

# Media Handling at a Strategic Level



*PPD25*



In association with APComm

**6-9 March 2018**  
Belton Woods Hotel, Grantham



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# Information

## Accommodation

You will be accommodated at the Belton Woods Hotel, near Grantham. Recreation facilities include a swimming pool, sauna, gymnasium, solarium, squash courts, 3 golf courses and a host of other facilities. It is set in extensive grounds in a countryside setting - ideal for walking and jogging.

**Your accommodation and all meals and refreshments during the day are included in the course fee. If you make any charges to your room please settle your account on Friday morning before the first session.**

There is ample car parking.

## Travelling

If you are travelling by road, the map on the inside back cover locates the hotel and the road approaches or visit

[www.qhotels.co.uk/our-locations/belton-woods/](http://www.qhotels.co.uk/our-locations/belton-woods/)

The postal and sat-nav' address of Belton Woods is **Belton, Grantham, Lincolnshire NG32 2LN** or visit the website at

[www.qhotels.co.uk/our-locations/belton-woods/](http://www.qhotels.co.uk/our-locations/belton-woods/)

Please note that when coming from the south use the 4th exit from the A1 for Grantham at Gonerby Moor (that's the first one when you're heading south). If you stick resolutely to your sat nav directions you might find it will take you through Grantham town centre.

If you are travelling by train, a cab from Grantham rail station will cost around £10, ask for a receipt and claim when you get back to force. We will arrange and pre-pay cabs for your return.

## Arrival

Please arrange to arrive at Belton Woods by 1230 on Tuesday 6th March. Please check in, leave your bags in your room, if it is ready, or with the concierge and meet up at the Willow Room for hot buffet lunch from 1245. *To reach the Willow Room, turn left as you enter the hotel and follow the corridor towards the gym, squash courts and golf bar/restaurant. When you reach the main stairs go up one flight to the Willow Room.*

## Dress Code

Can be smart/casual throughout the course, although you may want to bring with you 'above waist' smart clothing in case you are one of those chosen to do the television interview on Friday morning,

## Contact Details

e-mail: **tony.diggins@lincs.pnn.police.uk**

Mobile: **07879 604001**

### Belton Woods Hotel:

Belton, Grantham, Lincolnshire NG32 2LN

Telephone: **01476 593200**



# Introduction

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Thank you for registering for this PPD course. We are now in our 32nd year of operating courses in police media-related training. The PPD series was formulated in response to frequent suggestions from participants of the original Press Officers Courses (now called the Police Communicators Course – PP series) for some developmental learning opportunity and that is what I've tried to create with this programme.

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The course aims to provide a useful platform for examining the media-related strategies adopted during a number of high-profile major incidents from across the country, a range of participative sessions including a whole day on the concept of developing a media strategy for a crisis. There will also be a thread developing throughout the course to be considered in your syndicates which culminates in a challenge on Friday morning - full details on arrival.

The feedback from participants on earlier courses has been very constructive and positive. One point that I have tried to correct is criticism for the time allowed for presentations and working in syndicates on the exercise which culminates with the Friday morning exercise. To do this I have included an

extra night stay so that we have a full day on the Wednesday as well as a half day on Tuesday.

As you will discover, the success of much of this course will be reliant on your active participation and contributions. There will be ample time for discussion and questions after and during each session.

Belton Woods may seem an extravagant location but it offers very competitive prices for us and I hope you will be able to reflect on a course that provides excellent value for money; an invaluable learning opportunity and extremely comfortable surroundings! We will be relying on you to make your objective comments about the course structure so that we can continue to improve it.

Please also note that our media law presenter is happy to cover subjects that you want her to. Media issues relating to contempt of court, data protection, human rights legislation, defamation, anti-social behaviour, social media, Leveson and internal discipline hearings now heard in public will all be covered but if you have any specific areas you are interested in please let her know direct ([amandajball17@gmail.com](mailto:amandajball17@gmail.com)).

Please call me on my mobile if you have any queries you need answering or by e-mail as detailed in the brochure.

