



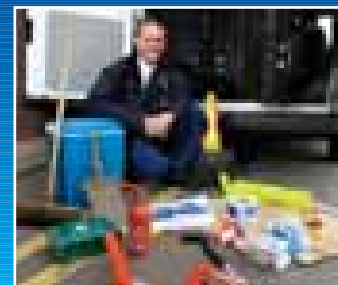
Charging decision on Taser

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Winter tips for keeping fit

Centre pages



Force's in transit service

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Neighbourhood base expansion

By Catherine Barlow

OFFICERS are working from supermarkets, libraries, hospitals, schools and community centres in what has become the biggest expansion of police bases in recent years.

There are now more than 60 community locations across the Force area - and more are planned for the future - which are bringing police officers and community support officers closer to the public by providing them with a permanent presence right in the heart of communities.

And when existing place stations are added in, there are now *more than 110* locations across Greater Manchester available to the Force.

The new community posts are a key part of GMP's approach to Neighbourhood Policing to provide an enhanced service by improving the visibility and accessibility of officers.

Hannah Crosby, Force Neighbourhood Policing Manager, said: "Part of a national requirement for Neighbourhood Policing is for the public to have greater access to the police and neighbourhood safety services.

"The new community posts provide this access - they give people more of an opportunity to discuss local problems and raise local concerns.

"The feedback we've received is very positive, with the public very happy that staff are available to them in places where they go as part of their everyday lives."

With the Force's priority as part of its *Putting People First* strategy to increase public confidence in policing, the effectiveness of the posts - and of other community engagement work - are being measured in regular surveys of Neighbourhood Policing.

Among some of the new locations that have opened recently are posts in Tottington Library, Bolton's Moor Lane Bus Station and on the Bridgehall estate in Adswold.

Some community posts have now been open for some time and have had a huge impact on the areas they serve. PC Steve Hodgson, of Tameside Division, last month received a divisional commander's award for his involvement in the Broadoak police post.

He forged links in the community to

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Record breakers



MEMBERS of GMP's Martial Arts Club chopped their way through the record books with a 36 hour 'Karate Marathon' at Sedgley Park.

Inspector Melita Worswick, who organised the record attempt, said: "The support we've received has been fantastic and we were delighted when Chief Constable Peter Fahy came down.

"The worst time was during the night as no-one was really watching and your body is telling you to sleep, but you've just got to keep going."

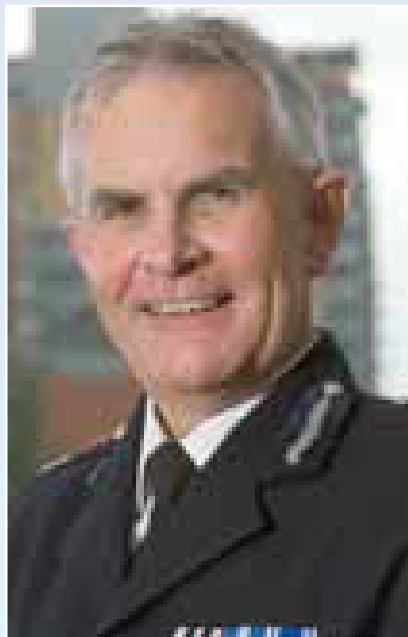
As Friday night turned into Saturday, the last 10 seconds were counted down. Insp Worswick added: "I can't tell you how glad I was when the end arrived - it was very emotional but a real sense of

achievement. Particular thanks go to DC Steve O'Driscoll and Special Constable Andy Morrell for their support."

The club expect to raise in excess of £2,000 for CLIC Sargent, a charity for children diagnosed with cancer.

(Photo: Chris Oldham)

Listening and responding



ON a frequent basis, officers and staff in this Force face challenging situations when providing a quality service to the people of Greater Manchester.

I see many acts of bravery, dedication to duty and real enthusiasm for helping the individuals, families and communities who need our help.

The Force acknowledges that commitment with the Chief Constable's Excellence Awards, which I'm pleased to say has seen 130 examples of good work submitted for consideration. All nominations have been made by colleagues who work with those individuals or teams who are putting people at the heart of what we do.

Putting People First is about responding to people's needs and improving public confidence in the way we police. It is about listening to people, dealing with their concerns and identifying and implementing good practice.

That applies both to the way we work with the public of Greater Manchester and how we work with our colleagues.

Since I joined GMP, I've listened to what frontline staff have said about the need to remove unnecessary bureaucracy and barriers to improving performance. I've said I don't want to see officers pursuing minor matters solely to achieve a detection; while the introduction of Quest seeks to reduce bureaucracy and establish a GMP

policing model.

We're also improving the support we give to first line managers with the introduction of development sessions aimed at the Force's 2,500 'core leaders.'

The key to further improvement is to have a continual dialogue with officers and staff. That is the reason for the Forcewide staff survey which you received this month. To enable the Force to take the action it should be taking, the survey is yet another way in which you can help shape improvements.

Peter Fahy

STAFF SURVEY SEEKS ANSWERS

THE FORCE'S first staff survey since 2003 is being sent out to all police officers and staff from this month.

The survey offers staff the opportunity to express their views and attitudes across a range of areas such as satisfaction, work-life balance, and communication.

Following a series of focus groups with officers and staff from a wide variety of ranks and grades, the survey has been designed to be easy to complete and as accessible as possible.

Completion of the survey can either be by a 'weblink' sent via email, by post or over the phone.

Officers with email accounts have the option to complete the survey by post or weblink – but should only complete the survey once.

The survey is being run by Capita to ensure anonymity, objectivity and independence from the Force. No GMP officers or staff will have access to any individuals' responses.

Results of the survey will be analysed by Capita and fed back via a

series of briefings in the new year.

Cheryl Kershaw, Capita project manager, said: "The focus groups gave us a good insight into the areas that are of current interest and concern, and staff will see these reflected in the survey questions. Complete confidentiality has been built into every stage of the survey process."

Assistant Chief Officer Julia Rogers said: "This is the first opportunity in more than five years for all staff to have the chance to express their views on what it's like to work in Greater Manchester Police.

"I'm looking forward to the results and, most importantly, taking the action needed to make the Force a better place to work."

As an extra incentive to complete the survey, all staff and officers who take part will be entered into a prize draw with the opportunity to win a £50 Trafford Centre voucher.

For any queries, to complete the questionnaire over the phone, or to request additional forms, Capita have set up a Helpline number - 0800 587 3115.



Stockport Division Commander Chief Superintendent Neil Wain at the opening of the Adswold community post.

continued from page 1

help fund the post and said that as a result of this and other initiatives set up in the area he works, he has seen a 65 per cent reduction in anti-social behaviour and alcohol-related incidents, while total crime has been cut by a quarter.

"The Force is looking forward to

furthering relationships with local people and continuing to fight crime and protect people," said Hannah Crosby.

"Many new posts are planned, and in the future we would like to establish one-stop-shops where the public can visit all the multi-agency neighbourhood teams who are working together to improve local areas."

the voice of Greater Manchester Police
brief

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Internal Communications, Tel: 0161 856 5938/5939/2238

Chris Oldham and Bill Morris: Tel: 0161 856 2777

Lisa Marks Tel: 0161 856 2279.

Corporate Communications Branch of Greater Manchester Police

Design & Print Services Unit of Greater Manchester Police Tel: 0161 856 0843

Current situation for Taser

Home Secretary Jacqui Smith last month gave all chief constables permission to issue Tasers to non-authorised firearms officers. Greater Manchester Police has a working group examining the implications of that decision. In the article below, Brief looks at the impact Tasers have had since they were first introduced in GMP.

PACKING a 50,000 volt charge, Tasers have been deployed on 51 occasions in Greater Manchester since they were issued to Firearms officers four years ago.

The 'less-lethal' option has been a useful addition to the Force's armoury and has resolved many firearms incidents without resorting to lethal force – with the very fact that officers have drawn the weapon from its holster often enough to ensure a person's compliance.

Key to this is its appearance – bright yellow plastic with more than a passing resemblance to something from a science fiction movie – which makes it quite clear what it is ...and what it will do.

The variety of Taser in use by GMP is the X26. Seven-inches-long, it is laser-sighted and uses a compressed nitrogen cylinder to fire two metal barbs which attach to skin or clothing to deliver a 50,000 volt shock of 26 watts. With a rate of 19 pulses per second, this is sufficient to incapacitate those on the receiving end – though recovery is almost immediate once the charge is

turned off. The barbs themselves are capable of penetrating up to two inches of clothing.

Mike Keyworth is the Force Firearms Policy Coordinator. He said: "There have been a number of incidents, which without the presence of officers equipped with Taser, had the potential to escalate into significantly more violent encounters – which could have resulted in serious injuries to both the officers and the detained persons.

"Nationally, there is evidence that assaults against officers have decreased since Taser was introduced. The Taser equipment also allows us to electronically download information about the occasions when it is used to give us an audit trail of deployment."

Inspector Jon Percival, of South Manchester Division, was involved in a recent incident where Taser was deployed to subdue a man armed with a knife and a hammer.

"Taser gives authorised firearms officers an option for bringing an incident to a safe conclusion – an option that would previously have been unavailable to them," he said.

"If and when non-AFO frontline officers are authorised to use Taser it can only mean safer resolutions to dangerous situations, thus offering more protection for officers and members of the public from violent individuals."

The Home Secretary's announcement in November to permit the issuing of Taser to non-authorised firearms officers follows the conclusion of a pilot scheme in 10 Forces – including Merseyside Police and West Yorkshire Police – which had been running since 1 September 2007.

To enable this Force to be ready for the decision, a working group chaired by Specialist Operations Branch Commander Chief Superintendent Phil Hollowood has been working for the past 12 months to look at the implications of the use of Taser by officers who aren't authorised firearms officers.

He said: "Now that the Government has given us the green light to extend the use of Tasers beyond AFOs, the working group will report its recommendations to Force Command about who should be issued with Tasers and how they should be used.

"Clearly officer training is of the utmost importance to ensure that the extension of Tasers maintains the Force's reputation for appropriate use."



FACT FILE:

Produced by:
Taser International, Arizona

**First Taser trial by
a UK police force:**
21 April 2003

Introduced to GMP:
23 December 2004

Power:
50,000 volts

Used in GMP:
51 times

Used by police forces nationally:
more than 2,600 times

Widespread praise for 'policing by appointment'

by Kavita Comar

A PIONEERING 'policing by appointment' service has met with wholehearted approval from members of the public and officers and staff.

