

# FedLINE

CONFERENCE  
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EDITION

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## 'We will impose change on you'

**T**heresa May told conference the Police Federation 'must' change, or she will enforce reform.

She issued the warning in her keynote speech to conference, where she also announced that public funding for the organisation would be withdrawn in August.

"Make no mistake. If you do not make significant progress towards the implementation of the Normington reforms, if the Federation does not start to turn itself around, you must not be under the impression that the Government will let things remain as they are," she said.

"The Federation was created by an Act of Parliament and it can be reformed by an Act of Parliament.

"If you do not change of your own accord, we will impose change on you."

She accused officers of treating members of the public with contempt and told delegates it was time the Federation 'faced up to reality' and changed its ways.

She also announced she was willing to grant the IPCC more powers and 'reform the organisation further if that is what is needed' to help flush out corrupt officers.

She said: "It cannot be right when officers under investigation by the IPCC comply with the rules by turning up for interview but then refuse to cooperate and decline to answer questions.

"Such behaviour – which I am told is often encouraged by the Federation – reveals an attitude that is far removed from the principles of public service felt by the majority of police officers."

Mrs May announced the Home Office would use its powers to inspect the Federation's accounts, and announced that she would be bringing forward proposals to make the organisation subject to the Freedom of Information Act both on a national and local branch level.

She also said officers would no longer automatically become members of the Federation, instead having to opt in on joining the service.

The public money previously spent on the Federation will now be allocated to a new scheme called Police First, aimed at attracting



*Home Secretary Theresa May addresses conference.*

university graduates, she added.

She made a point of listing the controversy that has embroiled the police service and Federation for the past few years mentioning Plebgate, worrying reports about stop and search figures, the Stephen Lawrence inquiry, Hillsborough and the death of Ian Tomlinson to name a few. This is alongside the allegations of bullying within the Federation.

She said: "It would be the easiest thing in the world for me to turn a blind eye to these matters, to let things go on as they are, to deny the need for change. It would be the easy thing to do, but it would also be the wrong thing to do, because I would be letting down the people in whose interests I am elected and you are employed to serve."

### *Our reps say...*

*"Hard-hitting, unfair and negative. She spent very little time praising officers' achievements and acts of bravery but instead chose to highlight incidents from the past which in some cases occurred before many officers were serving or in some cases even born. Nobody disagrees that the Police Federation needs to change to meet the needs of a modern day police service and address the concerns of its members but her attack was not only directed at the Federation but was also against all police officers past and present. Cambridgeshire sergeants' representatives.*

## An historic conference

*By Shaun Ryan, chairman, Cambridgeshire Police Federation*



Everyone heading to conference on Monday knew that we were going to be part of some major discussions around the future of the Police Federation of England and Wales.

We knew there were decisions to make; decisions that would help shape the Federation to make it truly fit for purpose and, above all, better equipped to meet the needs of its members.

But I don't think anyone really anticipated that we would be faced with the stark ultimatum we received from the Home Secretary, reform yourselves, or we will reform you, in what was a largely scathing speech.

But, put police officers in a difficult situation and they will generally, deal with it and that is just what we did.

There was an appetite for reform even before Theresa May gave us her verbal onslaught but by Wednesday that seemed to turn to a true hunger to get on with it.

People need to remember that it was the Federation itself that commissioned the independent review and since January, when the review team's report was published, we have all been considering its 36 recommendations and working out how best to implement the changes required; changes that will benefit Federation members, the police service as a whole and the public we serve.

I, for one, am proud to have witnessed history in the making at conference. The Police Federation will be undergoing a transformation in the next year, and probably beyond. It is time for us to learn the lessons of the past but put a firm focus on the future.

Here in Cambridgeshire we will be embracing reform and look forward to further improving the service we provide to our members, the rank and file officers who each day serve their communities, fighting and preventing crime, keeping order and protecting the vulnerable.

# We will not remain silent, chair vows

**P**olice Federation chairman Steve Williams asked the Home Secretary for an assurance that she will never introduce compulsory severance.

Making his final keynote speech to conference, he thanked the Home Secretary Theresa May for ratifying the Police Arbitration Tribunal's ruling rejecting the introduction of compulsory severance but said: "It would be remiss of me, if I did not seek an assurance from you that you will never introduce compulsory severance for police officers with less than full pensionable service."

