

# The 10<sup>th</sup> Scottish International Policing Conference 2022

**SiPR** | Scottish Institute  
for Policing Research

## Contemporary Policing Demand: Enhancing Capacity, Capability and Resilience

Monday 23 – Tuesday 24 May 2022  
National Museum of Scotland,  
Edinburgh

# Welcome to the Scottish Institute for Policing Research's 10<sup>th</sup> Scottish International Policing Conference 2022.



***Prof Denise Martin, Conference Chair  
and SIPR Associate Director for  
Education and Leadership network***

**We are delighted that you can join us in our first in-person event since 2019 which celebrates not only our 10<sup>th</sup> SIPC, but also 15 years of SIPR. SIPR is also proud to host the 50<sup>th</sup> anniversary of the James Smart Memorial Lectures.**

To mark these occasions, our conference dinner in

the Grand Gallery of the National Museum of Scotland will set the stage for the delivery of the James Smart Memorial Lecture by Andy Rhodes QPM.

Social, cultural, technological and economic changes have a direct impact on the Police Service who as a

result are facing levels of unprecedented demand. This requires police organisations to adapt and build effective systems in order to enhance the ability of the organisation to manage these.

This year our conference draws on our third strategic research priority and is themed around the pertinent issue of Policing Demand, particularly exploring how we enhance capacity, and capability of the organisation, while also building resilience. We have brought together some of the leading experts on data and demand, culture, diversity and inclusion, organisational change, adaption and innovation, well-being, leadership, and enhancing staff skills and capability.

We hope through opening up conversations on these critical themes that we can collectively debate about how we meet emerging challenges.

On Day 2 of the conference, we also look forward to the more recently established Nick Fyfe Lecture this year delivered by Professor Cathrine Filstad.

***We hope you enjoy the conference!***

# Getting to the National Museum of Scotland

The National Museum of Scotland is located in Chambers Street, in the centre of Edinburgh.

## Bus

A number of busses go passed the Museum including Lothian Buses 2, 5, 8, 23. The stops are outside the museum on Chambers Street, or nearby on George IV Bridge and South Bridge. Check out the [Lothian Buses website](#) for more information.

[Edinburgh Bus Tours](#) open-top buses also stop at the museum.

## Train

The nearest train station is [Edinburgh Waverley](#) and the museum is a 10–15 minute walk away. Plan your journey with the [Traveline website](#) or get directions from [Google Maps](#).

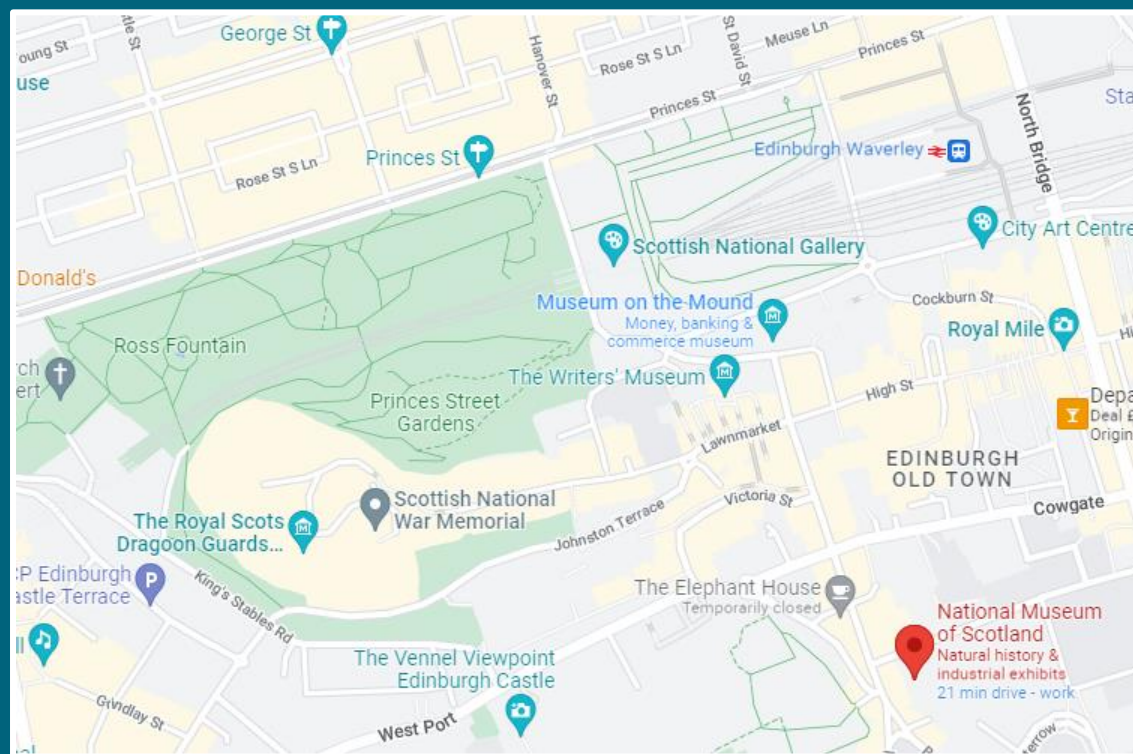
## Tram

The nearest tram stop is on Princes Street and the museum is a 10–15 minute walk up The Mound.

## By Car

Follow signs to the city centre. Off-street parking is available at nearby at [NCP sites](#).

Get directions from [Google Maps](#) and further information on parking can be found at [Edinburgh Council](#).



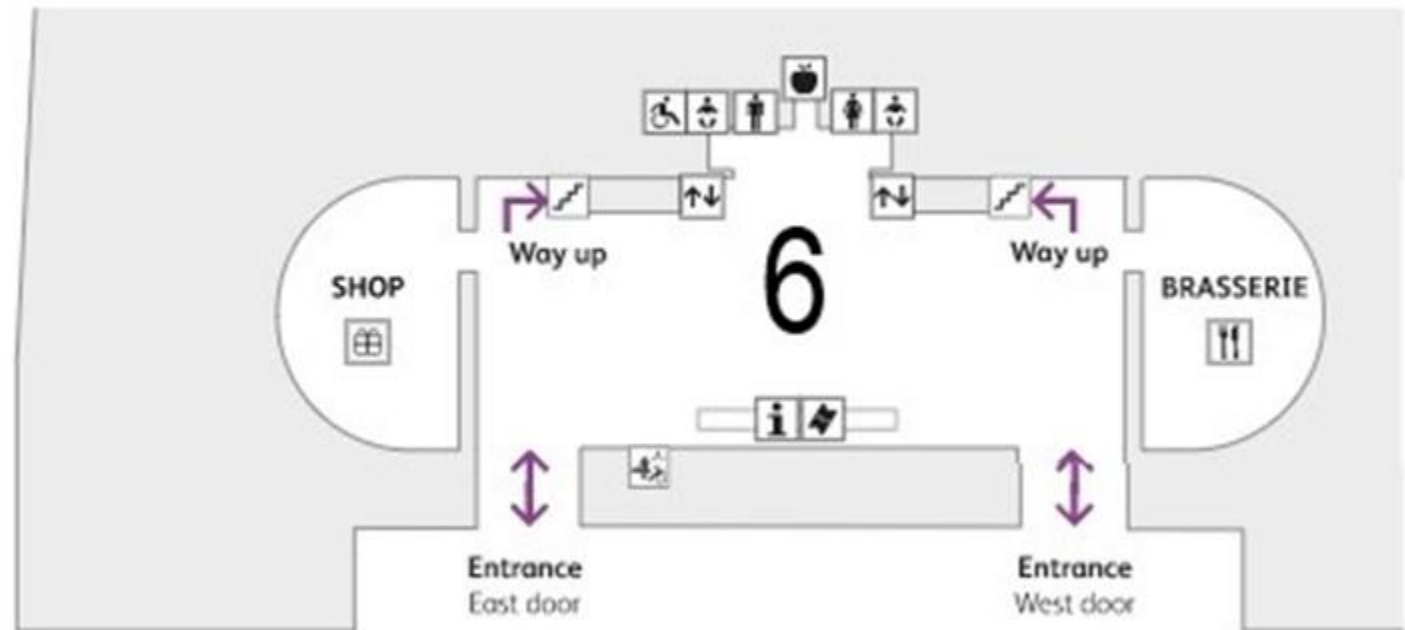
## By Air

National and International flights arrive at Edinburgh airport.

Trams are one of the easiest ways to get to and from the airport with fast and frequent services to Edinburgh city centre. Trams depart every 7 minutes, between 7am and 7pm, and every 15 minutes out with these hours, with an end-to-end journey of just 30 minutes. Tram times can be found at the [Edinburgh Airport website](#).