Public Service Teams have now been introduced on the majority of the Force's 12 divisions, with just North Manchester, South Manchester and Metropolitan divisions due to implement them in the first three months of 2009.

Public Service Teams were introduced as part of the Putting People First programme of work and are providing a citizen focused approach by

responding to less urgent incidents at a time which suits the caller.

The success of the teams has been seen in comments from the public, as well as operational officers on the ground and radio operators across the control rooms.

The latest innovation is a pilot scheme on the Salford and Stockport Divisions of direct inputting of crimes.

Inspector Maria Donaldson, working on the Taking Control of Demand programme of Putting People First, explained: "When a member of the public rings GMP to report an incident,

the public service team can assess the nature of it and, where appropriate, submit the crime while the victim is on the phone.

"They will be able to provide the caller with a crime number during the call – which means cutting down considerably on valuable time for the caller and for the officer. Ongoing investigations can carry on, in turn freeing up operational officers to best deal with day-to-day incidents more efficiently."

Another trial running since early October on the Bolton Division involves

direct resourcing to incidents by CID.

Insp Donaldson added. "Here PST officers now have control in identifying suitable incidents where CID officers can be deployed to the initial incident. Historic or complex reports of crime can be dealt with from the beginning by the most appropriate officer, without unnecessarily tying up response officers.

"This is an important change in resourcing and culture, that puts the victim first, reducing the number of officers they have to repeat their story to."

Pilot scheme cuts red tape on frontline

NEW procedures for completing the stop and account process came into force from the beginning of December.

GMP is one of 10 forces taking part in the Tackling Knives Action Programme which is designed to free up police officer time to allow them to spend more time on the streets.

As part of the bureaucracy-busting pilot scheme, there will be a significant reduction in the amount of information officers are required to complete on the existing stop and account form. They no longer need to fill in the reason for the stop, the outcome and vehicle sections of the form. The procedures for stop searches remain the same.

GMP officers carried out 120,000 encounters last year where members of the public were stopped and asked to account for their actions. Nationally, it is estimated the changes will save officers around 380,000 hours a year.

Superintendent George Fawcett, of Diversity Command, said: "The changes come about as a result of Sir Ronnie Flanagan's review into reducing police bureaucracy and an amendment to the Police and Criminal Evidence Act. It is a win for officers

and the public as the form filling will be minimised on many occasions – making it easier for officers on the street and reducing the time it takes.

"Officers now only need to record on the stop and account form the time/date and location of the stop, the ethnicity of the person stopped, the officer's details, and operation name if relevant. They must still provide a copy of the form as a receipt.

"By putting in the details of the location and nearest junction, officers no longer even need to put in the beat code – that will be completed by data inputters. Any relevant intelligence that would have been completed on the reverse of the form is now entered directly onto the Force Intelligence System.

"What is important is that while we have vastly reduced the administrative burden on officers, we have not lost any of the information required to analyse the proportionality of the stop and account."

The Force will be introducing a shortened form for stop and account/search in the new year, while technological solutions are being looked at to dispense with a paper-based system entirely.

Service for M62 bombing

POLICE officers involved in dealing with one of the IRA's worst bomb attacks on the British mainland are being sought to attend a memorial service.

In February 1974, a bomb on a coach carrying soldiers and families from Manchester to Catterick Garrison, North Yorkshire, exploded on the M62, killing 12 people, including a complete family.

PC Steve Phillips, of Specialist Operations Branch, who lost a relative in the attack is connected to a campaign to open a memorial garden at Hartshead Moor motorway services near Bradford, which was used as a command and body centre for the incident.

He said: "I was seven-years-old when my uncle, a 17-year-old serving soldier with the Royal Signals, was killed.

"There is a plaque to the victims in the

foyer of the motorway services commemorating those who died, but it was located in a place where it was often covered.

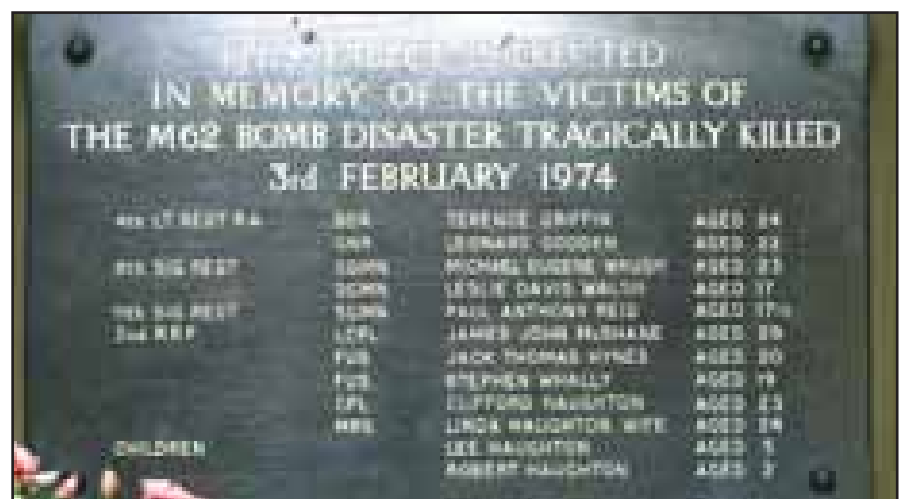
After contacting Mo Norton, the sister of one of the other victims, I found out she was organising the movement of the plaque to a new memorial garden at Hartshead Moor."

The memorial service will now take place on Wednesday 4th February – the 35th anniversary of the tragedy.

"I am 100 per cent sure that there will be people from GMP, still serving or retired, who had some connection with the incident," said PC Phillips.

"Whether they had relations on the coach or assisted with the incident, I would like to make them aware of the ceremony."

PC Phillips can be contacted on extension 66800.



Leadership to the core

Around one in 10 of the Force's managers and supervisors have so far attended an 'Excellent Leaders' course since it was first introduced in October as part of Putting People First. Michael Smith went along to investigate how leadership is making an impact on the frontline.

YOU'VE been a sergeant or a police staff supervisor for a number of years and know what makes a good leader...and what makes a poor one.

But when did you last look at your own leadership skills and ensure you were doing the right things in the right way?

The Force's answer to this is the Excellent Leaders Event, a one-day session at Sedgley Park aimed at the 2,500 sergeants, inspectors and police staff equivalent in GMP.

First line and middle managers new to the Force receive a four day input, but for those existing 'core leaders', the one-day refresher is designed to build an understanding of what is expected from first line supervisors and managers, and to assist those officers and staff to develop the skills they need to perform well in their roles.

In the training room at Sedgley Park are nine members of the Force – mostly sergeants, and mostly working in Response, but there is also an enquiry counter officer supervisor.

The day begins with an introduction from a member of the Force Leadership Team – on this

occasion it is Salford Division Commander Chief Superintendent Kevin Mulligan.

"75 per cent of an individual's commitment to an organisation is down to their immediate leader," he tells the class. "And you are a critical link with a major part to play in creating the conditions for staff and officers working with you to give of their best and fulfil their potential.

"Leaders like you are the Force's present and its future – if you get it right, you will be the ones who take this organisation on leaps and bounds."

Inspector Bill Mundy and Donna Hope from the Leadership and Diversity Development Unit then invite comments from those in the room on what constitutes positive leadership behaviours and which ones, well, don't.

The aim – which succeeds – is to identify those behaviours which constitute the seven headings of the new Leadership Expectations.

These are:

- Inspiring others
- Enabling change
- Developing people
- Taking responsibility for the team
- Working in partnership
- Improving service delivery
- Demonstrating respect and compassion for others

"Sergeants need to have more flexibility in their role to make the most of the benefits of Neighbourhood Policing,"

A discussion follows in the group on how these elements link to citizen focus, messages from the Chief Constable, and the policing Green Paper.

Inspector Mundy said: "It's clear from the conversations we are

having with those attending the courses that sergeants and inspectors recognise that they are making the decisions that are key to driving a balanced performance.

"We are describing what is expected of them in their leadership roles, identifying the leadership expectations, helping them see how they will self-develop, and looking at people management, performance management and decision-making in their particular role.

"This session within the Core Leaders programme is designed to be thought-provoking - to encourage them to examine what they do know and what they will do in the future."

The session then looks in detail on what expectations are made of each level of leader, while the afternoon is devoted to practical leadership and management techniques.

Donna said: "As the priority for this Force is to improve public confidence in policing, it is essential that our core leaders have confidence in their own styles of leadership.

"This programme is about showing them that there are development opportunities over and above the training they received when they were first promoted.

"Already the feedback has been very positive with comments ranging from 'useful to share knowledge and experiences' to 'allowed me time to actually reflect on how I can develop as a line manager – consequently good for myself, the team and GMP:'"

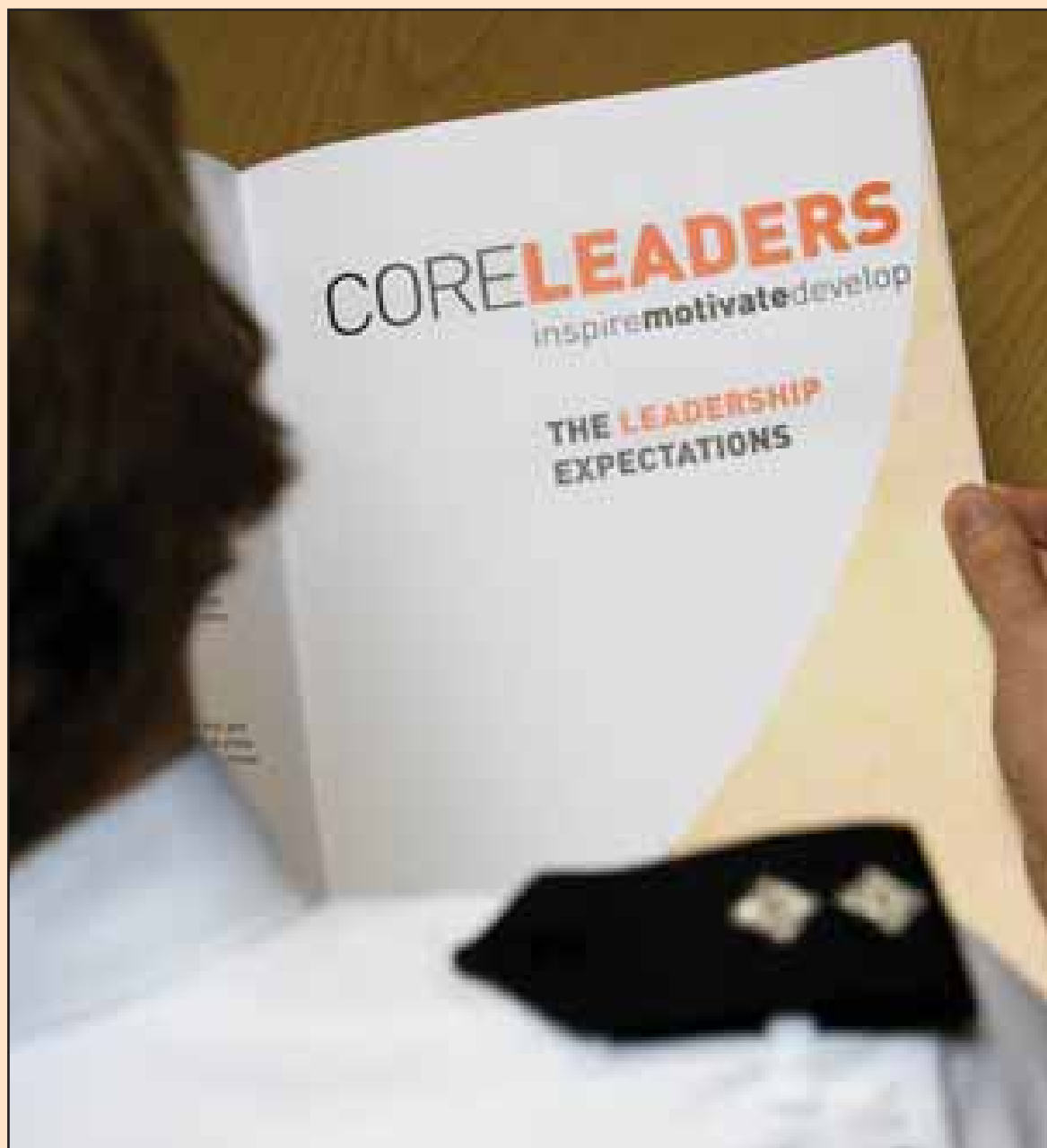
And what do those attending this particular course think?

