


Annual Conference 2021 “Resilience in Policing and Publics”


Monday 26th - Wednesday 28th April (optional members only workshop on Thursday 29th April)

SESSION ABSTRACTS AND SPEAKER BIOGRAPHIES



Monday 26th April


RESILIENCE AND THE PANDEMIC



TIME	SESSION ABSTRACT	SPEAKER BIOS	PHOTO
10:10	<p>Policing the pandemic The impact of the pandemic on society and on the role and activities of policing</p>	<p>Martin Hewitt is Chair of the National Police Chiefs’ Council (NPCC). He was appointed in April 2019. He began his policing career with Kent Police in 1993 and transferred to the Metropolitan Police Service in 2005. As an Assistant Commissioner for five years, Martin led frontline and local policing, specialist crime and professional standards. He led the national police response to adult sexual offences and kidnap between 2014 and 2019 and served as a Vice-Chair for the NPCC from 2015 before taking on the chairmanship.</p>	
10:50	<p>Policing the pandemic The impact on Gwent Police and the Welsh experience</p>	<p>DCC Amanda Blakeman, Gwent Police Amanda Blakeman joined West Mercia Police in 1992, and across a number of ranks, has led teams in delivering critical services to communities. She has held the responsibility for intelligence and proactive functions and has been a Senior Investigating Officer as part of the Force Serious and Organised Crime Unit. She has led the delivery of policing operations on a local level as a Local Policing Area Commander. She has also held the roles of Head of Public Protection and Head of</p>	



		<p>Operational Support for West Mercia Police and Warwickshire Police. She has been a Tactical Firearms Commander and is now a Specialist Strategic Firearms Commander.</p> <p>Amanda was appointed as Deputy Chief Constable for West Mercia Police in February 2017 having previously been Assistant Chief Constable for Local Policing, since October 2014.</p> <p>In 2019 Amanda transferred to Gwent Police as Deputy Chief Constable, and now leads in Wales on important issues such as children in policing, violence against women and domestic abuse. Amanda is also incredibly proud to lead the NPCC Serious Organised Acquisitive Crime and Disability portfolios.</p>	
11:10	<p>Policing the Pandemic – the Met experience</p>	<p>Deputy Assistant Commissioner Matt Twist Specialist Operations Metropolitan Police Service. Covid-19 Strategic Lead March 2020-February 2021</p> <p>Deputy Assistant Commissioner Matt Twist joined the Met in 1996 as a Police Constable assigned to Kensington and Chelsea. He has spent the vast majority of his service in operational roles including Emergency response, Special Branch, the Specialist Firearms Command and Aviation Security.</p> <p>Most recently, DAC Twist has been the Met’s Gold Commander for its overall response to the Covid epidemic.</p> <p>In February 2021 DAC Twist moved to Specialist Operations. He remains operational as a Public Order Gold Commander, Strategic Firearms Commander and NPCC CT Commander. DAC Twist is the NPCC lead for Self Defence, Arrest and Restraint and chairs the national Use of Force programme board. He is also the Met’s strategic lead for Officer Safety.</p>	

<p>12:00</p>	<p>PARALLEL SESSION 1: Policing domestic homicides during the pandemic</p> <p>This session focuses on policing domestic homicides during Covid. It will draw on a pioneering new project run by the National Police Chiefs' Council Vulnerability, Knowledge and Practice Programme (VKPP), set up in response to concerns about the impact of Covid restrictions on homicides following domestic abuse. The project has been collecting and analysing all domestic homicides identified by police in England and Wales since March 2020 in order to provide quick-time learning for police.</p> <p>This session will give an overview of the project and methodology used as well as presenting initial findings from the analysis of domestic homicides since Covid. The project team will outline different typologies of domestic homicides included within the study, and discuss learning areas for police and other practitioners on identifying vulnerability and risk.</p> <p>This session speaks to the Conference theme by presenting new findings about how pandemics influence domestic homicides and in turn, policing responses.</p>	<p>Dr Lis Bates is a Senior Research Fellow in the Centre for Policing Research and Learning. She joined the OU in 2019 from the Centre for Gender and Violence Research in the School for Policy Studies at Bristol University. Her interests are in different forms of violence against women and girls, in particular domestic and sexual violence, forced marriage and honour-based abuse. Drawing on a feminist lens, her work aims to improve services for victims/survivors, to hold perpetrators accountable, and to improve our laws and criminal justice responses.</p> <p>Lis comes from a policy and a research background, with experience across the public and NGO sectors before entering academia. She began her career in the Home Office and spent six years as a non-political policy adviser to parliamentary select committees (Home Affairs and Education) before joining national domestic abuse charity SafeLives as Head of Research and Evaluation.</p>	
	<p>Katie Hoeger is a Research Assistant with the Vulnerability Knowledge and Practice Programme (VKPP), working on a project which is collating and analysing domestic homicides in England and Wales since March 2020 and throughout the Covid-19 pandemic. Coming from an academic background, she is currently completing a PhD at the University of Oxford examining police and multi-agency responses to coercive controlling behaviour. She has previously worked with academics and practitioners, and her research interests include criminal justice policy, policing, and domestic violence and abuse.</p>		
	<p>Melanie-Jane Stoneman is the Analyst for the Domestic Homicide Project within the Vulnerability Knowledge and Practice Programme. Melanie-Jane has also just completed a PhD with Loughborough University</p>		



		<p>investigating the risk assessment of detainees within police custody. Prior to this Melanie-Jane has over fifteen years' experience as an information analyst in the public sector, including providing analytical support and products for a Community Safety Partnership.</p>	
12:00	<p>PARALLEL SESSION 2: Touch matters Recent research has shown that some skin sensory nerves send 'feel good' signals to the brain when activated by gentle touch, and how this kind of touch may be all-important in developing a healthy 'social brain', sustaining human relationships, and controlling stress. Neuroscience research into the sense of touch has focussed mainly on touch receptors (mechanoreceptors) found in the fingertips, where information is conveyed to sensory areas of the brain by fast-conducting nerve fibers, enabling this information to be processed in 'real-time' – an important factor when handling objects or tools. However, we have recently discovered that touch has another dimension, beyond the purely discriminative, an affective and affiliative one. Recording the electrical activity in the skin nerves and gently stroking people when scanning their brains, we have described a system of highly sensitive slowly-conducting sensory nerves in the skin of the body (not the palms of the hands) that respond to gentle touch, called c-tactile afferents or CTs. This talk will describe research that has characterised the structure and function of CTs using psychophysical measures, electrophysiological recordings, functional neuroimaging techniques and measures of stress</p>	<p>Professor Francis McGlone is the head of the Somatosensory & Affective Neuroscience Group at the School of Natural Sciences & Psychology, Liverpool John Moores University (LJMU) and Professor in Neuroscience at LJMU. He is also Visiting Professor at the University of Liverpool. His primary area of academic research is characterising the role of afferent c-fibres in humans, investigating their role in pain, itch (for which an IgNobel prize was awarded!), and more concertedly the functional and affective properties of a novel class of c-fibres - C-tactile afferents – hypothesised to code for the pleasure of intimate touch. Techniques used in this research span single unit recordings with microneurography, psychophysical measurements, functional neuroimaging, behavioural measures, and psychopharmacological approaches to investigate the role of the brain transmitter serotonin in affiliative and social touch.</p>	