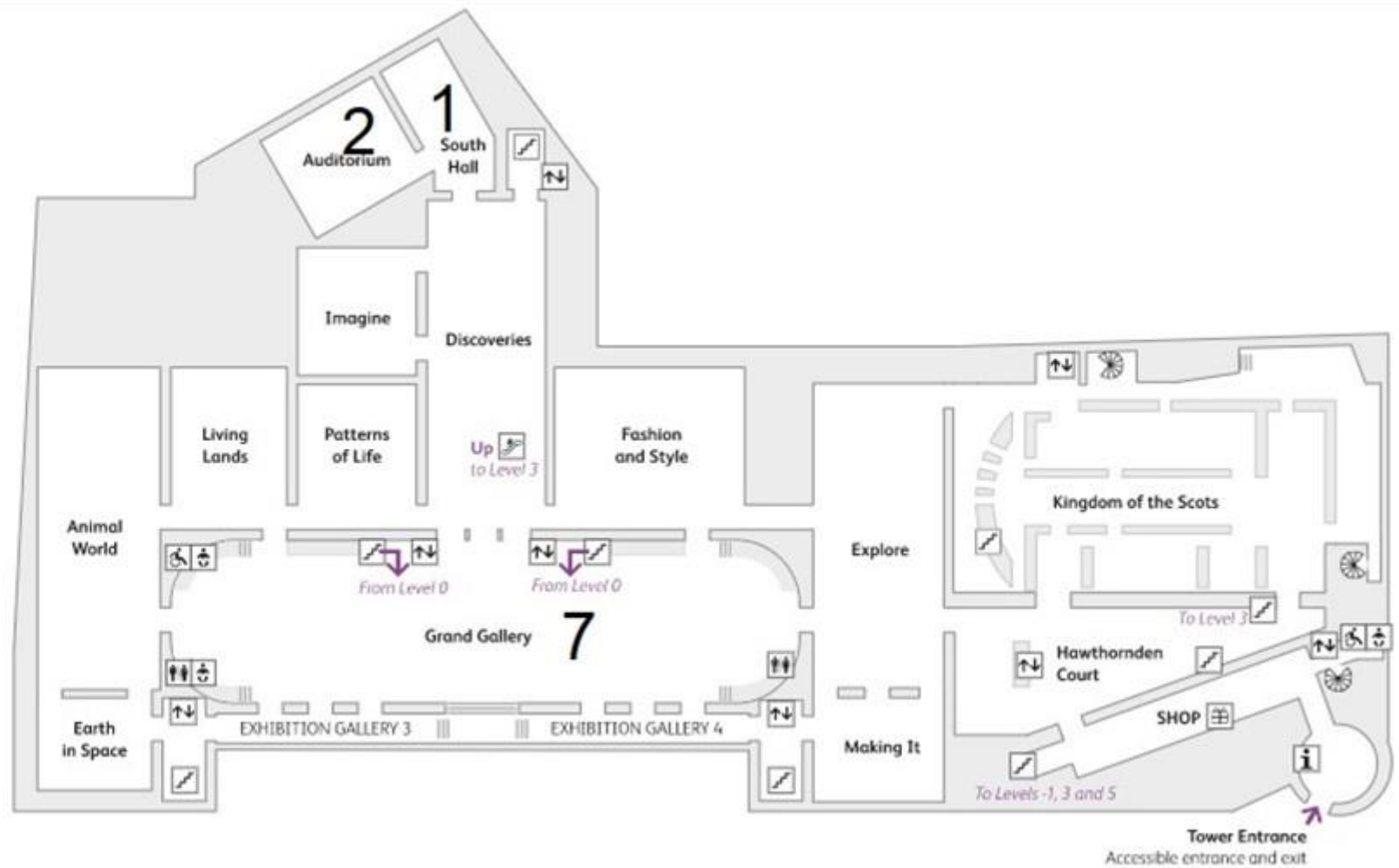


## Map(s) of the National Museum of Scotland



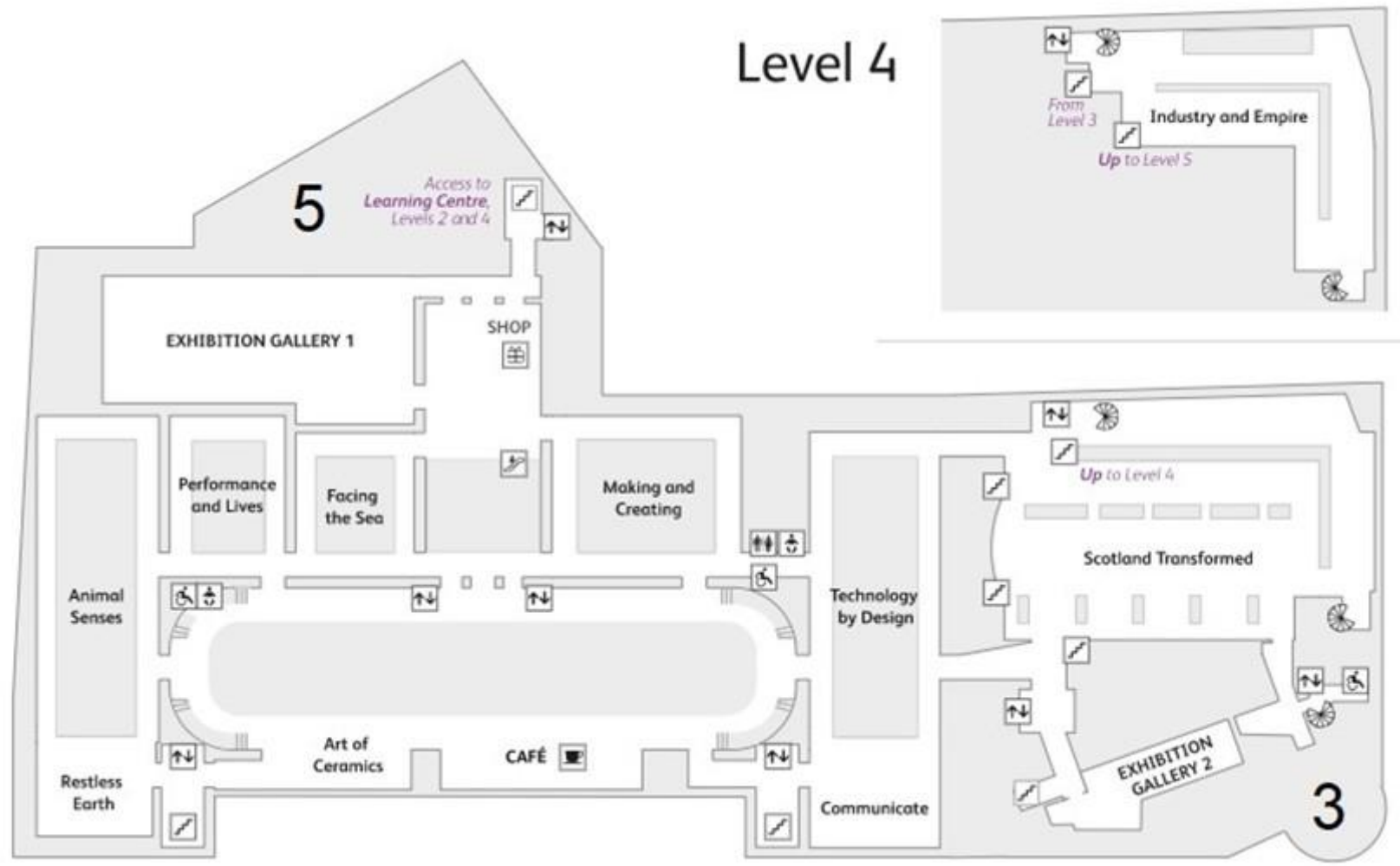
Level 0

## Level 1

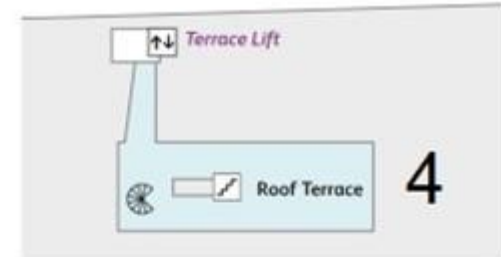


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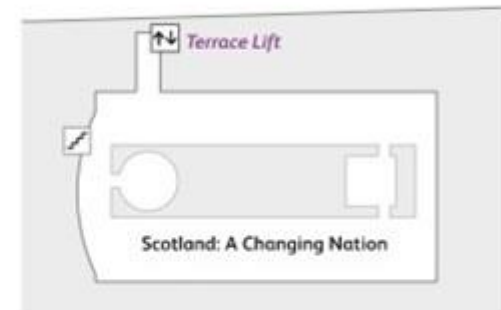
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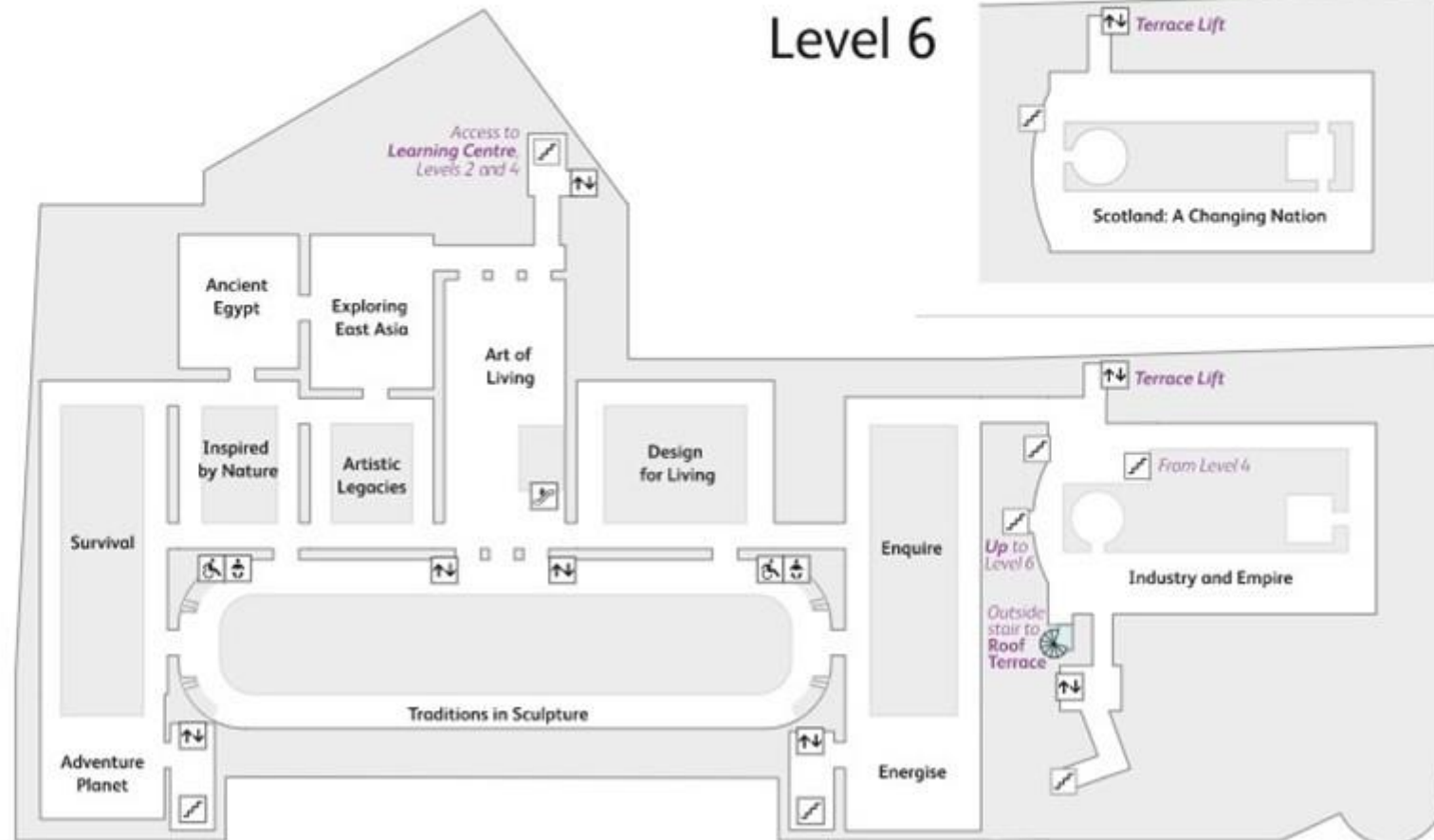
## Level 7



## Level 6



## Level 5



# Programme

Day One			Location/ Map Ref	Day Two			Location/Map Ref
13:00	13:40	<b>Registrations</b>		09:30	10:00	<b>Day two registrations</b>	South Hall (1)
13:40	14:00	<b>Official Conference Opening</b>		10:00	10:30	<b>Welcome and Impact Award</b>	Auditorium (2)
14:00	15:00	<b>Panel Discussion: Perspectives on Contemporary Demands on Policing</b>				<b>Winners Presentation</b>	
		Short presentation/ discussion panel feat:		10:30	11:15	<b>Nick Fyfe Lecture</b>	Auditorium (2)
		<ul style="list-style-type: none"> <li>• Dr Vicki Herrington (Panel Chair)</li> <li>• Chief Constable Iain Livingstone</li> <li>• SPA Chair Mr Martyn Evans</li> <li>• HMICS Mr Craig Naylor</li> <li>• Professor Denise Martin</li> </ul>		11:15	11:45	<b>Break and Poster Viewing/ Voting</b>	Event Space (5)/ South Hall (1)
15:00	16:30	<b>Workshop Sessions One</b>		11:45	13:15	<b>Workshop Sessions Two</b>	
		<ul style="list-style-type: none"> <li>• Workshop 1: Data and Demand</li> <li>• Workshop 2: Cultural Diversity and Inclusion</li> <li>• Workshop 3: Organisational change, innovation, and adaptation</li> </ul>	Auditorium (2) Bute (3) Rooftops (4)			<ul style="list-style-type: none"> <li>• Workshop 4: Health and Wellbeing</li> <li>• Workshop 5: Effective Leadership</li> <li>• Workshop 6: Enhancing Workforce, Capability and Skills</li> </ul>	Bute (3) Rooftops (4) Auditorium (2)
16:30	17:00	<b>Optional Networking Session &amp; Poster Voting</b>		13:15	14:15	<b>Lunch and Poster Voting</b>	Event Space (5)/ South Hall (1)
17:00	18:30	<b>Free Time</b>		14:15	14:45	<b>Launch new research grant</b>	
18:30	19:15	<b>Drinks Reception</b>		14:45	15:05	<b>Announce Poster Winners</b>	Auditorium (2)
19:15	00:00	<b>James Smart Lecture, Dinner, &amp; Ceilidh</b>		15:05	15:15	<b>Conference closed</b>	
				15:15	16:30	<b>Optional Networking Session</b>	Event Space (5)/ South Hall (1)