Sergeant Tom Martin, of Salford Division's F4 Neighbourhood Policing Team, is positive.

"Sergeants need to have more flexibility in their role to make the most of the benefits of Neighbourhood Policing," he said.

"This course is a positive indication of the way the Force is moving and hopefully will allow us to use all the skills for which we were selected in the first place.

"It could certainly make policing a lot more interesting."



Breakfast briefing for Force DJs



On-the-air in Westhoughton are from left PCSOs Dootson and Keith Atherton. (Photo: Bill Morris)

PCSOs from Westhoughton took to the air when they hosted a community radio station breakfast show for three days.

Keith Atherton, Paul Dootson and Andy Hawkeswood from Bolton Division went in front of the microphone to break down barriers between police and the local community.

Keith said: "Last year one of our colleagues took part in running the breakfast show and it seemed like a good idea to get involved."

"We had an interview and were literally thrown into the breakfast show just one week before going live. Our slot was renamed the 'Hawaii Five-O Five-O' breakfast show. We were nervous to begin with, but I can honestly say that the show has gone down a storm and we've had an absolutely brilliant time."

Guests included local crime adviser Chris Waters who gave advice on keeping homes, vehicles and other personal items safe, while Mary Harrison, from the Home Watch Scheme, advised the local community on how they could get involved.

Paul added: "We also received questions in many of the text messages and have been able to provide other crime advice, such as home alarms and CCTV."

Andy said: "The days that we have been on air have just flown by, and from all the telephone calls and text messages we received, it looks as though we could beat last year's record."

Police radio opens a channel to Neighbourhood Policing

NEIGHBOURHOOD Policing made it onto the airwaves across GMP when it became the subject of the Force's latest Podcast.

Conducting the interview was guest Podcast Presenter Keeley Watts from the Operational Communications Branch, and in the interviewee's chair was Inspector Brendan O'Brien from Sale Neighbourhood Policing Team.

During the six-minute interview – which can be heard by visiting the Intranet home page – Insp O'Brien described how neighbourhood officers are working in partnership with other agencies to address local issues. He also described the impact of Neighbourhood Policing surveys, and how the introduction of Public Service Teams has brought substantial benefits in the way the Force responds to reported incidents.

He said: "We've seen some incredible drops in crime and we know the reasons why we've seen these drops in crime. We're not there scratching our heads thinking 'how's this happened?'"

"We know exactly what we've done and we know that that's impacted on the community in terms of crime reduction - one of the biggest challenges we have now is how we further reduce crime."



Photo: Lisa Marks



'Treacle' crackdown saves thousands

MORE than £500,000 has been saved in Greater Manchester over the Halloween and Bonfire Night period following a crackdown on the number of bonfire, firework and anti-social behaviour incidents.

GMP were one of the partners involved in Treacle, a joint initiative by a number of agencies including Greater Manchester Fire and Rescue Service, Trading Standards and the Health and Safety Executive, to tackle anti-social behaviour and reduce injuries caused by fireworks.

Arson, criminal damage, anti-social behaviour and call outs to small fires were all down during the two week period. Results show there was a 24 per cent reduction in

criminal damage, and anti-social behaviour was 15 per cent lower than last year.

The savings have been calculated based on figures which show each call out of the fire service costs an average of £2,000 in the run up to Bonfire Night, while each incident of criminal damage amounts to £800. Chief Inspector Phil Unsworth said: "The success of Treacle is due to a number of factors, including the early planning undertaken by all agencies involved and the lessons learned from last year."

"The joint approach was extremely effective and shows that people have listened to our safety messages."

Letters of Appreciation

putting people first

CREDIT TO THE FORCE

The intention of this letter is to bring to your attention how we, as bereaved parents, feel about our experience of the help we received from one of your family liaison officers, **PC Paul Bushby**.

Our youngest son was killed in a road traffic accident earlier this year. From the day he came to break the terrible news to today, Paul has been totally professional, showing sympathy, a genuine caring attitude and the offer of unbelievable support for us in what must be a very difficult area of work.

His expertise was a tribute to his training. We found his support a tremendous help. He is a credit to the police force and the family liaison service he represents which, in our experience, is invaluable.

Mr and Mrs J.
Wigan

ULTIMATE PROFESSIONALS

Please pass on my thanks to **PCs Victoria Leach** and **Lawrence Winstanley** and **PCSOs David Hulme** and **Frank Law** who conducted their duty very professionally and treated me with kindness and respect following a break in at my house.

On discovering someone had entered my house and stolen my jewellery and the money in my purse, my daughter phoned the police. PC Leach attended and I would like to thank her for the way she helped me with her patience and calming manner.

S Hunt
Hyde

A GREAT EVENING AT TAMESIDE

I would like to take this opportunity to thank you for a most enjoyable evening we had in October when 224 Macedonia Beavers based in Failsworth visited the control centre in Failsworth. The children had the chance to try out certain police accessories, try on clothing, and see inside a cctv vehicle.

I would also like to thank **Helen Haigh** who made this night enjoyable for the children and myself. Helen was very polite and professional, made the children feel comfortable and went out of her way to get refreshments.

When you think of the police more often than not, you think of the frontline police officers. After visiting the control room, it made me think how professional the communication staff are and what a brilliant job they do.

Keith Booth
Leader 224 Macedonia
Beavers, Failsworth

HIGH PRAISE

On behalf of the Wake Up Delph Committee, I feel I must write personally to pass on our grateful thanks for all the help, assistance and advice we, as a local community group, have received from **Sergeant Craig Johnson** and his team at Uppermill Police Station.

Last month, we staged our 3rd annual Party in the Park event at the Delph and Dobcross Cricket Club. This is a major event for the village with more than 2,000 people attending.

Sergeant Johnson was extremely helpful in the months running up to the event with advice and assistance for which the committee were very grateful. Sergeant Johnson and his team of PCSOs were present at the event and were as always totally professional and a welcome presence for such a large gathering.

We cannot praise our local police team highly enough.

Pam Preston
Saddleworth

RESTORING THE FAITH

I am writing to ask you to pass on our heartfelt thanks to one of your officers. **PC Helen Broadbent** dealt with a theft case from a vulnerable adult involving one of my staff. We attended Manchester Crown Court in September and the case ended with a guilty verdict.

I realise the amount of work the police put in for what may be considered to be a small case but we received a lot of support and PC Broadbent attended court even though she was ill.

My faith in the police has been restored. Please pass on our thanks to the PC.

L D
Hyde

SHINING EXAMPLE

I would just like to say "thank you" to **PC Steven Robinson** for the time and trouble he took in speaking to me regarding the theft of my mobile phone. I know you are very busy and so just wanted you to know that I very much appreciated the help and guidance you provided me with. Your approach to police work should be seen as an example of how relations between the public and the police could be considerably enhanced.

J Webster
Gee Cross

OFFERING HELP AND ADVICE

On behalf of Haverley Hey Community School I would like to pass our sincere thanks to two of your **PCSOs Louise Marsden** and **Carol Wright** for their continued presence and support at our school.

I know they give a great deal of help and advice to our children. This is much appreciated by governors, staff and the community.

S Donnelly
Haverley Hey Community
School

THANK YOU

I would like to pass on my thanks to your officers, and in particular **PC Anthony Moss**, who attended the Mersey Ways shopping centre in response to a man threatening to jump from the top of the clock tower. The response by your officers was prompt, efficient and professional and is much appreciated by my staff and retailers.

Arnold Wilcox-Wood
Mersey Ways Shopping Centre

SUPPORTIVE

Please pass on my thanks to **PC Caroline Brookes** and **PC Daniel Fish** - two of the nicest people I have ever met. They came to my house very quickly after someone tried to break into my house. I was deeply distressed and so they made me tea, took my mind off what happened and even made me laugh! They then stayed with me until the shock had really lessened.

M.K.
Ashton in Makerfield

GAINED RESPECT FROM THE PUBLIC

I would like to thank the Neighbourhood Policing Team

in the Sale area deeply for their good work, especially **PC Rachel Jones**.

They are an excellent team of officers on the beat and they are a credit to GMP. Keep up the good work.

The team have not only achieved good results in the area, but they have gained a lot of respect from the public. We all admire their approach and the modern way that the officers conduct themselves. It goes a long way to breaking the ice with the public when an officer tells us their Christian name and addresses the victim by their first name.

Alan Hobson
Sale

WELCOME SIGHT IN THE AREA

We would like to take this opportunity to thank you and your colleagues for the work you are carrying out in our area.

There has been a noticeable reduction in the number of youngsters gathering around the nearby shops late at night and less vandalism.

A most welcome sight is to see our police force around the area - especially seeing 'police on the beat'.

