

Communicators Strategic Course

Monday 21st – Thursday 24th March 2022

*A strategically focused course for
police communicators*

APS 4



Courses for police communicators
operated in association with

The Association of
Police Communicators





Introduction

Welcome to Belton Woods for what will be the third strategic communications course to operate since we returned to some shred of normality!

You can have a look at what previous participants have said about the course by visiting the web site: www.pctd.org.uk - and view the courses flier. The programme for the most recent strategic course can also be read at the site but acting on feedback from the previous course we have made quite a few changes to APS 4

We will say time and again during your brief stay that your feedback will shape future courses and we'll be constantly reminding you to complete the forms after each session. This course has some new additions to the last one combined with some established sessions which are relevant to your roles and continue to receive positive feedback. You'll see that we have introduced two extra case studies and again, following feedback, we have structured more time in to consider the '*... little bit of local difficulty ...*' scenario which develops throughout the course.

A recent participant likened the course to the pressure of dealing with a sustained major incident – so *do* be prepared for an intensive, challenging, enjoyable and useful few days with us. You'll meet and spend time with a range of experts in their fields, all of whom are brimming with enthusiasm to share their experiences with you and contribute to making you a better informed communications professional. We

are confident that you will also gain a great deal from mixing with 23 of your peers throughout the course.

MEDIA LAW – please note that if you have any specific media law questions you want to ask our 'Brief', Amanda Ball to cover, please e-mail her direct and she will cover it in her session: amandajball17@gmail.com

My enthusiasm for running these courses continues undimmed after more than thirty years and I'm now delighted to be able to take a step back and introduce two former colleagues of mine, retired chief officers, Alec Wood and Roger Bannister who will direct and bring a fresh perspective to this and future courses.

Alec, Roger and I will be here throughout the course to make sure you get the best out of it – don't let anything fester, let us know and we'll do something about it!

Because this course is predominantly participative we have split you into syndicates which you will work in throughout – details are overleaf:

Tony Diggins

PCTD

Producing the Course

**in collaboration with the Association of Police Communicators,
Polcomm Training and Development (PCTD Ltd)**

Tony Diggins BA (Hons)

Tony retired from Lincolnshire Police after nearly forty years service in March 2020 which coincided with the first Covid lockdown which delayed the plan to run the police communicator courses under a newly established company. He is now co-director with Sandra (below) of PCTD Ltd. He had worked in police media and communications in Bermuda and the Met' before moving to Lincolnshire where in the early 1980s he established the first courses that have evolved to what they are today. In addition to being the Head of Corporate Communications for Lincolnshire Police he worked for the Home Office and the Foreign & Commonwealth Office as the co-ordinator for pseudo media on the UK Government counter terrorist exercise programme. Over almost 20 years he contributed to countless exercises throughout the UK as well as across the world in the Caribbean, USA, Malaysia, Cyprus, Norway, Greece and the Czech Republic. He has also delivered media and communications training for police forces internationally including, Bermuda, Abu Dhabi, Croatia, Sierra Leone and for the United Nations in Lausanne.



Sandra Mason

Sandra is co-director of PCTD Ltd, She provides all the course administration, organisation and graphics. After 32 years full time with Lincolnshire Police as head of graphics and publications section, she took flexible retirement just as the first lockdown was imposed and now continues to split her time between Lincolnshire Police and the work for PCTD



Directing the course

Alec Wood QPM | *Retired Chief Constable, Cambridgeshire Constabulary*

Alec retired as Chief Constable of Cambridgeshire Constabulary in late 2018, after serving for over 32 years in three police forces.

He has extensive operational and strategic policing experience and was the national lead for specialist policing operations for the National Police Chiefs' Council, overseeing the police use of firearms, roads policing, public order, stop and search, police aviation, police dogs and joint emergency services response.

During Alec's policing career, he dealt with several high-profile incidents in both uniform and criminal investigation roles. He was the senior investigating officer (SIO) for a number of murders and major crime investigations, during which he was responsible for setting the communication strategy, engaging with the media as well as conducting media interviews.

