held in Warwick on 8 and 9 September, was well attended by almost all police forces in England and Wales and I represented North Wales Police Federation. There were also representatives from Police Scotland and PSNI (Police Service of Northern Ireland) at the meeting.

Guest speakers came from the IPCC (Independent Police Complaints Commission), the National Appropriate Adult Network, the Blue Light Foundation and MIND (two mental health charities).

Those from a policing background were DCC Nick Ephgrave (Hampshire Police), Chief Constable Neil Rhodes (Lincolnshire Police), Superintendent Ian John (College of Policing), Commander Christine Jones (Metropolitan Police) as well as representatives of the Crown Prosecution Service and Slater and Gordon solicitors.

A number of speakers and delegates were in agreement that the situation in relation to current arrangements for people with mental health issues is unsustainable from a police perspective.

We were assured that discussions were ongoing behind the scenes at the highest level to ensure that respective health authorities and local authorities get their house in order and accept their responsibilities. The bottom line is that a police cell is not a suitable place for a person with acute mental health issues.

An Interesting speaker was Dr Meng-Aw-Yong who is a member of the Independent Advisory Panel On Deaths In Custody. One of the points he raised was that hospitals have a duty to provide a discharge letter on any detainee's medical condition upon releasing them from hospital back into police custody. This is so custody sergeants can properly assess any risks. An interesting statistic was that 92 per cent of all deaths in detention are in mental health units, hospitals or prisons.

Another topic discussed was virtual courts and the impact on police custody. These have been running in eight forces, including Kent Police, and feedback was given on this by Kent Custody Sergeant Jason Deacon.

Jason said there was much work involved for staff, with poor provision of equipment and facilities within custody. There were also issues, for example, when dealing with persons remanded into prison by magistrates running the Virtual Courts. They could become aggressive and violent towards staff who then had to be responsible for them until they were taken to prison. Magistrates could simply switch off the monitor.

On the other side of the coin, CC Nick Rhodes agreed there would be more work for custody officers, but highlighted savings

(for courts and the CPS – no extra funding has been provided for the increase in police workload).

The need for appropriate adults in custody was highlighted by Chris Bath of the National Appropriate Adult Network. Astonishingly, there is no statutory requirement for local authorities to provide appropriate representation for vulnerable adults in custody. The situation nationally appears to be a postcode lottery, with some local authorities providing good cover, others providing cover on an ad hoc basis and some having no provision whatsoever.

Ian Wilson from Slater and Gordon UK discussed the Government cuts to the legal aid budget. He also touched on the issue of conferring following deaths in custody or following police contact. He reiterated that conferring is lawful and recognised as the best process in obtaining best evidence. It is not collusion.

He also highlighted the fact that, due to changes in Police Regulations, an officer can no longer retire or resign without the permission of the appropriate authority, generally the Chief Constable.

The IPCC Commissioner Tom Milsom spoke about the IPCC's role in misconduct investigations, generally involving the more serious investigations. He also spoke of the increased budget and staff, stating this should allow a larger number of investigations to occur in a more timely manner. He did take on board some investigations were taking far too long and acknowledged the effects on the officers concerned.

The CPS was represented by Jim Brisbane who highlighted inevitable further Government cuts to the CPS budget.

The final speaker was Sergeant Ed Simpson of North Yorkshire Police, who shared his personal experiences of mental health with the audience. His story was both powerful and moving, describing his problems while working as a custody sergeant during that time.

He described reaching a very dark place, but stated he was on the road to recovery and this was in huge part to support from MIND and the Blue Light Foundation, a charitable foundation supporting all emergency service workers.

His final comment was that if we have to look after vulnerable people then, in turn, we have to safeguard our own mental health and he urged the audience to offer support to colleagues as you would for any physical illness.

We were assured that discussions were ongoing behind the scenes at the highest level to ensure that respective health authorities and local authorities get their house in order and accept their responsibilities. The bottom line is that a police cell is not a suitable place for a person with acute mental health issues.