We love seeing our **PCSOs Lee Ferris** and **Dave Morrell** who have a professional, yet friendly approach to their jobs. Their involvement in our area has been most effective and we hope it will continue. Our police force is a credit to the county!

C Holland
Ashton-under-Lyne

Send copies of letters or e-mails of thanks and appreciation to the Brief Office, Chester House, making sure the recipient's full name, not just number, is included. Letters may be edited for reasons of space.

In business to fight terrorism

By Michelle Snowden



Business Briefing: Companies are given advice on preparing for a potential terrorism attack

GMP Counter Terrorism Unit is working closely with Manchester businesses to promote awareness of the terrorist threat and equip them with the skills and information to prevent, handle and recover from a terrorist attack.

Project Argus is very much concerned with the Prepare element of the Government's Counter Terrorism Strategy and explores the ways in which businesses can prepare themselves for a terrorist attack.

It achieves this by taking businesses through a simulated attack and challenging them to identify their main priorities should such an attack occur. It highlights the importance of being prepared and having the necessary plans in place to help safeguard staff, customers and company assets.

Earlier this month, GMP CTU's dedicated Counter Terrorism Security Advisors led the very first Project Argus

briefing which focused on the night-time economy. With large numbers of pubs, bars and clubs situated in close proximity to each other – and attracting substantial numbers of people – Manchester's night-time economy becomes a potential target for terrorists.

Over the course of the day, speakers at Project Argus told the audience the importance of having contingency plans in place and briefing staff on how to deal with the aftermath of a terrorist attack.

Speakers at Project Argus included:

- Ian Halliwell
Counter Terrorism Security Advisor
GMP CTU
- Gordon Stubbs
Civil Contingencies Unit
Manchester City Council
- Tony Shryane
Emergency Planning Manager
North West Ambulance Service
- Martyn Ward
Greater Manchester Fire

and Rescue Service

- Patrick O'Dowd
Operations Manager,
The Printworks

Each speaker gave attendees an important insight into the sorts of issues and problems that can arise when dealing with a suspected terrorist attack. Whether it is stress, communication failure, transport, or injuries and fatalities, business owners and managers must take into account all of these factors when considering their preparation and planning.

As well as prevention and preparation, Project Argus also places emphasis on dealing with the consequences of an attack.

Those businesses that fell victim to the 1996 Manchester City Centre bomb had to think about the welfare of their staff and customers, and re-forge relationships with suppliers

David Perkin, Managing Director of the Rossbranch Pub Group, said: "I

think Project Argus is absolutely vital. I was in Manchester City Centre when the IRA bomb went off so have seen problems in the City Centre in the past.

"It is good to get some training and in depth knowledge about how to deal with such a situation. As an employer it is the correct thing to do, but it is also a very sensible thing to do because you obviously want to protect your assets, which means not just your premises but your employees and customers as well.

"The very first thing I will do when I get back to the office is look again at the plans we have in place. We need to review everything, keeping in mind what we have learned from Project Argus and go through it all thoroughly with our managers and door staff."

Patrick O'Dowd, Operations Manager at The Printworks and speaker at Project Argus, said: "In the current situation we face quite a significant security threat and Project Argus is an easy, accessible and affordable way to get across a clear and consistent message that has got a level of authority through the police, with the backing of the fire service and the ambulance service, directly through to general managers and licensees and people who are responsible for premises. It also gives credence to the issues that we face every day because it backs up a lot of the messages that we are already sending out to our tenants at The Printworks.

"I have done this course a couple of times now and I will be making sure that more managers and members of security staff will attend the course. It is important that our policies and procedures reflect best practice ways of dealing with these sorts of things. The literature and learning resources that we are given on Project Argus are also of a very high quality and act as good training aids for our staff."

New uniform approved

FOLLOWING trials earlier this year, a new operational uniform has been approved by the Force.

As one of the largest forces in the country, GMP has to comply with European procurement legislation as far as the tender process and contracts are concerned.

Although this means the new uniform will not be supplied until April 2009, this has enabled feedback from staff regarding the operational tops to be taken on board and used as part of the tender process.

All operational officers and PCSOs

will wear the new-style top and trousers. In addition, as a result of further feedback, officers will also be issued with a fleece (similar to that now worn by PCSOs). This will replace the issue of a blouson jacket.

The uniform will also be issued to non-operational staff for the occasions when they are required to undertake operational duties. This will provide consistency across the Force.

Further details about entitlement and roll-out will be made available closer to the launch date.

the voice of Greater Manchester Police

brief

January 2008 www.gmp.police.uk

Photo: Chris Oldham

The look of 2008?

IT'S not the end of the shirt, tie and cravat. But this is how GMP's uniformed constables, sergeants, inspectors and PCSOs on the streets could soon be looking. In the first proposed uniform change for five years, 100 officers and PCSOs started a three-month trial this month of new tops and trousers. The polyester zip-fronted roll-neck top is black for police officers and blue for PCSOs. The straight-legged trousers are black for both, with cargo-style pockets. The proposal is for operational officers and PCSOs to switch to the new work but to retain their shirts, ties and cravats for ceremonial occasions, court appearances and perhaps some training events. Frontline officers working indoors for any length of time will continue to wear shirts, ties and cravats. So will uniformed chief inspectors and ranks above them. APC Justice Curran, who is

CHANGING TIMES: PCSO Paul Turnbull and Sgt Julie Maxwell, both based at West Didsbury on South Manchester Division, wear the new-style uniform.

Technology drives officer safety improvements

REMEMBER in the good old days when there were no personal radios at hand? Police Officers ran to the nearest police box or blew their whistle; shouted for assistance and people would come running to help.

These days you push a button on your radio, and you shout up which street or location you're at. As years have gone by, technology has evolved impressively. A new introduction to a command and control mapping system has emerged and its biggest drive is towards officer safety. It's called Automatic Resource Location System.

It is a tool already being widely used around 15

forces in the UK.

The ARLS pilot in GMP is set to run this month on the Trafford and Wigan Divisions alongside the Traffic Network Section.

Part of the ARLS project team is PC Dave Smith. "Knowing where an officer is is critical," he said. "This is a dynamic system that is very useful in identifying the most suitable and nearest resource to an incident. The incident location will display on the map, and resources will be recognised by colours and their call signs. Ultimately radio operators will benefit; using patrols far more effectively and efficiently".

With the introduction of ARLS, Northgate mapping is set to run faster and therefore more user-friendly. It is being incorporated into future radio courses so that radio operators will at least be aware of it and how to use it.

ARLS will be running as a pilot until the end of March. Police Officers on division along with radio operators will be getting an input. Once the trial has concluded, feedback will be gathered by the ARLS team from all that are actively using it. Any updates, amendments and changes can then be made with a view to rolling it out to all divisions.

Correction

IN the article about the Force helicopter in November's edition of Brief – *High in the Sky is GMP's new eye in the sky* – it was stated that the previous helicopter had dealt with around 5,500 incidents and been integral in the arrest of more than 700 criminals. The article should have made it clear that these figures referred to the past year. In fact, the former helicopter carried out nearly 30,000 tasks during its seven year life with GMP, and assisted in the arrest of more than 4,000 prisoners.

MICROSOFT Office 2007 will be rolled out across the force during 2009 in a project being initiated by the IT Services Branch.

GMP staff will begin to benefit from the upgrade straight away as they are eligible to purchase one licensed copy of MS Office Professional 2007 for use on their own computers at home at a significantly discounted rate.

For details of how to purchase a copy, see the intranet for further information.

Minister hears of gun crime success

POLICE minister Vernon Coaker dropped into GMP to find out how the Xcalibre Task Force is tackling gun and gang crime.

Since April 2008, there have been 40 fewer recorded firearm discharges compared to the same period last year.

Detective Superintendent Darren Shenton, Head of Xcalibre, said: "As a result of our work, we have significantly reduced firearms and gang-related firearm discharge activity, which has reduced tensions within the community.

"In addition, we have also been working hard with our partners, providing those most vulnerable of being or becoming involved in such gang activity."

During the visit, Det Supt Shenton outlined the work of Xcalibre, the Metropolitan Division and the

work of the Manchester and Trafford Crime and Disorder Reduction Partnerships.

Acting Deputy Chief Constable Ian Seabridge spoke about the £6.5 million investment into the Xcalibre Task Force, Xcalibre Organised Crime Unit (formerly Armed Crime Unit) and Xcalibre Major Investigation Team.

Det Supt Shenton said: "Mr Coaker was certainly impressed by our enforcement activity, the results of which have allowed us and our partners, such as Manchester and Trafford Borough Councils, to engage in some long-term activity, such as creating a diversion from crime and providing education for those identified at risk of becoming involved in violence either as a victim or offender of crime."

Students go back to classroom for citizen focus course

A NEW initiative is giving student officers an insight into what it is like to be a victim of crime.

As part of the Force's work on citizen focused policing, victims of crime are being asked about the service they received from GMP at each stage of the process – from initial contact through to being kept updated about the progress of an investigation.

And student police officers on the Initial Police Learning and Development Programme are asking the questions to assist the Force in gathering the information, and to enable them to acquire the skills

for interviewing members of the public.

A class of 21 officers working from the Area Training Base at Bolton were among the first to be sent out to speak to victims of crime as part of the project being called 'Customer Journey Mapping.'

Inspector John Maher, of the Citizen Focus programme of Putting People First, said: "All the victims taking part in this work responded to a survey saying they would be happy to be involved.

"The students are gaining a better understanding about what it is to be a victim of crime, while also

developing the communication and interviewing skills necessary to take somebody through an incident.

"They find out from the victim what it is at each stage of their contact with the police that made them satisfied or unsatisfied – these results then help the Force to look at process improvements to deliver a better quality of service to people."

A video about the involvement of the student officers has been produced by the Force's Corporate and Media Imaging unit and can be viewed on the Intranet.

Fighting fit and protecting health

Creating a healthy lifestyle has huge benefits on how staff cope with the stresses and strains of everyday life. In this special feature, Patricia Jones looks at what the Force is doing to help staff achieve a work-life balance.

WELL-BEING has become a modern-day buzz word, but when looked at more closely it makes practical sense in achieving the Force's aim of delivering a quality service to the people of Greater Manchester.

Absences from work have historically peaked in the autumn and winter, with an average of nine days lost per police officer and 10 per police staff in 2007/8.

Colds and bugs take their toll; lack of exercise when longer nights set in make us more vulnerable.

Julia Rogers, Assistant Chief Officer for Change and People said: "Well-being is about taking care of ourselves to make sure that we can be the best we can be.