## *James Smart Memorial Lecture – Andy Rhodes, QPM*

***“We asked for workers and they sent us humans:  
Why workforce mental health & well being is vital to building community trust & confidence”***



**Andy Rhodes QPM is the former Chief Constable of Lancashire Constabulary one of 43 forces in England & Wales with a workforce of 6,000. For 10 years he was the NPCC lead for wellbeing, staff engagement and organisational development. His policing background has been mainly in the uniform and specialist operations disciplines including Counter Terrorism Firearms Command. He was awarded the QPM in 2016 and has an**

**MBA and a Post Graduate Certificate in coaching. Until retirement in 2021 he was chair of CPOSA the Chief Police Officers Staff Association. Andy has worked with experts from across policing and academia and is now the Service Director for the National Well Being Service (NPWS) Oscar Kilo ([www.oscarkilo.org.uk](http://www.oscarkilo.org.uk)).**

In his speech, former Chief constable of Lancashire Constabulary Andy Rhodes QPM, will present the conference with the latest research and data in relation to police workforce mental health & well being. He will offer his reflections on the police service's progress in this challenging area of organisational development gained from his experience as NPCC lead and co-founder of the National Police Well Being Service - Oscar Kilo in 2015. Andy will present a compelling and provocative argument for placing well being at the centre of a policing strategy linking workforce mental and physical health outcomes to public trust and confidence. Drawing on evidence and practice from police systems across the globe, learning from other social care systems and the latest developments in technology he will describe a future where mental health and well being is placed at the forefront of every operational and organisational decision, rather than as an afterthought. By making this paradigm shift we can start to see workforce mental health as an opportunity rather than a threat. A chance to re-frame the conversation based on the principles of organisational justice so that the courageous people who step forward to join our profession are given the protection they deserve and therefore are better able to police our communities in a competent and compassionate way.

