



## Remembering GMP's fallen

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Centre pages



## Jail for gun crime gang

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# PROUD AND HONOURED

*In his first interview with Brief, GMP's new Chief Constable Peter Fahy talks about his new role, the challenges facing the Force, and the impact of leadership.*

PROUD and honoured are the two words Chief Constable Peter Fahy uses to describe his appointment to Greater Manchester Police's top post.

After six years as Chief Constable of Cheshire Constabulary, Mr Fahy said the scale and complexity of the issues which GMP deals with each day, every day, was what attracted him to the job.

He arrived in Cheshire in December 2002 from Surrey Police. Prior to that, he was at West Midlands Police where he held command positions at Coventry, Smethwick, and Solihull.

And it is that experience of the challenges of 'big city policing' which fuelled his desire to return to an urban force.

"I can't begin to tell you how proud and honoured I am to be the Chief Constable of Greater Manchester Police," he said. "It is an enormous responsibility not least because of the expectations of staff.

"When you have worked in a big city force and seen what we can achieve when you bring together large groups of officers and staff with specialist skills, you immediately feel the buzz and excitement that comes with dealing with a large number of complex incidents day in, day out.

"One of the biggest challenges comes from serious and organised crime

groups and this Force constantly has to be developing ways to defeat them. When we lock offenders up they discuss and share information in prison on how we caught them and try and devise new ways to prevent being caught. Can we be as innovative in our approach and as determined as the criminals are? I think we can."

Mr Fahy, aged 49, is married with four children. He holds an Honours degree in French and Spanish from Hull University and a Masters degree in Human Resource Strategy from the University of East Anglia. He became a police officer in 1981 and was awarded the Queen's Police Medal in January 2004.

In 2006, he was appointed Director of the Strategic Command Course at Bramshill, and in April this year, he became chair of the Association of Chief Police Officers' Workforce Development business area, also leading on people issues and leadership.

He sees leadership as critical to enabling everyone in GMP to make a difference to the people of Greater Manchester.

"I have never met anyone who joined the police who didn't want to do their best. The job of leaders at all levels is to create the conditions for frontline and other staff to give their best," he said.

"Leaders need to be visible, be approachable, to check that the various policy decisions are actively having an impact on the ground, and to give a clear sense of direction."

It is this sense of focus which he says he will bring to GMP – but will not set out



his ideas on the future direction of the Force until he has had the opportunity to speak to people throughout GMP.

"I hope to have the chance to get around and meet as many people as possible to form a good idea of what are the really good things about GMP. After about two or three months, I will build upon those strengths and come up with a plan about where the organisation needs to go.

"In my preparation for this role I met a lot of people and was hugely impressed by the skill that exists. Processes are

important, structures are important, but it is people who make the difference. I find it depressing not only how long police officers spend in front of the computer, but how some have lost the ability to question that or think that nothing will change as a result of the ideas they have."

Creating a citizen-focused approach is the central theme of the Force's Charting The Way programme of work, and Mr Fahy said the contact officers and staff have with the public clearly counts.

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# Bright ideas shape future direction

**S**OLUTIONS to a range of issues identified by staff as key to improving Force performance were discussed at a series of 'listening lunches' taking place in GMP.

As part of the Charting The Way programme setting out the future direction of the Force, Deputy Chief Constable Dave Whatton invited a number of officers and staff previously nominated for Chief Constable's Excellence Awards to attend a meeting to contribute their views.

The emphasis was on listening to the experiences of officers and staff – with them being asked what was working well and what they would do to improve a particular area of their work.

They were then asked to hold similar discussions with colleagues in their own division or branch and gather further suggestions on actions to be taken. The Listening Lunches are a key element in assisting members of the Force to join the Force's wider discussion on providing a more citizen-focused approach.

Issues raised included improving communication and the sharing of best practice between units, taking every opportunity to celebrate Force successes, and

ensuring frontline supervisors receive appropriate levels of support.

PC Bernie Clifton, hate crime liaison officer for Salford Division, held a listening lunch with his division: "The initial meeting was really good as it showed that all over the Force people in often different roles face the same problems which keep rearing their heads.

"On my division, people from as many departments as possible came together and had to admit they knew very little about each other's work. The staff I spoke to were also very keen and impressed that someone was listening to their ideas no matter how small they thought them to be."

Detective Inspector Andy Meeks from the Xcalibre Major Investigation Team also attended the initial meeting and then held a similar event with colleagues from his area of work.

He said: "It was extremely useful and provided the group with a rare opportunity to speak informally with Mr Whatton and tell him how they viewed the current position of the Force and to suggest ideas for improvement.

"For the meeting I chaired, I was pleased with the input from the officers present who provided constructive suggestions and got actively involved in



One of a number of posters encouraging officers and staff to have their say on improving performance.

the discussions, albeit there were familiar issues about too much paperwork."

The ideas and suggestions gathered will feature as part of the ongoing development of Charting The Way's five programmes of work.

## Proud and Honoured *Continued from page 1*

"I am very conscious that every single interaction we have as a Force has the ability to make members of the public either go away feeling reassured and proud of the police force or disappointed and disillusioned.

"Yes we have to deal with the big events and the threats such as terrorism and serious and organised crime, but we also need to deal really, really well with every single phone call and every single meeting with the public. If we leave them with a bad experience, the Force takes a big hit in public confidence."

Tackling social exclusion of families and the consequent links to criminality is something that he is passionate about, and he sees effective partnership working as the solution to those issues; while the availability of cheap alcohol often reinforces that exclusion.

"A big priority for me is how can we work better on neighbourhood level policing in partnership with other agencies to tackle these issues," he said.

"I am proud of what has been achieved in Cheshire and the opportunities created and the benefits made since the investment in Neighbourhood Policing. I am proud of what has been achieved and what will be achieved in Greater Manchester."

## OBITUARIES

Former PC **Anthony Edwards**, 63, of Worsley, died on 13 May, leaving a widow, Jacqueline. He joined Lancashire Constabulary in 1970 and retired from GMP in 1985.

Former Insp **Eric Bollington**, 88, of Whitworth, Rochdale, died on 31 May, leaving a son as next of kin. He served with Rochdale Borough Police, retiring from GMP in 1977.

Former PC **Hubert Howard**, 88, of Stalybridge, died on 29 May, leaving a widow. He joined Stalybridge Police in 1946, retiring from GMP in 1977.

Former PC **Frederick Moss**, 73, of Hyde, died on 4 June, leaving a widow Margaret. He joined Cheshire Constabulary in 1961 and retired from GMP in 1987.

Former Insp **Brian Edwards**, 68, of Timperley, died on 5 June, leaving a widow Janet. He joined Manchester City Police in 1961, retiring from GMP in 1990.

Former PC **Trevor Parry**, 50, of Sale, died on 29 May, leaving a widow Kathleen. He served with GMP from 1976, retiring in 2006.

Former Sgt **Herbert Roberts**, 87, of Frome, Somerset, died on 15 May, leaving a widow Kathleen. He joined Oldham Borough Police in 1967, retiring from GMP in 1976.

Former PC **Elsie Gray**, 82, of Sale, died on 3 May, leaving a sister as next of kin. She joined Manchester City Police in 1959, retiring from GMP in 1980.

Former PC **Leonard Jones**, 70, of Wigan, died on 7 July, leaving a daughter as next of kin. He joined Lancashire Constabulary in 1965 and retired from GMP in 1995.

Former Sgt **John Huntington**, 88, of Oldham, died on 27 June, leaving a son as next of kin. He joined Oldham Borough Police in 1946 and retired from GMP in 1976.

Former Supt **Derek Ducker**, 77, of St Helens, died on 14 April, leaving a widow. He joined Lancashire Police in 1956 and retired from GMP in 1986.

Former Sgt **Robert Burton**, 88, of Ashton-under-Lyme, died on 1 July, leaving a son as next of kin. He joined Manchester City Police in 1949 and retired from GMP in 1979.

the voice of Greater Manchester Police  
**brief**

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# ASSASSINS' WEAPONS SEIZED IN MAJOR GUN CRIME SUCCESS

By Kate Wiggans

RUSSIAN-made pistols have been removed from the streets of Britain in an operation which led to the jailing of a seven-strong gang for a total of 86 years.

13 of the weapons were found ready for use in 'assassins' kits' containing a gun, silencer and a clip of bullets.

The Force's Armed Crime Unit seized the first Baikal handguns in February 2007 and forensic analysis enabled them to close in on the gang – which included the son of millionaire parents.

Firearms experts said a "master craftsman" was believed to have converted the original gas-powered weapons to fire live rounds. Each gun had been marked with distinctive Roman numerals after the original serial numbers had been scratched off.

During the 18-month investigation –

acknowledged as uncovering the largest network of illegally-held weapons ever seen in the UK - a total of 56 Roman numeral Baikals and 856 9mm bullets were seized.

Leading the investigation was Detective Inspector Chris Packer, who said: "People all over the country are without a doubt safer now that these men are in jail.

"Criminals like this are beyond understanding. They know these guns are likely to be used to threaten, hurt, maim and even kill people. Each one of those 856 bullets could have ended someone's life."

Prominent among the gang members found guilty at Manchester Crown Court was 29-year-old Kaleem Akhtar, of Chorlton, whose family ran a multi-million pound clothing empire. The court heard he acted as the salesman



One of the 'assassins' kits' containing pistol, silencer and bullets

in shipping the pistols across the country. Also involved were two Lithuanian-born brothers.

Judge Goldstone praised the quality of the GMP investigation at the conclusion of the two-week trial. He said: "For those of us who live and work in Greater Manchester, and who

read on a daily basis about the extent to which lives are ruled and ruined by those who carry and use guns with impunity, it is vital that the courts do everything within their powers to curtail gun-running activities. My thanks go to the officers of GMP's Armed Crime Unit who investigated this matter."