View from the region

The Federation's three Welsh regional representatives are currently all from the South Wales force yet they work jointly for the benefit of all Federated ranks so you can be assured that the views of the four Welsh forces are considered and represented equally at all consultation and negotiating processes.

The Region 7 (Wales) reps are **Richie Jones**, inspectors; **Calum Macleod**, sergeants and **Zac Mader**, Constables.



Richie Jones



Calum Macleod



Zac Mader

All three reps have an excellent working relationship with all the members of the North Wales Joint Branch Board (JBB) and it is these links that allow North Wales to be a critical friend to decisions made at a national level.

The officers of the North Wales JBB are not afraid to challenge the representation made by the regional reps on their behalf and also feed in invaluable information and experience that helps the Police Federation of England and Wales (PFEW) in taking matters forward.

Richie is the Deputy General Secretary and Treasurer of the Inspectors' Board and has responsibility for dealing with matters affecting the inspecting ranks in England and Wales. The main issues for the inspecting ranks at this time are working hours and wellbeing.

He is the Secretary of the PFEW Conduct and Performance Sub-Committee and is responsible for negotiating and consulting with the Home Office and College of Policing in all matters affecting this area of work. Richie also represents PFEW on matters concerning police promotion, PDR and fast-track and direct entry schemes.

Calum is the General Secretary and Treasurer of the Sergeants' Board and has responsibility for dealing with all matter relating to the sergeant rank. This includes the management of legal claims on a day to day basis on behalf of the rank.

The main issue surrounding sergeants at this time are common with every other officer in the country: pay, pensions and conditions of service. The long-term view on the buy-out of sergeants' over-time is still a bridge to be crossed and there are no firm recommendations at this time.

Calum is Chair of the Equality and Diversity Sub-Committee and is responsible for representing the views of the members in discussions with internal and external partners on such issues. Calum also sits on the Conduct and Performance Sub-Committee and the Professional Development Sub-Committee.

Zac is the Deputy General Secretary of the constables and has the responsibility of dealing with all matters affecting the rank, including the threat to the Office of Constable and the attack on police pay. Zac manages claims on a day to day basis for the constables.

Zac is the Secretary of the Welsh Affairs Working Group which was set up to deal with the unique position of having to engage with Welsh government and Westminster on policing matters. Part of the role is to influence stakeholders and politicians on real issues affecting our members, and the service we provide to our communities.

Zac is the Deputy Secretary of the Equality and Diversity Sub-Committee and is the PFEW lead on engagement with support networks and stop and search. Zac also sits on the Operational Policing Sub-Committee representing PFEW on NPAS matters and on the Conduct and Performance Sub-Committee.

Current issues

As identified by the regional representatives:

Federation reform

The first round of elections under the reform of the Federation was due to have been started in October but has now been delayed to May 2016 or even later.

Pensions

This is an extremely emotive issue for a large proportion of our members and the three Region 7 reps have been extremely vocal in the need to communicate effectively with those members adversely affected by the changes to their pensions.

Holiday pay and over-time

Agreement has been sought to pay all constables and sergeants a sum of £60 each. This would cover the period from 1 April to 1 July 2015, three months, which officers are entitled to under the Bear Scotland ruling.

This reflects the average payment officers would be entitled to for any three-month period. From 1 July onwards, officers should be paid individually what they are entitled to. We understand this proposal was due to be discussed by chief officers and a response is awaited.

If agreement is not reached, the National Police Chiefs' Council has been informed the Federation will start legal proceedings.

Away from home overnight allowance

The Home Office has issued a new circular on away from home overnight allowance.

The definition of held in reserve has been amended and chief officers have been given a power to decide whether an activity is a "routine enquiry".

The Federation has written to the Home Office to repeat its concerns that the revised determination does not provide the clarification that forces and members sought and that even further inconsistencies and unfairness could arise.