He has led the police response to public disorder following football matches and public protests, including the widespread civil disturbances in 2011 following the police shooting of Mark Duggan in London.

Alec is currently the Deputy Chair of the Security Industry Authority, and the police advisor on the Ministry of Defence Police Authority.



Roger Bannister | *Retired Deputy Chief Constable, Leicestershire Police*

Roger has around 32 years policing experience having retired in March 2018 as the Deputy Chief Constable of Leicestershire Police. Prior to this he had served in Lincolnshire rising to the rank of Assistant Chief Constable responsible for Protective Services.

Much of his policing career has revolved around serious and major crime investigation and as an SIO he led a number of complex investigations. Such experiences continued on promotion to ACC and DCC where he proudly supported and led some high-profile cases – often fronting national media interviews. Roger also has extensive experience of court and legal work and spent several years leading work related to the IICSA Public Inquiry.

Roger was the NPCC lead for Covert Human Intelligence Sources and regionally for Prevent and Hostage Crisis Negotiators. He actively supported some national CT command responsibilities with 2017 being particularly memorable.

On retiring he was the Interim Chief Executive of the Gangmasters and Labour Abuse Authority and currently runs his own specialist risk consultancy business. He also sits as a Tribunal member in the health care sector.

Roger enjoys presenting on the courses as much now as when he first started way back in 2009! Hobbies include sailing, swimming and mountaineering with trips to Scotland, the Alps and Nepal. His teenage twin sons have recently joined him on some guided mountain days – armed with ice axe and crampons - something he describes as feeling brilliant!



Objectives of the Course

- To experience, contribute and develop strategic thinking on media issues arising from a range of scenario sessions led by senior leaders and former chief police officers.
- To consider and learn from the practitioners who have managed recent major or critical incidents and consider the approaches adopted in managing the media at a strategic level. Up to three such incidents will be covered. Potential external and internal impacts will be considered.
- To participate in an advanced refresher media law session delivered by a nationally reputed university lecturer and have the opportunity to pose questions, seek feedback, share experiences and develop scenarios related to personal experiences.
- In small syndicates, to participate and contribute to a day-long session to develop a strategy for dealing with a crisis; learning from the experience of a robust broadcast media interview related to the scenario.
- To participate and contribute to developing a strategy for dealing with a reputationally damaging crisis emerging from a scenario which evolves over the duration of the course.
- To take advantage of the opportunity to network and develop contacts over the three days of the course with peers from similar roles.

Syndicates

Names redacted in line with GDPR

Monday 21st March

Your room is not guaranteed for occupancy until 1500 so you can check-in and either leave your bag in your car or bring it up to the Hawthorne Suite.

HAWTHORNE SUITE (First Floor) - take the staircase immediately to the right as you come in towards reception or the lift opposite reception

Arrival at Belton Woods in time for refreshments in the Hawthorne Suite from 1115

1145 [Opening remarks](#)

1200 – 1245 **LUNCH IN STANTONS RESTAURANT**
(Ground floor to the right of reception)

1245 – 1415 [Strategic Decision Making \(Participative Exercise\)](#)

Roger Bannister | Alec Wood

1420 – 1530 **CASE STUDY 1: [Essex Lorry Deaths](#)**

Lorna MacKinnon

On 23rd October 2019, the bodies of 39 Vietnamese people – 28 men, 2 boys and 8 women were found dead in the trailer of a lorry in Grays in Essex. Lorna, who attended one of the original PP courses and most recently, the APS 1 course, will provide an overview of the strategic issues in dealing with this international incident.

REFRESHMENTS

Tuesday 22nd March

HAWTHORNE SUITE

0845 - 1015 **Media Law - Advanced Refresher**

Amanda Ball

Amanda will explore a range of issues of media-related law, but what is covered to an extent depends on you providing Amanda with the areas you would like to discuss. Please email her direct at amandajball17@gmail.com

REFRESHMENTS

1045 - 1200 **CASE STUDY 3: Strategic Issues from the Novichok Incidents**

Clare Mills

An insight into how this unprecedented incident unfolded, the vast consequences that followed and how the force, working with partners, managed the insatiable appetite of the media through what was a truly extraordinary major incident situation with many twists and turns.