"This means taking care of ourselves physically, but also ensuring that we are managing the pressures that we all face at work and home, so that they do not impact on our ability to cope.

"This is why GMP is investing in training and support, which is available to help all officers and staff deal with any issues they may have and to help each other perform

to their maximum potential."

One of the most important factors affecting a person's well-being is the relationship between a member of staff and their line manager.

As part of *Putting People First*, the Force is putting leadership at the heart of GMP and developing new leadership expectations that will be used when appraising, recruiting and promoting leaders.

The Core Leaders development programme - aimed at existing and newly-promoted sergeants, inspectors and

police staff equivalent - forms a key part of this work. This puts a focus on leaders taking overall responsibility for their team and the work environment

Anne-Marie Cornwell, Assistant Director for People and Development, said: "We recognise that policing can be difficult and pressurised at times, however, we want staff to excel at what they do. A really important aspect of this involves all our leaders creating an environment where people enjoy and look forward to coming to work for GMP."

"The health bit of health and safety is often forgotten. Openness and honesty between supervisors and staff, a clear sense of direction, and realistic workloads all help to reduce stress in the workplace. We want to encourage staff to maintain a healthy lifestyle and a reasonable work-life balance so that they give of their best to the public."

Chief Constable Peter Fahy



Photo: Chris Oldham

AFTER working with members of staff constantly trying to lose weight, Karen Broadbent, Assistant Director in the People and Development Branch, approached Weight Watchers.

She said: "I set up a 'Weight Watchers at Work' meeting, which was to run for 12 weeks. However, it has been so successful I've decided to keep the group running indefinitely."

The group, which is made up of staff from Oakland House and Trafford Division have lost around 21 stone - equivalent to 133 bags of sugar.

Karen added: "Five members of the group have also lost 10 per cent of their overall weight, which has significant health benefits including reducing cholesterol, lowering blood pressure, reducing strain

on joints and reducing the risk of developing diabetes."

Neeta Mistry, Senior Human Resources Assistant, has lost 31 lbs during her time with Weight Watchers. She said: "Joining Weight Watchers at work has given me the motivation to lose weight. I've tried many times to lose weight over the years and failed. I've even got my husband and 12-year old son eating more healthily.

Neeta's healthy-eating recipe for lamb curry is featured above right.

Pictured: Weight Watchers rep Louise Pickens (right) checks out weight loss of (from left) Neeta Mistry, Karen Walsh, Carla Hutton and Toni Watts.

Neeta's recipe for minced lamb curry



500g minced lamb	2-3 green chillies (chopped)
1 medium onion (chopped)	1cm cubed ginger (crushed)
3 medium tomatoes (chopped)	2 cloves garlic (crushed)
2 small cinnamon sticks	1-2 teaspoons coriander and cumin powder
2 cloves	1 teaspoon salt
1 tablespoon oil	1/4 teaspoon garam masala
1/4 teaspoon red chilli powder	1/4 teaspoon turmeric
	Chopped coriander to garnish

Put the oil in a pan and heat. Add the cinnamon sticks, cloves and onions, cook until softened and browned. Add the tomatoes and the rest of the ingredients except the minced lamb, garam masala and coriander. Place the lid on the pan and cook for approximately 10 minutes. Add the minced lamb and cook for approximately 20 minutes. Add the garam masala and cook for a further five minutes. Serve with boiled brown rice and naan bread. Garnish with coriander.

Losing stones and raising pounds

Four officers from the Collision Reconstruction Unit in Eccles have ensured they are firing on all cylinders by losing 10 stoness in weight between them.

PC Mark Cheetham said: "We decided to start up our own weight loss initiative last year. This involved a weekly weigh-in and, as an incentive, a small fine of £1 would be collected for weight gain, 50p if your weight remained the same, and nothing if you lost

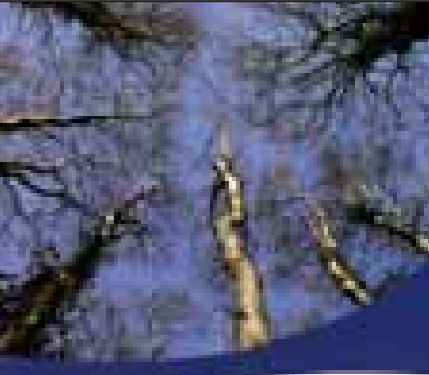
weight. The total money collected is then given to a charity chosen by the person who has lost the most weight."

The unit have raised £230 so far and don't intend on giving up yet.

Pictured left to right are: Insp Paul Rowe and PCs Shaun Harrison, Dave Woods and Mark Cheetham with Patricia Jones - coincidentally weighing the same as the officers' lost weight.



Photo: Chris Oldham



Care first
advice, information and
counselling service

Care comes first

THERE are a number of initiatives in existence in GMP to support individuals, including flexible working, stress risk assessments, coaching, mediation and special leave. Unison and the Federation will also offer support and advice.

Managers are encouraged to recognise the early signs of low resilience so that individuals can be given the right advice and support as well as being referred to appropriate specialists.

The Occupational Health and Welfare Unit is a professional unit where confidentiality is respected. They also work to minimise health risks and promote individual responsibility for health, fitness and well-being.

The Welfare team provide 24/7 support in respect of potentially traumatic incidents, as well as supporting individuals identified as potentially vulnerable to stress.

Further information is available on the People and Development Branch Intranet site.

It is recognised that anyone weighed down with troubles either at home or work cannot work to their full potential. GMP has engaged Care First to provide an employee assistance programme providing independent help and advice on a range of issues 24 hours a day.

All staff were issued with a card earlier this year providing a telephone number - 0800 174319 - which they can ring for confidential advice, guidance and counselling.

Driver standards – your questions answered

OFFICER safety is of great importance to the Force and Assistant Chief Constable Ian Hopkins is leading a project to highlight driver standards and the precautions staff must take in order to keep themselves and members of the public safe when driving. A series of events highlighting driver standards will take place in the new year. In the meantime, ACC Ian Hopkins answers a series of questions on the issue.

Q: Why is this project being launched?

A: To highlight the subject of safety to all staff who drive police vehicles within the Force. After the tragic death of PC Chris Hart in January 2008, we are using this project to try to ensure that this type of incident does not happen again. The Occupational Road Risk Strategy was launched in May 2008 and this project will also promote this. Occupational Road Risk is 'any risk to the health and safety of any person arising from the use of a motor vehicle or pedal cycle on a road or other public place by a member of staff'. Simply put, if you drive or ride any type of vehicle for GMP we need to make sure you do so without killing or seriously injuring yourself or anyone else.

Q: How will it affect me?

A: You will already have seen changes in policy published in Chief Constable's Orders in relation to wearing seatbelts, speed limits and red lights (CC's Order 2008/19), as well as who can become involved in vehicle pursuits (CC's Order 2008/31). Staff who ignore these restrictions have been subject to misconduct enquiries, as well as having their entitlement to drive police vehicles withdrawn.

Q: The law exempts me from wearing a seatbelt while driving a police vehicle. Why does GMP say I have to wear one?

A: Simply, we want you to be safe as you drive. The organisation will take every precaution to secure your safety. GMP have a number of policies in place to minimise the operational risk to officers while they drive authority vehicles and, in our view, the main risk to staff safety is failure to wear seatbelts.

Q: The law also says I can exceed the speed limit in a police vehicle in certain circumstances. Why have GMP set a limit of 20mph in excess of the limit for standard drivers?

A: There is a need for drivers to remain within the parameters to which they were trained and have evidenced competence. The speed limit plus 20mph, and compliance with the national limit for the type of road, keeps standard drivers within those parameters.

Q: Why am I not allowed to pursue vehicles any more without going on an Initial Pursuit Course?

A: There are many ways to catch criminals and vehicle pursuit may sometimes be appropriate. GMP complies with ACPO guidance, which requires all people engaged in pursuit to have been specifically trained for the task. Vehicle pursuits are the most dangerous element of road risk that any police driver faces. If you are not trained, you cannot pursue.

Q: So what can we expect to happen in 2009?

A: During 2009 we will be holding a series of launch events where I intend to speak to as many operational sergeants and inspectors as possible, to drive home the road risk message. A DVD will be produced and given to divisions for staff to view during briefings. The point of these events is to get the message across to staff that when they get behind the wheel of a police vehicle, they have a duty of care to themselves, their colleagues and members of the public.

Q: Is this document not just another example of bureaucracy that people will ignore?

A: GMP has moral, environmental and legal duty to manage and control road risk. This document sets out the basis of what GMP has done in 2008 to address road risk and further work that will go into 2009. Ignore these policies at your peril. Police officers, police staff and members of the public have been killed or seriously injured by police vehicles in recent years.

Q: How can I view the Occupational Road Risk Strategy?

A: This document can be viewed in full by going to the People and Development site of the Intranet, clicking on People Services and People Strategy and following the Health and Safety links. This strategy is designed to provide guidelines that will protect you and everyone else from death or serious injury.



Student Officer Trainers Sought

THE People and Development Branch are seeking Student Officer Trainers as part of the Initial Police Learning and Development Programme.

An open day to be held at Sedgley Park on Tuesday 16 December which will highlight the benefits of working as a police trainer.

"Student Officers benefit from interacting with the public from an early stage as our training venues are in the

community," said PC Beverley Cowan, a police trainer.

IPLPD has many other advantages as it is less generic and more specific for the Force. Students develop their communication skills from an early stage, making the transition from classroom to operation less daunting.

PC Cowan added: "The benefits of working as a police trainer for me is that I can deliver a quality service to the student officers and the community and

I still feel involved in operational policing.

"I feel valued and supported by the training department who have provided me with opportunities for my personal development."

The Student Officer Trainers open day will be held on 16 December between 10am and 3pm at Sedgley Park. Anyone wishing to attend should contact Inspector Melita Worswick on extension 60432.

Time-saving for student officers

THE amount of time student police officers spend completing paperwork during their training has been halved.

Following a review of the Student Officer Learning and Development Portfolio, officers are now spending an average of three hours per week completing their National Occupational Standards paperwork in contrast to the seven hours per week they were spending previously - as identified by Sir Ronnie Flanagan in a review of SOLAP.

This change comes six months after GMP's People and Development

Branch formed a partnership with The Manchester College to give student officers more support when completing their NVQ assessments.

Chief Inspector Fiona Butt, from the People and Development Branch, said: "With the support of The Manchester College, who have provided funding for the new system of accreditation, we are able to provide 12 dedicated NVQ assessors.

"The assessment team consists of six police officers and six police staff who regularly meet the student officers to discuss progress, assess their work and support them through the rest of their training.