	<p>hormones. These data provide support for the functional role of a body-based emotional touch system – one that underpins the rewarding and pleasurable aspects of nurturing care between a mother and her infant, the reassuring hug from a friend in times of need, and the impact of social contact on the brain and the body’s stress regulatory systems. CTs evolved to promote the psychological and immunological benefits derived from physical contact - something that for the first time in human evolution is no longer readily available. We are seeing the cost.....The hands ‘touch’ - the body ‘feels’</p>		
13:15	<p>UK police well-being during Covid-19 Working during the Covid-19 pandemic will undoubtedly have had a negative effect on the wellbeing of many UK police and police staff. In this presentation a current research project is outlined, commissioned by the National Police Wellbeing Service, designed to identify common negative wellbeing effects experienced by a large sample of UK police and police staff working during the pandemic, along with common coping strategies that they use. The case will also be made for how, now that an abundance of research has demonstrated that ‘doing the job’ can, and does, have negative effects on police and police staff wellbeing, research focus now needs to shift to how more appropriate and better targeted support can be developed and provided.</p>	<p>Jason Roach is Professor of Psychology and Policing and Director of the Applied Criminology and Policing Centre, at the University of Huddersfield. He is Editor-in-Chief for the Police Journal and Visiting Professor of the Centre for Police Research and Learning, at the Open University. Jason has co-written four books, including ‘Self-Selection Policing’, with Professor Ken Pease OBE. To date, Jason has written over forty book chapters and published research papers on a range of different crime and policing related topics including child homicide, criminal investigation, the nudge approach to reducing crime, police and criminal decision making, and cold case investigation.</p>	
13:45	<p>PARALLEL SESSION 3: Policing the COVID-19 Pandemic: Exploratory Study of the Types of Organizational Changes and Police Activities Across the Globe The COVID-19 pandemic upended major facets of global society, including policing. This study describes three types of changes that police agencies in counties</p>	<p>Sanja Kutnjak Ivković is a Professor of Criminology and Criminal Justice at Michigan State University, School of Criminal Justice. She holds a doctorate in criminology from University of Delaware and a doctorate in law from Harvard Law School. She received the 2017 Mueller Award for Distinguished Contributions to International Criminal</p>	

	<p>worldwide made. First, how have various domains of policing changed and how much did they change? Second, were these changes regulated by official policy? Third, what are the potential consequences of the changes made during the pandemic? Taking a mixed-methods approach, our quantitative survey data from 27 countries, buttressed by qualitative responses, enables us to examine changes in these three areas. Our results suggest there is a great deal of heterogeneity in the degree of change, the use of policy to make the changes, and the perceived effects of the changes. Some changes (i.e. the use of personal protective equipment) are relatively ubiquitous and common-sense based on the pandemic. Other organizational changes show a great deal more variation, especially when considering the valence of the change. Finally, the police executives from these countries express a highly optimistic—and potentially overly rosy—view of the potential longer-term consequences of the pandemic or the operational changes made because of it. Overall, the results paint a more complicated picture of the responses to the pandemic made by the police organizations included in our sample. We conclude by discussing the implications of these findings for future research, police practice, and the development of policy.</p>	<p>Justice from the Academy of Criminal Justice Sciences International Section. She serves as the Chair of the Division of International Criminology, American Society of Criminology, and is the co-founder and co-chair of the Law and Society Association Collaborative Research Network on Lay Participation in Legal Systems.</p>	
		<p>Jon Maskály is an Assistant Professor in the Department of Criminal Justice at the University of North Dakota, USA. He holds a doctorate in criminology (Ph.D., University of South Florida). Dr. Maskály has research interests that broadly revolve around issues in policing, especially issues that affect police-community relationships—recently taking on a more global perspective. Additionally, Dr. Maskály is interested in expanding criminologists use of simulation and other computational methods for addressing research questions that are infeasibly addressed using traditional research methods. His work has appeared in <i>Social Science Research</i>, <i>Journal of Criminal Justice</i>, <i>Deviant Behaviour</i>, <i>Crime & Delinquency</i>, <i>Journal of Interpersonal Violence</i>, and <i>Policing & Society</i>.</p>	
13:45	<p>PARALLEL SESSION 4: Delivering Restorative Justice during a Pandemic This presentation will examine how Lancashire Constabulary’s Restorative Justice team responded to the pandemic when engaging victims and offenders in the Restorative Justice process. There will be a brief introduction into what Restorative Justice is and its use in the Criminal Justice System in this</p>	<p>Phil Cawley, Restorative Justice for Lancashire Constabulary Headquarters. After teaching in Chester for two years, Phil joined the Lancashire Constabulary in January 1982 and he served with them until his retirement in October 2011. He re-joined as a member of police staff in the role of restorative justice (RJ) co-ordinator. Phil was instrumental in the expansion of the Lancashire police RJ team which</p>	


	<p>country. In particular, there will be emphasis on the more recent developments that have seen it being used in cases involving domestic and sexual violence. This presentation will concentrate on the presenter's experience and knowledge in relation to sexual violence and restorative justice. The presentation will show that Restorative Justice is being widely used for cases involving sexual violence and for a wide range of sexual offences. However, the pandemic has massively changed the way Restorative Justice providers have been able to deliver Restorative Justice in these cases and this presentation will illustrate the methods Lancashire Constabulary have used to ensure victims and offenders remain engaged, whilst waiting for that date when they can eventually meet. A number of cases will be highlighted involving sexual offences, but other serious cases and less serious ones will be referred to that will illustrate how resilient the force's team have had to be.</p>	<p>also runs victim awareness courses in Lancashire prisons and he later became the manager of a number of co-ordinators and volunteers. Phil is the lead RJ trainer and since November 2017, his role is to promote RJ across Lancashire Police and with other agencies and partners. In his spare time, Phil is researching for a PhD at Liverpool John Moores University. His research area is: Restorative Justice for Sexual Offenders: An analysis of the challenges, barriers and experiences of men convicted of sexual offences.</p>	
13:45	<p>WORKSHOP 1: Merseyside Police: Body Worn Video Voluntary Attendance Interviews during COVID-19 A workshop that focuses on agile suspect interviews and the policing resilience arising from using existing technology in new ways.</p>	<p>Sgt Mellissa Kelly graduated from Loughborough University with a BSc (Hons) DIS Chemistry and worked in industry gaining further qualifications as an auditor, before joining Merseyside Police in 2005. Her early service was spent on patrol and neighbourhood sections as both Constable and Sergeant where she acquired vast experience dealing with gangs, violence and serious organised crime. She was also committed to driving standards of investigation, receiving recognition for her work in bail compliance.</p> <p>In 2013 Mellissa moved into Criminal Justice where she has worked for several years as a Custody Officer and became custody lead for the Niche Tri Force collaboration project (now West Coast Collaboration). In 2018 she</p>	