*Tony Diggins*

A R Diggins - Course Director







# Participants

## SYNDICATE A

**Charlotte Parker** - *Bedfordshire*

**Emily Cheasty** - *Gwent*

**Phil Gillen** - *HMICFRS*

**Felicity Templeton** - *Lincolnshire*

## SYNDICATE B

**Suzanne Hughes** - *Humberside*

**Hellen Jackson** - *Leicestershire*

**Chris Carson** - *Lincolnshire*

**Jay Butcher** - *Surrey*

## SYNDICATE C

**Rich Edmondson** - *Northamptonshire*

**Louise Wallace** - *Nottinghamshire*

**Damian Boylan** - *Lincolnshire*

**Lesley Card** - *South Yorkshire*

## SYNDICATE D

**Victoria Sloss** - *Lincolnshire*

**Rebecca Byng** - *Surrey*

**Mike Fox** - *Warwick/West Mercia*

**Ben Holloway** - *Wiltshire*

**Jenny Walker** - *NPAS*



# Tuesday 6 March 2018

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Arrival at Belton Woods in time to meet at the Willow Room for hot buffet lunch from 1245. To reach the Willow Room, turn left as you enter the hotel and follow the corridor towards the gym, squash courts and golf bar/restaurant. When you reach the main stairs go up one flight to the Willow Room.

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**1245**            **BUFFET LUNCH AT THE WILLOW ROOM**

**1345**            **INTRODUCTORY REMARKS**

**Course Team**

**1400 – 1515**    **Terrorism on your Patch**

**Chris Webb**

*Chris will provide an overview of the procedures when terrorism happens on your patch and an informed update on the current situation.*

## **REFRESHMENTS**

**1535 – 1630**    **Advanced Skills for Negotiating and Behavioural Change**

**Nick Cloke**

*Building on the 'Negotiating and Influencing for Police Communicators' workshop delivered on the PP Course, this session will help delegates identify the techniques that will work best for them when negotiating with senior colleagues and tricky external stakeholders. It will also cover how persuasion can be used to deliver effective behaviour change campaigns internally and with the public. You should be ready to share your own experiences.*

**1635 – 1735**    **We're the Publisher Now: Why our News is Good News**

**Dan Barton**

*Head of Corporate Communications for West Midlands Police, Dan Barton, will talk you through the way WMP is achieving more positive coverage of their activities.*

**1735 – 1800**    **Consideration of the '... little bit of local difficulty ...'**  
**exercise and first feeds of information to be considered in syndicates**

**1900**            **DINNER IN STANTONS BRASSERIE**

# Wednesday 7 March 2018

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## THE WILLOW ROOM

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### Social Media Strategies during Major Crises

0845 – 1000

*Ed will lead a discussion on the strategic issues around social media and its implications during major incidents such as Grenfell Tower and the London terrorist attacks.*

**Ed Stearns**

### REFRESHMENTS

1020 - 1130

*Ben will provide an overview of the way GMP used social media during the Manchester terrorist attack*

**Ben Ashworth**

1135 – 1230

### Strategic Communications

**John Bates**

*A thought provoking interactive session with practical elements to stimulate debate and delegate participation in the role of the police communicator in influencing leadership team thinking.*

1230 – 1245

### Feed 2 of 'A little bit of local difficulty'

### LUNCH IN STANTONS BRASSERIE

1345 – 1530

### Advanced Media Law Session

**Amanda Ball**

(with tea break)

*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 e-mail her direct at [amandajball17@gmail.com](mailto:amandajball17@gmail.com)*

1535 - 1630

### Strategic Decision Making Exercise

**Course Team**

1635 – 1730

### Strategic Communications Risks

**Alec Wood**

*Alec will discuss a number of examples where senior police communicators need to contribute to the strategic debate at chief officer level*

### DINNER IN STANTONS BRASSERIE FROM 1930

**table d'hote menus will be collected at lunch time**



# Thursday 8 March 2018

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## THE WILLOW ROOM

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**0845 – 1545** **Crisis!** **Chris Webb, John Bates, Roger Bannister and Kevin Bocquet**

*Crisis is a breakdown in coherence; a decisive moment; a fundamental turning point for better or worse which can threaten the organisation. It demands a determined, systematic and pragmatic response. Crisis is a continual part of modern life and unlike an 'emergency', a crisis is not simply a sudden event requiring some specific action to remove or deal with danger.*

**Tea and coffee at discretion during the day**

**1215 - 1310** **LUNCH IN STANTONS BRASSERIE**

**1630 – 1730** **'Yet more local difficulty'**  
*... meet the Producer of the 'Action Time' programme ...*

**1730 - 1830** **Crisis Exercise Debrief**

**DINNER FROM 1930**

**table d'hote menus will be collected at lunch time**



# Friday 9 March 2018

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## **DON'T FORGET TO SETTLE YOUR ACCOUNT!**

Check out of your room before meeting in the Willow Room - bring your bags with you if you need to.