A JBB circular is being drafted about the recent case of Swallow v West Yorkshire Police. In this case the judge awarded in favour of the officer: he ruled the officer was held in reserve, that he was not undertaking routine enquiries and therefore he was entitled to the overnight allowance. A legal claim is also being looked at on behalf of two prisoner escort officers from Humberside.

Children and Families Act 2014

The Home Secretary has decided to extend the provisions of the act to police officers in England and Wales and says forces should apply these provisions on an interim basis pending legislative changes.

Police Remuneration Review Body (PRRB)

The Home Secretary has accepted in full the recommendations of the PRRB:

- One per cent increase to base pay for all ranks
- Retention of London Lead
- One per cent increase to London Weighting
- One per cent increase to Dog Handlers' Allowance.

A19

The Employment Appeal Tribunal (EAT) held that the previous tribunal was in error of law as it:

- Failed to have regard to the fact that the discriminatory element of A19 was entirely Parliament's choice
- Failed to consider whether the means adopted were appropriate and reasonably necessary to the scheme actually introduced by the forces
- Wrongly took into account and criticised the process by which the forces had adopted their schemes rather than asking whether to do so was objectively justified
- Applied too high a standard of scrutiny; and
- Suggested alternative means of achieving the aim of the forces, which could not provide the certainty of saving which the evidence had established was essential.

The EAT judge considered the case on the basis that it was a question of indirect age discrimination (although he actually thought Regulation A19 constituted direct age discrimination). Age discrimination is not unlawful where it is justified. The EAT judge concluded that since there was no way in which the forces could have achieved their aims other than by use of A19, it was reasonably necessary to do so and this was appropriate.

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Changes at The Police Treatment Centres

PCSOs, Special Constables and detention/custody officers (employed by the Chief Constable or the Police and Crime Commissioner) will be able to sign up to the Police Treatment Centres from 1 January 2016, making them eligible to access free treatment at either of the centres.

The PTC trustees have also directed that a weekly donation rate of £0.65 will be introduced for retired officers from 1 January 2016. They will need to pay this if they wish to apply for free treatment at the PTC.

Full details of these changes, along with the relevant forms can now be found at www.thepolicetreatmentcentres.org/sign-up

Subs increase

As of 1 January 2016, the weekly donation rate will increase from £1.30 to £1.80.

Subscriptions to the St Andrew's Fund will automatically be adjusted in the January 2016 pay by SSF Payroll.

'The care and professionalism is unrivalled'

By Constable Rachel Parry

Harrogate? Paying into a physio type fund? Why on earth would I want to do that? Or so I thought.

After 10 years of service, I came to realise just how important such a facility would be. My injury was sustained off duty, a fall while skiing resulting in a complicated spiral femur fracture. Harrogate might be a good idea now, I thought!

The application process for treatment was simple, helped by helpful and friendly administration staff in Harrogate. Upon arrival, I was given my room key and an appointment was made to see the nurse.

I was then directed to the physio department and was allocated a physio and appointment time.

The facilities are fantastic: a swimming pool and hydro pool, a large sports hall where classes are conducted, a gym that has top end equipment - including the AlterG treadmill - a spinning room, and the physio department itself. The facilities don't end there with a range of complementary therapies also being available.

The most significant area for me was the physio. I was seen at least once a day, some days twice depending on my physio's availability and a care plan that had been put into place. I made lots of progress in my first week and experienced new treatments such as acupuncture, which I found great for pain relief.

The AlterG treadmill was relatively new when I arrived and what a piece of kit! The treadmill removes your body weight, which allowed me to walk without crutches, using minimal bodyweight. What a liberating experience after 10 months on two crutches and a while walking with just one. In two weeks, the progress I made was significant and my NHS physio was very pleased with the improvements.

The point I am trying to make is this. I was sceptical about why I needed to part with the money every month, better in my pocket than someone else's. How wrong I was. I never expected to get injured on duty, let alone during one of my leisure activities, but I was wrong.