Driver: Agnius Malcevas – jailed for 12 years



Salesman: Kaleem Akhtar was sentenced to 20 years in prison



Madasser Ali sought out clients for the guns – jailed for 18 years



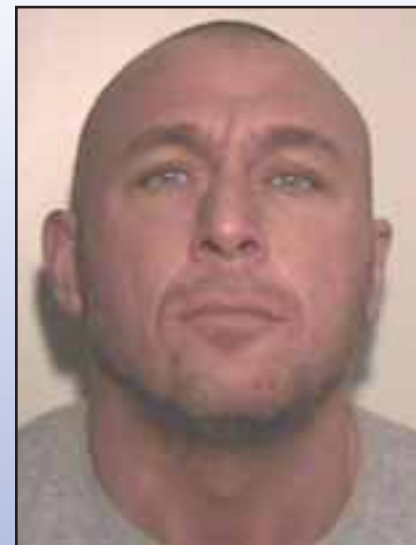
Driver: Edgaras Malcevas – jailed for five years



Driver: Michael Peake – jailed for nine years.



Assassins' kit assembler: Asaid Saleem -10 years imprisonment.



Gun customer: Paul Wilson – sentenced to 11-and-a-half years' imprisonment.

# Remembering the fallen

**FAMILIES** of four members of GMP who lost their lives on duty came together for an annual service in their memory.

They were joined at the event by Acting Chief Constable Dave Whatton for the sixth Care of Police Survivors weekend held at the National Memorial Arboretum in Staffordshire in July.

Also attending were Policing Minister Tony McNulty, Gordon Johnson from Greater Manchester Police Federation,



The GMP memorial.

as well as chief constables and senior officers from 44 other UK police forces.

Those GMP officers being remembered by their families at the service were PC Nigel Heap, who died in 1989 aged 32, when he was kicked in the head by a police horse at Hough End; Inspector Raymond Codling, who died in 1989 aged 49, when shot by a man he was questioning at Birch Services; PC Allan Shaw, who died in 2006 aged 33, while taking part in a VIP escort training exercise on his police motorcycle; and PC Ian Terry, who died aged 32 in June this year in a firearms training exercise.

The first day of the weekend was an opportunity for family members to pay private visits to the arboretum, followed by activities for their children.

The Sunday saw the service of remembrance, which included the laying of personal flowers and the GMP wreath at GMP's designated memorial tree on the 'Beat' – a line of chestnut trees established by Police Mutual, with each one representing a police force. Chestnut trees were chosen because truncheons were originally fashioned from the wood.

Mr Whatton said: "The weekend is



Mr Whatton is pictured with Lily-May Shaw, PC Shaw's daughter, and Lauren, daughter of PC Terry. (Photo courtesy of PC Martin Slater)

really important for two reasons. The first, to show the survivors of colleagues who have died on duty that we in GMP still remember them, and secondly and equally importantly, for the survivors to meet other people who

are in similar circumstances to themselves so that they do not feel alone or isolated.

"It is a very moving weekend which really shows what being a member of the police family is all about."

## ENTRIES FOR EXCELLENCE SOUGHT

**NOMINATIONS** are again being sought for the Chief Constable's Excellence Awards.

Details of the eight categories and how to nominate have been published on the Force Intranet.

The closing date for nominations is Friday 31 October, with finalists invited

to attend the ceremony at Manchester's Radisson Edwardian Hotel on 6 March 2009.

Cath Stott, awards scheme administrator, said: "The Chief Constable's Excellence Awards are a chance to recognise colleagues and really focus on the people who do an

excellent job day after day.

"The feedback from the ceremony earlier this year was really positive, with people who were finalists now wanting to nominate someone to guarantee they can return again."

Suzanne Kay, an intelligence analyst from South Manchester Division was

a finalist in the police staff employee category in last year's awards. She said: "The whole event was a really worthwhile ceremony to increase motivation, and a real treat for those who had been nominated through working hard and achieving results."

## Skills boost for 2,500 'core' leaders

By Eleanor Silcock

**AROUND 2,500** leaders across GMP will see their skills and expertise enhanced as part of the latest phase in the Leadership programme of Charting the Way.

The Core Leaders' Development Programme addresses the leadership and development needs of the Force's sergeants, inspectors and equivalent police staff.

The basis of the programme is on learning the 'what' of the job as well as the 'how' – focussing on the transferable skills rather than just the tasks. A central theme will be to draw on the expertise that

exists among leaders in GMP. Key elements will be master classes to enable best practice to be shared, introductory sessions for newly-promoted core leaders, 360 degree feedback to help core leaders understand their leadership style and areas for development, regular workshops, e-learning and bespoke development.

Heidi Winsor is the Business Change Manager for the Leadership programme. She said: "This programme is about all core leaders – what organisations call their first and second line management – having a

clear understanding of what GMP expects of them in terms of their leadership role.

"I've often had conversations with officers who have said 'as a PC I know what I am doing, but when I'm promoted I am expected to gain leadership development skills overnight.' What Core Leaders have said to me is that they require clear guidance on what is expected from them and to have more feedback on performance.

"This programme is designed to ensure those leaders understand what is required from them in their role, to

be aware of their leadership style, and to give them a comprehensive suite of personal development tools which they will use to gain the required skills and abilities."

The programme has been developed following extensive research and conversations with members of staff around the Force to establish what was required at each level in terms of skills.

From October, it will be rolled out to both newly-promoted core leaders - approximately 250 a year across GMP - as well as the 2,500 existing core leaders.

# PREPARING FOR THE TERRORIST THREAT

By Michelle Snowden

**I**n line with the 'Prepare' strand of the Government's CONTEST strategy for countering terrorism, GMP Counter Terrorism Unit is leading the field with its investigative response to a sudden or imminent major terrorist incident.

The events of 7/7 in London offer a stark reminder of the threat that we face from global terrorism. London - and the rest of the UK - were not prepared for the catastrophe that occurred and the biggest lesson learned was just that - be prepared.

It is with this in mind that GMP CTU is putting in place its own plan to ensure that Greater Manchester is as ready as it can be should a major terrorist incident occur. Entitled Operation Charger, its ultimate aim is to produce a detailed contingency plan that is ready for activation at a moment's notice.

## INVESTIGATION

Speaking about the underlying principles of Operation Charger, Detective Superintendent Tony Cook, the strategy's Project Manager, said, "Should we be subject to the type of incident that the Metropolitan Police experienced in London on 7 July 2005, it would clearly cause mass chaos and pandemonium. What we are hoping to achieve with Operation Charger is the management of that chaos so that we can mount the best possible criminal investigation and prosecute those responsible".

In order to make Operation Charger as robust and successful as it can be, the CTU is drawing upon the skills and expertise of other areas of the Force, namely GMP's Serious Crime Division (SCD).

But interoperability and multi-agency working with external partners are also vital elements in creating a seamless strategy. Operation Charger requires close and pre-arranged liaison with the Greater Manchester Fire and Rescue Service and the North West Ambulance Service in particular, so as to ensure that every potential outcome is catered for.

So how will Operation Charger work? Charger contains a clear

command and control strategy that includes a set of agreed roles and procedures for everyone involved. All necessary personnel and resources will have full knowledge of and access to the strategy so that they know in advance exactly what they need to do. This includes: key roles and responsibilities, where to go, what to do, who and what they will need and how to get to them.

"We appreciate that we cannot plan for every eventuality because of the unique nature of these types of incident", Det Supt Tony Cook said, "but what we can do is provide a manual of guidance that sets out specific roles and responsibilities and particular details of what our staff are expected to do should such an incident occur."

Indeed, the terrorist threat may be unique, but within Operation Charger are the critical and essential strands required for an investigative response to any terrorism related incident.

Each strand has been separated into distinct areas of responsibility using a hierarchical format and appropriate headings, each of which has already been allocated to 'Key Task Commanders' and their deputies, 'Key Task Managers'. Examples of KTC areas of responsibility include: Scene management; witnesses; pro-active investigation; covert operations coordination; and consequence management, to name but a few.

## ADAPTING TO CHANGE

As a living and ever evolving document, it is vital that Operation Charger can withstand the personnel changes that occur within GMP - and it is for this very reason that the majority of roles within Operation Charger are post, not person, specific. The aim here is to minimise disruption caused by any movements,



Det Supt Tony Cook, Project Manager, Operation Charger

transfers or changes which would unduly upset the operation structure and affect the longevity and overall effectiveness of the plan.

## PREPARED

Within the Government's CONTEST strategy, it defines the 'Prepare' element as, "Developing the resilience of the UK to withstand such attacks. This means improving the ability of the UK to respond effectively to the direct harm caused by a terrorist attack, and in particular to those individuals affected by it; to recover quickly those essential services which are disrupted by an attack; and to absorb and minimise wider indirect disruption."

Within Operation Charger are the critical elements and considerations that will prepare Manchester in the best way possible should a major terrorist incident occur.

Speaking about the development of Operation Charger, the Regional Coordinator and Head of GMP CTU, Detective Chief Superintendent Tony

Porter, said, "With Operation Charger, GMP CTU is very much leading the field in its investigative response to a sudden or imminent major terrorist incident.

"We are one of the first forces to put in place such a plan, and other forces are already showing interest in the work that we are doing. We have brought in the skills of many specialists both from counter terrorism, major investigations and other police disciplines, which gives us a strong lead in this area."