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0900            *Final Considerations for 'a little bit of local difficulty'*

0930 – 1030    TV Interviews

### **COFFEE**

1050 – 1150    Feedback

1200            Course De-brief

1230            **BUFFET LUNCH OR PACK-UPS AND DEPARTURE**



# Course Team

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## Who you will be living with ...



### **Tony Diggins**

**Communications and Public Affairs Manager – Lincolnshire Police**

Tony moved to Lincolnshire after four years with the Directorate of Public Affairs in the Metropolitan Police. Prior to that he was press officer for the Bermuda Police. He is a graduate from the Open University and became a member of the Chartered Institute of Public Relations in 1982.

He has provided media and presentations skills training for a series of senior command courses in Abu Dhabi and Croatia and television interview skills training for United Nations Disaster Action Co-ordinators in Lausanne and Tallinn. He has also provided senior staff media and presentation skills training for the Government of Bermuda and the Bermuda Police.

He has co-ordinated the pseudo media television product for the national and international series of counter terrorist exercises operated by the Home Office and Foreign Office including the Athens and London Olympics. He began operating the police press officers course and other media related courses in 1988 and is now very old!

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### **Chris Webb (MCIPR)**

Chris Webb was the Head of News and Deputy Director of Media and Communication at the Metropolitan Police Service for 23 years. He is recognised as one of the UK's leading experts in media handling, crisis communication and the management of significant events. He dealt with almost every major incident and high profile security event to impact on London over almost three decades.

He continues to play a major role in advising and influencing the police service nationally and central Government on crisis communication policy, plans and structures. He has sat on a number of Government and emergency planning committees including COBR (the Government's crisis emergency group), the Cabinet Office Media Emergency Forum (MEF), Home Office

Counter Terrorism Communication Committee, London Resilience Forum and the ACPO Media Advisory Group. He was Vice Chair of the Association of Police Communicators (APComm) for eight years.

He has chaired the London Resilience GOLD Communication Group, with representatives from the other blue light services, local and central Government to plan and lead the communication response to critical incidents and major events in the capital. In 2001 in the aftermath of the 9/11 attacks in America, he was asked by the then Minister for London, Nick Raynsford, to head a working group to look at how London would handle media and communication in the event of a multi-sited terrorist attack. The plans he put together with colleagues from other agencies were adopted nationally and played a major role in London's response to the 7/7 bombings.

At the request of the Foreign Office Chris has travelled abroad to assist overseas Governments in managing a range of major incidents and significant events including terrorist attacks in Athens, the 2004 Olympics in Greece and the Cricket World Cup in the Caribbean. He talks regularly to delegations from foreign Governments, police and security services about dealing with large-scale incidents and managing reputational risk. He has been a visiting lecturer on media and crisis communication at the universities of Plymouth and Leeds.

Chris has recently returned from New Zealand where he was invited to address two forums; one for the Government and one for the police on crisis management and is about to do similar for the Australian Government in Perth and Melbourne.



## John Bates

John is a freelance media and communications advisor working with major organisations on planned communications and issues management. John was formally Chief Executive of the British Security Industry Association and before that he was Director of Corporate Communications for GSL/G4S where he was responsible to the Chief Executive for developing and enhancing the image and reputation of the company in the UK, Australia and South Africa. John joined the company at the beginning of the 80's and has had experience of the outsourcing market place working in partnership with public sector organisations on big Private Finance Initiatives (PFI) and Public Private Partnerships (PPP). He recently provided media related training on behalf of the Foreign Office through the Cranfield Institute for the Egyptian government in Cairo. He has recently returned from Bermuda where he delivered broadcast interview and crisis media training

for Government officers and a separate course for senior police officers - and also Sierra Leone where he delivered two similar courses for senior officers of the Sierra Leone Police.

John has a degree in hindsight having attended the university of life. He embraces the concept that a sense of humour will always triumph over a lack of talent. John, a member of the Chartered Institute of Public Relations, is living proof that it's better to be lucky than clever!

# Tuesday

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## Terrorism on your Patch

**Chris Webb** - *See previous entry*

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## Advanced Skills for Negotiating and Behavioural Change

### Nick Cloke

In 2014 Nick returned to Dorset Police as head of department, where he started his policing career over a decade ago as a local communications officer. His experience spans all communications and engagement disciplines across three forces. He has worked on a number of high-profile investigations, delivered innovations online and overseen behavioural change campaigns. Professional development of his own staff and colleagues nationally is something he is passionate about. As well as helping to develop communicators through these courses, he helps improve the knowledge of the police officers and staff we work with through advising the College of Policing's Gold Public Order Commanders' course and supporting their Multi-Agency Gold Incident Commanders' course.