## ***“Police leadership as practice -how to learn, lead and innovate”***



**Cathrine Filstad is Professor in Leadership and Leadership Development, Organisational Learning, Change Management, HRM and Organisational Behaviour at Kristiania University College and the Police University College in Norway.**

**Her research focus is police leadership and police reform, organisational learning and change management, leadership as practice, middle-management**

**and leadership levels, knowledge creation and knowledge sharing, identity work, power and politics, newcomers learning processes and how to create a strong learning culture. She has a substantial number of scientific publications, a total of nine text books and a number of book chapters.**

The leadership as practice perspective provides a holistic approach and acknowledge and unfolds the complexity of police leadership and policing practices. This practice turn in leadership includes other disciplines, such as strategy as practice, change management as practice and situated and practice-based learning. The theme of this lecture is how a practice-based approach add to our knowledge of police leadership, police reforms and community policing.

James G. March (1991) argues that organizational learning, changing practices, implementing change (police reforms), and innovate, is about balancing exploration and exploitation of knowledge. Balancing is therefore about unfolding the complexity and exploring established practice in bottom-up activities in relation to exploit new opportunities and top-down initiatives. Hence, the dynamics of the balance is somewhat in the core of what constitutes police practices and what inhibit and promote their development.

Drawing on recent empirical studies of police leadership and the Norwegian police reform, a present and discuss with the audience how a practice-based approach might contribute to our understanding of:

1. The police mission and strategies: how to unfold strategies as practice in policing as collective.
2. How to create a practice, a community, a collective of culture(s), identity and belonging, in development of competencies.
3. Participation consisting of sensemaking, discretion, power and politics.
4. Learning, change and innovation as integrated in practice, as relational in leader-follower relations, and how to create a strong learning culture in the police.

# Workshop 1: Data and Demand

<b>Chair:</b>	<b>Amy Wilson</b>
<b>Workshop Leads:</b>	<b>Prof Susan McVie</b> <b>Dr Paul Walley</b>
<b>Joined by:</b>	<b>Supt Scott McCarren</b> <b>Gillian Cherry</b> <b>Prof Jon Bannister</b>

## Overview

Change in the extent, nature and complexity of demand for policing has become a critical issue in recent years. The ability of police forces to monitor and respond timeously to changing patterns of demand is essential to informing and improving approaches to dealing with threat, harm, risk and vulnerability, as demonstrated during the pandemic. However, austerity measures have significantly impacted the ability to transform and improve organisational activity across some areas of policing business, and this is likely to continue as financial pressures become more extreme. It is imperative, therefore, that forces make efficient and effective use of data in terms of measuring impact, evaluating success and predicting future demand. Drawing on a range of expertise, this workshop will consider the challenges of changing demand and how data can be used to address them.

## Presentations

### **Superintendent Scott McCarren and Gillian Cherry - Insights from Police Scotland's Demand and Productivity Unit – Superintendent Scott McCarren and Gillian Cherry**

This presentation will provide an overview of the role of Police Scotland's Demand and Productivity Unit (DPU), which has an overall strategic aim to measure, understand and evidence demand across the organisation. The DPU takes an iterative approach to understanding demand, working across numerous datasets (both internal and external) and with many business areas, to quantify what demand represents across different parts of the organisation. Using the best available evidence to inform and increase our understanding of demand enables Police Scotland to make informed evidence-based decisions, challenge operational policing practices, and make the most effective use of our resources. This presentation will demonstrate our key strategic product outputs and operational dashboards that increase our understanding of demand across the force at both a national and local level.

### **Professor Jon Bannister - The Prioritisation of and Response to Demand**

The deployment of officers to an incident requires to be prioritised based on the threat, harm and risk (THR) that it poses to the public. Prioritising and responding to incidents equitably, by deploying officers to incidents of a comparable THR in a consistent manner, is vital to the public's confidence in and the effectiveness of policing. Taking the example of incidents of violence-against-the-person, this presentation considers whether prioritisation and response are affected by the interplay of the spatial and temporal patterning of other demands placed on the police for service and on the availability of deployable frontline resource. It achieves this

by integrating calls-for-service (incident) and deployment data from a large metropolitan police force. It finds the existence of a temporal and spatial mismatch between the demand for and the availability of deployable frontline resource. In other words, the prioritisation of and response to violence-against-the-person incidents depends, to an extent, on where and when the call-for-service is made. Inequalities in the exposure to violence-against-the-person are overlain by inequalities in the policing response to them. These findings serve to inform the THR assessment of differing types of demand and, both the volume and positioning of frontline resource necessary to deliver an equitable policing service.

#### **Dr Paul Walley - Can unnecessary demand be eliminated?**

Most studies of demand in policing point towards the perception that demand for policing exceeds capacity. Opportunities to increase capacity have been difficult, particularly during years of austerity, hence there has been more focus on managing demand. This presentation looks at practices within policing demand management to assess whether or not demand can be reduced in a sustainable way. One approach currently being used in policing is to eliminate "failure demand", which is demand created by errors in the system. This presentation will look at work by Gloucestershire Constabulary and Police Scotland to assess whether this approach can yield benefits. It will conclude that changing approaches to work prioritisation, work allocation and demand measurement are all necessary. The biggest potential challenge is to design the system with the intention of meeting all true demand with appropriate processes and systems.

#### **Professor Susan McVie - What can we learn from change in policing demand during the pandemic?**

In March 2020, the UK government told everyone to stay at home except those undertaking key frontline roles. Overnight, the nature of demand for policing changed in an unprecedented way, requiring officers to enforce regulations designed to restrict normally law abiding behaviours in the name of protecting public

health. The impact of the pandemic on policing priorities, approaches and resources fundamentally re-shaped some aspects of policy and practice with both positive and negative consequences. In this presentation, I draw on my experience of being a member of the Scottish Police Authority's Independent Advisory Group on Police Use of Temporary Powers related to the Coronavirus Crisis. I will discuss the impact of the pandemic on frontline policing demand at different points in the pandemic, the changing balance of policing in urban and rural areas, and the distinct shift in the socio-demographic profile of who was being policed. I also reflect on some of the lessons learned including innovations in policing that are likely to be retained, and challenges for policing created by a complex and fast changing regulatory structure.

## Workshop 2: Culture, Diversity, and Inclusion

<b>Chair:</b>	<b>Dr William Graham</b>
<b>Workshop Leads:</b>	<b>Professor Jemina Napier</b>
<b>Joined by:</b>	<b>Dr Robert Skinner</b>
	<b>Lucy Clark</b>
	<b>Keith Fraser</b>

### Overview

The objective of the workshop is to revisit the issue around how police services can enhance capacity, capability, and resilience in terms of policing culture, diversity and inclusion. The workshop is interdisciplinary, drawing on expertise from policing, deaf and disability and interpreting studies to critique whether police services are meeting the intersectional needs of diverse communities.

The interactive workshop will focus on three key themes in relation to “Enhancing Capacity, Capability, and Resilience”:

- (i) the organisational structure;
- (ii) interactions with the public; and
- (iii) leveraging ‘hidden assets’ from within the police.

Examples will be shared from the experiences of the presenters of the work we have done to impact on policing diversity & inclusion, as well as eliciting experiences of audience members.

The outcome of the workshop is that participants will be able to reflect on how they can enhance capacity, capability and resilience through their own tangible actions to ensure that people from diverse communities, and especially those from disenfranchised communities, can access and participate in policing services.



# Workshop 3: Organisational change, Innovation and Adaptation

## Overview

Despite massive investments of management, time and money, innovation remains a frustrating pursuit\*, largely because organisations find it difficult to turn ideas into value. Organisations that fare well in innovation create innovation systems to enable them to invest in new ideas at the same time as exploiting existing capabilities.

This exploit-explore ratio is a tricky balance and leaders need to manage the tensions and trade-offs between the two. Exploit and explore capabilities are markedly different, and organisations and their leaders need to structure in ways that can enable both. This takes ambidextrous leadership and is an increasingly important part of the contemporary police leader's toolkit.

This workshop will provide attendees a contextual frame to understand innovation in policing, to discuss the tensions and trade-offs, and gain insights into how Police Scotland are innovating. Attendees will also have the chance to learn more about the leadership required for innovation and develop a personal action plan that sets out developmental next steps. The workshop will be an opportunity to discuss innovation challenges with colleagues, and there will be a mix of content delivery and table-based activities.

At the end of this workshop attendees will:

1. Understand what is meant by innovation, how this applies in a policing context, and why it is important.
2. Recognise the organisational pre-cursors to innovation (including the structures, people, organisational capabilities, and cultures necessary) and how Police Scotland fares against these.
3. Know the importance of balancing the need to exploit existing capabilities (incremental improvements to BAU) as well as explore new possibilities (innovation).
4. Identify the personal leadership work required to contribute to Police Scotland being an innovative organisation.