He went on to stress that everything the organisation does is to ensure a more efficient and effective criminal justice system. And, while as a staff association, it directly represents the interests of police officers, the wider interest of the public is also at the forefront of its activity.

Addressing Mrs May, he said: "Home Secretary, we remain deeply concerned that the numbers of police officers around the country continues to fall.

"Cutting police officer numbers today will have a detrimental impact on the service the public receive tomorrow. Yet at the same time, the HMIC and the IPCC grows. If this trend continues we will have more people watching those policing, than those actually doing it.

"There is no magic box of police officers. We do not want to return to the bad old days of boom and bust recruitment."

He raised his concerns that while she was 'quick to review police officers' terms and conditions there was no appetite for a review of policing and the criminal justice system.

During his speech, Mr Williams spoke of pride for the work that Fed reps do and thanked them for their efforts.

And he went on to highlight some of the successes of the past year, including the Police Bravery Awards 2013.

He said: "Home Secretary, when you're told that health and safety legislation prevents police officers from doing their job, please remember these brave men and women and their selfless acts of courage."

And addressing his colleagues, he said he was leaving the Federation 'confident that we will continue to make a real difference'.

"The independent review is nothing to fear or be suspicious of," he said. "It offers the opportunity to modernise how we do things – not what we do.

"Despite the sullied opinions of those who consider the Police Federation a thorn that has been left untreated, we are much more than stories about Plebgate and Number 2 accounts.

"We are an organisation that demonstrates we can adapt to the needs of



*Retiring chairman Steve Williams.*

our members and the changing demands of the public.

"We are an organisation that stands up for what we believe is right. We know what works and what does not work in policing. We know what really benefits the public and what is nothing more than a gimmick.

"That is why we are not and never will be silent when we believe something is wrong for police officers or the public we serve.

"And while the independent review may change our structures and processes, we will remain such an organisation."

## **Our reps say...**

*"Empty of content, apologist, speech of outgoing chairman."* **Cambridgeshire constables' representatives.**

*The one key message that he made several times was the importance of this conference. He emphasised that this conference would have a place as a key moment in the history of the Police Federation. Little did he know what was around the corner. Looking back at what he said, knowing what I know now, he was completely right."* **Robin Sissons.**

## **New chair elected**

**"This is not the end of the road; it is the start of the journey." These are the words of the newly elected Police Federation chairman, Steve White.**

Steve was elected by the toss of a coin after the 30-strong voting committee was split between him and Will Riches, a constable with the Met.

The 45-year-old has pledged to continue the reforms programme.

## **Review chair: opt for reform**

**S**ir David Normington, who chaired the independent review of the Police Federation, urged reps to opt for reform not just because they had been told to but because they wanted to reform the Federation and set it on a new track so it became modern, representative, influential and above all trusted, professional and united.



*Sir David Normington.*

Sir David explained that after Theresa May's speech the Federation faced two possibilities – to become even more determined to reform or to channel its anger into an acrimonious and prolonged dispute with the Government.

"I think the only thing for you to do, in the light of what the Home Secretary said, is to avoid the trap and focus on reform to prove her wrong," he said.

While the evidence showed a demand for root and branch change, the review team had an unshakeable belief, he said: "That officers in this country need an effective, respected and authoritative body to represent them individually and collectively."

This was an essential part of a healthy police service.

The Federation should concentrate on the three key themes – trust, professionalism and unity – and, he said: "There never has been a moment more than today when you need to come together and be on one side."

Change needs pace but needs to be properly implemented, Sir David told conference.

"But from what the Home Secretary said, you don't have much time," he said, biting off all the recommendations in one go would not be a bad choice now."

## **Our rep says...**

*"We appear to have an influential ally, a possible future project manager who acknowledges time parameters."*

**Cambridgeshire constables' representatives.**

He said: "I am honoured to have been elected chairman of the Police Federation of England and Wales at such a pivotal time for the organisation.

"This has been an historic week. We have been given a clear mandate to progress the reforms needed to better represent the hard-working police officers throughout England and Wales. We are all committed to the work needed to implement change to the Police Federation."