		<p>designed the Body Worn Video VA process and following successful pilots it was implemented across the force, a process she continues to manage. Mellissa also collaborates with other forces to assist them in adopting similar models. She is currently looking to further the commitment to voluntary attendance by addressing compliance with biometric standards and improving systems of governance in this area.</p> <p>Mellissa enjoys innovative and pragmatic working methods, particularly using existing technology to automate practices, increasing efficiency. She seeks continuous improvement of data sets to pinpoint specific issues and better target intervention to more efficiently drive compliance. She is also keen to champion smarter, professional policing and continual development by ensuring officers are empowered with knowledge. Melissa hopes to continue maintaining links with other forces and agencies to share practices and attain cohesive and practical ways of working.</p>	
14:15	<p>'Them and Us': an analysis of public attitudes towards policing and compliance during the Covid-19 pandemic The issue of why and to what extent the public comply with the police has seemingly never been more relevant since a host of wide-ranging powers were given to the police in response to the Covid-19 pandemic in order to restrict the movement of individuals and to detain those who do not cooperate. Co-operation and compliance with the police rely upon perceptions of police legitimacy but what impact has policing in extraordinary times had upon these levels of trust and confidence?</p>	<p>Dr Sarah Charman is Reader in Criminology at the University of Portsmouth and Editor-in-Chief of the International Journal of Law, Crime and Justice. Her research focuses on the sociology of policing and particularly in the areas of policing cultures and the police organisation.</p> <p>Dr Stephanie Bennett. Stephanie is a chartered research Psychologist with over 20 years of experience of teaching and researching both Psychology and Criminology in academic settings as well as experience of working for the NHS and for NGOs. As well as a PhD in Psychology,</p>	

	<p>Using data from a major ESRC funded research project considering the policing of the pandemic, this presentation will focus upon public attitudes towards lockdown and self-reported compliance with the police and in particular on public understandings of the police role and notions of 'satisfactory' policing.</p>	<p>Stephanie also has a Masters in Crime Science Investigation and Intelligence. Stephanie is a specialist in quantitative research methods, in particular survey design and analyzing survey data using descriptive and inferential methods. Stephanie consults on a wide range of projects which need statistical input, both at the University of Portsmouth and at the Open University.</p>	
		<p>Dr Aram Ghaemmaghani is a Research Associate at the University of Portsmouth working on the Policing the Pandemic project. His doctoral thesis focussed upon the Prevent Statutory duty and its implementation at the local authority level. His research interests include community policing, communities at 'risk', community resilience and contemporary countering violent extremism practice.</p>	

Tuesday 27th April

RESILIENCE, HEALTH AND THE ENVIRONMENT


TIME	SESSION ABSTRACT	SPEAKER BIOS	PHOTO
10:10	Flooding across the 3 Counties	Deputy Chief Constable Julian Moss, West Mercia Police. Julian joined the police service with Avon and Somerset Constabulary in 1992 after graduating from Bristol University having studied Physics. His vast policing experience includes neighbourhood policing where he has been a beat manager as a constable, neighbourhood inspector in Bath, superintendent with responsibility for neighbourhood policing and partnerships in Bristol before being promoted to local policing commander for North Somerset. He also acted as temporary Assistant Chief Constable for Avon and Somerset Police. In 2015 he was Gold Commander overseeing the investigation into the murder of Becky Watts in Bristol. Before joining West Mercia he was Assistant Chief Constable for Operations for Gloucestershire Constabulary. Julian is married and lives near Stroud, with his three children.	
10:30	Climate change	Professor Neil Edwards , Director of Research, Environment, Earth and Ecosystems Sciences, The Open University	
11:20	Build back fairer: social justice, health equity, and Covid-19	Professor Sir Michael G. Marmot MBBS, MPH, PhD, FRCP, FFPHM, FMedSci, FBA;	



Taking action to reduce health inequalities is a matter of social justice. In developing strategies for tackling health inequalities we need to confront the social gradient in health, not just the difference between the worst off and everybody else. There is clear evidence when we look across countries that national policies make a difference and that much can be done in cities, towns and local areas. But policies and interventions must not be confined to the health care system; they need to address the conditions in which people are born, grow, live, work and age. The evidence shows that economic circumstances are important but are not the only drivers of health inequalities. Tackling the health gap will take action, based on sound evidence, across the whole of society.

Director of the Institute of Health Equity (University College London (UCL) Department of Epidemiology & Public Health). Sir Michael Marmot has been Professor of Epidemiology at UCL since 1985. He is the author of *The Health Gap: the challenge of an unequal world* (Bloomsbury: 2015), and *Status Syndrome: how your place on the social gradient directly affects your health* (Bloomsbury: 2004). Professor Marmot is the Advisor to the World Health Organisation (WHO) Director-General, on social determinants of health, in the new WHO Division of Healthier Populations; Distinguished Visiting Professor at Chinese University of Hong Kong (2019-), and co-Director of the of the CUHK Institute of Health Equity. He is the recipient of the WHO Global Hero Award; the Harvard Lowm Professorship (2014-2017); the Prince Mahidol Award for Public Health (2015), and 19 honorary doctorates. Professor Marmot has led research groups on health inequalities for nearly 50 years. He chaired the Commission on Equity and Health Inequalities in the Americas, set up in 2015 by the WHO's Pan-American Health Organization (PAHO/ WHO) and chaired the Commission on Social Determinants of Health (CSDH), which was set up by the World Health Organization in 2005, and produced the report entitled: 'Closing the Gap in a Generation' in August 2008. At the request of the British Government, he conducted the Strategic Review of Health Inequalities in England post 2010, which published its report 'Fair Society, Healthy Lives' in February 2010. This was followed by the European Review of Social Determinants of Health and the Health Divide, for WHO EURO in 2014, and in 2020 Health Equity in England: Marmot Review 10 Years On, and Build Back Fairer: the COVID-19 Marmot Review. Professor Marmot also chaired the Expert Panel for the WCRF/AICR 2007 Second Expert






		<p>Report on Food, Nutrition, Physical Activity and the Prevention of Cancer: a Global Perspective; the Breast Screening Review for the NHS National Cancer Action Team, and was a member of The Lancet-University of Oslo Commission on Global Governance for Health. Early in his career, he set up and led a number of longitudinal cohort studies on the social gradient in health in the UCL Department of Epidemiology & Public Health (where he was head of department for 25 years): the Whitehall II Studies of British Civil Servants, investigating explanations for the striking inverse social gradient in morbidity and mortality; the English Longitudinal Study of Ageing (ELSA), and several international research efforts on the social determinants of health. He served as President of the British Medical Association (BMA) in 2010-2011, and as President of the World Medical Association in 2015. He is President of the British Lung Foundation. He is an Honorary Fellow of the American College of Epidemiology; a Fellow of the Academy of Medical Sciences; an Honorary Fellow of the British Academy, and an Honorary Fellow of the Faculty of Public Health of the Royal College of Physicians. He was a member of the Royal Commission on Environmental Pollution for six years and in 2000 he was knighted by Her Majesty The Queen, for services to epidemiology and the understanding of health inequalities. Professor Marmot is a Member of the National Academy of Medicine.</p> <p>@MichaelMarmot https://iris.ucl.ac.uk/iris/browse/profile?upi=MGMAR64</p>	
12:00	<p>Have discussions of resilience and vulnerability failed the police and the public? Pathways towards better law enforcement and public health.</p>	<p>Dr Isabelle Bartkowiak-Théron is a senior researcher at the Tasmanian Institute of Law Enforcement Studies. She focuses on issues of vulnerability, police education, and law</p>	