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## We're the Publisher Now: Why our News is Good News

### Dan Barton

Dan started his career as a trainee reporter on his local paper the Eltham Times, part of the Kentish Times Series. He later worked on the Kent Evening Post, the renowned Ferrari Press Agency and shifted in Fleet Street. He was Editor of the Brighton & Hove Leader and later Editor-in-Chief of the Kentish Times Group's 21 titles across SE London, Kent and Surrey. In the 90s he moved to the Midlands becoming Deputy Editor of the broadsheet daily The Birmingham Post, launch Editor of Britain's first city TV station Birmingham LIVETV and Editor of ITV Central News in the East Midlands. He became Editor, later Head of News at ITV Central in Birmingham in 2001. He moved into comms in 2008 as Assistant Director Communications at Stoke-on-Trent City Council, where he also chaired the Stoke-on-Trent London Olympics Task Force. He became Assistant Director for Corporate Communications at West Midlands Police in July 2012. The department is the current CIPR Midlands team of the year. He is a former vice-chair of the Association of Police Communicators and a member of the National Police Chiefs' Council's Communications Advisory Group.



# Wednesday

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## Social Media Strategies during Major Crises

### Ed Stearns

Ed is Deputy Director of Public Affairs for the Metropolitan Police. He started his career in journalism working as a reporter and news editor on regional and national newspapers. He trained with the Midland News Association - working on the Shropshire Star and Wolverhampton Express and Star - before moving to the Daily Mail in 1999. Roles there included North West News Editor and Night News Editor.

He joined the Metropolitan Police in June 2008 and is responsible for the News Branch within the Directorate of Public Affairs. This includes the 24 hour press bureau, local area press offices and specialist desks for all parts of the Met including Territorial Policing and Specialist Operations. As well as reactive and proactive news management Ed is also responsible for integrating news output across digital and social media, publicly and internally.

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## Strategic Communications

**John Bates** - *See previous entry*

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## Social Media

### Ben Ashworth

Ben is Press and Public Relations Officer for Greater Manchester Police. He was a participant on the PP54 course in October 2015.



## 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 whilst 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.

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## Strategic Communications Risks

### Alec Wood

Chief Constable – Cambridgeshire Police

Alec Wood has been Chief Constable of Cambridgeshire since September 2015 having joined as Deputy Chief Constable in 2013. Prior to that his service through the ranks culminated in Chief Superintendent roles as a District Commander and Head of CID until he was appointed Temporary Assistant Chief Constable in 2009. After completing the Strategic Command Course in 2010 he was appointed Assistant Chief Constable for Operational Policing with Derbyshire. He was involved in work to create a five force major crime unit in the East Midlands and led numerous serious case investigations during his time there. He manages Behavioural Science for the NPCC

and is their national lead on the Operations Co-ordinating Committee driving forward operational policing and community safety issues and developing best practice. He has an MA in Criminology from the University of Keele.

# Thursday

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## Crisis

**John Bates and Chris Webb - See previous entries**



### **Roger Bannister**

**Deputy Chief Constable - Leicestershire**

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Roger is about to retire after 30 years service in two forces - Lincolnshire and Leicestershire where as the Deputy Chief Constable he enjoyed working in a diverse area with the thatched cottages of Rutland through to inner city Leicester.

Much of his career revolved around serious/major crime investigation from early CID detective work to becoming a qualified and experienced SIO through to being the lead for a number of complex and high profile cases. He led the force response to the late Lord Greville Janner QC for a number of years.

He was the NPCC lead for CHIS and regionally for Hostage Crisis Negotiators and Prevent and he actively supported some national CT command responsibilities.

Roger loves time with his young family, enjoys outdoor sports including sailing, mountaineering and skiing and is a keen School Governor.



### **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.

# Friday

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Course Team - See *previous entries*



# Notes

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# Notes

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## Distance from

Lincoln	23 miles
Nottingham	28 miles
Grantham	2 miles

Sat Nav Coordinates:

Latitude: 52.9432

Longitude: -0.6271

## Transport

By Rail: Grantham	3 miles
By Air: East Midlands Airport	34 miles

Helipad Coordinates:

397 52° 56.4N 00° 37.7W

Belton Woods is easy to find from the A1. Turn off at Gonerby Moor Services on the B1174 and follow the signs to Belton. Turn left on to the A607; the hotel is half a mile along on the left.

## Parking

350 complimentary spaces



# **MEDIA TRAINING COURSES OPERATED BY:**

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