My bone was smashed and I needed all the help I could get, and still do to a lesser extent. I am grateful to the professionalism and support offered to me while I was at Harrogate.

You never know when you will need it and I say with experience that the care and professionalism is unrivalled. Setting up the payment through payroll is a simple process and you then have peace of mind.

Planning for retirement or just planning to retire?

That might sound like a really odd question but, having run a series of retirement seminars for officers and staff this year, it is clear there are several different models adopted for those approaching the end of their time with North Wales Police.

Some are just focussed on getting "over the finish line", others have a plan which involves no preparation or planning other than a deck chair in the garden while many see it as an opportunity to set off on another career.

"It really brought home to me the impact of finishing after 30 years and the need to plan."

As we are all individuals, there are no right and wrong answers to the question, but one thing is extremely clear from

talking to every speaker and attendee at the seminars to date:

You WILL need a plan for your retirement, whether it relates to finances, careers, lifestyle or anything else.

North Wales Police Federation, in partnership with Spillane and Co, is confident its seminars will at least set you off on a journey with some guidance on the points you need to consider.

The seminars are free to attend and bring together a broad range of guest speakers to ensure you are fully sighted on the key issues as you approach your retirement milestone.

All have been fully subscribed to date and the feedback from attendees is extremely positive.

The seminars have also produced further opportunities for delegates to gain extra support preparing CVs and setting up a small business.

If you are approaching the end of your service with the Force, please consider attending and look out for details of how to book a place.

"The seminar presented me with avenues I could take with investments and the pros and cons of each without the hard sell."

Future seminars are scheduled for:

22/23 February 2016

13/14 June 2016

19/20 September 2016

14/15 November 2016

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Chief's roadshows

By Inspectors Essi Ahari and Jason Higgins

The theme of the Chief Constable's Roadshow – North Wales Police At A Time Of Change - was appropriate and important given the financial pressures and competing demands shaping our future policing model.

We attended the roadshow, presented by the DCC and ACC, in mid-October with the use of the interactive voting equipment adding an interesting angle to the event and allowing the audience an opportunity to have an input. This was welcome on some issues such as identifying unnecessary external demand and what we feel could be done to improve our efficiency.

It was refreshing not to have to view endless graphs and charts on various Performance Indicators as previously imposed by the Home Office. What mattered was that crime was down. Notwithstanding, we were informed of the forthcoming HMIC inspections with a hint of unprecedented scrutiny!

One area that was looked at during the first session was the increase in complaints and allegations being handled by the Professional Standards Department. The suggestion was made that perhaps this could be attributed to neglect or failure in duty due to the cycle of increasing demand coupled with a reduction in staff.

While it may not be a popular position for Federation representatives to take, the public are actually very reluctant to make complaints against the police. Any increase should be viewed and acted upon in the same way we would view an increase in crime. The majority of people who submit complaints do so for genuine reasons.

The second session began with a slide which showed the substantial reductions (40 – 76 per cent) in volume crime types between 2003 and 2014-15. This rather undermined the theory that demand is driving an increase in the number of complaints. We appear to have an increase in complaints while demand falls. However, on a positive note, everyone would agree that the reduction in volume crime and fewer victims has to be a good thing.

Both chief officers emphasised the quality of service, protecting the vulnerable and our professionalism. Not many should, or could, disagree with that. They were determined to rekindle the pride and passion of every NWP employee. Clearly, the result of the last cultural survey - where a third of us decided customer service was not important - concerned the chief officers.

Using the analogy of an iceberg, we were told we've pretty much nailed volume crime but there is a whole load of stuff just beneath the surface that we need to sort out; crimes such as child sexual exploitation, cyber-crime, domestic abuse and modern slavery.