	<p>The past few years have seen a flurry of talks, workshops and publications appear on the themes of resilience and vulnerability in policing. Discussions ponder the resilience of police officers amongst the broader group of first responders, as well as, modestly, their vulnerability. Similar discussions also focus on the vulnerability of various groups in our communities, as well as, cautiously, their resilience. After briefly looking at the reasons behind such polarisation, I will argue that such binarity (police as resilient, and public as weak) is counterproductive in both policy and practice. It creates specific structural and operational obstacles to building positive, constructive frameworks against which we can progress (good) public health and wellbeing for all, as well as positive workplaces.</p> <p>I will also argue, as an off-shoot of that argument, that educators have a role to play in deconstructing that polarisation. Until we specifically make room in our policing (and first responders) curriculum to teach and discuss issues of resilience and vulnerability honestly, we are setting our police workforce to fail in building its 'ability to anticipate, respond, and adapt to change and unexpected challenges in a positive way'. The only reasonable, responsible way forward is through better, more candid conversations about everyone's vulnerability and potential resilience.</p>	<p>enforcement and public health research, and more recently, issues of literacy.</p> <p>An award winning educator, she sits on the Board of Directors of the Global Law Enforcement and Public Health Association, where she heads up the Education Special Interest Group, and sits on the First Responders Mental Health Special Interest Group, as well as the Prosecutors Group. She consults for the UNODC on vulnerability matters and international curricula.</p> <p>Isabelle sits on various international journal editorial committees, and on international and Australian charitable, professional and research governance boards.</p>	
13:15	<p>UK Policing through a pandemic - insights into workforce well being. Policing is by its very nature a stressful occupation with double the level of work-related stress of GWP (UK workforce trends) and regular exposure to traumatic events (Miller). Fatigue is also high with 48% of staff achieving less than 6hrs</p>	<p>Andy Rhodes recently retired chief constable of Lancashire police and National Gold support for COVID.</p>	

	<p>of sleep per night (NPWS survey 2020). COVID presented unique challenges in terms of workforce well being for all organisations, particularly so for blue light services where psychological & physical health is directly affected by crisis events. In his presentation former Chief Constable Andy Rhodes will provide insights drawn from his national and local leadership roles supporting Gold groups into the impact of the pandemic on police well being. Data from workforce surveys, staff associations and his own force engagement channels will be put forward to describe the lived experience of police officers and staff through an unprecedented period of uncertainty, complexity and ambiguity. Andy will summarise the learning and the urgent priorities that need to be addressed if organisations are to thrive in a world where health pandemics are an ever present threat to business continuity.</p>		
13:45	<p>PARALLEL SESSION 1: Assessing the mental health and wellbeing of the Emergency Responder community in the UK.</p> <p>This research was funded by The Royal Foundation of The Duke and Duchess of Cambridge and carried out in partnership between the King’s Centre for Military Health Research, King’s College London and the Centre for Policing Research and Learning, The Open University. The project was based on a systematic review of published research assessing ERs and their family’s mental health and wellbeing; interviews with ER organisations; and a desktop review of mental health and wellbeing provision in the sector. The report tackled a number of issues concerning who should be considered an ER, the mental health and</p>	<p>Graham Pike is a Professor of Forensic Cognition at The Open University. His research focusses on harmful evidence and evidence of harm in the criminal justice system. His work on harmful evidence concentrates on the impact of inaccurate eyewitness and forensic evidence, with a particular focus on the development of new technologies and investigative procedures aimed at improving the quality of such evidence. His research on ‘evidence of harm’ looks at the harms experienced by witnesses and victims as a result of participating in police investigations, as well as exploring how the mental health and wellbeing of first responders is affected by their work.</p>	



	<p>wellbeing problems experienced by ERs and the current landscape of mental health and wellbeing provision for ERs. We also identified the current gaps in research and service provision, as well as potential barriers and facilitators for improvement, and also what the needs of ER families are. Although drawing conclusions from existing research is problematic because it has tended not to be based on representative samples, one key finding was that UK ERs may experience more mental health problems, such as depression, anxiety and PTSD compared to the UK general population. However, although operational incidents undoubtedly impact ER's mental health and wellbeing, ERs actually reported that organisational stressors have a greater impact, including on their family life and relationships. Our review also found an extensive provision of wellbeing support programmes across the sector, but that this tended to be regionally varied, difficult to navigate, and under-evaluated.</p> <p>Authors: Pike, Graham; Harrison, Virginia; Sharp, Marie-Louise; Solomon, Noa; King, Helena and Fear, Nicola</p>		
13:45	<p>PARALLEL SESSION 2: The consequences of organisational injustice</p> <p>Despite recent and widespread efforts to bring the topic of 'officer wellbeing' to the forefront of the policing agenda; work-related stress, anxiety,</p>	<p>Inspector Mike Darrah, Geographical Neighbourhood Inspector, Windsor & Maidenhead LPA, Force Tactical Problem Solving Lead, Thames Valley Police.</p>	

	<p>depression and long-term sickness continues to be a significant challenge for senior police leaders right across the UK. Whilst a plethora of research exists, documenting the many ‘operational’ stressors in policing, this research focuses instead, on the lesser-known ‘organisational’ stressors, in order to understand how, and to what extent, perceptions of organisational injustice impact upon police officer psychological wellbeing. The research presented in this article met those aims by utilising both a review of ‘Organisational Justice’ and ‘Wellbeing’ literature and a small-scale study with police officers from Thames Valley Police, through the use of an online survey. The key conclusions drawn from this study were; firstly, that there continues to be a worryingly high number of police officers still suffering from stress, anxiety and or depression; and secondly, that perceptions of organisational injustice do impact quite considerably on the psychological health and wellbeing of police officers. This study finally makes a number of recommendations, namely around further training and support for police supervisors; improvements to officer working conditions, specifically in respect of workload distributions, working hours and roles and responsibilities; and lastly around the fairness, consistency and transparency in both processes and decision-making, particularly in respect of promotion, role selection, and resourcing.</p>		
13:45	<p>PARALLEL SESSION 3: WeCops – Social media resilience & policing @wecops is a Twitter forum which hosts bi-weekly debates on contemporary police issues. The host is an</p>	<p>Caroline Hay, T/Inspector, City of London Police. Caroline is a founding member of the Wecops team. She believes in using this platform to share and debate ideas and spread learning. She joined the Metropolitan Police at the age of 20</p>	


	<p>individual with area of expertise in the subject matter and the forum is open to practitioners and academics and, indeed, anyone with an area of interest in the subject covered. The idea to develop @wecops came from the recognition that a vast number of policing debates about policing demand, reform and operational issues ignored the practitioner voice. Therefore, the main purpose if the forum was to create an environment of inclusivity and for sharing good practice for practitioners. An unintended positive outcome of the forum is the collaboration and discussion it has created between the academic and police communities which has been invaluable. It and has led to the development of new research and knowledge exchange in a number of areas. This paper is broken down into two parts. The first section will explore the background to the @wecops concept and the second will use a case study example of where a @wecops discussion influenced academic research and a contribution to new knowledge led by police officers themselves.</p>	<p>and her passion for front line policing remains. She is proud of her recent qualifications in Taser and Public Order and mainly enjoys driving the area car responding to emergencies and securing ‘the golden hour with her excellent team of officers.’ Caroline has just completed a degree in Policing, obtaining a First Class Honours. She managed two extra children in the three years of studying! Caroline is starting a new adventure in the City of London Police. She is also a board member for the National Strategic Policing Review, offering a front line perspective. Caroline tweets as @WeCopsCaroline</p>	
		<p>Dr Emma Williams is the Director of Research and Police Partnerships at the Centre for Police Research and Learning at the Open University. Emma has been involved in a number of police research projects including research on rape investigation, workforce profiles in policing, community confidence, education in policing, direct entry and various operational evaluations. Emma was a principal researcher at the Metropolitan Police Service for twelve years and at the Ministry of Justice for 2 years where she worked on the Criminal Justice Reform agenda for analytical services. Emma has experience in operational and action research focused on the needs of the practitioner, is the South East Coordinator for the Society of Evidence-Based Policing and sits on the executive board for the Society. Emma is a member of the governance board for the College of Policing and has worked as a consultant on a number of police-related projects including police leadership, retention of female police officers, police custody, county lines, disproportionality, public health and policing, and diversion and liaison.</p>	

