

20 August 2013

MOD POLICE COMMITTEE
TUES 30 JULY 2013
VENUE: MB HISTORIC ROOM 27

MINUTES OF THE MEETING
[approved on 5 November 2013]

Members

David Riddle	Independent Member	Chair
Sir Denis O'Connor	Police Adviser	
Dr Marie Dickie	Independent Member	
Caroline Mitchell	Independent Member	
Jonathan Slater	Director General Transformation & Corporate Servs	
Heather Tayler	Head of Finance Head Office & Corporate Services	

Attendees

Alf Hitchcock	Chief Constable, MDP
Robert Chidley	ACC Central Operations MDP
David King	Head of Corporate Services, MDP HQ
Sara Parry	HR Business Partner Head, MOD
Richard Medland	DE&S (Customer representative), MOD
Richard Clancy	AH-PSPP, Director of Business Resilience, MOD
Ch Supt Dave Long	Head of Standards, MDP HQ
T/Supt Konrad Chrzanowski	DBR-Policing Policy 2
Eamon Keating	Chair, Defence Police Federation
Laurence Slade	Defence Internal Audit, MOD
Karen Feather	Clerk to the MOD Police Committee Secretary

Apologies

Mark Preston	Director Business Resilience
Gerry McAuley	Deputy Chief Constable
Dave Allard	Assistant Chief Constable, Divisional Operations

Chair's Opening Remarks

1. This was the first meeting of the Police Committee since Alf Hitchcock took up his appointment as Chief Constable of the MDP on 10 June. The Chair welcomed Richard Medland from DE&S who was attending his first meeting following Iain Brookes' recent posting, and Laurence Slade from DIA who was in attendance for Agenda Item 4.
2. The Chair confirmed that the Committee's Annual Report had been sent to the SofS Defence on 23 July. The MOD was also currently advertising for a new independent member to replace Caroline Mitchell whose appointment ends on 30 September. Richard Clancy was attending his last meeting as a DBR representative. He was due to return to Wethersfield next month to join the new team working on the review of MDP TACOS.
3. The Chair had attended the DPF conference in June, in the company of the new Chief Constable and Mark Francois, Minister (Defence Personnel Welfare and Veterans) who both delivered excellent speeches which were positive about the force's future despite the challenges that need to be faced.

Agenda Item 1: Minutes of the meeting and Action Log

4. The minutes of the last meeting held on 14 May (DBR-Def Sy 4-2-4 dated 4 June 2013) were agreed as a true and accurate record.
5. The Action Log was reviewed and indicated that most actions were complete or would be addressed during this meeting.
6. The outstanding matters were:
 - a) Serial 4: the Chair asked David King to circulate the full TACOS plan to the independent members out of committee via the Secretary **Action: Hd CS**
 - b) Serial 7: The Nuclear Security Assurance presentation was delayed until the November meeting; **Action: Sec**
 - c) Serial 9: Report on Occupational Health arrangements for MDP **Action: Hd CS**
 - d) Serial 13: The report on the outstanding DIA corporate manslaughter recommendations was not due until the Feb 14 meeting **Action: ACC DO**
 - e) Serial 16: the Insider Threat Policy would now be considered as part of the Committee's Annual Work Programme so could be removed from the action log.
NFA

PART 1 – STRATEGIC ISSUES

Agenda Item 2: Chief Constable's Strategic Report

7. OP GRANITE had been set up by the CCMDP to encompass the various critical change programmes, including those essential to operations and reputation (e.g. firearms licensing) and the TACOS review which will ensure MDP is fit for its role in the longer term.
8. CCMDP reported considerable progress by C Supt Rob Hoblin on the work that will contribute to the renewal of MDP's firearms licence. College of Policing had recently written to CCMDP to confirm that MDP can return to full license status forthwith, which will bring the MDP in line with 30 other forces. While this was welcomed by the Committee, there was still work required to prepare for the autumn COP inspection and to satisfy COP on MDP fitness policy. CCMDP explained that work was being started to assess the fitness gap in MDP and to consider the most appropriate fitness test for MDP officers that would address operational delivery in addition to meeting COP's licensing requirement.
9. CCMDP explained that some residual consultation issues needed to be closed including the Central Command and Control room arrangements at HQ which would be confirmed in Sep 13 and then subject to consultation between Oct and Dec. The future of the IT/IS support team, could not be addressed until next year due to DII transition arrangements.
10. CCMDP's latest assessment was that 2,003 MDP officers were now in the right place with the right skills. 521 officers needed to move locations or be re-trained and the aim was to complete this by Dec 13. CCMDP announced his intention to undertake a post-implementation review following the re-set of the force's footprint. Such a review would require support from DBR in respect of the agreed profile.