"We are receiving comments back from students which say that the amount of paperwork they have to do has been massively reduced and this has cut time and stress for the students."

The assessor also liaises with the student officer's line manager to monitor the standard of the officer's work and raise any concerns if the student is encountering problems.

Gary Armitage, Student Development and Assessment Officer, said: "The student officers really appreciate the time we spend with them and we're also reducing the workload for their supervisors."



TRUE GRIT: Thieves in Jamaica stole a beach from a prestigious island resort – and months after the incident, embarrassed police officers have admitted they've still been unable to trace the hundreds of tonnes of white sand.

CABLE TV: A one-armed man stole a widescreen television from a Munich shop by tying it to his body. "It's hard to believe an armless man with a giant TV clamped to his body didn't get anyone's attention," said a police spokesperson.

IMPEDING THE LAW: A Malaysian man has been charged with placing centipedes and millipedes in the bed of a neighbour he'd fallen out with.

BARE-FACED CHEEK: Dozens of revellers celebrated Halloween by running naked through the streets of Boulder, Colorado, with only pumpkins on their heads. Police issued fines for indecent exposure "before events got out of hand."

BEER-RITZ: THIEVES in Germany posed as health and safety officials to confiscate 40 cases of beer from a hotel by pretending it was contaminated.

DOUBLE TROUBLE: Two identical twins from Milan have been charged after one of the sisters – who had no legal training – allegedly should in for her lawyer sister to help her represent clients at simultaneous court hearings.

Embarking on Quest

By Lesley Scott

SUBSTANTIAL improvements to operational policing are to be made by a team composed of GMP staff, external consultants and the Home Office.

Operation Quest will work closely with the Operational Communications Branch, Salford Division and Public Protection over the next six months to implement improvements to policing identified by frontline officers and staff. A number of other forces across the

UK have been involved in Operation Quest, with West Yorkshire, North Wales and Devon and Cornwall police forces involved in the latest tranche alongside GMP.

Assistant Chief Constable Ian Hopkins said: "The objective of Quest is to assist police forces change the way they view and approach performance improvement and managing change. In this respect, the first six months are based around two

main areas – process improvement and sustainability."

Overall, the aims of Quest are to:

- Support citizen focused policing – increasing trust and confidence.
- Free up assets for Neighbourhood Policing to enhance public confidence and policing capability.
- Improve the service provided in public protection.
- Deliver cultural change for GMP – driven by the views of staff and

members of the public.

- Develop sustainability through leadership and changes in culture.
- Remove unnecessary bureaucracy and hierarchical practices, supporting staff discretion and trusting staff with decision-making.
- Establish a GMP Policing Model.

Further information about Quest can be found on the Putting People First Intranet Site.

Security firm protection in the Vanguard

by Patricia Jones

SECURITY van escorts are being stepped up over the Christmas period to cut cash-in-transit robberies.

The robberies - and other commercial robberies - have fallen by more than a third so far this year, but the Force is determined to keep up the momentum.

It aims to send out a clear message to criminals that this type of crime will not be tolerated.

Codenamed Vanguard, officers are using different tactics to prevent robberies against cash-handling vehicles. Armed police vehicles are escorting high-risk security vehicles as they go about their normal cash deliveries, as well as overt and covert CCTV

monitoring and the use of patrol cars. The Force helicopter will also be watching collections or deliveries from the air.

GMP is working closely with the British Security Industry Association and other partner agencies to safeguard cash in transit vehicles during delivery and pick-up times.

Detective Chief Inspector Patrick McKelvey, of the Force Intelligence Branch, said: "With an increase in the level of violence being used against security personnel we have been working with our partners and looking at ways of protecting innocent victims who are just doing their job."

Officers on patrol will also watch cash-in-transit vans as



»»» VANGUARD »»»

part of "Follow that Van" initiative. Det Chief Insp McKelvey added: "We are also asking officers on duty to check any suspicious activity as they patrol their area. If they see anyone acting suspiciously or see anything out of place, they should feed the information

back to their local intelligence unit."

Keen-eyed officers have already made a number of arrests so far this winter as a result of spotting people acting suspiciously near cash delivery vehicles.

Detective Inspector Chris Duffy from the Force Robbery

Unit said: "There are great examples of where patrol officers have helped to reduce cash-in-transit and commercial robberies as part of the 'Follow That Van' initiative. I would encourage any officer on patrol to be vigilant and to act on any suspicions they may have."

Retirement fund closure

THE Force has decided to close the Police Officer Retirement Presentation Fund with effect from Wednesday 31 December.

This fund, which was open to police officers only, was set up many years ago. Small deductions from salary (under the code of Retirement Fund) over the years were repaid on retirement as a contribution towards retirement functions.

The financial position of the fund has been under review for some years now and, in consultation with the Federation and

Superintendents' Association, a decision has been made to close the fund. Officers who contribute will be repaid in full the total amount of their individual contribution - exactly what they have paid in. The last contribution will be taken from December's salary.

Plans are in hand to make these repayments in the February 2009 salary. The payments will be tax free and will not affect tax liability in any way.

More detail will be provided on the Force Intranet where examples will show the changing contribution rates over the years and enable officers to work out what to expect in their February salary.

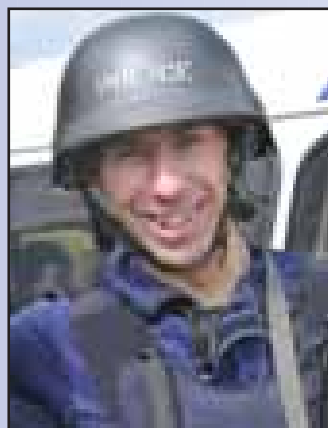
Obituaries

Former PC Thomas Wood, 74, of Wigan, died on 26 October, leaving a widow, Annette. He joined Wigan Borough Police in 1961 and retired from GMP in 1988.

Former PC Robert Sharpe, 65, of Prestwich, died on 30 October, leaving a widow, Margaret. He joined Manchester City Police in 1963 and retired from GMP in 1996.

Former PC James Rimmer, 78, of Stretford, died on 4 November, leaving a widow, Maria. He joined Southport Borough Police in 1953 and retired from GMP in 1985.

Generous support for PC Ian Terry fund-raisers



A SERIES of fund-raising activities in aid of the children of PC Ian Terry will see proceeds reach into tens of thousands of pounds.

The Force's Tactical

Firearms Unit organised an auction of sporting memorabilia and a golf day to support the family of PC Terry, who died after sustaining a gunshot wound during a training exercise in Newton Heath in June. He leaves two children, Lauren aged five and John aged three.

Sergeant David Pawsey, of the Tactical Firearms Unit, said: "We raised around £4,000 from a golf day in October, and last month we held a sealed auction and staff from across the Force were invited to place a bid.

"We had some great things to auction, which included a

framed Team GB cycling shirt signed by all the cycling gold medal winners, framed and signed Manchester United and Manchester City football shirts, a signed Ricky Hatton photograph, plus much more.

"We received more than 80 bids and raised almost £3,000, which brings our total to approximately £7,000. With the donations from outside forces and agencies also included, plus collections from within GMP, we expect to be able to hand over somewhere in the region of £30,000 to Ian's family, which we are absolutely delighted with."

Ready and equipped

CALL-signed Lima are a fleet of vans providing a valuable support service to frontline officers.

The vehicles, which are operated by the Business Services Branch, come fully-equipped to deal with any job which doesn't require the attendance of a police officer.

Since being piloted two years ago, the seven-strong fleet now operates on Bury, Rochdale, Oldham, Wigan, Bolton and North Manchester Divisions.

Michael Scholes, Assistant Logistics Manager, said the van drivers are directed by the Operational Communications Branch and have dealt with issues ranging from the collection of recovered property and transporting PCSOs, to delivering burglary investigation packs to officers on the street.

"The Lima vans are saving the Force money and saving officer time by attending those incidents which in the

past we would have had to send a police officer along to," he said.

"The purpose of the vehicle is mainly prisoner transport, which requires a police officer on board as escort.

"But if property needs picking up, we will go and get it; or if a vehicle needs to be recovered, we can assist."

"We are making savings for the Force as officers can now go and deal with many other jobs which require their powers, as opposed to travelling several miles to deal with one thing that doesn't."

The vans carry a range of equipment, including wham ram, burglary and robbery investigation packs, cones, evidential bags and tags, first aid, and a vehicle starting kit. The vans can also be requested en bloc for police operations.

"It all about helping free up police officers to ensure they can spend more time on the streets," said Mr Scholes.



Advantage GMP: Michael Scholes with one of the vans.

Missing person found on Facebook

by Russell Lawson

A TAMESIDE officer has traced a 21-year-old missing woman by using social networking website Facebook.

Like millions of others in the UK, PC Emma Constantine was a regular user of the website and came up with the idea of using the site to contact missing persons after using it to find her own friends.

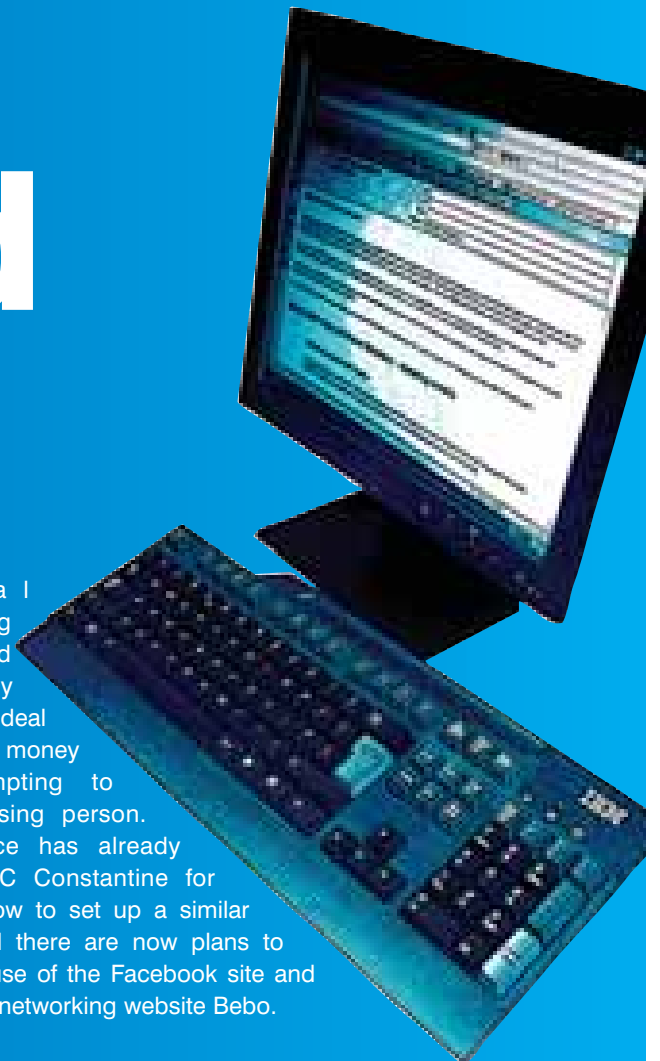
PC Constantine was able to successfully contact a Tameside woman through the site. The woman had disappeared without prior history of going missing and PC Constantine encouraged her to visit a police station in Newcastle where she was seen and reported to be safe and well.