Wednesday 28th April



ORGANISATIONAL RESILIENCE



TIME	SESSION ABSTRACT	SPEAKER BIOS	PHOTO
10:10	<p>Adaptive organisations – resilience under pressure Dame Stella Manzie will draw on her experience as a local authority chief executive, a senior civil servant and chair of a large NHS hospital Trust to address the issue of resilience, firmly placing it in the context of high - functioning organisations and adaptive leadership but also talking about the practicalities of responding to change and in particular, emergencies whether short or long – term. Her conclusions face up to the myth of the organisation which survives against the odds and points towards the importance of interrelationship and collective endeavour both organisational and personal.</p>	<p>Dame Stella Manzie DBE. Stella has been Chair of University Hospitals Coventry and Warwickshire since October 2019. She has held a number of executive senior positions in public service, ranging from Chief Executive of local authorities like Coventry, Barking and Dagenham, Redditch and West Berkshire, to Director – General in the Civil Service (Scottish Government), She has extensive experience of working to improve frontline public services while working in a democratic environment. Her non - executive roles include being a Trustee of the Esmee Fairbairn Foundation, and a Visiting Fellow of the Open University. She was Commissioner Managing Director at Rotherham Council (2015/16) and Interim Chief Executive of Birmingham City Council (2017/18) and was honoured in 2018 for her work in these roles. Stella is a graduate of Newnham College, Cambridge University, and holds an MSocSci in Local Government and Health from University of Birmingham.</p>	
10:40	<p>Police leadership at the political interface It is increasingly recognised that effective leadership is enhanced by using political awareness (Baddeley and James, 1987; Douglas and Ammeter 2004), or political astuteness (Hartley, Parker and Beashel, 2019). This has been found for the private sector (e.g. Kimura 2015; Doldor 2017), particularly at more senior levels (Gandz and Murray 1980) and also for the public sector (Alford et al, 2017; Manzie and Hartley, 2013). However, public service professionals vary in their roles and the contexts in which they work. To date, while police have been</p>	<p>Jean Hartley. Jean is Professor of Public Leadership at The Open University and also Academic Director of the Centre for Policing Research and Learning, which is The Open University’s collaboration with 22 UK police forces and agencies. Jean researches and teaches in the field of public leadership and management, across a range of public services. Her work on leadership includes the value, use and skills of leadership with political astuteness for public servants, the dual leadership of senior public servants working with politicians in local and central government; leadership development and its evaluation for elected</p>	



<p>included in earlier studies (e.g. Hartley et al, 2015), there have been few studies focused specifically on police professionals and this paper aims to address this gap. Given that police often have to deal with inherently political matters because of the public interest in their work, an exploration of leadership at the political interface where police leaders may deploy political astuteness in policing is valuable to undertake.</p>	<p>politicians and public managers, leadership to create public value, leadership in healthcare, local government, policing, and fire and rescue, and leadership in post-conflict societies. She also researches innovation and improvement in public services. Recent work with the police includes the dynamics of police working with elected politicians; leadership with political astuteness in tackling rural crime; researching policing and public value using Q methodology; and improving the police learning and development function nationally. She has written about academic and police practitioner collaborations</p>	
<p>One aspect of politics for police, is working with elected leaders, such as MPs, local councillors and in the case of police in England and Wales, also Police and Crime Commissioners. As Smith (2004: p.78) writes, <i>policy, politics and management are deeply intertwined</i>, urging attention to analysing how public officials relate to and work with elected leaders. ‘While in theory some have argued that politics and administration are separated by clear lines of demarcation, in practice at strategic levels, there is often less a line of separation than a zone (Alford et al, 2017), a dynamic and sometimes fluid area of overlap where public servant and politician legitimately engage, depending on context. Stepping into such a zone needs to be negotiated with care and delicacy. Indeed, the metaphor <i>‘dancing on ice’</i> has been used by Manzie and Hartley (2013) to describe the sensitivity of the terrain with regard to senior public officials working in central and local government. There is a limited literature in this area and, as far as we know, even more limited knowledge about the way in which the police service interacts with politicians despite the often very sensitive, complex and contested nature of police work and the nature of police accountability within a democratic system.</p>	<p>Dame Jane Roberts. Jane Roberts is Research Fellow in Public Leadership at the Centre for Policing Research and Learning at The Open University Business School. She is a medical doctor and worked for many years as a Consultant Child and Adolescent Psychiatrist and as a senior healthcare manager in the NHS before taking up an academic post at the OU at the end of 2016. She has had a parallel career in local government politics as a councillor in the London Borough of Camden and, in the early 2000’s as Leader of the Council. She has written academic papers in paediatrics, psychiatry and social science including one monograph, <i>Losing Political Office</i> (2017).</p>	


	<p>Although senior police officers have long had to work with elected politicians, the advent in 2012 of directly elected police and crime commissioners (PCCs) in England and Wales has brought the relationship between senior police officers and politicians into sharper focus.</p> <p>This paper examines the dynamics of police leaders working with elected politicians in the UK, with particular attention to police roles working with politicians and their skills of political astuteness. The paper presents early findings from an interview study of chief constables and also superintendents, and includes interviews with the chief's Police and Crime Commissioner. The paper builds on the author's systematic literature review of the dynamics of police working with politicians. The paper includes reflections on the implications for public management.</p>		
11:40	<p>PARALLEL SESSION 1: Mobilising for Change in Police Learning & Development – outline and implications</p> <p>Policing in England and Wales has been subject to both continuous and episodic change for some time with numerous cycles of externally imposed reform (Reiner, 2010; Rogers and Gravelle, 2012) playing out. Writing early in the last decade Rogers and Gravelle (2012: 42) note that British policing is '<i>currently undergoing a major transformation</i>' having been shaped by earlier 'cycles' of reform. A decade earlier Jones and Newburn (2002) pointed to the growing consensus that policing in western industrial societies had undergone and was undergoing profound change. The same might be said to be true now with the impacts of austerity over the past</p>	<p>Richard Harding is a Research Fellow with the Centre of Policing Research and Learning (CPRL) within the Faculty of Business and Law (FBL). Joining the Centre in January 2019 Richard worked with colleagues to deliver the two year (£1.25m) Implementing the Transformation of Police Learning and Development Project, working collaboratively with academic, regulatory and practitioner colleagues to examine the current state of learning functions within policing across the UK. Working with his colleague Liliana Belkin Richard continues to lead research into the development of Learning and Development systems, practices and change in policing organisations as well as knowledge exchange between academia and policing. In addition, he is also involved in research into</p>	