*\*Pisano, G. (2015) You need an innovation strategy. Harvard Business Review. Available here: You Need an Innovation Strategy (hbr.org)*

<b>Chair:</b>	<b>Dr Liz Aston</b>
<b>Joined by:</b>	<b>Dr Victoria Herrington</b> <b>ACC Jackie Sebire</b> <b>Jamie Allan</b>

**Chair:** Dr Inga Heyman

**Joined by:** Dr Evangelia Demou  
Daren Tattersall  
Professor Martie Van Tongeren  
Dr Ioannis Basinas

### Overview

Workshop: Health & Wellbeing

Police officers and staff experience complex and multifaceted operational and organisational risk factors impacting their health and wellbeing that span multiple levels, from the individual (e.g. resilience) to the organisational (e.g. culture, leadership). The aim of this workshop is to discuss and reflect on the current health and wellbeing priorities for this workforce, improve our understanding of the risk factors to health and reflect on potential opportunities for change in the workplace.

Specifically the workshop is a chance to discuss and reflect on:

- the current health and wellbeing issues police officers and staff face; what are the main stressors contributing to these and what can we do to improve the wellbeing of the workforce
- exposure assessment approaches to understand the determinants of exposure in an occupational setting: the example of a Job Exposure Matrix (JEM) for policing
- workplace interventions for those dealing with traumatic incidents: a pilot study from Forensic Services Scotland

# Workshop 5: Effective Leadership

**Chair:** Professor Denise Martin

**Workshop Leads:** Dr Kristy Docherty  
Brigid Russell

**Joined by:** Andrew Broadbent  
Ian McKinnon  
Clair Thomson  
Karen Lawson

## Outline for the workshop

**1. Exploring the study and source of leadership** – By way of providing a grounding for the exploration of effective leadership, Dr Kristy Docherty will take us through the study of leadership over recent decades, as well as highlighting 3 different ways to recognise and understand leadership.

**2. About the collaborative leadership pilots** – Dr Kristy Docherty & Brigid Russell recently completed the external evaluation of the collaborative leadership pilots on behalf of SIPR. They will share the background, context, and key findings from the evaluation by way of leading into a panel conversation about current themes in effective leadership, working collaboratively, and development.

**3. Panel conversation** – Brigid Russell will facilitate a conversation with the panel members around the following key themes:

- What are the challenges of the work and what does this mean for leadership?
- What does it really mean to work collaboratively?
- How can we best develop the kind of collaborative working we need across the system?
- What has been the most significant learning for you in the past couple of years?

**4. Small group table discussions** – there will be time to reflect on what you've heard so far, in particular:

- What is coming up for you from what you have heard
- What do you think it takes and what is needed for effective collaboration?
- What question from the group would you like to put to the panel?

## Overview

The aim of this workshop is to consider what effective leadership looks like within the context of the complex and cross-system challenges facing the police service in common with all other parts of the public sector in Scotland.

We will look at leadership through a collaborative and relational lens. Our contention is that we can only meaningfully consider leadership within the reality of context, and by acknowledging the very real challenges of effective collaboration.

In this workshop we will introduce and discuss the collaborative leadership pilots – a place-based programme undertaken in 2021-22 between Police Scotland and Local Government. The intention of the programme is to build capacity and capability for cross-system collaboration.

## Workshop 6: Enhancing Workforce, Capability and Skills

**Chair:** Dr Kirsteen Grant

**Workshop Leads:** Dr Julie Berg

**Joined by:** Dr Emma Williams

Jennifer Norman

Andy Lancaster

Professor Clifford Shearing

### Presentations Overview

#### **Dr Emma Willis - Researching for Uplift: The Challenges and Opportunities of the current recruitment programme in England and Wales**

This paper will present findings from three research projects conducted for the Uplift programme over the past 12 months at the Centre for Police Research and Learning. The emerging narrative illustrates the critical role of tutor constables for these new officers both in relation to support and their opportunities to put their learning from the apprenticeship into practice. The paper will raise some key issues about CPD, new knowledge and socialisation into the police organisation.

#### **Jennifer Norman – Utilising Police Knowledge and Skills: Experiences from Police Practitioners Studying a Police Specific Degree**

Jennifer will present preliminary findings from a longitudinal

study contributing to the current debate about police education and professionalising the police in England and Wales. The findings are drawn from surveys administered to third year students enrolled on a part-time policing degree, whilst working full time as a police officer or member of police staff. Supplementary to the survey, interviews were conducted with the same students after their graduation. The fieldwork gleaned perceptions of the degree; their organisation's support for their learning and how they felt that learning was utilised in their workplace. The findings suggest that students perceived the benefits of obtaining a degree level qualification, particularly how it enhances their sense of professionalism. This also highlights the importance for police organisations to value the knowledge and skills acquired through such courses. These findings may inform scholars' and practitioners' continued evaluation of police education reforms in England and Wales

#### **Andy Lancaster – The New Learning Landscape**

COVID-19 and the resulting devastating circumstances are clearly no welcome thing. However, the pandemic has forced learning practitioners to reflect on their practice and consider opportunities to accelerate change and drive innovation. Using evidence from the CIPD "Learning and Skills at Work Report 2021" this session will highlight five key shifts in the way organisations are now designing and delivering workplace learning as we emerge from the pandemic, with questions for reflection. Link to research report:

<https://www.cipd.co.uk/knowledge/strategy/development/learning-skills-work>

**Julie Berg (presenting) and Clifford Shearing – Policing New Harmscapes: Reflections on Models of Policing and the Implications for Police Practitioner Development**

This talk will reflect on some of the contemporary and future challenges facing policing organisations in the 21st Century related specifically to the changing nature of global harms or harmscapes, such as the effects of climate change and environmental harm as well as harms related to cyberspace. Given the shifting harm landscapes and the complexities of these challenges, the talk will then reflect on some of the policing

adaptations that are occurring in other contexts, drawing specifically on two such models of policing – ‘nodal policing’ and ‘resilience policing’ as possible future directions in engaging with 21st Century harmscapes. The talk will conclude with a reflection on the implications of these adaptations for the development of the capabilities and skills of police practitioners at the coalface of these challenges.



# SPEAKERS



## **Dr Liz Aston, SIPR Director and Associate Professor of Criminology – Edinburgh Napier University**

Liz was appointed by the Cabinet Secretary for Justice to establish and Chair an Independent Advisory Group on New and Emerging Technologies in Policing. She co-edits Palgrave's Critical Policing Studies Series. Dr Aston sits on the International Advisory Board for the N8 Policing Research Partnership, the Governance Board of the Scottish Violence Reduction Unit, and is a member of various Police Scotland advisory/reference groups. Liz's research expertise centres on local policing, and she is developing work on the intersect between policing and drugs, and technology in policing. She is a PI for INTERACT (Investigating New Types of Engagement, Response and Contact Technologies in Policing), and is a package leader on the ESRC Protecting Public Facing Professionals Online (3PO), as well as co-lead for the Governance Working Group in the European Police Stops COST Action.



## **Jamie Allan, Senior Innovation Specialist – Police Scotland**

Jamie has 10+ years' experience from a variety of global businesses, industries and through his company Allan Panthera; speaking, training and consulting on the integration and commercialisation of innovations to businesses such as McKinsey, Deloitte and GE. Jamie rose to Chief Sales Officer with a leading energy firm and was selected a Top 20 UK Dynamic CEO of 2020 by the CEO Publication, whilst his company won Best Business Growth Consultancy Firm in Corporate Vision's 2021 awards. He's led two world-first, offshore innovation projects in two countries, winning a Renewable UK Health & Safety Innovation Award. A lawyer by trade with an MSc in Management, Enterprise, and Innovation, he's guest lectured at Edinburgh University Business School and is a mentor at Aberdeen University. Jamie has over 7 years policing experience as a serving Special Constable with Police Scotland and is Scotland Representative for the Association of Special Constabulary Officers.



## **Dr Ioannis Basinas, Research Associate – University of Manchester**

Ioannis is an exposure scientist with a background in occupational and environmental epidemiology and over 15 years of experience in research and consultancy on those fields. Currently he holds a position as a research associate at the Centre for Occupational and Environmental Health at the University of Manchester (UoM) where he is responsible for the improvement of exposure assessment methods within AIRWAVE, a longitudinal study among UK police officers.



**Dr Julie Berg, Senior Lecturer in Criminology - University of Glasgow**

Julie joined the University of Glasgow in January 2018, having previously been appointed at the University of Cape Town, South Africa. She is a research fellow in the Global Risk Governance Programme at the University of Cape Town and a member of the international and inter-disciplinary research network Everyday Political Economy of Plural Policing. Julie is also a member of the global network, the Evolving Securities Initiative, which comprises scholars and security professionals focusing on the generation of knowledge about existing and emerging harmscapes and associated policing developments. Julie's research interests include state and non-state policing, and plural or polycentric security governance, particularly how policing in its pluralized form adapts to new global harms or harmscapes.