11. CCMDP reported that MDP was now below complement and recruitment needed to be re-started. A current challenge was getting the necessary support and assistance from Defence Business Services who had not been involved in the process since 2009. A series of local recruitment campaigns supported by local training was planned to address shortages of officers in Scotland and at AWE. There was also a plan to hold some open day events which may help to attract applications from minority groups.

12. Another concern was the high number MDP officers holding temporary ranks. CCMDP intended to run some promotion processes which would fill gaps left by VERS recognising that this would begin to refresh the force, while at the same time help to address fitness, capability, age profile and diversity. He was working closely with HOCS officials (Carole Tolley and Heather Tayler) to produce a robust business case for MDP to extend the use of VERS (i.e. 600 officers over a 5 year period) but this would be subject to approval by both SofS and the Minister for the Cabinet Office, as well as the Treasury.

13. Daniel Applegate and Richard Clancy had been appointed to the TACOS Review Team with effect from Aug 13. CCMDP agreed to share the TORs for this work with the Police Committee (and the DPF). **Action: CCMDP**

14. Finally, an Organisational Change Unit (OCU) had been set up coordinate all the OP GRANITE projects in order to track delivery, risk, communication and governance, and to ensure actions were implemented. The OCU will report direct to CCMDP.

15. Jonathan Slater asked about the implications of the shortfall of MDP officers (60 by Apr 14) and whether this would mean more overtime would be required to deliver the objectives, or whether MDP would re-consider its operational delivery objectives. CCMDP explained his preference was to move away from a continuing use of overtime since this could have welfare implications over the long term. He preferred to retain the objectives at the agreed level by ensuring that new recruits were in place as soon as possible, with the aim of recruits becoming operational between Apr-Jul 2014, but adequate support from Defence Business Services would be key to achieving this.

16. Sir Denis O'Connor was interested to hear more about contingency planning for the future and other dependencies. CCMDP explained this was still under consideration but agreed to provide the latest thinking at the next meeting in November. **Action: CCMDP**

17. The Chair confirmed the Committee's support for the MDP's refreshment programme since it would increase capability while also contributing to possible future financial savings.

Agenda Item 3: MDP Business Plan

18. The Chair recalled that the Committee had concerns that the targets set for the MDP for the last couple of years had been unachievable given the ongoing resource constraints. The Chair noted that a new approach for the Business Plan was proposed which would place more significance on MDP's customers being satisfied on operational delivery rather than the proportion of tasks completed by the number of officers on duty at the station.

19. Jonathan Slater said a methodical approach would be required with liaison with customers. However, he noted that the measurements were different for the Nuclear and

Territorial Divisions whose performance needed to be “acceptable to the customer”, while the non-MOD repayment customers performance would be reported on “an agreed level”. CCMDP confirmed that this was intended, since the repayment deployments were smaller and narrower in task.

20. The Chair said more specific definitions for the terms “full”, “substantial” “limited” and “no assurance” were needed. It was also important that the Police Committee got the customers’ true assessment rather than the MDP’s view of it. Richard Medland confirmed this had been discussed at DE&S and the Business Plan was now based on the effect achieved rather than officer numbers. The individual site assessments that were provided in the Performance Report (at Agenda 8) would contribute to the overall performance assessment.

21. Richard Clancy asked whether this performance measure had been agreed with the other TLBs given the current focus appeared to be on DE&S stations. David King confirmed he intended to discuss this with other TLB customers. **Action: Hd of CS**

22. The Committee agreed that the Business Plan should to be amended to take account of the comments above and should be re-presented at the next meeting for the final endorsement. Jonathan Slater acknowledged the good work that had been undertaken so far. **Action: Hd of CS**

Agenda Item 4: Defence Internal Audit Programme 13-14

23. The Chair thanked Laurence Slade for attending the meeting. Laurence explained that Hd CS had selected the audit topics for 13-14 which would now be included in the DIA programme. It was recognised that there was now little scope for the Committee to influence the 13-14 audit programme since it was already the second quarter of 13-14. However, the Committee should take the opportunity to consider auditing requirements for inclusion in the 14-15 programme, including aspects of performance and risk. The best timing for this would be at the next meeting in November, since the final DIA programme was due to be signed off by the Defence Audit Committee in Feb/Mar 14. **Action: Hd CS**

24. Heather Tayler explained some MOD thematic audits would touch on the MDP and the Committee should see the outcome. The Chair suggested the Committee should receive the Executive Summary and Key Recommendations for all MDP related audit activity and monitor progress.