<p>decade (e.g. Barton, 2013), the imposition of Police and Crime Commissioners, the introduction of new entry routes to policing (PEQF), COVID, HMIC and public enquiry findings, changes of leadership teams, the shifting nature of the exigencies of duty, amongst other events having all contributed to further continual change across and within policing organizations.</p> <p>Organizational resilience has been conceptualized in multiple ways (Bhamra et al., 2015; Ruiz-Martin et al., 2018; Duchek, 2020), including as a feature of an organization (something it has), as an outcome of an organization’s activities (something it does), or as a measure of adaptability and the extent to which an organization can withstand ‘stressors, jolts, and shocks’ (Giustiano et al., 2018). Organizational resilience is however seen as distinct from related constructs such as flexibility, agility or robustness (Duchek, 2020).</p> <p>Continual change has been seen to have negative impacts on change delivery, with for instance ‘change fatigue’ leading to employee resistance (de Vries and de Vries, 2021), however change readiness is frequently noted as a critical precursor to successful organizational change implementation (e.g. Weiner et al., 2008; Weiner, 2009; Holt et al., 2007; Repovs et al., 2019).</p> <p>Yet in the context of policing what do these concepts mean? Drawing on empirical research data from the Mobilising for Change in Policing Learning and Development project, we seek to explore the impact of the contemporary change landscape on Learning and Development (L&D) systems in policing. Given the</p>	<p>how to improve investigations into Rape and Serious Sexual Offences. Prior to joining academia Richard served as a police officer for 30 years. He successfully operated across a wide range of roles within London, nationally and internationally, and in senior leadership, strategic and operational roles. During this period, he gained a wide range of leadership, practice and cross -organizational experience, in particular in working collaboratively with communities and public sector and commercial partners. Richard’s research interests include organizational learning and change, police legitimacy, understanding culture and agency and equality in partnership relationships, particularly between law enforcement agencies and communities.</p> <p>Dr Liliana Donchik Belkin joined CPRL as a Research Fellow in August 2020. She is working on the “Mobilising Change in Police Learning & Development (L&D)” project with Richard Harding and policing colleagues. Her previous professional and academic roles provide her with a wealth of both practical and theoretical knowledge and experience that will help contribute to the delivery of this work. This experience includes teaching at the undergraduate and post-graduate levels in the US and the UK, as well as research and evaluation in schools and criminal justice systems. She has also been a central school leader and director of policy and implementation at the New York City Department of Education. Academically her research and publications have focused on policy and practice barriers to formerly incarcerated youth re-engaging in school, transnational education policy analysis, and supporting teachers and school administrators to develop and implement instructional strategies and goals. Through this work she has developed</p>	
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	potential critical role of such functions in creating organizational capacity and capability these impacts have wider implications for policing.	a good understanding of the challenges faced by BAME communities and individuals in their interactions with criminal justice and education systems. Having worked with a range of criminal justice agencies Liliana is excited by the opportunity to work directly with UK policing organizations through The Centre and to bring her knowledge and insight to bear on the critical issue of creating a police service fit for the challenges of 21 st century Britain. She completed her Ph.D. in Educational Administration and Leadership at New York University in 2017. She was the recipient of a US-UK Fulbright Core Scholar Fellowship 2019-20 at University of Roehampton School of Education in London.	
11:40	PARALLEL SESSION 2: Exploring the experiences of demand, pressure and resilience of Detective Sergeants This research qualitatively explores the experiences of Detective Sergeants in a serious and complex crime supervisory role, in handling complex demand and facing competing pressures. It also explores resilience in the context of the increased complexity, scrutiny and high public expectations that are current challenges within policing.	Abigail Salter. A previous police officer of 19 years with the Metropolitan and Hertfordshire Police, Abigail is now a Lecturer in Policing Organisation and Practice with the Open University and currently works on the production and delivery of the Police Constable Apprenticeship Degree.	
		Dr Zoe Walkington, School of Psychology and Counselling, The Open University. Zoe is a Senior Lecturer in the School of Psychology of Counselling and an academic hub member for the Centre for Policing Research and Learning	
11:40	PARALLEL SESSION 3: How coaching can help build resilience	Inspector Jenny Richards, West Midlands Police. Jenny is a certified coach with the International Coaching Federation, as well as a police officer with West Midlands	


	<p>This session will explore the use of coaching within policing to build resilience in individuals. Coaching is described as ‘unlocking a person’s potential to maximise their own performance. Helping them to learn rather than teaching them’ (Whitmore, 2003). Enabling officers and staff to manage their own resilience and understand what helps them to thrive will support them to perform to their potential. Coaching uses a range of techniques, drawing on numerous psychological theories, to raise self-awareness and change an individual’s perspective. This session will discuss and demonstrate the use of analogy in coaching (a ‘Positive Psychology Garden’) and invites individuals to try out this approach to reflect on their own resilience.</p>	<p>Police (WMP). She started her career after completing her degree in Psychology, working for a short time in retail management before joining the police. Jenny currently manages the Evidence Based Policing portfolio for WMP. Coaching is a more recent venture that has re-connected her with her love of Psychology over the past 2 years. She is committed to raising awareness within policing of the value coaching can bring around personal development, but also wellbeing.</p>	
11:40	<p>PARALLEL SESSION 4: Digital resilience. ISIS online radicalisation and tools developed with Trivalent project to support law enforcement Radicalisation is a process that historically used to be triggered mainly through social interactions in places of worship, religious schools, prisons, meeting venues, etc. Today, this process is often initiated on the Internet, where radicalisation content is easily shared, and potential candidates are reached more easily, rapidly, and at an unprecedented scale. In recent years, terrorist organisations have succeeded in leveraging the power of social media to recruit individuals to their cause and to spread their ideologies. In this talk, we present some of the efforts of the Trivalent H2020 EU project (https://trivalent-project.eu/) towards the creation of advanced information technologies to identify and counter online extremism through the development of Artificial Intelligent (AI) solutions.</p>	<p>Dr Miriam Fernandez is a Senior Research Fellow at the Knowledge Media Institute (KMi), Open University, and a senior member of KMi's Social Data Science and OUAlyse research groups. Before joining KMi, she was research associate at Universidad Autonoma de Madrid, Spain and software engineer at Google Zurich, Switzerland. Her research is at the intersection of the Web Science (WS) and Semantic Web communities (SW), where she has contributed with more than 100 peer-reviewed articles in various leading conferences and journals. She has extensive expertise in leading EU and national projects and a proven track record of high-quality research and grant winning. She frequently participates in organising committees and editorial boards of the top SW and WS conferences, recently being program co-chair of the International Semantic Web conference in 2017 and the Extended Semantic Web Conference in 2019 and serving as editor for the Journal of Web Semantics. Dr.</p>	