## WHAT TYPES OF INCIDENT DOES OPERATION CHARGER COVER?

- Multiple attack sites/crowded public places/secondary devices
- Sabotage, espionage and suicide missions
- CBRN/use of toxic agents (sarin, nerve gas)/dirty bombs
- Use of Improvised explosive devices, vehicle or person-borne devices
- Transport attacks
- Aeronautical attacks
- Hijacking/hostage taking/kidnapping/assassination
- Iconic site attacks
- Linked cross border incidents
- Domestic extremism

# OPERATION CHARGER

# Salford stars shine on awards night

"IT was a really special event and brilliant to be able to recognise the hard work, dedication and professionalism of our staff at Salford. The difficult part of the event was selecting the winners of the awards as there were numerous examples of the excellent work our staff perform every day," said Salford Divisional Commander Chief Superintendent Kevin Mulligan.

His comments came at the division's Excellence Awards which took place at the Lowry Hotel in July. Awards were given in nine categories.

The Division's Prolific Offender Team scooped the Outstanding Team Performance award for being instrumental in 550 arrests, resulting in 100 sentences totalling 98 years in custody and 54 years of community punishment orders. The team's 'dedication and commitment' was cited for the way it has built up strong working relationships with partner agencies.

PC Lucy Pavey gained the Student Officer of the Year award for a remarkable six-months of activity, which has seen her attending 120 incidents, investigating 58 crimes and achieving 28 sanction detections.



**FIRST CLASS:** Student officer PC Pavey receives her award from Temporary Assistant Chief Constable Terry Sweeney (centre) and Ch Supt Mulligan.

Other recipients of awards on the night were:

- Police Staff Member of the Year - Judicial Support Officer Irene Butler
- Individual Achievement - PC Andrew Benson
- John Armstrong Welch/Neighbourhood Officer of the Year - PC Mark Fish
- Investigator of the Year – Detective Constable Mark O'Donnell
- PCSO of the Year - PCSOs Julie Smith and Leanne Hardy
- Outstanding Bravery - PC Geoff Dover and PC Mike Holland (for their work in arresting three prolific armed robbers)
- Outstanding Leadership - Sergeant Mick Southern (Divisional Task Force)
- Outstanding Leadership - Inspector Dave Henthorne
- Awards were also given for best team and individual attendance.

## Tuned in to GMP



Podcast Presenter Harry Sharman, from the Corporate Development and Performance Branch, is pictured interviewing Superintendent Chris Ullah about preparations for the Labour Party Annual Conference.

**STAFF** are swapping the office for the broadcast studio to gain answers to some of the key issues of the day.

The Force has launched a series of monthly podcasts – or audio broadcasts – which are published on the Force Intranet.

And for each podcast, officers and staff have been invited to take on the role of Podcast Presenter and interview a leading member of the Force about a specific issue. Each podcast is listened to by an average of around 1,500 members of the Force.

Force Internal Communication Manager Michael

Smith said: "The Podcasts have been developed as part of Charting The Way to give officers and staff a greater understanding of the issues of importance to GMP and the people of Greater Manchester.

"By asking members of the Force from a variety of different roles and backgrounds to take on the role of presenter, it enables them to actively find out more about an area of work that they usually wouldn't get involved in. They broadcast that conversation across GMP."

Anyone wanting to become a Podcast Presenter for a future broadcast should contact Internal Communications by email or extensions 65938/62238.

## Farewell to Rev Arthur

A FORMER GMP chaplain who retired in October 2003 after 40 years' service ministering to the needs of Stockport officers and staff, has died aged 91.

The Reverend Arthur Connop MBE died at his Heaton Chapel home on Wednesday 13 August.

He was awarded an MBE in 1969 for his service to the community, which included a key role in setting up areas for grieving relatives following the 1964 Stockport air crash, which claimed the lives of 72 passengers and crew.

However – as an article in the November 2003 edition of *Brief* recalled – the Methodist minister's first contact with the police came in 1961 when he went to the assistance of an officer trying to detain a struggling man. He sat on the man while the officer radioed for help and was clearly heard over the radio telling the detainee: "Now listen, he can't hit you, but I can – and who would believe it?"

On his retirement in 2003, he was appointed Chaplain Emeritus, making him a lifetime member of the chaplaincy.

The Rev Connop leaves a widow, Alice, and a daughter, Daphne.

# Letters of Appreciation

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.

## I NEVER THOUGHT THE POLICE WOULD TREAT ME LIKE THIS

I HAD occasion to be arrested by PC Alistair Darroch (West Didsbury), who attended my home to speak with me regarding damage caused to a neighbour's vehicle.

Instead of arresting me and carting me down to the police station there and then, which he could have done, he gave me time to arrange for my wife to come home and take charge of our two sons, avoiding unnecessary stress and anguish.

When I attended the station later, PC Darroch continued to act in a professional and courteous manner and took into account an anxiety condition I suffer from, a condition that many do not take seriously.

I cannot emphasise enough how much this helped me. I must also mention the co-operation and support the female duty sergeant gave PC Darroch, which allowed him to handle my case in the manner he did.

I was treated fairly and decently without judgment or comment.

There was no harsh handling or the kind of inconsiderate treatment that I had expected – and I never thought I would find myself writing a letter such as this.

*A.B.,  
Chorlton.*

## ..... NOR LIKE THIS

I WAS arrested for shoplifting by PC Helen Boothman (Trafford), who treated me with kindness and understanding while still being firm.

I was so impressed with the respectful way she conducted herself when charging me that I felt compelled to make someone aware of how I have been affected.

It has made me proud of our police, as ironic as this must seem.

I was grateful to PC Boothman as I had just lost my mother and was very depressed. The officer brought some light back into my life.

*Miss S.T.,  
Walton, Liverpool.*

## CASH BACK

AFTER my bank card was snatched at a TSB cashpoint, I was helped by PC Steven Goodwin (Altrincham) and PC Beverley Thorpe (Stretford).

They were so kind, as was the encouraging letter and information I received almost straight away from operational policing at Stretford.

The TSB have repaid in full the £250 that was so speedily withdrawn from my account about nine minutes after my card was taken. You have no idea how grateful I am for all the police did for me.

*Rosemary Rooms,  
Manchester 22.*

## EXEMPLARY

MY room at the Britannia Hotel

in Manchester was burgled during a recent stay and I would like to thank PC Stuart Hammersley (Bootle Street) for all his help. He arrived less than an hour after I reported the theft and had conducted his own investigation before taking statements from my wife and me. His manner and conduct was exemplary.

*Fraser MacDonald,  
Clarkston, Glasgow.*

## DOGGED

MY wife and I would like to thank the officers who recovered our stolen bulldog puppy, in particular PC Marc Barker (Hyde), who showed a good understanding and professional attitude to the situation. He was considerate, helpful and most

caring with our puppy. A job well done.

*Clive Lunt,  
Louarne Great Danes &  
Bulldogs,  
Newton, Hyde.*

## SUCCESS AT LAST

AFTER three years, we have finally secured a result in a case involving a neighbouring family, thanks to PC John Ferguson (Wythenshawe). He is a very pleasant officer who has kept me in touch with everything that has happened. His endless hours of endurance must have been a strain on him and his colleagues.

*Mrs S.B.,  
Sharston.*

## REAL POLICING

I WAS awoken by what I thought was someone trying to break into my home. While I went to investigate, my wife rang the police.

Two officers, PC Grant Barnes and PC Gregory Morgan, arrived promptly and dealt with a man who was inside our porch. He was drunk and had possibly turned up at the wrong house, but nevertheless he was put in the van and taken away.

It was first-class policing. I had a problem, the police attended and dealt with it, and my wife and I returned to bed feeling safe.

This is what policing is about, not officers chasing targets, filling in endless forms and acting as social workers. Let police officers do the job they joined to do – help members of the public and arrest the bad guys.

*Steven Parr,  
Stockport.*

## TOP TEAM

TO all concerned, including Helen Broadbent, Chris Brook and Sgt Burman (Hyde), I would like to say a heartfelt thanks for the help I received in bringing my partner home safe and sound.

Unknown to me, he had been suffering from depression, and after losing his job through not being able to cope, he went to Scotland to take his own life.

The intervention of the team at Hyde, who worked with other police forces, helped to ensure he came home safe, and we have been able to support his recovery in the confines of his family and friends. We are now able to continue with our wedding plans, which he is looking forward to immensely.

The police team was professional, sympathetic, knowledgeable and wholly supportive. Many thanks.

*R.S.,  
Mossley.*

## SCHOOL REPORT

TWO officers, Bill Walsh and Dominique Grimes, have worked hard to develop their relationship with local schools. They have made a number of visits to our school and delivered an excellent session on mobile phone safety to Year Five and Six children. And at our recent summer fair, they dealt with a couple of incidents with discretion and professionalism.

*Don McCorrison,  
Headteacher, and Stephen  
Cowen, Deputy Head,  
St Thomas More RC Primary,  
Middleton.*

## SAFER SALE (1)

DAMAGE was caused to our front garden fence and at first we tried to repair it. But as it continued to be damaged, we thought it was pointless.

We contacted our local community officers, PC Katie Matthews and PC Lynn Broughton, and we were surprised at their compassion and enthusiasm, both for us and the community.

They discovered who the offenders were and spoke with their parents.

The parents chastised the youths, who not only apologised but offered to take part in the Sale Moor litter pick in July. We were thrilled that the old-fashioned methods still work.

*Stanley Mills,  
Sale Moor.*

## SAFER SALE (2)

THE committee and residents have asked me to thank you (Insp Brendan O'Brien) and all

your officers for the hard work that has been put into making our area safe. We appreciate the continued work in ensuring it remains so. Your officers are always polite and helpful when we approach them, and we cannot speak highly enough of them.

*John Sherlock,  
Chairman,  
Daresbury, Rostherne and  
St Ann's Community  
Association,  
Sale.*

## THANKS TO.....

PCSOs Foley and Webb for responding so quickly to my phone call asking if you would deal with adults sitting drinking on our office doorstep.

*Janice Thompson,  
Bennett Textiles,  
Stockport.*

Bootle Street officers for their support and assistance before and during our Salute to Israel event on 29 June.