LUNCH IN STANTONS RESTAURANT

1300 - 1415 **Social Media and Policing – The Future**

David Bailey

Social media is now a core part of any effective communications approach, but it's no longer just a PR or comms tool. The public expectations of the police use of social media continues to evolve at a dramatic pace, they expect to find the information they need instantly and around the clock but it's also how many citizens want to report crime and 'transact' with the police. Social media allows the police to be the 'primary source' for credible and trusted updates on key issues that many social media users expect, but how does policing deliver outcomes rather than outputs using social media as part of the engagement mix? David Bailey has been a leader in the Police Social Media space for 15 years and leads the NPCC Social Media project which brings together the police use of social media under a force-wide framework and ensures a truly citizen-focused approach

REFRESHMENTS

- 1430 - 1545** **Trust and Confidence Begins at Home** **Helen Wilson**
During this session, Helen will share two case studies experienced during her time as Surrey Police's Head of Corporate Communications and Engagement where a multi-disciplined response to a crisis was needed, but the trust and confidence of employees depended on the careful sequencing of messaging and utilising internal stakeholders to help maintain advocacy and pride in the Force amongst staff, communities and partners.
- 1550 - 1630** **'... little bit of local difficulty...'** **Course Team**
Meet the Head of Professional Standards
- 1630 - 1715** **Crisis Briefing** **Chris Webb | Course Team**
- 1915** **EVENING MEAL IN STANTONS RESTAURANT**

Wednesday 23rd March

HAWTHORNE SUITE

Refreshments will be available throughout the morning in the Hawthorne

0845 - 1615 **Crisis!**

Chris Webb | Alec Wood | Roger Bannister | Kevin Bocquet | Harpal Panesar

1230 - 1315 **LUNCH IN STANTONS RESTAURANT**

1620 - 1715 *'... a little bit of local difficulty ...'*

Exercise consideration and access to Producer or Reporter for 'Action Time'

Kevin Bocquet | Richard Wells

1915 **EVENING MEAL IN STANTONS RESTAURANT**

Thursday 24th March

Check out, settle your account and either store bags with the concierge, in the Hawthorne or in your car. Make sure to let us know this morning if you will need a taxi to the rail station at lunchtime.

HAWTHORNE SUITE

Refreshments will be available throughout the morning in the Hawthorne

0845 - 1200 *'... a little bit of local difficulty ...'*

Kevin Bocquet | Richard Wells

TV Interviews, plenary feedback and discussion

1200 - 1215 Closing comments and departure

Course Team

BUFFET LUNCH OR PACK-UPS IN THE HAWTHORNE SUITE AND DEPARTURE

Taxis for rail station depart front entrance at 1230

Monday

Essex Lorry Deaths

Lorna MacKinnon *(former participant of the PP and APS courses)*

Lorna joined Essex Police as a Press & PR Officer in March 2018. She had previously worked in public relations in a variety of fields but had no prior experience of police comms.

Following the Essex lorry tragedy in 2019, Lorna created and implemented the internal and external communications strategy for the trial of those responsible, making sure that the dignity and respect the force had for the victims and their families was at the forefront of all communications.

Having worked on parts of the initial response to the incident as a Press & PR Officer in October 2019, she flew out to Vietnam to support the victims' families with dedicated Family Liaison Officers in February 2020, and went on to be the single point of contact for news outlets across the globe for the trial at the Old Bailey. She has since overseen the creation of an upcoming BBC documentary about the investigation.

She has since moved to the role of Campaigns & Partnerships Manager at Essex Police, where she is assisting on award-winning campaigns, like the We Value Difference recruitment campaign and helping to build the team from the ground up.