		Fernandez is the EDI lead and Athena SWAN champion for KMi, leading key initiatives to increase equality diversity in higher education.	
11:55	<p>PARALLEL SESSION 4: Digital resilience. Boosting Children's Resilience when Facing Online Threats: Prospecting the Role of a Chatbot</p> <p>Reports and access to children protection services regarding online abuse have reached alarming and unprecedented levels. Therefore, articulated actions involving technology, social service providers, parents and caregivers to engage in supporting children's resilience when facing online threats are urgent. This research prospects the role of a chatbot, a computer program that uses natural language to interact with users, simulating a human conversation, as an always-available support for children facing online threats. The study involved 110 school children in the UK to capture their perception of this technology regarding the situations when it should or not be used, how they relate the chatbot with parents and with existing children protection services, and how it should be designed.</p>	<p>Dr Lara Piccolo. Research Fellow, Knowledge Media Institute, The Open University</p> <p>Dr Lara Piccolo investigates the role and the design of technology, mainly social and ubiquitous, to engage people and communities with some global challenges like climate change, social inequalities, and universal access to technology. She works with socio-technical and participatory approaches, directly involving people and communities in the design process.</p>	
12:10	<p>PARALLEL SESSION 4: Digital resilience</p> <p>Using innovation to adapt to new challenges: how can we use new technologies in Natural Language Processing (NLP) and Machine Learning (ML) to help follow dynamic and challenging topics, such as domestic terrorism and violence online?</p> <p>Studies of language innovation demonstrate that new language develops for a number of reasons, including when the situation requires it, to express self-identification or shared cultural values. When we think about hate groups on- or off-line, we may recognise</p>	<p>Dr Tracie Farrell is a social data scientist at the Open University, working on the topics of networked misogyny, discrimination and hate speech, as well as disinformation and misinformation. Her background is in learning and cognition, with an interest in how new technologies (such as artificial intelligence, learning analytics, augmented reality, virtual reality, blockchains and peer-to-peer service architecture) support metacognition and learning.</p>	

	<p>them by some of the ways in which they express ideas or the kinds of topics that are relevant for them. In recent years, computing technologies such as Natural Language Processing (NLP) and Machine Learning techniques have made it easier to identify and study language changes at scale. In this presentation, we will discuss two different approaches that we used to study the use of language and language innovations within networked misogynistic men's rights groups. These groups have been connected to real-world violence, as well as online harassment. Studying such groups' behavior online will allow us to better understand and mitigate violence against women.</p>		
13:00	<p>Improvement Science as a means of building resilience. The Covid crisis has presented all organisations with new problems to solve where solutions have to be devised and implemented in a short span of time. One of the hidden characteristics of organisation resilience is the ability to solve such problems using the skills of the existing workforce. This is where Improvement Science is an approach to problem-solving that can be of use to solve problems but also build resilience through the enhancement of problem solving skills and practices within a workforce. In this presentation I will explore if Improvement Science could be used to a greater extent in policing.</p> <p>Improvement Science originated in healthcare, based around the work of W Edwards Deming. It provides an evidence-informed approach to continuous improvement where problem-solving is structured to provide rapid-cycle change coupled with evidence generation. The evidence base is established through the problem solving cycle of Plan-Do-Study-Act (PDSA), which offers</p>	<p>Dr Paul Walley is the Director of Learning for the Open University's Centre for Policing Research and Learning. In this role he helps develop new online learning resources for the Open University on topics of relevance to police.</p> <p>He holds a PhD and MBA from the University of Warwick and BSc. BEng. degrees from the University of Manchester. He has taught on Masters and Undergraduate programmes at leading universities, developing online modules on strategy, business excellence, operations management and project management.</p> <p>Paul's research speciality is in operations management and system improvement and is now actively working with a number of police forces and agencies across the UK, including Police Service Northern Ireland, Gloucestershire Constabulary and British Transport Police on projects in these areas. He recently completed a study, published by the Centre, which details the demand and capacity</p>	

	<p>practitioners a structured approach to diagnosing problems and testing solutions. The PDSA approach rapidly builds local knowledge of effective solutions that can be shared with others. The approach contrasts with current practice of evidence-based policing in how the evidence is generated.</p>	<p>management practices across a wide range of Police Forces.</p>	
13:30	<p>Evidence based policing - pre-recorded video The ability to adapt in the face of disadvantage or stress is a huge life skill that can prevent deteriorating health whilst increasing productivity and well being. It can be argued that in policing resilience is more needed than ever. What actually is resilience? How is it built? What are the theories and what is the evidence? More than that, is there any evidence that we can increase our resilience? Can a course really make a difference, and for who using what methods? This presentation offers some early analysis of what is already out there, but from a practitioners perspective – rather than an expert in the field.</p>	<p>Commander Alex Murray OBE. Alex Murray graduated from Birmingham University in 1996 and joined West Midlands Police where he worked in CID and uniform roles in the cities Birmingham, Coventry and Wolverhampton. He has been a senior investigating officer and has extensive experience within Counter Terrorism. In 2008 graduated from Cambridge University, with a Master’s degree in Criminology. His thesis developed the understanding of police legitimacy within Muslim communities. He is a firearms and public order commander. He has been the Commander of Birmingham East and Solihull Local Policing Units where he worked to integrate public sector agencies. He was temporary ACC Crime prior to becoming Commander, Specialist Crime in the Met. He also worked as SRO for the 2019 spending review submission to the Home Office. He is the founder of the Society of Evidence Based Policing and has introduced randomised control trials into the West Midlands Police as a method for understanding what works and what creates value for money. He worked with the Behavioural Insights Team to test the impact of behavioural science on Criminal Justice outcomes. He has worked on police training programmes in India, Cambodia and Europe. In 2014 he received the Superintendents award for Excellence in Policing and has been recognised by George Mason University’s Centre for Evidence Based Policing. He is a visiting scholar at Cambridge University</p>	



		<p>and Research Fellow at Huddersfield University’s Centre for Applied Criminology and Policing Centre. In 2017 he was awarded an OBE.</p>	
13:50	<p>Resilience of Evidence Based Policing Evidence Based Policing (EBP) was introduced to UK policing in 1998 (Sherman, 1998) and has, in the last decade, been seen as a core component of the professionalisation of the police service. EBP has become synonymous with ‘what works’ – the notion that police decision-making and practice is based on the ‘best available’ research evidence combined with professional consensus and peer review when research evidence is lacking (College of Policing, 2014). However, a number of studies have indicated that despite positive developments and the value of research being recognised, day-to day practice does not tend to be guided by research evidence (e.g. Telep and Winegar, 2015). Lum & Koper (2017) cite Bayley (1998, p. 4-5) in summarising the position, by asserting that research evidence (and EBP) have not made “as significant impression on policing as scholars like to think”. There are a number of recognised challenges associated with the implementation of EBP in practice. These include the conceptualisation of EBP, organisational constraints and restrictive processes within the police service, the external landscape, and finally the type of existing evidence itself. Through a series of three short presentations, the resilience of evidence-based policing as an approach will be challenged. The first presentation will debate the issue of what counts as ‘best available’ evidence in a practical context and the potential for this to limit innovation and the diversity of thought in the</p>	<p>Dr Emma Williams is the Director of Research and Police Partnerships at the Centre for Police Research and Learning at the Open University. Emma has been involved in a number of police research projects including research on rape investigation, workforce profiles in policing, community confidence, education in policing, direct entry and various operational evaluations. Emma was a Principal Researcher at the Metropolitan Police Service for twelve years and at the Ministry of Justice for two years where she worked on the Criminal Justice Reform agenda for analytical services. Emma has experience in operational and action research focused on the needs of the practitioner, is the South East Coordinator for the Society of Evidence-Based Policing and sits on the executive board for the Society. Emma is a member of the governance board for the College of Policing and has worked as a consultant on a number of police-related projects including police leadership, retention of female police officers, police custody, county lines, disproportionality, public health and policing, and diversion and liaison.</p>	
		<p>Dr Helen Selby-Fell, Senior Lecturer, The Open University Dr Helen Selby-Fell holds a Senior Lectureship in the Faculty of Business & Law (FBL) at the Open University and is co- Lead for Research & Scholarship for the Department of Policing Organisation and Practice (POP). Helen works</p>	