**Jon Bannister FAcSS FRSA, Professor of Criminology - Manchester Metropolitan University**

John directs the Crime and Well-Being Big Data Centre, an inter-disciplinary initiative that seeks to make better use of existing data to support the strategic and operational decision-making of its policing partners. Recent projects examining the understanding and addressing of policing demands have included: the development of an accurate measure of knife crime; an assessment of the efficacy of DASH; the quantification of the policing resource committed to mental ill-health related incidents; and the evaluation of policing patrols / safeguarding as a means to reduce violent crime.



**Andrew Broadbent, Leadership Development Manager - College of Policing**

Andrew has worked in Leadership Development and Leadership Consultancy for the last 10 years of his career. He holds MBA at the University of Northumbria with a focus on Narrative Leadership in Policing, a PGC in Sustainable Leadership and is a guest lecture at the Faculty of Justice at the University of Central Lancashire. Working with the police service across England and Wales, Andrew has worked to redefine Leadership Development for the service with the development of the College Senior Leadership Development Programme, the Aspire Programme for under-represented Groups and the successful development of the Leadership Learning digital platform for the service. He has recently developed a set of Leadership Expectations to be integrated at every level of the service and is establishing the foundation for the National Centre for Police Leadership.

**Gillian Cherry**

Gillian leads the Demand and Productivity Unit within Police Scotland, aimed at understanding and evidencing demand across the Force. She has over 17 years' experience within Police Scotland, originally within the Digital Division as a Database Specialist before moving to the Corporate Services Division in 2019 when the Demand and Productivity Unit was first established. Graduating with a First-Class Honours degree in Computing and Information from Robert Gordon University in Aberdeen, Gillian began her career in the private sector, working both in the UK and America as a Database Administrator, specialising in Oracle Financials and Reporting with Sunterra Travel Ltd. Gillian's combined skillset and length of service has provided an in depth knowledge of Police Scotland's National Systems from both a technical and business viewpoint. She is a Wellbeing Champion within Police Scotland. Her passion for both people and data, specifically its use in driving change and improving effectiveness across the Force has led her to the DPU, with demand data and analysis playing a key part in ensuring that resources are deployed to best meet the needs of the public

**Lucy Clark, Research Assistant – Heriot-Watt University**

Lucy has studied Advanced Level 6 BSL and BSL Linguistics and is a freelance British Sign Language Presenter and translator. She is also the part time Research Assistant working with Jemina Napier on the European Commission funded Justisigns 2 project that focuses on empowering deaf women who have experienced domestic, sexual or gender-based violence. Her role has involved interviewing Deaf women so that their experiences can be documented as part of evidence-based training materials and resources for police officers, support service providers and interpreters. Lucy is a domestic abuse survivor and has long been an advocate for deaf women who have experienced domestic abuse by translating information into BSL. She also regularly creates her own BSL vlogs to share her experiences to raise awareness about Gender based Violence.

**Dr Evangelia Demou, Senior Research Fellow – Medical Research Council, University of Glasgow**

Evangelia is a Senior Research Fellow at the MRC/CSO Social and Public Health Sciences Unit at the University of Glasgow where she leads a research theme on inequalities in workplaces. In particular, her work focuses on aspects related to health and work ability, and the development, implementation and evaluation of workplace interventions. Evangelia has undertaken qualitative work on the mental health needs of police officers and is part of the Airwave Health Monitoring Study (AHMS) that examines the health and well-being of the British police forces.

**Dr Kristy Docherty, Queen Margaret University/ Edinburgh Futures Institute**

Kristy begins a new role in June as the Engagement Manager for public services at the Edinburgh Futures Institute (Edinburgh University), a 'thought-laboratory' focused on tackling complex issues by bringing people and disciplines together. Prior to this role she was a lecturer in organisational behaviour and leadership at Queen Margaret University (QMU) where she completed her PhD on collective leadership, collaboration, and wicked issues. Alongside this role Kristy has carried out various facilitation and evaluation projects, drawing on the applied dimension of her research. Prior to joining QMU she was a consultant for 10 years supporting clients across the UK on urban regeneration, housing and community asset initiatives and latterly was the Business Director for a large-scale wind, solar and hydro renewables developer, both roles involved managing and working on challenging projects in multidisciplinary and cross-boundary contexts. Kristy is passionate and committed to building system wide connections and supporting effective collaboration across all sectors to promote innovation linked to addressing complex societal issues.

**Keith Fraser, Chair - the Youth Justice Board (YJB)**

In April 2020 Keith Fraser was appointed as Chair of the Youth Justice Board (YJB). Prior to that he was a YJB board member. Keith is also the Non-Executive Director/Trustee at The Work Force Development Trust Limited, Advisor for the National Police Chiefs Council Digital Engagement Project for Young People, and Chair of Employability UK. Prior to this, Keith was a Superintendent and Chief Inspector in the West Midlands Police, having joined as a Constable, during which time he produced the 2016-19 Preventing Gang Involvement and Youth Violence strategy. Keith also produced the business plan for City of Wolverhampton council where he was the Chair of the authority's statutory Youth Offending Management Board. He led an innovative preventative project, targeting over 7,000 children and young adults, working with Sport England and was the Strategic Police Lead for the Princes Trust across the West Midlands.

**Dr William Graham, Senior Lecturer – Abertay University**

Bill is the current Programme Leader of the Degree Programme and specialises in policing and criminal justice. A former Senior Police Officer, having retired from Strathclyde Police in 2010 after 30 years' service. He held various positions including Deputy Manager of a multi-agency initiative designed to reduce gang violence across Glasgow. His research interests focus on policy transfer in international criminal justice - specifically violence prevention initiatives. My PhD research was an in-depth case study of the policy transfer of the Cincinnati Initiative to Reduce Violence (CIRV) to Glasgow. Bill is an academic advisor to the National Violence Prevention Board and worked with Northamptonshire Police as a Consultant to advise on the establishment of a violence reduction programme for gangs, building on his previous experience in the police in Glasgow and my PhD research. Bill has evaluated the effectiveness of Braveheart Industries (Street and Arrow Cafe) in Glasgow on behalf of the Scottish Violence Reduction Unit, and the Mobile



Working Project for the police, which evaluated the roll out of mobile devices to officers replacing the paper notebooks.



**Dr Kirsteen Grant, Associate Professor of Work and Employment - Edinburgh Napier University Business School.**

Kirsteen is Deputy Head of Research in The Business School, co-convenes a multidisciplinary *Work and Equalities in Society* Research Group, and represents the Business School on the SIPR network. Her research interests include professional and responsible work, future of work, younger workers, organisational leadership, and talent management. Kirsteen's former practitioner experience encompassed senior roles geared around leading and supporting complex organisational change in the public sector, and she has worked in the areas of professional development, engagement, leadership, and talent development. Kirsteen is a Chartered Fellow of the Chartered Institute of Personnel and Development (FCIPD), Senior Fellow of the Higher Education Academy (SFHEA), and Certified Management and Business Educator (CMBE).



**Dr Victoria Herrington, Director of Knowledge - Australian Institute of Police Management**

Vicki heads up AIPM's Knowledge function, meaning she is responsible for maintaining and developing the AIPM's knowledge base about leadership and leadership development, its academic architecture and governance particularly in relation to AIPM's longstanding graduate programs, and developing a suite of knowledge activities involving internal and external stakeholders across the world. Vicki has spent a career in applied, academic and neo-academic organisations across the UK and Australia. She is driven to translate academic knowledge into action and impact, and works at the nexus of academic and practice traditions. Vicki is an active researcher in the field of criminology with a deep commitment to interdisciplinarity. Moreover, recognises that knowledge is both generated and digested in many different forms. By recognising the complexity of our operating landscape, and drawing on a broad range of insights, Vicki works to help our understanding of "better leadership".





**Dr Inga Heyman, Co-Director of SCLEPH and Lecturer – Edinburgh Napier University**

Inga has research, teaching and clinical interest in the interface between health, policing and vulnerable groups. Prior to joining higher education, she worked in health and police services in the UK and Australia for over 30 years with a focus on substance use in pregnancy, the commercial sex industry, suicide, self-harm, custody healthcare and public protection. She has worked with the Scottish Government and Police Scotland in relation to policing and mental health responses. She is currently completing her doctoral studies focusing on the interface and pathways between police, those in mental health distress and emergency health services. She is a member of the Scottish Institute of Policing Research (SIPR) network with a particular focus on law enforcement and public health.