*David Delew,  
Northern Regional Director,  
Community Security Trust.*

North Manchester Division and Mounted Unit officers who were present at our Palestine Lives 2008 event on 7 June. It was a positive and pleasant experience working with them. And the police horses were beautiful, giving the parade elegance.

*Linda Clair,  
Rochdale.*

Crime Reduction Adviser Marie Brown (Stockport) for her excellent contribution to our Preparation for Retirement courses during the 2007-08 academic year.

*Hugh Radford,  
Course Tutor,  
Stockport College.*

Trafford officers and PCSOs for their kindness and enthusiasm in taking part in our This Is Flixton event. It wouldn't have been as good without you.

*Rev Keith Massey and  
churchwardens  
Sue Thatcher and Robert  
Beale,  
St John's, Flixton.*

# Thousands answer questions on local policing

**T**HOUSANDS of people across Greater Manchester have been given the chance to have their say on Neighbourhood Policing and crime and disorder issues.

In the largest survey of its kind ever undertaken by Greater Manchester Police, 98,000 questionnaires have been sent out to households in the 277 neighbourhoods in Greater Manchester to establish how Neighbourhood Policing Teams are having an impact in dealing with the issues of most concern to communities.

Staff in the Scanning and Involvement Section of the Corporate Development and Performance Branch are now analysing the results from the tens of thousands of returned questionnaires, with the findings being used to shape the services the Force provides to the public.

The surveys – which will be carried out quarterly and were first announced in Brief in September 2007 – are a key aspect of the work being undertaken as part of

the Citizen Focus programme of Charting The Way.

Fiona Meechan, Business Change Manager for the Citizen Focus programme, said: "Through Citizen Focused policing, GMP aims to be responsive and accountable and create neighbourhoods that are safe and feel safe – this means local people working closely with the police and their partners to improve the quality of life in their area."

Questions in the survey ask householders whether they know who their local Neighbourhood Policing teams are and how to contact them, whether they have been victims of crime over the past 12 months, and which crimes they are most worried about experiencing.

In addition, they are asked what issues police officers should concentrate on in their area and are asked about their feelings of confidence and satisfaction with the actions GMP is taking to tackle crime and anti-social behaviour.

Fiona added: "The objectives of citizen-focused

policing are to improve public confidence, to increase satisfaction of users of our services and to increase public involvement in policing.

"The responses to the questionnaires will help GMP to better understand where we need to focus our resources in order to achieve these objectives.

"In addition, we need to be clear about how people can be more involved with us locally, how they can best access the services we deliver in a way that is most suitable for them, and to review what policing services we provide against what the public have told us they want."

•Since July, members of the public have been able to gain crime information about the area where they live by accessing the GMP website: [www.gmp.police.uk/neighbourhoodpolicing](http://www.gmp.police.uk/neighbourhoodpolicing). All police forces in England and Wales have made this information available as part of the continued development of citizen-focused policing.

## No 1 COPPERPOT CREDIT UNION WINNERS

£2,000

Reijer Aalten, Gwent

£1,000

David Blood, GMP

£500

Stephanie Hancock, Thames Valley

£250

Neil Edgley, retired  
Justin Hayes, Leicestershire

£100

Dennis Toone, retired  
Alison Burrows, retired  
Keith Gibbons, retired  
Mark Flood, GMP  
James Forster, retired

£50

David Burton, Humberside  
Derek Boyd, retired  
Michael Cartwright, Leicestershire  
Patricia Ogidigben, City of London  
Karl Maurins, retired  
Tomos Roberts, retired  
Ann Batstone, North Wales  
Catherine Orange, GMP  
Allan Fleet, retired  
Philip Thomas, North Wales  
David Bush, GMP  
Malcom Hague, retired  
Priscilla Kirby, Thames Valley  
Mark Smith, GMP  
Lesley Corcoran, Suffolk



**PICTURED** is People and Development director **Cathy Butterworth** who became one of the latest members of the Force to sign up to the **No1 CopperPot Credit Union**.

The credit union is a savings and loans business that has 16,500 members across the police family, including police officers serving and retired, police community support officers and police staff.

Membership has now been widened to include special constables for the first time.

Chris Burrows, Credit union President and Chair

of Greater Manchester Police Federation (also pictured with Caroline Mobanski of the Credit Union), said that as well as encouraging applications from special constables, he wanted to see more from police staff – with many staff not aware of the benefits available to them, even though they have always been eligible to join.

There are currently 6,300 members of the credit union from GMP, of which 1,700 are police staff and 1,900 retired police officers.

Further information about the credit union can be found at: [www.no1copperpot.com](http://www.no1copperpot.com)

## Terrapin curries favour with new-found owners

**A PLUCKY terrapin** is beginning a new life after being rescued following a raid on a cannabis farm.

Oldham officers PCs Darren Grafton and John McGarry discovered the farm of around 500 plants after carrying out enquiries into neighbouring premises.

PC Grafton said: "While we were there I leaned

on an empty tub of concentrated curry sauce and found the terrapin inside. Although the property had been empty for about a month it was still alive and we brought it back to the police station.

"The terrapin has now been adopted by the son of another officer and is doing well with a new home and a considerably larger tank."

# CONFERENCE TACKLES HOMOPHOBIC HATE CRIME

**GREATER Manchester Police is 'building bridges' with communities to fight homophobic hate crime, a national conference was told.**

Assistant Chief Constable Rob Taylor addressed the event in Manchester in June organised by the Force's Lesbian and Gay Staff Affiliation.

ACC Taylor told the audience: "We have put a huge amount of effort and energy into addressing hate crime and the traditional under-reporting of such incidents. We are building bridges in those communities to work together to tackle abuse and violence."

Shown at the conference was a video produced by the Force's Diversity Command providing testimony from real victims of hate crime in Greater Manchester. It detailed how it affected them and the response they received from the Force.

One victim of homophobic hate crime featured on the 17-minute-long video said: "The officers dealt with me professionally, took the matter seriously, understood the issues and

my concerns."

Speakers at the conference also included Ruth Hunt, head of policy and research at organisation Stonewall, and Dr Kate Browne, an expert in social change and gay communities at Brighton University.

Darren Haslam, chair of GMP's Lesbian and Gay Staff Affiliation, said: "LAGSA recognises there is still more work to be done in order to get the message out that homophobic and transphobic hate crime is still an issue for lesbian, gay, bisexual and transsexual communities. The conference focused on three key areas: dispelling any myths around faith-based homophobia, homophobic bullying in schools, and workplace confidence issues.

"It's important for hate crime awareness to be raised in schools so that there is an end to homophobia in education and particularly among children, who can be affected by bullying into their adult lives. Homophobic bullying doesn't just happen in schools and on the streets,



REACHING OUT: ACC Taylor tells the audience how GMP is building bridges.

it can also manifest itself in the workplace. The conference helps us get that message across."

• A total of 200 people responded to a questionnaire about policing in Manchester's Gay Village. 65 per

cent of those who took part said they felt safe in the area, 59 per cent were 'satisfied' with policing of 'The Village', and 56 per cent were confident in reporting hate crime direct to GMP.



Photo: Chris Oldham

**LONG-SERVING:** When Oldham police station first opened its doors to the public the first man had yet to set foot on the moon.

The building in Barn Street, which recently underwent a complete refurbishment, marked its 40th birthday in May – and Divisional Commander Chief Superintendent Caroline Ball made sure

two long-serving members of staff were on hand to take part in the celebrations.

Pictured with Chief Supt Ball are Elizabeth Hibbert MBE, personal assistant to the commander, who joined the force 40 years ago and is the longest serving member of police staff in GMP, and Colin Jackson, a police

officer in 1968, and now a crime reduction adviser.

Also featured is a vintage Vauxhall Viva which appeared in the television series Life on Mars.

Oldham Borough Police Force became part of Lancashire Constabulary in April 1969 and was incorporated into GMP in April 1974.

# ANATOMY OF A CRIME

From July, the Force's Scientific Services Branch became the Forensics Services Branch – better reflecting the way forensics are key to bringing criminals to justice.

Janet Wilcox of the Forensic Services Branch follows a fictional crime from commission to sentence to highlight the role branch staff play.

Pictures posed by model  
Taken by Chris Oldham



## THE CRIME

Three men force their way into a home occupied by a couple and their two children. The first man breaks the front window and climbs into the home. He lets the other two in through the front door. The woman and children run upstairs and there is an altercation between one of the offenders and the male householder, who is attacked with a baseball bat. An offender snatches car keys and a mobile phone. The burglars leave through the front door and steal the family car.

## THE 999 CALL

The traumatised father dials 999 and a report is raised at the Operational Control Room. A patrol is allocated and an officer attends the scene, takes a statement and requests a Crime Scene Investigator attends. The victim of the assault does not require hospital treatment, however, he and his family are seriously shaken by the incident. The officer at the scene makes a note of any potential evidence that needs to be preserved until the CSI arrives.

## CSI ATTENDS

The family are asked a series of questions, such as the direction the offenders were heading when they

left the scene, what did they do during the incident, and what did they touch? While they describe their ordeal, the CSI identifies opportunities for potential forensic evidence.

## FORENSIC EVIDENCE EMERGES

The CSI and investigating officer know that a baseball bat was used to break open the window, that one of the men kicked open an interior door leaving a footwear impression, and that one of the offenders left blood on the broken glass. There is a possibility that he removed his glove while breaking into the house to remove a piece of glass that had pierced his glove, but it happened so fast that the family are unsure.

## RETRIEVING THE EVIDENCE

The CSI carries out a visual examination of the scene. The scene is photographed. All evidence is carefully recorded and preserved in order to maintain the case's continuity and integrity. The CSI takes from the crime scene blood swabs, fibres, a footwear impression and finger impressions. A mark on the window frame is developed with powder, revealing an impression, and recovered using an adhesive tape lift. The footwear impression is recovered using a gel lift.