# Standing ovation as conference remembers murdered officers



*Chief Superintendent Nick Adderley.*

**In a week dominated by talk of how the Police Federation needed to change, the final session of the opening day of conference brought home to everyone present how truly effective the organisation can be when it gets it right.**

The session was led by Chief Superintendent Nick Adderley, Territorial Commander in Greater Manchester Police's North Manchester Division and the senior operational officer on duty when PCs Nicola Hughes and Fiona Bone were murdered in September 2012.

But, as well as talking about operational events, he also discussed his own emotions around how the day would be forever etched in his memory and revealed that he had offered to resign as he attempted to take the blame for what happened on his watch.

He introduced his presentation by saying he would talk about what happened after the headlines and how the police service and the Police Federation picked up the pieces saying it would show how much power and how much influence the Federation could have and the difference that 'you people' make.

The Police Federation of England and Wales and the Greater Manchester Police Federation came through the incident with flying colours, he said.

Ch Supt Adderley outlined the background to the attack in which the two police officers were killed.

Two murders led to a manhunt for Dale Cregan and a reward of £50,000 was offered for information leading to his arrest. Ch Supt Adderley requested that a 'name your price'



reward was offered to anyone who handed him in.

"I am sorry that I didn't push harder for that," he told the conference, "I still believe if we had offered that up the murders of Nicola and Fiona would not have occurred."

He then paused from telling the story of the build-up to the officers' murders to pay tribute to them. Nicola, he recalled, would boost morale on shift no matter how hard it got. She was 'giggly, lively, absolutely full of life', always had something to say, a great officer and a really great girl'.

Fiona, he explained, had a real sense of serving the public, he told the conference, with great ideas of taking things forward. 'A really, really bright officer,' he concluded.

Then he outlined the way Tuesday 18 September unfolded. The usual checks and assessments revealed no direct risks to police officers. He revealed his own feelings about those assessments. "Did I do enough, did we do enough?"

The morning progressed and at 10.55, while he was in a senior officer team meeting, a DS came in and said: "Boss, something's going on at Hyde."

Ch Supt Adderley retreated to his office with senior police leaders and turned on the police radio to hear: "Officers shot, get an ambulance, get an ambulance."

Shortly afterwards he was told that Cregan had handed himself in at Hyde Police Station but the comms operator had not put the two incidents together.

Attempts were made to contact the two police officers but, the speaker told conference, "It didn't take long to realise that this was a day that changed so many people's lives."



In the first minutes after the incident, he says it was like an out of body experience, time stood still and yet he could see the faces of horror around him, all looking in his direction for leadership while he felt sick, weak, tired, sad and helpless.

Praying the officers were only injured, he began to gather himself and hit process mode, delegating tasks.

At 11.25, news came through that Fiona had lost her life and a few hours later it was confirmed that Nicola had also died.

The Force swung into action. An ACC was assigned to take responsibility for officer and staff welfare, a coalition of the Federation, UNISON and the Superintendents' Association offered support. The support goes on. Some officers are still off work as a result of the incident.

He outlined the key messages: you never really prepare for this type of incident, you need substantial support for daily business when these major incidents occur, you have to focus on staff as they need you and you should identify those who need intense support and provide it.

He concluded his speech: "I feel privileged that I work shoulder to shoulder with you people."

Conference gave him a standing ovation.

## *Our rep says...*

*"It was very clear this is something that is still very raw and for me highlighted how vulnerable we all are every day in our place of work. He was an inspirational speaker who came across as a leader who really cared about the officers on his watch. There was not a dry eye in the house."*

**Cambridgeshire sergeants' representatives.**

# 'A moment of inspiration' puts Federation on the road to reform

At 5.06pm on Wednesday 21 May, the Police Federation of England and Wales set itself on the track to reform in line with the Normington report following the independent review.

Backing an emergency motion, put forward by the West Midlands Joint Branch Board and updated by a Joint Central Committee amendment, conference accepted all 36 recommendations in the report.

Conference had originally planned to debate all the recommendations, and suggested amendments to them, but given the Home Secretary's ultimatum had been left with something of a dilemma and general secretary Ian Rennie, for one, seemed grateful for what he called a moment of inspiration from the West Midlands JBB that led to the over-arching motion being put forward.

An implementation board will now be created, headed by an appointed project director, and an Interim National Board and Interim National Council will take responsibility for firming up the finer details of the recommendations.

The decision to back the over-arching motion followed an emergency gathering of the chairs and secretaries of all branches of the Police Federation in the wake of the Home Secretary's hard-hitting speech to conference on the Wednesday morning.