"Within two hours of sending a message to her via the site she had made herself known to the station in Newcastle," said PC Constantine.

"Speaking to the police can be quite frightening for people and using Facebook makes it easier. It's less intimidating and less formal for the missing person."

Since her initial success the officer has been able to contact several other young women through Facebook who have gone missing from their homes in the past. By making them 'friends', PC Constantine is able to view when they last updated their web page and contact other people they know on the internet.

Social networking sites could potentially save a great deal of time and money when attempting to trace a missing person. Another force has already turned to PC Constantine for advice on how to set up a similar initiative, and there are now plans to expand the use of the Facebook site and use a similar networking website Bebo.



FOR SALE

HOUSE for sale, Stockport. 3 bed semi. For more details & pictures, see Rightmove.co.uk post code SK4 2RA. £189,950. Viewings, contact Philip Wilson agents on 0161 431 5556.

2003 LMC exquisite caravan 5 berth fixed end, bedroom, separate toilet & shower. Full leather interior. Excellent condition, tel:07855053185 or 0161 4940233. Price £6,800.

OLYMPUS OM2N Camera, Olympus lens 28mm wide angle, Olympus lens 35mm to 70mm zoom, Olympus lens 65mm to 200mm zoom. Carrying bag, lens hoods £95 ONO. Tel Peter on 0161 790 1559.

THREE bedroom inner town house, Darcy Lever, Bolton. 3 floors, fitted wardrobes, ensuite. Drive & garage, landscaped gardens. £159,995 (Offers). Tel 01204 370077 or www.millermetcalf.co.uk

TROMBONE case and mouthpiece. Beausher USA, VGC, £275 ONO. Trombone case and mouthpiece USA Getzen, VGC, £275 ONO. Contact William Oldham, 0161 432 7832.

HOLIDAYS

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Ready for inspection

Chief Inspector Mark Lee returned to GMP last month after 18 months' secondment with Her Majesty's Inspectorate of Constabulary. Below he describes how his time at HMIC helped forces share and develop best practice to meet the challenges of modern-day policing.

BEING part of Her Majesty's Inspectorate of Constabulary gives you a better understanding of the strategic issues facing the police service and also a real insight into the leadership and management of numerous different organisations, both within the police service as well as within stakeholder and partner agencies.

My secondment began in June 2007 when I was posted to the Northern Region Basic Command Unit (BCU) Inspection Team, located in Wakefield.

I made the move having spent three years as Chief Inspector of Custody and Criminal Justice and then the City Centre on North Manchester Division, and was selected following a structured expression of interest and interview process.

One of the main things about the role is that it's not just a change of career – it's a change of life. A significant proportion of the time you're living in hotels or on the road. I could be in London one day and Northern Ireland the next. It is not unusual to travel anything up to 150 miles to start an inspection and I have covered thousands of miles during the course of my secondment.

The BCU team focuses upon individual command

units across the region as well as contributing to the force thematic inspection process. As a result, I have carried out inspection activity with every team in the Northern Region and beyond, visiting organisations such as HM Revenue and Customs, Northumbria Police, West Yorkshire Police, The States of Guernsey, Humberside Police, Durham Constabulary, Cleveland Police, Cumbria Constabulary and North Yorkshire Police.

COMPREHENSIVE

The inspection process involves reviewing a comprehensive set of documentation, interviewing people on the ground, identifying themes, meeting with community groups, conducting reality checks, giving feedback on actions and producing structured reports for publication. Themes have included Neighbourhood Policing, citizen focus, major crime, serious and organised crime, critical incidents, civil contingencies and public order.

The role is as much about seeking out good practice as it is about assisting with the development of service improvements. In life, it is often easier to find failure, with the skill being to work together as a team of diverse individuals

in order to identify and focus upon what is working well and spread this work across the region through effective networking and the publication of findings. It has never ceased to amaze me how much great work is undertaken across the region and it is clear how much of this work is taking place in GMP – Bolton Division gaining the Tilley Award is just one example of that.

I've found that whatever organisation you are in, a number of the processes are the same and forces are facing similar issues – it is just the context, leadership and style of delivery that makes them different, together with where they are on the cycle of performance.

I have met some tremendous people, in some super organisations, in areas of the country that I have never visited before, and feel truly privileged to have contributed to HMIC's purpose of driving improvement in law enforcement.

I have returned to the role of GMP CCTV Project Manager and am really looking forward to this new challenge.

Temporary Chief Inspector Nigel Dickenson takes over from Chief Insp Lee as GMP's seconded officer to HMIC.



Jenny and Amanda with the Bury FC mascot (submitted photo).

Fund-raising kick off for Jenny's appeal

MEDICAL research into a rare disease suffered by the daughter of GMP nurse Amanda Lloyd has been boosted by a further £700 fund-raising.

10-year-old Jenny Lloyd suffers from Polyglandular Addison's Disease, preventing the body producing the adrenaline that allows people to cope with emotional or physical stress, which in Jenny's case could lead to vital organs shutting down.

She is one of only 100 children across the UK to have the disease and her story was featured in *Brief* in April 2008.

Mum Amanda, the longest serving nurse in the Occupational Health Unit at Sedgley Park, set up fund-raising Jenny's Pennies appeal in aid of the

Royal Manchester Children's Hospital, where Jenny has spent time being treated in the Endocrine Unit.

Now a cheque for £783 has been handed over to the hospital after PCSO Dave Johnson, based at Ramsbottom, organised a GMP Police Team v Bury FC Team match in aid of the appeal.

Amanda said: "Dave heard about the charity and decided he wanted to support it – I'm grateful for his work to fund endocrine research.

"We have also organised other events – including a children's Christmas party – and the appeal has even attracted interest from a Japanese television company which will be filming a programme about the disease during December."

Improved policing on the agenda

By Patricia Jones

MORE than 150 officers and staff from the new Local Policing Improvement Branch attended a conference last month to discuss ways of improving the service provided to the general public.

The new branch is made up of the Divisional Partnership Support Unit, Sex Offender Management Unit, Safeguarding Vulnerable Persons Unit and Volume Crime, as well as part of Diversity and Criminal Justice.

Assistant Chief Constable Ian

Hopkins, who opened the conference, spoke about the challenges ahead and the need for change. He said: "It is crucially important to Greater Manchester that we don't sit back and I hope that together we can build a framework that helps develop good practice in which everyone across the branch can be involved."

Local Policing Improvement is - as the name suggests - about improving local policing. "As in the 'Ronseal' test, we will deliver what it says on the



tin", said Chief Superintendent Steve Hartley, who heads the branch.

"I want the branch to engage with colleagues across the Force. With some excellent work within the branch already, staff play an integral role in working with each other, other

divisions and branches so that we provide an excellent service to the general public in Greater Manchester."

In January next year, Chief Superintendent Dave Lea will be taking over from Chief Supt Hartley.

Youth group assists policing



YOUNG people in south Manchester are working hand-in-hand with the police to help combat crime thanks to the introduction of an Independent Advisory Group which has been launched specifically for young people.

The scheme, which is the first of its kind in Greater Manchester, sees young people working with officers in south Manchester to help tackle serious issues, including hate crime, under-age drinking and gangs.

The members, aged between 14 and 16 (pictured above), represent different nationalities and faiths across south Manchester. They meet on a monthly basis with officers to discuss policing and social issues that affect

young people.

Chief Superintendent David Anthony, South Manchester Division commander, said: "The Young Persons Independent Advisory Group plays an integral part in helping us improve the way we communicate with the younger generations across south Manchester.

"Members bring with them a wealth of knowledge and experience, which enables us to further improve the service that we provide for them. The meetings also provide representatives with access to senior police officers in the area so that they can raise questions posed by their peers and the community, as well as any other issues that might be concerning them."

DIVISIONAL ROUND-UP

WIGAN DIVISION

Student police officers from Leigh have taken part in a training exercise in Wigan town centre to get a better understanding of the local community.

The training exercise was designed to give student officers valuable experience of applying their classroom knowledge to real situations, such as vehicle searches and handling hate crime incidents.

TAMESIDE DIVISION

PC Ian Rowley from Denton South has received national recognition for his work in the community - a Police Review 'Excellence in Policing' award. He said: "Community policing is important and it's nice to be noticed."

PC Rowley has developed strong links in the local neighbourhood, and among his achievements are setting up 'partners and community together' meetings so that local residents, local police and local partnership agencies work together along with an initiative 'loose booze' to target under-age drinking.

Since becoming the community beat manager in 2006 there has been a 27 per cent reduction in burglary, a 25 per cent reduction in criminal damage and a 30 per cent reduction in anti-social behaviour.

TRAFFORD DIVISION

Police officers in Trafford seized three vehicles, conducted high-visibility reassurance patrols, 105 vehicle emissions tests and visited 120 local Trafford residents, as part of the 'Safer In Trafford' initiative.

Designed to prevent and disrupt criminal activity while improving the environment and reassuring the public, Inspector Wayne Readfern of

the Urmston and Partington Neighbourhood Policing Team said: "Our success is an excellent example of the positive results that can be achieved through good partnership working."

Other partners from the Safer Trafford Partnership were also involved, including Trafford Council's Environmental Enforcement team and the Fire Service.

SALFORD DIVISION

Officers have recovered thousands of pounds worth of counterfeit goods after a joint agency operation on Salford market. Working together with Trading Standards, the Department for Work and Pensions and Customs and Excise, officers recovered 5,000 DVDs, CDs and various brands of clothing as well as 4,360 cigarettes and just over 1.5 kilograms of tobacco. Superintendent Ian Palmer said: "We will continue to work with our partners to combat this type of crime. This is not a victimless crime and such offences threaten the livelihood of any law abiding citizen."