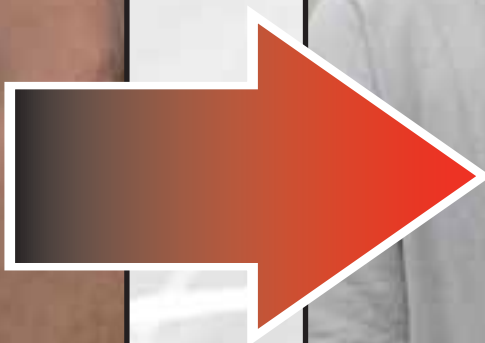
## SUBMITTING THE EVIDENCE FOR ANALYSIS

The fingerprints and footwear mark are submitted to Forensic Services Branch, and the Forensic Submissions Unit authorises the blood swab to be sent for analysis by an external forensic services provider. The lifts of the fingerprint and footwear impression are photographed in GMP by studio photographers and then entered by Forensic Identification staff into the Ident 1 (national fingerprint) database and the Footwear Database respectively. No 'hits' are made at this point. At this stage, the investigating officer submits an MG21 form to the Forensic Submissions Unit for the blood swab to be outsourced to a forensic service provider.

## CCTV RECOVERY

The mobile CCTV unit, operated by Forensic Imaging Analysts, visit the businesses owning CCTV in the area near where the offence took place. They retrieve and copy relevant files. On one CCTV camera, the vehicle can be seen being driven away, but on this occasion the camera does not capture any data that assists in identifying the driver or any passengers. The investigating officer is required to give full details of the estimated time of the incident

# SCENE INVESTIGATION



and the type of camera used in the local businesses, ensuring that the forensic imaging specialists knew what they were looking for and what type of equipment is involved.

## ANALYSING THE FORENSIC EVIDENCE

The external provider profiles the DNA found in the blood but no hits are made on the national DNA database. GMP's E-fit Operators guide the witnesses through an E-fit process. GMP issues the resulting image, of a man in his 20s with short brown hair, to the media. One man comes forward and says he thinks he has seen the man in a local supermarket on more than one occasion, but apart from that, the investigating officer has no leads from the E-fit.

## VEHICLE RECOVERED

The stolen vehicle is found locally and examined. The weather has been wet, limiting the forensic opportunities outside the vehicle. However, inside the vehicle a CSI finds fingerprints in blood from the inside of the passenger door.

## LINKING THE CLUES

The most recently found fingerprint matches a mark on the Ident 1 system. The identification is

then conclusively made by a fingerprint expert and verified a total of three times by other fingerprint experts. Even though the offender who made the mark is now known, he is not found at his most recent address. The footwear impression does not match any footwear print held on the national database, however it is now held on the database, ready to be matched with any subsequent marks from crime scenes.

## A RESULT

The same day, a man is arrested for an unrelated fight in a pub. During arrest, he is clearly angry when his finger and palm prints and his footwear patterns are taken in the custody suite.

## INVESTIGATION BREAKTHROUGH

A Tenprint form (showing finger and palm impressions) is generated and a fingerprint expert in Forensic Identification Section identifies the fingerprint as the same as the fingerprint taken from the original crime scene.

The suspect is charged with aggravated burglary and arrested for the crime while still in custody. The investigating officer obtains a warrant to search the homes of his close associates.

Investigating officers find footwear at one of the associates' homes that matches the footwear impression taken at the scene. At another house, police recover a baseball bat, which is sent for forensic examination. Investigating officers arrest the owner of the baseball bat and the suspect subsequently provides buccal (mouth) swabs, which results in his DNA being matched to the blood found in the car. The suspect provides a 'Tenprint' using a Livescan machine and his fingerprints are found to match those in the stolen car. The Forensic Intelligence Team, part of Forensic Identification Section, produces 'intelligence packages' listing all other scenes with these matches and with the same modus operandi.

## THE JUDGE'S SENTENCING

The first man is sentenced to an extended period in prison for aggravated burglary and theft of a motor vehicle, the second and third offenders are also imprisoned, with the second asking for 14 other cases to be taken into consideration. The judge commends the professional and determined way the investigators gathered the evidence. Further crimes committed by the three offenders can be solved now that national databases contain details of their footwear, finger marks and DNA.

New guidelines on taking offences into consideration helps offenders to .....

# SPILL THE BEANS

*Giving offenders the opportunity to admit to additional offences is a key part of providing a better service to victims of crime, writes Detective Superintendent Tony Mole.*

**E**VEN though TICs form a small percentage of our detections, they are very, very critical towards public confidence.

That was why we launched new guidance in July which sets out clearly how officers can obtain TICs – and also gives those officers confidence that they are doing things in the right way when persuading people to come forward and admit offences.

Prosecution Team guidance in May 2007, which was agreed by the Crown Prosecution Service and the Law Society, said forces should be maximising opportunities for offenders to admit to additional offences.

From that guidance, I was asked by the Force to review the policy in GMP. The review showed that officers considered TICs to be a process and not an investigative tool to improve victim and public confidence.

TICs are in fact a very effective investigative tool and one that shows real Citizen Focus when we can go to a victim and tell them we have caught the person who has burgled their home.

They are about presenting to the court real evidence, revealing the offender's secrets and modus operandi, so when they come out of prison we can know if they are active again.

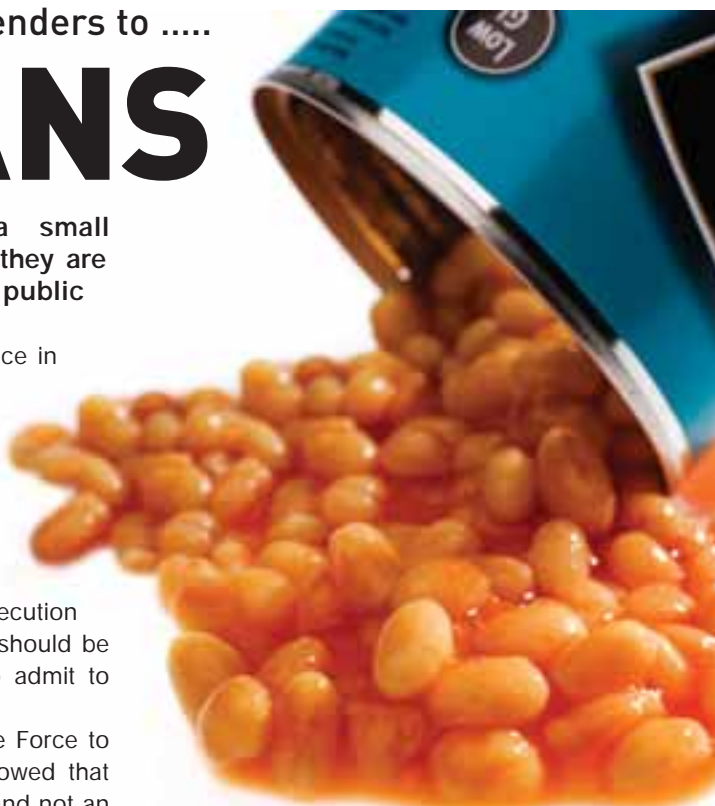
The guidance, has been published as part of the Volume Crime Management Model Minimum Standards – part of the Local Policing element of Charting The Way - and can be found on the *Solve It* Intranet site. It details the arrangements that need to be made when offenders are invited to point out the location of other offences they may have committed.

It also includes advice on the wording that should be used pre and post interview.

There are seven opportunities to encourage admissions of other offences:

- When the suspect is being booked into a police station
- During the interview of a suspect
- At the communication of charging process
- In the post charge interview
- At the court hearing before conviction
- At the court hearing after conviction and before sentencing
- After sentencing (prison visit)

For offences to be taken into consideration, they need to meet a number of criteria including being similar in nature to the offences charges (like offences), and there must be a realistic prospect of conviction if



## Expansion of staff development

DEVELOPMENT and support for future leaders of GMP will be provided to greater numbers of the Force under the Core Leaders' Development Programme and a proposed successor to the Prospects scheme.

Prospects, now in its fourth year, was launched in April 2005 to identify and develop talented police officers of up to inspector rank and police staff equivalent.

Now under the Leadership Programme of Charting The Way, the Force is looking at a scheme which will produce even greater benefits.

Heidi Winsor, business change manager for the Leadership Programme, said: "Prospects was open to around 12 people each year. We are now looking to open up learning and development to a much greater number of people.

"Going forward, we will be putting more emphasis on developing people in the workplace rather than taking them out of the organisation, training them, and then putting them back in.

"Prospects has been very successful and existing cohorts will continue to be given the full support throughout the full three years. However, it is only right that we should look ahead to enhance and broaden the identification and development of the talent that exists throughout the Force."

Heidi said the Core Leaders' Development Programme (see page 4) will be launched in the autumn and will involve approximately 2,800 police staff supervisors and managers and sergeants and inspectors. Further details of the programme which will succeed Prospects will be available in the winter.

The decision follows detailed evaluation of the Prospects scheme carried out earlier this year, which involved consultation with members of the scheme and line managers.

they were to be charged with those offences.

TICs, however, are not a quick process – although if they didn't exist, we would see officers having to charge separately for anything up to 100 offences

However, the benefits are clear. They identify crime trends of active criminals, they reassure the victim and the wider community, and they provide those victims with the potential to gain compensation for the hurt they suffered.



## Signing up to personal development

**MORE than 170 members of the Force have taken part in the Force's Continuous Personal Development scheme so far in 2008.**

Each month, an external speaker runs a two-hour session on an aspect of the seven leadership competencies (Personal Responsibility, Respect for Diversity, Community and Customer Focus, Maximising Potential, Negotiating and Influencing, Openness to Change, and Strategic Perspective).