**Andy Lancaster, Learning Lead - Chartered Institute of Personnel and Development (CIPD)**

Andy is responsible for the vision and creation of innovative learning solutions to support the people profession worldwide. He has more than 30 years' experience in learning and organizational development in commercial, technological and not-for-profit organizations and has a research Masters' degree in instructional design. He regularly speaks at conferences, writes and contributes to research. His latest award-winning book *"Driving Performance Through Learning"* is available through Kogan Page publishing. You can connect with him on Twitter at @AndyLancasterUK.



**Karen Lawson, Collaborative Programme Lead – Scottish Government**

Karen works as a core member of the Collective Leadership for Scotland Team within Scottish Government, supporting the development of the conditions for systemic leadership. She is co-creator of a unique facilitation programme that supports transformational change, and a key facilitator for place-based leadership programmes across Scotland. She started working life as a social worker, then weaved a path through roles as senior lecturer in social work education, Teacher Fellow for the development of creative approaches to education, Lead Advisor on creative and systemic leadership for tertiary education in Scotland. She has developed a range of creative, collaborative, learning experiences to bring attention to the systemic nature of challenges in, including a number of learning festivals e.g. Illuminating Leadership Festival. She is dedicated to approaching complex issues with facilitation and coaching that supports collective wisdom and bravery.



### **Professor Denise Martin. Professor of Criminology – Abertay University**

Prior to this she worked at a number of institutions including the Open University, UWS, University of Brighton and Middlesex University. Her main research interests are in the area of policing and penology. She has been involved in a range of research projects and evaluations and worked with a range of agencies, including the Home Office, Scottish Prison Service, Police Scotland, Mayors Office for Policing and Crime and National Police Chiefs Council. She is specifically interested in the intersection and Law Enforcement and Public Health and is part of the Special Interest Group for Education for GLEPHA. She has been the Associate Director of the Education and Leadership Network for the Scottish Institute of Police Research since 2016 and is interested in Police Learning and Development and organisational culture and change.



### **Superintendent Scott McCarren**

Scott McCarren is Superintendent within Police Scotland's Demand and Productivity Unit. He has been a police officer for 25 years and has spent the majority of his service within local policing divisions. As Area Commander in the North of Glasgow, he enhanced performance and demand reports by blending DPU products with community engagement to better understand the impact of crime and incidents to our local communities. On moving to Greater Glasgow Divisions Service Delivery Unit, he further utilised this methodology on a wider scale across the division. Since commencing his role in the DPU in October 2021 Scott has collaborated with local policing divisions to further operationalise the data outputs produced by the DPU and to coordinate and share methodologies with other organisational business areas. Scott has a BA Honours in Policing and is a Public Order Bronze Policing Commander.



### **Chief Inspector Ian McKinnon, Northeast Division - Police Scotland,**

CI McKinnon joined the service in 1994 having worked a variety of roles in Operational Policing, Specialist Search, and Roads Policing within Aberdeen, Aberdeenshire and Moray, since 2017 he has worked within the Partnerships, Prevention & Intervention Portfolio for the Division, building good understanding of how Policing impacts on, or is impacted by, other systems. Collaboration is at the heart of his role, and his portfolios include projects spanning complex sectors such as Suicide Prevention, Stigma Reduction, Mental Health, Drug and Alcohol Harm Reduction and Domestic Abuse, Serious Organised Crime harm, Hate, and Children & Young People. Ian was part of the Collaborative Leadership Pilot in 2021 within Aberdeenshire.



**Professor Jemina Napier, Chair of Intercultural Communication and Director of Research in the School of Social Sciences - Heriot-Watt University**

Jemina is an interpreter researcher, educator, and practitioner. She is accredited to work as an interpreter between British and Australian Sign Languages and International Sign. She is a Visiting Professor at the Centre for Deaf Studies, Trinity College Dublin; Adjunct Professor in the Department of Linguistics at Macquarie University, Sydney; Corresponding Fellow of the Australian Academy of Humanities and a Fellow of the Association of Sign Language Interpreters UK. She conducts interdisciplinary linguistic, social and ethnographic explorations of direct and mediated communication in sign languages and has led various projects on interpreting in public service settings, including the police. She is currently leading the European Commission funded Justisigns 2 project, which focuses on empowering deaf women who have experienced domestic, sexual or gender-based violence (<https://justisigns2.com>).



**Jennifer Norman, Head of the Department for Policing Organisation & Practice (POP) - Open University (OU)**

Prior to that, she was Programme Director for a policing degree programme designed specifically for serving police officers and staff at Canterbury Christ Church University. Jennifer is involved in a number of police-related research projects and is one of the leads in the department for Research and Scholarship at the OU. Having previously worked within policing in a research capacity and as an academic delivering a programme to practitioners, Jennifer recognises the importance of research knowledge being transferable to practice and is committed to ensure that practitioners voices are represented in research to ensure their experiences are heard within the policing narrative.



**Susan McVie OBE FRSE FAcSS, Professor of Quantitative Criminology - University of Edinburgh**

She is one of Scotland's leading criminological researchers and has worked on many areas of relevance to policing, including youth offending, patterns of victimisation, police use of stop and search, adverse childhood experiences, youth gangs and knife crime, and violence and vulnerability. In March 2020, she was appointed to the Independent Advisory Group on Police Use of Temporary Powers related to the Coronavirus Crisis and worked throughout the pandemic as an advisor to the Scottish Police Authority and Police Scotland. Susan has published a number of reports on police use of enforcement during the pandemic and is currently conducting research on FPNs in Scotland, England and Wales.



**Brigid Russell, Leadership Consultant – Brigid Russell Coaching**

Brigid Russell lives in Stirling and is a coach and leadership consultant working with people across public and third sectors in Scotland. She believes in a relational approach to coaching and development, and that's why she's so drawn to finding and creating more spaces for listening to each other, and having more open conversations. Between 2018 and 2022 she was the external partner for leadership development with Project Lift, the national approach to talent management and leadership development for health and care in Scotland. She began her career in the NHS, and then spent ten years working as a management consultant. She worked as a leadership consultant within NHS Education for Scotland between 2008-2015. She has recently started a Professional Doctorate on the Executive Doctorate in Organisational Change programme with HULT Ashridge. Her work is focused on researching relational approaches to leadership and community development.



**Professor Clifford Shearing - Universities of Toronto, Griffith, Cape Town, and Montreal.**

He also holds an appointment at the University of New South Wales as a Visiting Professorial Fellow. His research has focused on the governance of safety and security, with a particular focus on non-state auspices and providers and their engagements with state agencies. His most recent work is focused on the emergence of new 'harmscapes' and responses to them. He has, and continues to, support governments and private organisations who are seeking to enhance their security governance. He leads the Evolving Securities Initiative, a network of scholars and security professionals exploring responses to new harmscapes. Recent books include: Security in the Anthropocene: Reflections on Safety and Care, Transcript, 2017 (with Harrington); Criminology and the Anthropocene, Routledge, 2018 (ed with Holley); Criminology and Climate: Insurance, Finance and the Regulation of Harmscapes, Routledge, 2021 (eds with Holley and Phelan).



**Dr Robert Skinner is a lecturer and research assistant based in the Department of Languages and Intercultural Studies (LINCS) at Heriot-Watt University, Edinburgh.**

In 2014 Robert joined the LINC's team working on the Insign project, Justisigns, Translating the Deaf Self and the SLTI UK census. In 2020 Robert completed his PhD at Heriot-Watt University investigating at video-mediated interpreting in frontline policing contexts. The objective of his research was to evaluate how 101 non-emergency call handlers and custody sergeants work with remote interpreters when dealing with a deaf BSL signer. For more information visit [www.proximityinterpreting.com](http://www.proximityinterpreting.com). Robert is a Fellow of the Association of Sign Language Interpreters UK and an experienced BSL/ENG/IS interpreter practitioner of 23 years. His areas of expertise include mental health interpreting, television production interpreting, in-vision public service interpreting (such as news and political broadcast).





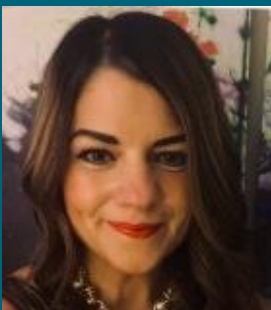
**Assistant Chief Constable Dr Jacqueline Sebire, Bedfordshire Police**

Dr Jacqueline Sebire is an Assistant Chief Constable with Bedfordshire Police. She has 30 years police service during which she has specialised as a detective in homicide and complex crime investigation, firearms command and safeguarding and public protection. She has a PhD in Psychology from the University of Leicester researching the risk factors associated with domestic abuse homicide. In 2021 she acted as syndicate director for Strategic Command Course, and she was the National Police Chiefs council's strategic lead for Serious Violence.