At the end of Sir David Normington's session after lunch, the emergency meeting was called and after almost an adjournment of around an hour and a half, there was an air of anticipation as national chairman Steve Williams talked about the independent review and stressed that it was important the Federation kept control of the reform programme.

As the conference entered the annual general meeting, the first emergency motion – which related to the review – was withdrawn paving the way for the West Midlands' over-arching motion to be put forward by Tom Cuddeford, deputy chairman of the West Midlands Joint Branch Board.

An amendment to the wording was supported by conference before Giles Dean from the West Midlands Joint Branch Board delivered a speech supporting the motion.

There was a palpable sense of relief when the motion was carried.

# Support for Office of Constable



Shami Chakrabarti.

**Shami Chakrabarti, director of human rights organisation Liberty, has pledged to continue to support the Police Federation in its fight against the introduction of compulsory severance.**

In a Wednesday morning speech to conference, in which she described herself as the warm-up act for the Home Secretary who was addressing the next session, Ms Chakrabarti found herself with a largely receptive audience which, while perhaps not agreeing with everything she said, respected her views and presentation just the same.

"Compulsory severance is a direct threat to constables and that is why Liberty support you in opposing it and will continue to do so," she said.

"Similarly, direct entry and fast track promotion is just another way to militarise what was consent-based policing. We should watch it with grave caution."

In her 'The Thinning Blue Line: Officer Independence and the Rule of Law' presentation, the Liberty leader said the Police Federation had been a source of irritation to the current Government because it was about checks and balances "as is the rule of law".

"And checks and balances are as essential to your Federation as they are to the rule of law."

She also described PCCs as "politicians' revenge" and said they were a grave mistake and as much of a threat to the UK's police constables as compulsory severance, direct entry and fast-track promotion.

Ms Chakrabarti said politicians failed to recognise that both democratic politics and independent police officers who are "outside politics" were needed to preserve the rule of law.

She said senior officers being "dragged into" political issues also represented another threat to policing, adding: "There are enough difficulties just doing the job but you can get

dragged in deliberately and inadvertently and it's dangerous when chief constables allow themselves to be used by politicians in that way."

She concluded by saying: "People may not agree with all our campaigning but that's the nature of human rights. We may be the grit in the oyster but you'd miss us if we were gone."

And on the subject of the independent review, she continued: "I am most concerned with the Office of Constable. I think you should embrace and lead this reform agenda and go on the front foot so there is as little interference as possible because legislation is a back door way of politicising the service.

"You are independent officers of the law and long may that continue."

● The Liberty director told conference the legal case against Andrew Mitchell should be dropped and indeed that police officers should not bring any civil suits against members of the public.

"I know how difficult the job of police constable is. I know it's a thankless job and how frustrating it is to be called a liar but that is an occupational hazard," she said.

"However tempting it is, we should not have serving police officers bringing civil suits against members of the public and I think it would be wise to drop the legal suit against Andrew Mitchell before it brings the office of constable in to disrepute."

## *Our rep says...*

*"She joked about being once described as the most dangerous woman in the United Kingdom. While I would question whether this was true; I do feel that she is a very clever woman and one that we should listen to. Her clear message was 'keep politics out of policing and remain independent officers of the law' – very wise words in my opinion."* **Robin Sissons.**

# Time to build bridges says constables' leader



Will Riches, chairman of the Constables' Central Committee.

**B**ridges need to be built with the Government if the Federation is to move forward.

Will Riches, chairman of the Constables' Central Committee, spoke at the rank's separate rank meeting on the opening day of conference – one which he described as 'the most important Police Federation Conference in living memory'.

He said the Federation needed to learn from its mistakes and move on to create an organisation fit for the future.

"What has been done to the police officers of England and Wales has been incredibly harsh, but we need to accept that we have not helped ourselves," he said.

He continued: "We tried playing hardball with Government - our response was first one of shock, then verbally aggressive, and finally crude and disrespectful. We targeted individuals rather than issues, using sound-bites instead of sound judgement. We got so caught up in the fight we lost sight of the prize.

"At the very time when we most needed friends in Government, we got personal and offensive. Goodwill was essential to ensure our case had a sympathetic audience.

"Yet any chance of input, choice or

influence into where and how the requisite savings might be made was destroyed by our actions."