The scheme is run by the Leadership and Diversity Development Unit, based at Sedgley Park,

to help police officers and staff build on their leadership skills and improve their career prospects. It was launched in 2006 in response to a survey which identified what members of the Force said they needed to help them develop in specific areas raised at performance appraisals.

Janet Barnard, a member of the unit, said: "A broad range of topics have been covered over the past months, ranging from acquiring problem-solving skills to developing a community and citizen-focused approach.

"We've had a lot of positive feedback from those attending the sessions, saying they not only found the information useful and relevant, but that it challenged the way they normally approached issues and gave them something to build on."

The topics chosen are designed to be of particular interest to police officers up to the rank of inspector and police staff who are not part of a senior leadership team. Further information can be found on the Leadership intranet pages.



# Public Service Teams – What a Good Idea!

By Sergeant Steve Croft

THE Public Service Team roll out has been so successful that many are asking “Why didn’t we do this before?”

A member of the public from Dukinfield agrees. She had her credit cards stolen, and was impressed with the response from the Tameside PST.

She said: “I’m a busy mum so it was great to be able to fit in the appointment with an officer around the children’s bed time.”

The new approach to dealing with Grade Three, less urgent, incidents gives a caller the opportunity for Greater Manchester Police to deal with their incident at a time that is convenient to them, and the system is already proving popular.

But it isn’t just members of the public that are feeling the benefit from the new system. Neighbourhood



Policing officers on the Stockport, Trafford, Salford, Oldham and Tameside divisions, although initially sceptical that the PST system could help the Force get on top of lengthy IS queues, are finding that it works.

Sergeant Steve Cheshire, of Salford’s PST, said: “It’s revolutionising the way we deal with calls from the public. It is a much more efficient way of dealing with people, we make an appointment and then ensure that we turn up.”

This improved efficiency has contributed to the massive drop in the number of incidents with people waiting for officers to attend. Having the right officers in

the PST has been a vital part in making them a success.

Sgt Cheshire explained: “Using experienced divisional officers in the PST means that many incidents can be dealt with over the phone. The Response and Neighbourhood Policing teams are now able to focus on priority incidents and crime hot spots.”

The Public Service Team project is one of the first from the Charting the Way Taking Control of Demand programme. To find out more, visit the Charting The Way intranet site or contact Chief Inspector Mark Kenny or Inspector Maria Donaldson on 68303 or 62854.

## BUSH FIRE BATTLE FOR OFFICER

A MARRIAGE proposal from a GMP officer led to an engagement of a very different kind.

PC Simeon Shakespeare, based at Hyde police station, came face to face with raging flames in Crete just hours after asking girlfriend Zahra to marry him.

For more than 20 minutes, he and other holidaymakers battled against the out-of-control bush fire at the resort of Agia Pelagia – with the heat so intense that it melted his trainers, embedding embers in his feet. Firefighters then arrived and battled the flames.

PC Shakespeare said: “I had been sitting out on the balcony of our hotel room and looking out because it was such a fantastic view when I saw this smoke coming from some of the vegetation that surrounded the hotel. All of a sudden this spark shot off this telegraph pole and went into the vegetation below.

“At first I thought I would be able to stem the fire, but by the time I got there it had already escalated quite quickly. It happened very fast and it was spreading around the trees and other bushes that surrounded it.

“Zahra and some other hotel guests were going around the hotel collecting fire extinguishers and basically throwing them up to me over this ridge. “I have never experienced heat like that. It was intense - but the smoke was the worst. I had to press the vest I was wearing against my mouth so that I could breathe properly.

“When I was running back for extinguishers I was running through embers and the bottoms of my trainers were melting. The embers embedded in my feet and I was in a lot of discomfort.”

## CSI Susan is student of the year

By Janet Wilcox

**WHEN** Susan Fowler completed her advanced course in Crime Scene Investigation at the University of Durham in July, you could definitely say she was pleased with her results.

Not only did she get 100 per cent in her written examination and practical assessment, she was also awarded the prestigious Student of the Year Award, sponsored by the Forensic Science Service.

Susan said: “This was my biggest challenge yet. I thoroughly enjoyed the course, and in particular the lectures on forensic archaeology. Now I know the techniques of scanning an area where something, perhaps a weapon or a body, is buried, just by looking at the ground. This helps in situations where the investigation needs to pin-point where to start searching large areas, saving valuable time”.

For her practical assessment, where she had to deliver a presentation on forensic investigation, Susan impressed the judges with her overview of forensic operations during her contribution to Operation Bracknell in 2005, when she travelled to Thailand and assisted in identifying hundreds of tsunami victims, using the new techniques developed by UK forensic specialists.

This is the third year in a row that a GMP crime scene investigator has been awarded the Student of the Year Award at Durham. “CSIs get a much wider range of experience at GMP than they do in some



other forces, which I think is partly the reason they do well”, said Susan. “They know they are likely to have an opportunity to practically apply what they learn.”

The refresher course, also containing modules on forensic anthropology and dentistry, is only taken by CSIs who have completed seven years’ service. Before that, in addition to their initial entry training, they first complete a development diploma to progress to a higher career grade.

Pictured is Susan (left) receiving her award from Dr Peter Hall, Director of Forensic Services Branch. Also receiving awards that day are fellow CSIs Emma King (second left) and Eleanor Wood, who have completed their second CSI Diploma to proceed to a higher career grade. CSI Alison O’Brien (not pictured) was also awarded the Diploma.

# LOGGING ON TO LEARNING

By Steve Butterworth

**N**EARLY 18 months after the introduction of e-learning revolutionised the ways skills are taught in GMP, thousands of members of the Force have logged onto the National Centre for Applied Learning Technologies (nCalt) site.

Since April 2007, a number of eLearning packages have been launched Forcewide, some nationally developed and some locally by the subject experts and the Learning Design team in GMP. 85,000 individual chapters of eLearning have been completed with an average of 2,332 users logging in each month to learn about diverse topics such as Callsigns, Airwave phrases, Management of Police Pursuits, Management of Police Information, The Children's Act 2004, Force Intelligence System, and the Terrorism Act.

We also covered food safety and video identification to support business or local training requirements.

And new packages currently in the development stage will focus on Public Order Level 3, crime scene awareness and critical incidents. – all with interactive improvements to help make e-learning programs more engaging with the learner.

I have a fantastic team who are able to think creatively about delivering e-learning looking to make a real difference. The team came together just under two years ago and are confident that over the coming years we will continue to improve and become even better at delivering bespoke e-learning programs that give individuals what they need, when they need it.

For the Level 3 Public Order eLearning package – to be released later this year - a 3D environment has been created - allowing officers to see their role in a cordon or wedge, listen to the commands given and to watch video demonstrations regarding specific techniques and concepts. Commanders can use the same package to see what their commands actually do and advisors can understand the technical aspects of such tactics. All this within one eLearning package symbolises how e-learning in GMP is moving on at a fast pace.

E-learning actually only accounts for a small percentage of learning opportunities in GMP, the majority of learning is still classroom based. E-learning is selectively used to deliver knowledge or when knowledge is required quickly by a large audience. E-learning packages that are used Forcewide are only released following consultation with HR Managers and timescales for delivery are discussed well in advance.

There is much debate in the learning world about the use of games technology for learning. There is no



doubt that computer and video games are addictive - we've known that for some time. The challenge for us is to how to use this to deliver learning. Those playing games quickly adapt to the environment, develop skills from completing tasks often by getting them wrong first time and practising until they get them correct. The power of this technology is that people stay interested and often forget they are learning. Imagine training that people want to keep coming back to?

nCalt who provide all 43 Home Office forces with the e-learning system free of charge have developed a 3D room searching tool which is part of a blended training program for student officers. It forms part of a scenario focusing on a girl missing from home. The technology allows officers to search a room whilst considering the legal, ethical and family issues of a difficult case in an environment that can then be debriefed. As for more complex games technologies, we are looking at a number of opportunities to see what can be developed, trying to work out how we can deliver a learning experience for operational officers which helps them perform better for tomorrow's world of frontline policing.

While focusing on the future, we haven't forgotten about today. The emphasis on this learning opportunity is to empower people to learn at a time that is convenient to them, empowering them in a

responsible way. This facilitates staff who work shift patterns, irregular hours, have child care requirements, or just find it difficult to access traditional training events held at the training venues. Officer and staff can also access nCalt eLearning at home by logging onto [www.ncalt.com](http://www.ncalt.com) and using their nCalt User name and Password. Restricted materials are only available via the GMP IT Network.

Over the past 12 months IT Services have increased the size/speed of the internet/cjx connection - the electronic pipes that nCalt travels through for want of a better description. IT Services have just replaced the proxy servers to stop the 'Web Marshall' error that so often caused problems, and nationally we continually engage in discussion with nCalt on how usability can be improved.

Ultimately it's impossible to please everyone. We accept this. Some people just don't like e-learning and have difficulty learning in this way. We call it the 'Marmite Effect' - you either love it or hate it. What we can do and will continue to do as part of the People and Development Branch is work as hard as possible to improve access to learning, and e-learning is no exception. If anyone has any solutions, suggestions or comments then we welcome any feedback.

*Steve Butterworth is Head of Immersive Learning and Design and is based at Sedgley Park.*

## On parade for promotion

**PROMOTION** parades have been introduced as part of the Leadership Programme of Charting the Way to ensure newly-promoted officers are formally welcomed to their key leadership role

Inspectors and sergeants from all over the Force came together for one of the first parades at Sedgley Park to receive congratulations on their promotion from Deputy Chief Constable Dave Whatton.

Mr Whatton led an informal discussion where a range of issues were discussed covering performance, leadership, teamwork and how the officers saw their leadership role within GMP developing.

One of the officers at the promotion parade was Detective Inspector James Ellson from Manchester Metropolitan Division. He said: "Being awarded with my pips was a symbolic gesture, but I liked it. It was good to hear the key messages around teamwork and

officer's discretion.