METROPOLITAN

Thanks to an increase in the number of police patrols, the number of robberies around the student 'hub' of Wilmslow Road and Oxford Road fell by 34 per cent in the first six weeks of term compared to the same period last year. During the patrols, students were also given advice on their personal safety to help reduce the number of robberies in the area.

Chief Inspector Annette Anderson said: "We are pleased to have seen a reduction in robbery and are now working to build on this and continue to drive down crime."

Sweet Success for Life Saving Team

By Steve Croft

WHEN PCs Brett Grange and Stephen Newsham came across a male slumped in the driving seat of a car in Bury, a number of thoughts went through their minds about what they might be dealing with.

What they didn't know was that the man, 30-year-old old Peter Robles, was minutes away from slipping into a potentially fatal coma.

Working closely with Claytonbrook Operational Control Room's John Fitzsimmons and Denise Brown, they quickly ran through a range of possible explanations for Peter's unconsciousness.

The quick-thinking communications officers cross-referenced details from different systems to make contact with Peter's father, ex-Police

Officer John Robles, who alerted them to his son's Type 1 Diabetes.

The combination of open-mindedness and quick thinking saved valuable minutes and enabled paramedics to administer life-saving treatment within seconds of arriving.

John Robles said: "I would like to offer my sincere thanks to these officers, we had no idea where Peter was...it is so nice to see that policing is not just about catching bank robbers, but also about preserving and saving life."

Diabetes is a condition which affects around two million people in the UK. When someone living with diabetes suffers a 'hypo' – a sudden dip in blood sugar – rapid treatment is essential to reduce the risk of unconsciousness and possible brain damage.

Act of Genie-us for Stage Squad

GREATER Manchester Police's resident theatre group Stage Squad will again be treading the boards when it takes to the stage next month for its latest production of Aladdin.

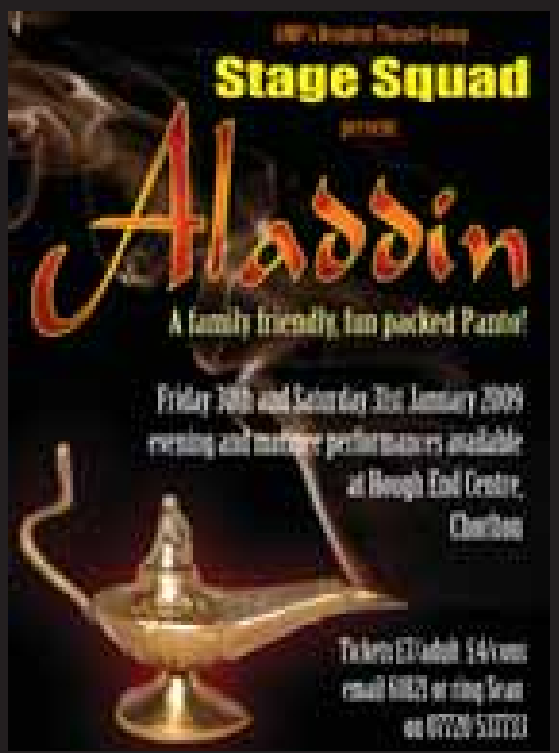
The pantomime takes place at Hough End sports and social club on Friday 30 January and Saturday 31 January.

Stage Squad, which meets every Tuesday, wants to hear from anyone who may be interested in joining the group.

Rehearsals take place every Tuesday at Sedgley Park and membership is open to GMP staff, family and friends.

Sean Kennedy from the Theatre Group said: "There are about 35 of us and the average age is 30-something. We may not do amateur or dramatics, but we certainly do plenty of jokes and a fair bit of singing too."

Members of the Force interested in joining Stage Squad can contact Sean on 07720 537733.



TWO members of Manchester City Centre Crime Prevention Panel have joined forces with North Manchester Division to increase awareness among shoppers of the risk of falling victim to crime over the Christmas period.

Paul King, General Manager (North West) of Reliance Security has funded more than 100,000

leaflets and posters, as well as other festive crime-reduction material including wallets with restraining lanyards.

Tony Morton of McDonald's restaurants arranged for a money-off voucher to be provided on each of the leaflets.

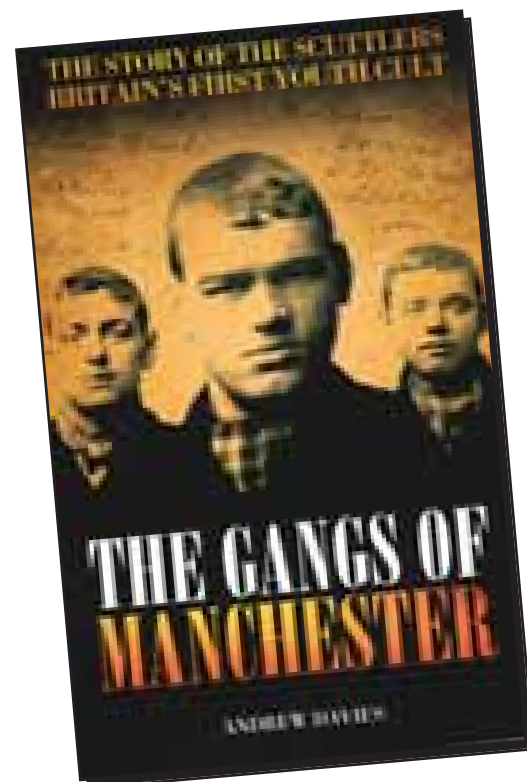
PC Stuart Pizzey, crime reduction adviser for the division, designed the festive crime advice leaflets.

BOOK REVIEW

PARALLELS with today's gang culture are there for all to see in Andrew Davies's absorbing book about Manchester's young street-fighters of the late 19th Century.

The product of many years of research, he takes the reader down the narrow alleyways of the so-called 'chimney of the world', where more than 1,600 textile works in Manchester and Salford have a voracious appetite for human labour - yet fail to provide more than the most basic of living conditions in back-to-back slum housing.

It is here, that the gangs grow up – and like their modern-day counterparts – fight for turf, wear distinctive clothing, and have their weapons of choice.



They developed their own vocabulary, with a 'scuttler' being a youth aged between 14 and 18, and 'scuttling' being the act of fighting between two opposing bands of boys.

And they revelled in names borrowed from the areas where crowded and unsanitary housing forces them onto the streets: The Meadow Lads, Grey Mare Boys, Silver Street Gang, Bengal Tigers, and Buffalo Bill's Gang.

A heavy-buckled belt forms part of their uniform and a formidable weapon for close-quarters combat – a blow from the buckle could easily fracture a man's skull. Also worn by 'scuttlers' of the 1890s were narrow-toed, brass-tipped clogs, bell-bottomed trousers, and silk scarves around their necks. Their hair was cut short, except for the fringe, which was grown long and plastered down above the left eye. A cap pushed back on the head ensured this symbol of gang membership was visible to all.

To combat such a scourge, punishment was tough, and Andrew Davies (drawing on the archives of the Greater Manchester Police Museum) paints a detailed picture of what it was like to police the city and the hard labour meted out in prison.

This book by a senior lecturer in history at the University of Liverpool cuts through the mists of time as effectively as he recreates the atmosphere of the smog-bound city, bringing to life the characters who swaggered and menaced the streets of Manchester.

The Gangs of Manchester by Andrew Davies, priced £11.99. Published by Milo Books, ISBN: 978-1-903854-81-5.

SPORTS · BRIEF · SPORTS · BRIEF · SPORTS

COMBINED men's and ladies' Police Sport UK tennis teams defeated a strong Dutch Police tennis team by 10 matches to six – with seven of the 16 matches being narrowly won in a third set championship tiebreak.

GMP's Paul Bentley and Martin Bromley from the Bolton Division represented the Force at the Norwich-based event after strong National Championship performances held in Chorley in September.

The PSUK tennis section fixture, held twice a year, saw PSUK take a 5-3 lead at the conclusion of the men's and ladies' singles matches. After the mens' and ladies' doubles round of matches, the margin of victory had been stretched to 8-4. Bromley and Bentley lost their match with a tie break in the third set 6-4 3-6 10-5.

Early in all four mixed doubles matches, the Dutch Police players were leading, but Paul Bentley partnering Tracey Henderson from Surrey Police were the first to win 7-6 6-0 and secure victory for the home nation.

Bentley and Bromley have been selected to play in two fixtures next April in La Manga, Spain, against the Swedish Police and Combined Armed Services.



On court for victory: Paul Bentley is pictured front row, far right & Martin Bromley, back row, far left. Submitted picture.

Personal best in NY run

UPPERMILL-based officer Damieon Pickles completed the New York marathon in a personal best time of four hours, 35 minutes and eight seconds – and raised more than £1,300 for charity.

Damieon said: "I have only run one marathon before - London in 2007 - and knowing that it was again going to be a mountainous task to complete, I concentrated on each mile one by one - beating my previous time by 8mins 34secs.

"In the last five miles I was in excruciating pain, brought on from an old knee injury."

His fund-raising efforts go to support the work of children's charity PHABKIDS.



Submitted photo

BASKETBALL SECTION

NEW players are being sought by GMP's Basketball Section.

The Force is hosting the Police Sport UK basketball qualifiers in January, with the finals taking place in Merseyside.

Details of training sessions will be published in due course. Anyone interested in joining, can email Tony Smithers or Neil Humphreys for further details.

KARATE CLUB

BOASTING a number of members of GMP among his students is Rochdale Warriors Karate Club founder Damien McLaughlin.

Damien, who works in the Crime Training section at Sedgley Park, is a 7th Dan black belt and founded the club in February 2008.

He said: "I am a member of the Shukokai Karate Union, which is one of the oldest karate styles in England and was brought to England by the Japanese in the late 1960s.

"The club now has a small but regular student base and a number of my students are either police officers or linked in some way to the police."

The club is open twice a week and further details can be found on its website www.rochdalewarriors.co.uk

Award-winning starring role

A DVD starring a former GMP officer has gained a top education award.

Helena Hodgson, a former youth liaison officer for the Metropolitan Division, starred alongside six-year-old Teigan in the film 'Teigan Gets Lost' which explained what to do if youngsters get lost or feel unsafe on the streets.

The DVD, created by Child's Eye Media, won a Practical Pre-School Gold Award for excellence.

Metropolitan Division Community and Partnership

Inspector, Peter Forster, said: "We are extremely proud of Helena's involvement in this award-winning project.

"It's a fantastic achievement not only for Helena, but for this division and the Force as a whole. It's also a lasting legacy to the hard work and dedication she gave during her time as a police officer."

Helena left the Force in July after 13 years' service and takes up a new role as a teaching assistant at Wilmslow High School.