He continued: "We need to rebuild bridges with the Government, with the Home Office in particular, and with the public in general.

"Our central and irrefutable argument remains unchanged. Police officers on a daily basis are prepared to run the risk of injury and even death in order to do their duty. That level of personal and professional commitment deserves to be protected and rewarded."

He touched on the number of officers who had been forced out due to the 20 per cent cuts and made reference to morale being at an all time low across the service.

He said the service had been 'decimated' by the cuts, which were the equivalent of dispensing with every single police officer in Devon And Cornwall, Avon and Somerset, Dorset, Hampshire, Surrey, Sussex, Kent and Wiltshire.

And he added: "In total 16,000 police officers gone with the stroke of a pen - and there are more cuts still to come.

"There isn't a representative organisation in the world that would have taken this

shocking and wholesale forced exodus lying down."

But he insisted change needed to start right here, right now, at conference.

"When the case for improving public sector pay is addressed, we need to be first in the queue, not last. To achieve this, a fresh approach to the political engagement is needed," he said.

"So - we need to re-connect with Government using the language of diplomacy and reasoned argument. We know that this is the only way forward, and it's already working.

"Future dialogue will be mature and constructive; our arguments will be measured and robust, and never again personally abusive or vitriolic.

**“With strength, with dignity, with integrity and with honour, we will rebuild this once proud organisation.”**

"We have a clear objective: the restoration of police pay and conditions to a level which reflects the daily challenge of the public duty we perform."

He continued: "To those who may suggest that we are opposed to change or blockers to reform, I have a message for you. You've got it wrong. To those outside the Federation who refuse to notice or choose to ignore - listen carefully - this Federation embraces reform.

"What must be understood is that our decisions and actions have consequences. Our goal is to deliver a long-lasting Police Federation which stands scrutiny, and the test of time.

He concluded: "Constables of England and Wales, we have a unique opportunity to drive forward change for the better, for the benefit of everyone. Our destiny is in our hands, and we must all work together to build a better future.

"If we miss this opportunity now, and allow our Federation's future to slip from our grasp, then every one of us will regret it to the last day of our service.

"With strength, with dignity, with integrity and with honour, we will rebuild this once proud organisation."

## Fed membership to be opened up to Specials

**Conference voted to allow the 18,000 members of the Special Constabulary to join the Federation.**

A motion on the issue was put forward at the Federation's annual general meeting and

won overwhelming support from delegates.

Specials will pay the same subscription rates as regular officers and will have access to the full range of membership services.

# Well-being and custody focus for sergeants

By Liz Groom, sergeants' representative

**T**he main topics at the Sergeants' Central Conference were the launch of the sergeants well-being booklet, the issues facing custody and the results of the recent custody stress survey.

There has been a 12 per cent reduction in sergeants nationally which equates to 3,098 fewer sergeants since 2010 which puts pressure on those who are left.

A well-being booklet for sergeants has been produced by the Federation and is available to all members via sergeants' page on the [www.polfed.org](http://www.polfed.org) website. Sir Ronnie Flanagan's report in 2008 highlighted the importance of the sergeant rank and its been noted that the burden on the sergeant rank needs to be managed.

We are professional at multitasking and looking after the needs and welfare of those we supervise but, in doing so, can often neglect our own health and well-being. This booklet acts as a reminder on what to look out for, and directs you to how to deal with the pressures of work as well as who can offer support.

The results of the recent custody stress

survey were presented by Dr Jonathan Houdmont of Nottingham University. The most concerning figure for me was that in 2014, 60 per cent of those officers completing the survey were exceeding the threshold for "burn-out" and one quarter showed a desire to leave the custody role.

It was also suggested that some custody shift patterns around the country are not meeting the needs of demand and welfare. Some shift patterns liked by officers (example being four on, four off) are not always best for officers' well-being long term.

It was acknowledged that there is still some work to do by forces around the specific custody shift pattern and the ACPO lead has agreed with this. They have also agreed that forces need to consult with officers about it.

One interesting fact was that the Norfolk and Suffolk custody collaboration project has been identified as being one of the best in the country for facilities and practices, but the local reps for those forces indicated that cuts in custody may be something they now face which is ironic.

The Cambridgeshire sergeants' representatives at conference were Liz



*Retiring chairman of the Sergeants' Central Committee, John Giblin.*

Groom, Steve Atkin, Jon Capes and James Hobson.