25. Heather Tayler explained that, since there was no longer an MDPGA Audit Committee, the MOD Police Committee would be expected to provide its view on MDP for the Department’s annual audit assessment which went to the Defence Audit Board.

Agenda Item 5: Update on civil policing and guarding change programme

26. Richard Clancy reported that Mark Preston had announced the conclusion of formal consultation on the various MDP measures in the civil policing and guarding change programme on 27 June following Ministerial agreement. The consultation with the DPF had been constructive and meaningful from the outset and resulted in the use of flexible tasking methodology in the MDP complementing process, and also changes to the original Force proposals for the use and location of new mobile armed capable support teams.

27. DBR intended to undertake a formal Post Implementation Review within the next 12 months as part of his role as Senior Responsible Owner of the Guarding and Civil Policing Change Programme. In addition, a “stock take” meeting will be arranged during early autumn to review progress on implementation within the MDP with DPF attendance.

Agenda Item 6: Corporate Risk Register

28. David King presented a new and rationalised Risk Register following discussions at the last meeting. It was noted that risk register was owned by CCMDP but risks were the responsibility of and to be managed by Chief Officers and Hd CS.

29. Sir Denis O'Connor confirmed that this register was a better product, but questioned the scoring on the capability risk (4 = medium probability/low impact). This appeared optimistic given the various dependencies that were listed. MDP also needed to take account of the risk of future customer requirements that would be driven by MOD changes that could impact on the MDP policing levels.

30. David Riddle had similar concerns on nuclear asset protection and further noted that risks for firearms, health and safety protection and internal security were shown with lower post mitigation risk ratings than in the last Risk Register but the mitigations had not changed and it was not evident why the risks had reduced. He would speak to David King to get a better understanding of the assessment and reasons for downgrading. **Action: Chair/Hd CS**

31. Jonathan Slater agreed that some of the scoring may need to be revised, but generally thought that the work to revise the risk register undertaken by David King and Heather Taylor was good progress. Heather Taylor informed the Committee that there was a “Better Risk Management” project running in the MOD at the moment which is redesigning the way risks are reported to the Defence Board and therefore how they are managed further down the organisation. She would keep the Committee updated on progress. **Action: HOCS Fin Hd**

Agenda Item 7: Diversity

32. While the MOD was now responsible for compliance with its Equalities Act commitments for all civilian and military personnel, CCMDP explained that he wanted MDP to meet its own requirements as a police force. He had therefore asked Ch Insp Fiona Kerr to draft an MDP strategy supported with an Action Plan which he would present at the next Police Committee. **Action: CCMDP**

33. Marie Dickie welcomed this and confirmed she planned to attend CCMDP's first meeting of the MDP Equalities Standards Board on 16 August, which CCMDP had established as the governance mechanism and to consider the core requirements for diversity.

Agenda Item 8: Performance Report

34. Operational Report

CCMDP provided an overview of the MDP's operational performance.

35. Sir Denis O'Connor requested more information about the incident at Regent Park Barracks on 11 June 2013. **Action: ACC DO**

36. CCMDP reported that the MDP had provided mutual aid specialist support to PSNI for the G8 summit in Northern Ireland. However, instead of the full cost recovery of £400K the Treasury later issued instructions that costs would lie where they fall. Heather Tayler recommended that CCMDP should formally raise this matter with HOCS as it may be for the MOD, rather than MDP, to meet the costs. She would also speak to staff in Defence Resources Financial Planning and Scrutiny to take up this matter up direct with the HM Treasury. **Action: CCMDP/HOCS Fin Hd**

37. CCMDP also highlighted some good examples of CID activity and asset recovery.

Performance Report

38. The Committee discussed the historic difficulty to recruit officers for postings in remote regions in Scotland. It was hoped that a local recruitment initiative and training package might help to address the situation.

39. The first stage of post mapping and the redeployment process was now underway which would identify and move surplus officers to alternative locations that are below future complement. It was intended that officers should be in position by the end of 2013. This will help mitigate DE&S concerns about under bearing at their sites. Any residual gaps will need to be filled through external recruitment.