These emerging crime types promise to become the new volume crime requiring specialist resources. Some explanation was provided as to where these resources would come from. Only time will tell whether these will be sufficient in number and quality and the effect this will have on servicing traditional demand.

The 11 per cent reduction in police numbers since 2005 was alarming but more could follow. To counter this, the in-house Efficiency Review team is looking at reducing demand. If anyone has practical suggestions please let them know.

It was pleasing to hear more than 200,000 calls per year are filtered out by the control room, long may this continue. Moreover, the Force is looking at more collaboration work.

The ACC delivered the third session looking at quality of service and customer satisfaction. Overall a positive message was delivered about developing a quality culture and clearly gains are being made with the adoption of victim contracts and their monitoring by supervisors.

There was a sobering moment when we were asked to rate how we felt about being a member of North Wales Police on a scale of 1 to 10 where 1 was very ashamed and 10 very proud. There was a range of responses, the majority were proud to some extent but there are clearly a number who do not feel that way. Those feelings cannot be dismissed without further investigation.

The final part of the roadshow looked at the recently launched People Strategy and how the Force is keen to show that it cares about the health and wellbeing of its employees. This will become increasingly important as the Home Office reforms and cuts begin to have an effect.

Another exciting proposal was the realisation that our current 35 targets have one repeated theme - professionalism. What ultimately matters are two strategic targets: a) we are professional and b) we deliver a quality service.

The roadshow gave a good mix of positive messages and signposting of potential difficulties to come. The challenge now is to see whether our members can provide a professional and quality service to the public in the face of slashed budgets. The challenge for the leadership team is to make the Force an organisation that values and supports its staff and which operates in a transparent manner to build public confidence; an organisation of which we can all feel proud.

The view of Gwynedd North Rota

Before leaving the station, the rota PCSO asked: "Who will be at the roadshow then." We all laughed and replied: "The clue's in the title, the Chief Constable, of course." But then we arrived at the venue to find he wasn't actually there, and was represented instead by other ACPO officers!

The roadshow is clearly a platform for the latest topics we need to address and focus on to be relayed to the frontline.

A pie chart was displayed that highlighted what North Wales police dealt with during a 24-hour period but it omitted a few areas and did not truly reflect key aspects that demand our time, such as CPS advice/voluntary interviews, file preparation work and the like.

The topic of providing the public with a good quality of service was broached and everyone agreed that it is important. Apparently 82 per cent of victims of crime are happy with the service they receive but... there is always a BUT! There is room to improve.

Some comments from the audience ranged from the fact that this organisation needed to look after its own staff first so they can

provide a good service.

Victim contracts were a point raised, some officers expressed their dismay that we had to obtain a victim's signature and enter into a written contract just so officers maintained contact with their victims was a failure on our part. Working a 24-hour shift pattern is setting police officers up to fail with regards to this aspect and surely instead of officers telephoning victims to see if they were satisfied customers they could themselves update them based on information written by the officers on their crime reports.

Cyber crime, CSE and modern slavery were firmly on the agenda and rightly so. I think officers understood and took a positive view of the fact that it is under reported and something we all need to be aware of. The fact that officers had to educate themselves on these serious crimes issues using the online training system was brought up.

We certainly appreciated the honesty of the response in so much that the organisation cannot afford training venues, that NCALT was here to stay and would be the main way of educating officers.

Misconduct hearings in public - wholesale changes to the Police Conduct Regulations

By Mel Jones,
Deputy
Secretary,
North Wales
Police
Federation



The title of this article may have already convinced you to move onto the next page!

But I would implore you to spend a couple of minutes digesting the information as all serving officers could potentially be subject to this process.

You will no doubt be aware that for many years, provided certain conditions are met, complainants and other interested parties have always been allowed access to a misconduct hearing (dismissal possible) and misconduct meetings (final written warning being the highest sanction).