● The Police Federation has a 'bright future' if it embraces the reforms set out in the review – according to the chairman of the Sergeants' Central Committee.

John Giblin said there was 'much to be positive about,' explaining: "We didn't wait for our organisation to be forced into change; we commissioned the review because we understood that any healthy and vibrant organisation cannot stand still, otherwise we would atrophy, wither and die."

## Varied topics for inspectors

By Fran Sandall, Cambridgeshire representative

**PACE issues were discussed at the Inspectors' Central Committee meeting on the Tuesday of conference week.**

It was revealed that there is still no training in safety in custody since the issue was addressed last year and the IT has not been installed to enable the solutions proposed by Alex Marshall, chief executive of the College of Policing.

No data was available from the Home Office in relation to the average length of time in custody so we are unable to quantify how significant an issue this is.

It is difficult to be properly intrusive as PACE requires when there are 440 fewer inspectors than last year and those on duty are having to manage many other responsibilities alongside PACE.

Winsor says "the liberty of an individual is too precious" to get this wrong. Majority in the room agreed the college should take the lead to set standards.

On the subject of vulnerable adults, an ignorance in commissioning services was blamed for not understanding what is needed in Section 136, for example, with regard to alcohol or aggression. But, the meeting was told, learning and introspection following police enquiries is not always shared with partners. PCCs have a key role in influencing commissioning in other agencies. Overall it was agreed that responsibility lies with the health service.

The meeting also discussed the rank's excessive hours culture. Hours are still not being recorded properly either by forces or officers. A key theme in the people strategy being drafted by ACPO will be well-being so hours worked will be relevant to this.

Another theme of the meeting was command resilience. Direct entry was resisted by the PCC (a retired detective superintendent) on the panel but was still supported by HMCIC Tom Winsor. The issue raised that the direct entry candidates would be non-operational so would impact on resilience. Culturally this would be challenging within the service. Point raised about why we should be expected to mentor or train the direct entrant to take the job we cannot access? ACPO response to this is that it won't impact on opportunities as the number of superintendent entrants will be low.

This session highlighted for me the fact that our numbers at inspecting rank have reduced by 17.5 per cent since the introduction of reforms.

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Police Federation client 2013



# "This change is vital"

Cambridgeshire Police Federation secretary Oz Merrygold took part in a debate around a GMP motion at the AGM calling for the rank committees at the national Federation to be abolished after conference.

"I felt it important to speak up when a Met representative picked words from the Normington report that appeared to suit an agenda. The report did say that the Met had 'strong rank committees' but it also went on to say in the very same paragraph that they still needed to change to better represent their members. I felt it unfair on the discussion not to raise this," says Oz.

"Region 4, of which we are part, was unanimous in support of the motion which was vital to ensuring that we progressed in line with the over-arching West Mids motion.

"We are a mature organisation that can change and recognises the need to change. It's about doing what is best for our members.

"Sir David said that the review team did everything in its power to ensure that the Federation would succeed in driving through change for the benefit of not only the members but also for the public and I fully trust what he said.

"Police officers have gone through unprecedented change but I would suggest that we are becoming a more professional organisation. The Federation should be no different from the members it serves and needs to embrace change. This is not change for change sake. This change is vital if we are to represent our members to the best of our ability."



Oz Merrygold.

# Olympic gold medalist's inspiring talk

Former Olympic gold medalist Sally Gunnell urged delegates to "go out and get their gold medals in life" when she made a surprise speech at the end of Tuesday's sessions.

As part of the 'Valuing the Difference' Women's Reserve session, Sally, who triumphed in the 400m hurdles in Barcelona in 1992, talked about how her journey to success had been tough and littered with challenges and disappointments.

She said ultimately her success had been down to having her own personal goal and having the right people around her to help and support her in achieving that goal.

Her inspiring talk followed the main debate of the session which was opened by Sam Roberts, chair of the National Women's Reserve Seat.

Speakers included Jayne Monkhouse, the Federation's equality advisor, Claire Burgess, Acting Chief Inspector of the Professional Standards Directorate for the City of London Police, Professor Jennifer Brown, deputy chair of the Stevens review of Policing, and Franstine Jones, president of the National Black Police Association.



Sally Gunnell.

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