"There has been a bit of a revolution in my leadership thinking. I have often been quite focused on me. I realise now, and especially at this rank, that it is all about my staff - if they are happy and working well, then everything else follows."

The Leadership Programme is looking at introducing a similar parade for newly-promoted police staff in the near future.



# POLICING THE RING OF STEEL

By Stefan Jarmolowicz

**WHEN many people think about the Labour Party conference, they think about the secure island site within which delegates go about running the country.**

But GMP's policing of the conference goes far beyond the boundaries of the ring of steel. It is the job of the Operation Protector 'outer zone' team to keep the area around the island site safe and to minimise the impact of the conference on local businesses and residents.

Headed by Superintendent Cath McKay and Sergeant John Rielly, outer zone staff have some of the biggest challenges facing the entire Protector team.

Supt McKay said: "Successfully policing the conference and minimising the impact on the community of North Manchester is our primary aim.

"But what we also want to do is provide a legacy for the city. By engaging with the community during the operation we are building relationships between the police, businesses and residents that will continue after conference.

"I see it as a crucial part of developing Neighbourhood Policing."

The outer zone operation is split into two broad categories – working with the community to minimise the impact of the conference and deploying high-visibility patrols throughout the outer zone to provide a reassurance message.

The first phase of the operation is already well underway. For several months, Supt McKay's team has been talking to residents and local businesses about how the conference will impact upon their daily lives and what arrangements will be in place during the event.

Understanding the sensitivities of the businesses and residents who will be affected by the security measures is key to the operation. For example, during the conference there will be restrictions placed on vehicles travelling in the outer zone. Certain individuals who live and work in the outer zone will need to display a vehicle pass in their car at all times otherwise they will not be allowed through the various access points.

A number of car parks will also be closed and parking spaces removed which will cause disruption.

Key Task Manager Sgt John Rielly, along with PCs Ivan Hewitt and Martin Riley, are based at Bootle Street police station and have been going out meeting members of the community to explain why this high-profile security is necessary.

"The biggest part of our operation is to work side-by-side with the community," said Sgt Rielly. "We have to balance the need to create a secure area with the needs of those residents and businesses whose lives may be disrupted.

"Some businesses will welcome the conference with open arms because it could bring in extra trade,

## Operation PROTECTOR

while others are concerned it might affect their trade - so it is a balancing act and it is so important we work with the community and relevant partners.

"We are trying to feed the message that as much as possible, it is business as usual.

"By talking to them now and engaging them in the planning process, we are working to lessen the impact of the conference on their lives and again, it's about forging relationships between GMP and the local community."

Another crucial part of the operation is protecting those who leave the secure island site and venture out into Manchester to explore the city.

Extra high-visibility patrols will be deployed to 'hotspot' areas where crime is more prevalent, both to reassure delegates who may leave the sanctity of the island site to see more of Manchester and to reduce the risk of people becoming a victim of crime. Fringe events can also present a big challenge to the outer zone team.

If a protected person decides to leave the island site to go to an event in the outer zone, under certain circumstances the outer zone 'fringe' team will have to react quickly and work with search officers to ensure the area is safe and patrols are available as necessary.

"It is a huge operation and its vital to the success of Operation Protector that we get it right," said Supt McKay.

# Cutting-edge control room to police conference

**A NEW state-of-the-art control room, which has been built for the 2008 Labour Party Annual Conference will create a 'legacy' for the people of Greater Manchester.**

After the success of the 2006 conference, GMP undertook a detailed debrief and the Force is using those findings to build upon its success.

One of the biggest improvements is the creation of a permanent events control room at Sedgley Park (pictured).

The room, which will be called the Command Module, will allow officers to effectively police all aspects of the conference. With a record 360 CCTV feeds covering all of Greater Manchester, it is the most advanced control and command facility in the UK and one of the best in Europe.

It will also allow GMP to transfer Gold Command from Chester House with a capability to run a further three Silver Commands all from the same control room.

Planning for the 2008 conference has been spearheaded by Superintendent Chris Ullah, formerly Chief Inspector of Operations at Manchester Airport and now planning coordinator for Operation Protector.

"The Command Module will create a legacy for the people of Manchester," said Supt Ullah.



"Not only will it greatly help us police this conference, but it will give the Force a fantastic facility to police future events such as football matches, multiple major incidents or operations.

"For example, we will be policing political conferences for the next three to four years, so the Command Module is a very important addition to our policing resources."

Supt Ullah, who is assisted by deputy planning coordinator Chief Inspector Anthony Simpson, has the biggest challenge in making Operation Protector a success. Not only is he responsible for pulling together the 23

different disciplines such as the Island Site, Outer Zone, firearms and intelligence that make up the operation, but he has also been dealing with the interests of the many organisations involved.

"We regard the conference as a fantastic opportunity for the city and it will be another stage on which GMP can showcase its experience and ability to police big events.

"Policing a political conference ranks among the largest and most expensive police operations undertaken anywhere in the country. We have up to 1,100 officers per day policing the conference,

a scale comparable with the Commonwealth Games.

"The conference is not just something for the officers who are working on Operation Protector, it is a chance to show what we as a Force can do.

"It is a big challenge, because what we will be doing in constructing the security around the Island Site is replicating the high level of security around Whitehall in London, as effectively the seat of Government is moving from London to Manchester for five days.

"My team of Key Task Managers, supported by their Key Task Commanders, have been working tirelessly over the last few months to bring the operation together and I'm confident it will be another success story.

"We have always said, right from the outset, that the operation will not adversely effect the people of Greater Manchester. Policing the rest of Manchester will not suffer in any way as officers will be brought in on their rest days and we will be using backfill to ensure divisions are not disadvantaged.

"Our main aim is to fight crime and protect the people of Manchester and that will not change in any way during conference."

# Witness support

By Emma Payne

**NEW** measures are in place to support witnesses who have difficulty communicating, such as those with mental disabilities.

The Intermediary Scheme provides vulnerable witnesses with a specially-trained expert who will help the witness at each stage of the criminal justice process to understand questions they are asked, and to communicate the witness's responses.

Several officers in the Force have already made use of the scheme to

assist their investigations.

Detective Constable Louise McWalters, of the Child Abuse Investigation Unit at Oldham, said: "The use of the Intermediary was invaluable to our case. They really helped to explain to the court how the witness had difficulty with concepts of time.

"They sat with the witness during the evidence-in-chief and cross-examination, and could clearly see when the witness was struggling to understand, explaining how the witness was processing the information and where more time was

needed to answer the question."

When an intermediary is required, the consent of the witness is sought and an intermediary referral form is completed by the investigating officer and sent to the Intermediary Registration Board. The board will match an intermediary with the needs of the witness as detailed by the officer on the referral form available on the GMP Intranet.

Each division has an appointed member of staff who must be consulted before submitting an intermediary referral form – a list of those people is available on the

Criminal Justice intranet site.

There are currently 152 registered intermediaries across the UK, selected for their specialist skills and experience. All registered intermediaries have successfully completed an assessment process and have agreed to abide by a code of practice and a code of ethics.

Other special measures in place to support vulnerable or intimidated witnesses are screens in the courtroom, live video links, clearing the public gallery of people, and removal of wigs and gowns.



**ON BOARD FOR CRIME PREVENTION:** Taking a stand against crime hotspots is hot food seller Lee Ferguson who has installed a matrix sign to flash out crime prevention messages to shoppers.

The sign is displayed on Lee's tram-turned-snack bar, located at the junction of Cross Street and Market Street in Manchester City Centre.

PC Stuart Pizzey MBE, North Manchester Division Crime Reduction Adviser (pictured right with Lee), said a year-long sponsorship agreement would see regular crime prevention messages displayed.

"Lee continues to be a great ally of the police and the use of his matrix sign will help inform and remind the public when out and about enjoying themselves in Manchester of the precautions they need to take to prevent falling victim to crime," he said.

## Intelligence-led

**GREATER** Manchester Police looks set to launch a new intelligence system in October.

The Force Intelligence System will mean officers and staff will only have to enter intelligence on to one system to create a standardised system across the Force. It replaces the 5x5x5 forms and the intelligence aspects of GMPICs.

Detective Chief Inspector Alan Lyon of the Force Intelligence Branch said:

"In terms of what it delivers it will revolutionise how we gather and disseminate intelligence across the whole of GMP.

"The feedback from those who have seen it has been positive and there will be massive operational benefits for all officers and staff."

Before using the new system all staff will have to complete the nCalt e-learning packages available on the Force Intranet.

## DIVISIONAL ROUND-UP

### NORTH MANCHESTER DIVISION

A week-long operation tackling aggressive begging and anti-social behaviour in the Oxford Road area of Manchester, saw 58 arrests and 18 direction to leave notices handed out.

Sergeant Gareth Jones of the City Centre Neighbourhood Team, said: "The success of the operation was the excellent feedback we received from the local community, particularly the thanks and praise we receive when patrolling the streets."

### METROPOLITAN DIVISION

Residents in Gorton South were given clean-up kits by Manchester Metropolitan Division to help them keep their community free from graffiti.

The packs were handed out as part of Gorton South Respect week in July and enabled local people to remove graffiti as soon as it appeared.

### ROCHDALE DIVISION

Officers in Rochdale are deploying pedal power thanks to funding for two bikes from Rochdale Town Centre Management Company.

Inspector James Troisi of Rochdale North Neighbourhood Policing Team said: "These bikes are a real asset to the team, as they will enable our officers to patrol larger areas more easily - while still remaining accessible to the public."

### STOCKPORT DIVISION

Operation Antidote provided the cure to problems of anti-social behaviour – with

the arrest of 76 people during the first few days of a summer-long initiative in Stockport.