	<p>process of ethical decision making. The second talk will consider the organisational barriers that need to be overcome to enable the routine and systematic use of such an approach within policing. The session will conclude with a consideration of the research into practice gap and the role that police-academic partnerships can and should play in both the creation and implementation of research evidence into practice. It will be argued that more effort is required to explore how to operationalise research with practitioners and to test the effectiveness of mechanisms to do that.</p>	<p>closely with the Centre for Police Research & Learning (CPRL) and is currently involved in a number of research projects. Helen's previous research has explored the conceptualisation of EBP, the role of police analysts in the EBP agenda, and the challenges associated with embedding EBP in the police service. Her work has been used to inform policy and practice, including by the College of Policing to inform the development of the national EBP agenda. Before she joined the OU, Helen held the role of Programme Lead for Policing & Forensic Psychology (and a Senior Lectureship) at Liverpool John Moores University (LJMU). Prior to joining academia full-time, Helen has almost fifteen years' experience in the police service. For most of her policing career, Helen held the role of Head of Corporate Analysis & Research at Merseyside police leading a large team of analysts and researchers at the force HQ, identifying emerging risks and priorities for the police force and presenting recommendations to inform senior decision-making. For the last three years of her police service career, Helen was seconded to the Office of the Police & Crime Commissioner (OPCC) for Merseyside, where she held the role of Director of Commissioning, Policy & Research, leading a programme of work on victims services and sitting on various national working groups (working with the MoJ and APCC). Throughout her career, Helen has endeavoured to develop strong links with a range of academic institutions, police forces, and community safety organisations, and is passionate about bridging academic principles with policy and practice.</p> <p>Dr Nicky Miller joined the Faculty of Business and Law as a Senior Lecturer in Policing Organisation and Practice in February 2019 where she was part of the team</p>	
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		<p>responsible for the design and development of the Police Constable Degree Apprenticeship with a focus on Evidence Based Policing and Research Methods. In August 2020, Nicky was appointed as the Director for Knowledge into Practice for the Centre for Policing Research and Learning (CPRL) where she leads the ambitious and innovative programme of 'research into practice, practice into research', which is at the heart of the CPRL's partnership between academic researchers and police forces/agencies. Nicky's research interests are focused on knowledge mobilisation, understanding the barriers and facilitators in getting research into practice, as well as evidence-based policing through police-academic collaborations and building the 'what works' evidence base in policing.</p>	 A portrait photograph of a woman with dark hair, wearing sunglasses on her head and a dark top. She is resting her chin on her hand and looking towards the camera with a slight smile. The background is a blurred outdoor setting with green foliage.
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Thursday 29th April

WORKSHOP FOR CPRL MEMBERS ONLY

TIME	SESSION ABSTRACT	SPEAKER BIOS	PHOTO
10:00-12:00	<p>Workshop: Policing Uncertainty: The Resilience of Two UK Police Forces in the Context of the Covid-19 Pandemic</p> <p>Policing Uncertainty: Decisions and Actions in a National Emergency (PU:DANE) is an interdisciplinary research project that examines the way in which two police forces adapted to the changing dynamics of the Covid-19 pandemic.</p> <p>It focuses on the decisions made by senior leaders in these two forces over the period from the advent of the crisis in early 2020 to the current situation of a third national lockdown. Both forces experienced different emerging challenges during Covid and presented an interesting area for comparison.</p> <p>Through the analyses of interviews with senior leaders and key documents, we have been able to come to some tentative early conclusions concerning the resilience of these forces to the pandemic situation.</p> <p>Overall, the research is revealing a situation where these force's skills in managing major and critical incidents was applied to great effect in the uncertainties of the developing Covid-19 pandemic. However, decisions that</p>	<p>Mark Fenton-O'Creevy is Professor of Organisational Behaviour at The Open University Business School. View his full bio here: http://www.open.ac.uk/people/mpf9</p>	
		<p>Dr Nicky Miller joined the Faculty of Business and Law as a Senior Lecturer in Policing Organisation and Practice in February 2019 where she was part of the team responsible for the design and development of the Police Constable Degree Apprenticeship with a focus on Evidence Based Policing and Research Methods. In August 2020, Nicky was appointed as the Director for Knowledge into Practice for the Centre for Policing Research and Learning (CPRL) where she leads the ambitious and innovative programme of 'research into practice, practice into research', which is at the heart of the CPRL's partnership between academic researchers and police forces/agencies. Nicky's research interests are focused on knowledge mobilisation, understanding the barriers and facilitators in getting research into practice, as well as evidence-based policing through police-academic collaborations and building the 'what works' evidence base in policing.</p>	

	<p>were necessarily longer term and strategic; events that were novel and unprecedented; and, the effects of the police’s relationships with political decision makers and other local partners, all proved harder to manage and presented challenges.</p> <p>The aim of this workshop is to engage CPRL member forces in joint sense making about the emerging findings and their implications for policing practice.</p>	<p>Dr Ben Bowles - Research Fellow</p> <p>Ben is a social anthropologist and a Research Fellow in the Centre for Policing Research and Learning (CPRL) at the Open University. There he is CO-I on the research project 'Policing Uncertainty: Decisions and Actions in a National Emergency' (PU:DANE) that examines two UK police forces' decision-making under the uncertain conditions of the Covid-19 pandemic. He has previously worked on research projects examining the resilience of infrastructure under conditions of uncertainty ('Flexible and Reflexive Standards: Uncertainty in Decision-Making on Resilient Infrastructure' at the LSE) and on decision-making in the infrastructure financing landscape ('Trajectories of Infrastructure Financing' at SOAS). He is an expert in the fields of political and economic anthropology and lectures on these topics at SOAS - University of London and at Fordham University.</p>	
		<p>Dr Helen Selby-Fell, Senior Lecturer, The Open University</p> <p>Dr Helen Selby-Fell holds a Senior Lectureship in the Faculty of Business & Law (FBL) at the Open University and is co- Lead for Research & Scholarship for the Department of Policing Organisation and Practice (POP). Helen works closely with the Centre for Police Research & Learning (CPRL) and is currently involved in a number of research projects. Helen’s previous research has explored the conceptualisation of EBP, the role of police analysts in the EBP agenda, and the challenges associated with embedding EBP in the police service. Her work has been used to inform policy and practice, including by the College of Policing to inform the development of the national EBP agenda. Prior to joining academia full-time, Helen has almost fifteen</p>	

		<p>years' experience in the police service. For most of her policing career, Helen held the role of Head of Corporate Analysis & Research at Merseyside police leading a large team of analysts and researchers at the force HQ, identifying emerging risks and priorities for the police force and presenting recommendations to inform senior decision-making. For the last three years of her police service career, Helen was seconded to the Office of the Police & Crime Commissioner (OPCC) for Merseyside, where she held the role of Director of Commissioning, Policy & Research, leading a programme of work on victims services and sitting on various national working groups (working with the MoJ and APCC). Throughout her career, Helen has endeavored to develop strong links with a range of academic institutions, police forces, and community safety organisations, and is passionate about bridging academic principles with policy and practice.</p>	
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