**Darren Tattersall, Lead for Forensic Services Leadership Development Programme, Forensic Services Scotland**

Darren has been passionate about the development of people and organisations for nearly 30 years, 15 of those in the outdoors with a broad range of clients, from young offenders to directors, and the last 15 years in organisations, commercial and public and is currently working for the people in Forensic Services Scotland. An experienced Learning & Development Consultant with measurable successes in all aspects of organisational and people development with immediate credibility and stakeholder influence. Wide ranging experience in project management including stakeholder and sponsor communication, needs analysis, creative design and delivery including embedding support, evaluation focused on ROI and handover processes. A confident, intelligent presenter, facilitator and coach with exceptional people skills. Sympathetic approach to training and development based on sound understanding of behaviour, motivation and rapport. Proven track record in creating environments in which people achieve over and above their expectations.



**Clair Thomson, Collaboration Transformation Manager – Police Scotland**

Clair is an experienced Senior Leader with a passion for transformation being delivered through collective leadership, relationships being key. Experience of driving system leadership & cross boundary working around biggest socio-economic challenges in Scotland. demonstrated history of working in the law enforcement industry. Skilled in Leadership Development, Coaching, Facilitation, change Management & Business Transformation, Training Management. Strong transformational change professional with a BA (Hons) focused in Business Studies from Edinburgh Napier University.





**Professor Martie van Tongeren, Professor in Occupational and Environmental Health - University of Manchester**

Professor Van Tongeren has nearly 30 years of experience in research in occupational and environmental exposure assessment and epidemiology, including more than 10 years at the Institute of Occupational Medicine (IOM) in Edinburgh most recently as Head of Exposure Assessment/Director of Research Development. His main research projects include development and application of tools to estimate current and past exposure to various chemical and other agents in the work environment and the home for chemical risk assessment and epidemiological studies.



**Dr Paul Walley, Director of Learning - Open University's Centre for Policing Research and Learning**

In this role Paul helps to develop new online learning resources for the Open University on topics of relevance to police. He has taught on Masters and Undergraduate programmes at leading universities, developing online modules on strategy, business excellence, operations management and project management. Paul is a specialist in operations management and systems improvement and has worked with a number of police forces and agencies across the UK, including Police Scotland, PSNI, Gloucestershire Constabulary and the British Transport Police. His main area of research is demand and capacity management in the public sector. He recently completed a study, published by the Centre, which details the demand and capacity management practices across a wide range of Police Forces.



**Dr Emma Williams, Director of Police Research and Strategic Partnerships - The Open University**

Emma joined the Metropolitan Police Service as a researcher in 2001. She undertook evaluative research particularly for the rape improvement programme, Project Sapphire. She moved over to the central strategy department in 2004 as a principal researcher, managing a small team of qualitative researchers. In 2010 Emma was offered a secondment to the Ministry of Justice where she worked on the criminal justice reform agenda. In 2012 she joined Canterbury Christ Church University as a senior lecturer where she managed the MSc in service police programmes. She was seconded to the College of Policing in 2018 to help on the PEQF work programme. Prior to joining the OU Emma was the Director of the Canterbury Centre for Policing Research. Emma sits on the executive board for the society of evidence-based policing and the College of Policing's professional board. Her research interests are police professionalism, rape investigation, social justice and policing and public health.



**Amy Wilson, Deputy Director for Justice Analytical Services (JAS) - Scottish Government**

Amy heads up a team of around 40 analysts. JAS work to provide high quality analytical evidence for policy making across Scottish Government covering areas such as policing and fire services, violence reduction and safer communities, cyber and defence issues as well as all aspects of the criminal and civil justice system in Scotland. JAS produce a range of National and Official statistics including the National Statistics on Recorded Crime in Scotland.

## Impact Nominations

Congratulations to our Impact Award Nominees. The Award winners will be announced on the morning of day two (Tuesday 24<sup>th</sup> May at 10:00)

**Sgt Clare Coleman** - Developing and delivering the Contact Assessment Model (CAM); assessing the needs of the caller to provide an appropriate and proportionate policing response and effectively manage demand.

**Sgt Peter Thompson** - Research Open Source Internet and Email

**Penny Woolnough, Graham Gibb, and Louise Almond** - Improving police practice in the investigation and search for missing people

**Dr Jennifer Murray, Dr Iniobong Enang, Professor Nadine Dougall, Dr Andrew Wooff, Dr Inga Heyman, and Dr Liz Aston** - Law enforcement and public health: Assessing risk and vulnerability

**Dr Elaine McLaughlin** - South Asian Immigrant Women & Domestic Abuse in Scotland, *An uncertain legal status and no recourse to public funds*

**Dr Megan O'Neill and Dr Liz Aston** - South Asian Immigrant Women & Domestic Abuse in Scotland, *An uncertain legal status and no recourse to public funds*

**Dr William Graham, Martin Gallagher and Professor Lesley Diack** - Benefits of implementation of mobile devices with frontline officers in Police Scotland, 2019-2020

**Dr Maria McLennan** - Becoming the world's first 'Forensic Jeweller': enhancing awareness as to the evidential value of personal property within international law enforcement investigations

**Sgt David Cowie** - Emergency preparedness and police response to offshore energy incidents

**Professor Meike Ramon and Dr Jamal Mansour** - The Berlin Test for Super-Recognizer Identification (beSure®) as an Example of Innovation in and for Policing

**Dr Peter Hillen, Elizabeth Speakman, Professor Nadine Dougall, Dr Inga Heyman, Dr Jennifer Murray, Michelle Jamieson, Dr Liz Aston and Dr Andrew McAuley** - Naloxone in Scotland: Pilot Evaluation

**Thank you to our wonderful poster contributors!**

★ Don't forget to vote (using your gold stars) for your favourite conference poster and Postgraduate poster. Postgraduate posters will be located in the South Hall next to the Auditorium entrance. Main conference posters will be on display in the breakout space where catering is served.

Votes for for favourite main conference and postgraduate posters will be tallied throughout the conference with the awards for best posters being presented at the end of day two.

### Main conference Posters

**Dr Colin Atkinson** (University of the West of Scotland) – "Undercover policing and intelligence operations in Star Wars: The Clone Wars"

**Dr Felicity Carsyle Davies** (Strathclyde University) – "Characterising acid attack damage on clothing"

**Katie Davidson** (Strathclyde University) – "Online and App based learning to build crime scene attendance confidence"

**Richard Hester** (University of Gloucestershire) – "The true cost of policing football in England and Wales: Freedom of Information data from 2015-2019"

**David Robertson** (Strathclyde University) – "Maximising the super-recogniser advantage within a policing context"

## Postgraduate Posters

**Holly Clark** (Queen Margaret University) – “Eyewitness Testimony & the Weapon Focus Effect”

**Neil Lesley** (Abertay University) – “Local Policing, Collaboration, & Engagement with the Public”

**Simon-Lewis Menzies** (University of Dundee) – “Sexual Crime Case Progression: A Third Sector Perspective”

**Belinda Onyeashie** (Edinburgh Napier University) – “Chain of Custody for Digital Evidence Using Blockchain”

**Oana Pectu** (University of Glasgow) – “Drug Markets in Urban and Rural Scotland”

**Pia Pennekamp** (Queen Margaret University) – “Communication and Interpretation of Eye-witness Confidence”

**Susan Rinaldi** (Edinburgh Napier University) – “Online and App based learning to build crime scene attendance confidence”

**Haito Shi** (University of Edinburgh) – “Policing & Policing Culture in China”

**Alistair Shields** (Queen Margaret University) – “People Living with Dementia: Missing or Travelling”

**Dilhan Töredi** (Queen Margaret University) – “Detecting Deception in Police Investigations”

**Andy Wilson** (Abertay University) – “County Lines Drug Dealing in Scotland”



# ***Thank You!***

In addition to our speakers, panellists, chairs, and poster presenters, our sincerest thanks go to everyone who made this conference possible this year.

## **Event Coordination**

Monica Boyle  
Simon-Lewis Menzies  
Larissa Engelmann

## **Content Coordination**

Professor Denise Martin  
Dr Liz Aston  
Dr Megan O'Neill  
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## **Suppliers**

The National Museum of Scotland  
Boda Photography  
Benugo Catering  
JMP Production  
Reel Time Ceilidh Band

## **Volunteers**

Kathryn Burton  
Belinda Onyeashie  
Victoria Gorton  
Brad Cotton  
Neil Leslie  
Andy Wilson  
Oana Petcu