A total of 36 officers have been positioned in the main hotspot areas across the borough each weekend, with mobile video units helping to gather evidence.

Chief Inspector Stuart Barton, from Stockport Division, said: "Police community support officers are making house visits to residents who have reported problems in their area to keep them up-to-date with what police are doing."

### TRAFFORD DIVISION

A total of 32 children have been named 'Community Champions' in a new project run by Trafford Division. Pupils aged 10 and 11 from King's Road Primary School in Stretford were presented with a certificate and a badge after completing classes on neighbourhood and community issues run by PC Catherine Caulfield of the Stretford Neighbourhood Policing Team. Part of the project involved looking at quality of life issues such as litter, vandalism and graffiti.

### WIGAN DIVISION

Careless motorists were given a screen test in crime prevention.

An electronic display board has been used at Pennington Flash car park to remind drivers not to leave valuables on display in their vehicles. The advice follows a number of vehicle break-ins in the area and is designed to tackle opportunistic thefts.

# SPORTS · BRIEF · SPORTS · BRIEF · SPORTS

## CLOSE-FOUGHT CONTEST FOR GMP RUGBY PLAYERS

By Damieon Pickles

**A COMBINED Lancashire team containing 11 members of GMP came crashing down to earth with a bump after being beaten in a close fought contest against a gritty and determined Cheshire outfit.**

The league leaders - limited to 15 players due to injuries and work commitments - saw Cheshire score as early as the fifth minute with a hit down the middle of the field to score between the posts to give them a 6-nil lead.

Excellent running from Meeks/Elvidge orchestrated by Ashcroft and Atherton put the pressure back on Cheshire and duly paid off with two quick tries in succession from Clark and Fogarty, both goaled by Atherton.

Cheshire, always a strong home team, hit back with an unconverted try to get within two points, before excellent ball work from Maddocks sent Burrows in at the corner only to be brought back with a strongly disputed forward pass.

Moments later, Combined Lancs - still smarting from a disallowed try - regained control with smooth passing from Atherton and Swift, which provided an opening for Green's first touch of the ball to touch down in the corner to bring the score to a 16-10 half-time lead.

The second half started slowly with both teams building on strong defences. However, Maddocks weaved his way through the Cheshire defence to score under the posts, which was then converted by Atherton to further enhance the Combined Lancs lead to 22-10.

Taking advantage of some weak Combined Lancs tackles and dropped balls, Cheshire hit back to score two converted tries and set up a tense final 20 minutes.

With the scores level at 22-22, Combined Lancs again surged forward from their line with Swift coming on to a wide ball to run 70yds to score a try, converted by Atherton. With 10 minutes remaining and the scores at 28-22, Combined Lancs could sit back and wait for the whistle.

Cheshire had other ideas - and with several disputed penalties going against Combined Lancs - pressed forward and scored two unconverted tries, to bring the score to 30-28 in favour of Cheshire.

Both teams will again be slugging it out on 17 September at Lancashire Police HQ to reach this year's main final against either West Yorkshire or the Met. Kick off is at 3pm.



### Karate kids charity challenge

Photo: Chris Oldham

**HIGH-kicking members of the Force's Karate Team are preparing for a record-breaking martial arts marathon to raise money for a children's charity.**

Members of the team will take part in 36 hours of karate training in their bid to beat the Guinness World Record - with each participant only allowed five minutes break for every 60 minutes completed.

The record-breaking attempt takes place at Manchester College of Arts and Technology's Ardwick campus on Saturday 22 November, with proceeds going to fund the work of CLIC Sargent - a charity for children diagnosed with cancer.

Sergeant Stuart Charlesworth (pictured), based at

Hyde police station, said: "We're involving local communities by inviting young people who would normally hang around the streets to come and train with us throughout the record attempt. This will hopefully introduce them to positive activities and focus their interest in a more rewarding way."

The team is also looking for help and assistance in the form of volunteers to become witnesses to the record attempt, stewards and general organizers to ensure everything runs smoothly. Anyone willing to help should contact Inspector Melita Worswick, Sgt Charlesworth or DC Chris Gill, indicating the role they are willing to perform and the times they are available.



**FOOTBALL fan Barbara Glover has taken her love of the sport to a new league - by managing not just one team, but two.**

Barbara, a tape summariser at Bury Division, manages the under-16 Ramsbottom United (Saturday) and Tottington United (Sunday) teams.

And her prowess on the sideline has led to two boys having trials at Liverpool and Oldham, two shortly beginning a six-week trial with Blackpool Football Club, and one being signed for Rochdale.

Barbara said: "I started running an under-nine's team eight years ago as my son Daniel was a budding footballer and there were a lot of boys in the local area wanting to play football."

"Last year, the Tottington team finished unbeaten champions of Division One of the Bolton Boys' Federation and the Ramsbottom team came runners-up in the North Bury Under-15 Premier League in their inaugural year."

Her managerial skills were recognised last year when she reached the finals of the Greater Manchester Coach of the Year, having earlier been named the top coach in Bury.

"It is a lot of work to run both teams and people tell me I have to be mad or absolutely dedicated to manage two teams. I think I'm a bit of both," she said.

Barbara is pictured with some of the Tottington Utd team".

### GMP sets sail to stop crime

**SIX members of the Force are setting sail for a fund-raising challenge to boost support for charity Crimestoppers.**

The Capgemini Sailing Challenge takes place on Saturday 27 September as teams from half the police forces in England and Wales battle it out in a race around the Isle of Wight.

Further information about the event can

be found on the Crimestoppers website at [www.crimestoppers-uk.org](http://www.crimestoppers-uk.org).

•Crimestoppers this year marks the 20th anniversary of its founding. Last year, there were 4,919 actionable calls to the anonymous Crimestoppers number about crimes in Greater Manchester. This information resulted in nearly 400 arrests.

SPORTS · BRIEF · SPORTS · BRIEF · SPORTS

# Police team nets lacrosse championship



The police team in action wearing a light blue strip.



GMP members in the winning team line up. Paul Winters (back row, second from right), Alistair Dodd (back row, far right), Ian Cain (front row, second from right). Simon Lafon was not available for the photograph. Photos courtesy of RAF Cranwell Photographic Section.

**THREE** members of GMP were in a national police lacrosse team which took on and defeated opponents from the armed forces – just two months after the police team was formed.

The Festival of Lacrosse tournament at RAF Cranwell, Lincolnshire, took place in July.

The first game against an Army team was won 14-1, a second against the RAF 8-0, and a match against a combined MOD team saw the UK

Police team triumph 11-1.

The GMP members of the team - Ian Cain, Paul Winters and Simon Lafon - all contributed to the overall victory by scoring in every game.

Team organiser, Alistair Dodd, said: "The men's version of lacrosse is often described as the 'fastest game on two feet' and 'ice hockey on grass' because of the protective equipment worn by competitors.

"The welcome given to us by the Royal Air Force was superb and

everyone who attended had a thoroughly enjoyable time."

In May, the Police Sport UK Council agreed to create a male and female Lacrosse section on a two-year trial basis.

The police service is looking to field a team which represents more of the forces across the UK in next year's Lacrosse Festival, expected to be hosted by the Royal Navy. The intention is also to set up teams in forces across the UK

and organise an inter-force league. GMP in particular will be setting up its own men's and women's teams and is seeking interested from experienced and new players.

Anyone interested in playing should contact Lynne Potts or Alistair Dodd by email, indicating if they play for a team and the level of competition they have achieved.

- The English Lacrosse Association, based in Manchester, will be hosting the Men's World Cup in 2010.

## 2009 Snowsport Championships

THE Force's snowsport team will be hoping to repeat its success in winning a trophy dedicated to the memory of a GMP officer.

Chief Inspector Simon Tovell, who died in 2005, was co-founder of the GMP Snowsport Section in 1992 and captain of the team.

The trophy was donated by Simon's widow – and won by the GMP team at the Police Sport UK Snowsport Championships in 2007.

Next year's championships take place at Saalbach Hinterglemm, Austria, from 10 to 17 January and involve competitions in the disciplines of downhill, cross-country, and snowboarding.

For further details about the event and how to compete, contact Alan Robertson on extension 62564 or visit the competition website at: [www.ixxalp.com/police](http://www.ixxalp.com/police)

## GMP REACHES HIGH TO WIN FINAL



REACHING HIGH. Back row, left to right: Cecilia Oakley, Catherine Hankinson, Kathryn Barwick, Wendy Grace, Ann-Marie Kay; front row, left to right: Katie Parlatt, Stephanie Dalpiaz, Karen Atkinson.

Essex North ...19, GMP 'A' ...48

THE Police Sport UK netball Plate Final started at a high tempo, with GMP taking an early 3-0 lead.

Essex managed to pull it back to 4-4 but some strong defence by the GMP side gave them a solid platform and they were 11-5 ahead at the end of the first quarter.

They extended that lead to 24-10 at half-time and their almost faultless attack gave them a convincing lead of 35-13 by the end of the third quarter.

Although Essex put in a great effort with some fine results in the final quarter, GMP continued to pull away to claim an exciting 48-19 win.

## Yachtsmen rescue stricken crew

A TRIP to the North Wales coast for the Force's Blue Line Sailing Club turned into a rescue in a force eight gale.

Three miles offshore club secretary Andy Massey, spotted the crew of a small fishing boat waving – and immediately knew there was something wrong.

By the time the GMP crew – which also comprised Paul Hudson, Dave Wilcocks and Paul Hobson – reached the stricken boat it was already half full of water. The engine had failed and with only a few hours of daylight left, the small crew of husband, wife and 16-year-old son were sinking fast and drifting out to the Irish Sea.

The GMP crew radioed for help and waited until a lifeboat arrived to take the family on board.

Each year, the Blue Line Sailing Club holds two events to teach novices how to sail. For information, contact Andy Massey on extension 66834.