The Investigation into the most Prolific Rapist in British Legal History

Ben Ashworth *(He was a participant on the PP54 course in October 2015)*

Ben is a Senior Press Officer for Greater Manchester Police and has worked for the force since 2014. He began his career at GMP working as Press and Public Relations Officer, assisting in delivering cutting-edge campaigns and supporting major investigations before switching his focus to the press office full-time and taking on a more operational role.

He then rose through the ranks to become Senior Press Officer, where he manages high-profile investigations including Counter Terrorism Policing North West operations, international football matches and countless murders. He is also the press officer behind the award-winning Channel 4 documentary "The Mystery of the Man on the Moor" – the mysterious death of an unidentified man on Saddleworth Moor.

In his time at GMP, Ben has led communications strategies for numerous critical incidents and was the on-call press officer on the night of the terrorist attack at the Manchester Arena on 22 May 2017.



Tuesday

Media Law

Amanda Ball

Amanda Ball is Senior Lecturer in Media Law and Public Administration at the Centre for Broadcasting and Journalism at Nottingham Trent University and has been employed by APComm to deliver media law training for a number of years. We pride ourselves as having 'discovered' Amanda who manages to bring to life what would otherwise be a 'dry subject'! She has taught in further and higher education for over 20 years, specialising in journalism education and training since 1988. Before starting on her full-time academic career she worked as a freelance researcher and production assistant in BBC local radio, while teaching part-time for the Open University.



She is the National Council for the Training of Journalists' principal examiner, chaired the NCTJ's Public Affairs Exam Board for 16 years and is one of the NCTJ's senior examiners in media law. She has extensive experience in delivering specialist training to press office staff at over 30 police forces, BBC local radio journalists, the Press Association, regional newspaper groups, independent radio stations, local government, the Home Office, UKBA and the CPS. She has been an advisor on a number of textbooks in the fields of media law and public administration and is a regular media commentator on legal matters.

The Media Issues around the Salisbury Novichok Incidents

Clare Mills | Head of Communications, Wiltshire Police

Clare worked for four years in events management, before joining Northamptonshire Police in 1999 as part of the Public Relations and Media team where she held a number of different roles. In 2004 she moved to Bedfordshire Police where she was a Customer Services and Marketing Manager, before moving to Wiltshire Police in 2007 as the Head of Internal Communications and Public Relations.



In 2012, she was promoted to her current role as Head of Corporate Communications and Engagement, where she heads up a team of 15 staff. Clare is a member of the exec team, and is responsible for the development of the strategic internal, external and digital communication/engagement approach and recognition for the Force and PCC. Clare also leads, through a shared service structure, on strategic communications and media delivery for the Police and Crime Commissioner for Wiltshire and Swindon.

As part of her role, Clare manages communications for critical incidents, gold groups and strategic issues and ensures that media, public relations, internal staff engagement and digital communications is managed and delivered effectively and efficiently.

Clare was responsible for leading the strategic communications and media approach for the inquiry into allegations of non-recent child abuse against the late Sir Edward Heath. More recently, she headed up the significant communications and media for the local response to the Salisbury poisonings in 2018, which saw Wiltshire Police lead in the bringing together of multiple partners at both a local and national level to co-ordinate the response phase of the consequence management element of this global incident.

Social Media and Policing - The Future

David Bailey

David has built a reputation for drive and innovation in public relations, communications and engagement, particularly in the digital environment.

Currently, David is seconded to the National Police Chiefs' Council (NPCC) Digital Policing Portfolio from Staffordshire Police. He is leading the Social Media project within the Digital Public Contact Programme which is working to deliver the vision for a social media enabled police service across the UK.

Described as 'best in class' by senior managers at Facebook in terms of leading public sector digital engagement, he is a key driver in the use of social media channels in UK policing and wider.

With nearly 20 years of experience in police engagement and communications, David has been involved in every aspect of policing, supporting local face-to-face engagement in community meetings, to leading the media and communications plan complex investigations including counterterrorism and sadly a few murder enquiries along the way.



Trust and Confidence Begins at Home

Helen Wilson

Helen joined Surrey Police back in 2001 as a press officer and after working her way up through every level in the Corporate Communications team, was proud and honoured to take on the role of Head of the Department in the summer of 2019.