However, from 1 May 2015 the Home Office, or in my view the Home Secretary, decreed that any misconduct hearings will be held in the public arena. I am not the only one to recognise this amendment was rushed through as the General Election was held on 7 May 2015 and the Home Secretary was eager to aim one last blow at police officers in the UK while still in Government.

The change has been brought about allegedly because of the public interest in police conduct proceedings – more of that later on.

The Home Secretary has long harped on about reducing bureaucracy within the police service and, in one fell swoop, this change in regulations has created a great deal of added bureaucracy for all the 43 police forces in England and Wales when preparing to hold a misconduct meeting.

The presumption is now that all misconduct hearings will be held in public. But I will paraphrase below the new regulations:

- **The person chairing or conducting the hearing has discretion to exclude any person from all or part of the hearing.**
- **In assessing such an exclusion, the person chairing may take into account certain factors – the transparency of the police misconduct system; the wider public interest in the proceedings; the vulnerability, physical and mental health and/or welfare of the complainant, witness, third party or police officer subject to the misconduct**

hearing; factors relating to sensitive police operations CHIS etc; interference with criminal proceedings, prevention or detection of crime or the apprehension of offenders and national security issues.

- **No photographs/film to be taken.**
- **Use of live text based communications for the simultaneous reporting of proceedings permitted if it does not interfere with the orderly conduct of the proceedings.**
- **The person chairing can impose conditions which include – members of the public to register and or produce valid identification; restrictions on what can be brought into the hearing room ; the number of people present ; restrictions on reporting that members of the public and/or the media must adhere to in order to be granted access to the hearing.**

The regulations allow representation to be made on behalf of the officer for them not to be named prior to the hearing or for the allegation that the officer faces not to be made public.

However, a hearing should not be held privately or notice withheld for administrative reasons or because of concerns to the reputation of the Force or police arising from the hearing being public.

You will note that I have made mention of a notice advertising the holding of a hearing. In fact, the regulations stipulate the notice advertising the hearing MUST be published by the Force on its WEBSITE at least five working days before the day on which the hearing is due to take place. This 'advert' will name the officer subject of the hearing and furthermore will mention the subject matter of the investigation.

This, in my view, has massive ramifications to all officers who are to be subject to a hearing. Clearly, officers would be concerned about losing their livelihood. However, there is a real possibility the officer subject of the misconduct hearing will be found 'Not guilty' of the allegations against them.

Sadly, the officer's name will already be on the world-wide web and could easily be retrieved by a simple Google search.

The more cynical of you will not be surprised to learn there is nothing within the new regulations to implore police forces to provide an update on their website when officers are found to be innocent of all allegations levied against them or indeed to ensure that, as the originator of the

information, the officer's details are permanently removed should they be found innocent.

Since the change in regulations, we have had one misconduct hearing held in public in North Wales. The expected high level of public interest referred to by the Home Secretary did not, unsurprisingly, manifest itself. Throughout the length of the hearing, the only member of the 'public' to attend was a lone newspaper reporter. As I suspected, members of the public were far more interested in shopping or walking their dog than attending a Home Office sponsored 'public flogging' of a police officer.

The attendance level by members of the public is mirrored in other forces throughout the country.

Albeit the regulation change is recent, forces are quickly realising there are lessons to be learnt as to how these hearings are held.

West Midlands Police employed the services of an events company more commonly used to promote music festivals to advertise the holding of a hearing. They offered basic information about the case but breezily added 'We hope you enjoy West Midlands Police Public Misconduct Hearing. Cheers. Eventbrite.'

A source at West Midlands Police described the method used to advertise the hearing as 'crass', saying it had been turned into something akin to a 'public flogging'. The source added: "It feels more like entertainment for the public. This is making some officers very uneasy."

West Midlands Police admitted its first public hearing could have been handled better.

Deputy Chief Constable Dave Thompson, who chaired the panel, said: 'I am sorry we didn't get this right.'

I am afraid the police will never receive such an apology from the Home Secretary!



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MARK DAVIES, RETIRED, MOLD

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