Over two decades there have been numerous challenging cases and events that she has worked on or led the communications for; Op Ruby (Milly Dowler murder), 2012 Olympics, Op Franklin (Floods) and the Magna Carta event to name just a few.

Originally from Northamptonshire, Helen moved to Southampton to study Journalism, completing her Degree and a Post-Graduate qualification in Broadcast Journalism. Prior to joining Surrey Police she was a radio newsreader for the BBC and two independent radio stations.

In January 2020 Helen became one of the Vice Chairs of the Association of Police Communicators (APComm). Becoming a new Head of Department and a Vice Chair within a few months of each other has given Helen a quick insight to the talent and support across policing communications nationally.



Crisis

Chris Webb (MCIPR)

Chris is the former Head of News and Deputy Director of Public Affairs at the Metropolitan Police Service and has become one of the UK leading experts in crisis management and crisis communication, having dealt with almost every major incident and high-profile security event to impact on London in nearly 30 years and chaired the London Resilience GOLD Communications Group for ten years. He continues to play a major role in advising and influencing the police and Government on crisis communication and between March and June 2020, he led London's Covid-19 communication response on behalf of the London Resilience Forum (LRF) and undertook a similar role with Surrey's LRF from October 2020 until March 2021.



In 2018, Chris established EPiCC (Emergency Practitioners in Crisis Communication) that brings together comms practitioners to network and enhance their skills in handling emergencies and disasters.

Throughout his career, Chris has led the comms response to a number of high-profile and major events including the NATO summit in Wales, the G8 summit of world leaders in Northern Ireland, the London Olympics and Paralympics, the 7/7 London bombings and the Asian Tsunami.

He has sat on several of the UK's disaster response and emergency planning committees including the Government's crisis emergency group COBRA, the Cabinet Office Media Emergency Forum (MEF) and the Home Office Counter Terrorism Group. He has also supported overseas countries in their handling of high-profile events and disasters, lectures regularly on crisis communication both at home and abroad and has delivered keynote speeches to conferences in America, Australia and New Zealand.

Wednesday

Crisis

Chris Webb | Alec Wood | Roger Bannister – *as detailed previously*

Kevin Bocquet

Kevin spent 24 years at the BBC, most of that time as North of England correspondent, based in Manchester, working for radio and television. Among the stories he covered were the IRA bomb explosions in Manchester and Warrington, the James Bulger and Harold Shipman murder cases and the Foot and Mouth emergency.

Kevin also worked overseas for the BBC, in the United States and the Middle East, where he covered the aftermath of the first Gulf War. In 1994, he was the BBC's Far East Correspondent, based in Hong Kong.

For several years, Kevin was a regular presenter of the Radio 4 “PM” programme, and he has presented other Radio 4 programmes, including the topical media show “The Message”.

Since leaving the BBC in 2006, Kevin has set up his own media training and crisis management company, working all over the UK and serving a wide range of clients from both the public and private sectors. He also hosts corporate conferences and other events.



Video and Photography

Harpal Paneser

'H' operates a film production team out of Leamington Spa offering livestream and brand design for brands such as Shelter, UNICEF and NSPCC. He is an active member of the Chartered Institute of Marketing with a background in Digital Marketing and is passionate about developing the possibilities of film production in the UK and abroad. He says he didn't have a decent photo of himself so sent one of Brad Pitt instead 😊

Follow H on social media: @hspaneser



Richard Wells

Richard Wells was for 17 years the North of England Correspondent for BBC News working on the major bulletins for both TV and radio and was a regular contributor to the radio news sequence programmes Today, World at One and PM. He also reported overseas including several stints in India. As a freelance journalist, media trainer and interviewer he has worked with a wide variety of public and private organisations and has been a regular at both our APC and APS courses for more than a decade..



Notes

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Police Communicator Training operated by:

PolComm Training and Development

Telephone: **07879 604001**

Email: **info@pctd.org.uk**

Website: **www.pctd.org.uk**

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