40. Overall the Committee was pleased with the development and content of the Performance Report, and it noted the performance as reported.

PART 3 – POLICING POWERS AND DUTIES

Agenda Item 9: Professional Standards and Compliance

a) Use of Force and Powers – Qtr 1 13-14 41. The Chair noted that the statistics did not cover the full Quarter 1 period and asked that future reporting is brought into line. MDP also needed to ensure that this report captured the MDP's full use of stop and search powers (see para 47) to enable more detailed scrutiny by the Committee. CCMDP agreed to address this. **Action: Hd Standards**

b) Report from the Interception of Communications Commissioner's office

42. The Committee noted the report from the Interception of Communications Commissioner's Office. The Chair passed compliments to the CID team for their good work and noted the single recommendation had already been addressed.

c) PSD Report and Audit – Qtr 1 13-14

43. Caroline Mitchell had visited Wethersfield for the quarterly audit and reported that the conduct and complaint investigations she had looked at were all timely and seemed appropriately disposed of. She noted a letter of thanks to two officers from a prosecutor in an case involving an MDP officer, since their attendance at court had been invaluable in securing the conviction.

44. C Supt Long presented the PSD Quarter 1 report. The numbers of complaints and conduct issues that were received over the period of this report was consistent with other periods. A significant number of cases continued to exceed the 120 day case life measurement which appeared to be the result of staffing issues. A new analyst had been recruited for PSIU.

Agenda Item 10: Collaboration

44. MDP collaboration was reported in the Operational Report (Agenda Item 8a).

Agenda Item 11: HMIC Reports and Inspections

a) Stop and Search – MDP report

45. HMIC had undertaken a thematic inspection on Stop and Search earlier this year, which was mandatory for the 43 Home Dept Police Forces (HDPFs), but MDP (and BTP) had volunteered to be part of the inspection in order to have some independent assessment of their practices and processes. It was acknowledged that HMIC's thematic report was generally critical of practices throughout HDPFs.

46. The Committee recognised that Stop and Search was not a major activity for MDP since it was generally not a public-facing police force. CCMDP confirmed the powers were used less than 100 times a year.

47. The report did not contain recommendations but the main issues for CCMDP to address are a more robust governance process including Chief Officer oversight, consideration of refresher training and future reporting requirements for the Police Committee to fully capture the stop and search undertaken under all relevant legislation (see Agenda Item 9a).

48. CCMDP recognised that the stop and search powers afforded to police officers were significant since they might result in an arrest and the practice was intrusive. He confirmed he had an action plan in place to deal with these matters and would report on the progress at the next meeting. **Action: CCMDP(ACC DO)**

b) Inspection of MDP's firearms command and control arrangements

49. The Chair reported that the Committee, with the agreement of CCMDP, had commissioned HMIC to do an inspection of the MDP's firearms command and control arrangements. Terms of Reference has been agreed between HMIC, the Police Committee Chair and MDP ACPO lead. Work was at the initial information gathering phase with visits to stations due in August.

Agenda Item 12: MOD Police Committee Work Programme

Misconduct outcomes review - MDP response

50. In the absence of the DCC, C Supt Dave Long presented the force's response to the Police Committee's review of misconduct outcomes. He confirmed that Management Board fully recognised the role and status afforded to police constables and the importance of upholding this. Since the Committee's review had taken place, a revised statement of the standards expected of MDP officers had been issued by the Chief

Constable and a booklet on Improving Standards was issued by the DCC. PSD had also issued an Action Matrix to address the comments in the Committee's report and a progress tracker.

51. Caroline Mitchell welcomed the progress made by PSD and noted the Committee's intention to undertake a further review of the misconduct outcomes as part of the Committee's work programme later in the year. She suggested the MDP might wish to learn from other forces and Dave Long confirmed that some joint training at Superintending ranks and ACC level had been arranged with BTP.

52. Sir Denis suggested that it would be helpful if the DCC could inform the Committee whether the advice on Improving Standards was having a positive effect in due course. This could be picked up in the Committee's Work Programme for 13-14 and a meeting with the Chair and Police Adviser should be arranged. **Action: Sec**

State of the Forces visits – Police Committee report

53. Independent members of the Committee had completed the annual round of State of the Force visits; (Caroline Mitchell – Corsham - 19 Mar; David Riddle - Devonport - 10 Apr; Marie Dickie - Crombie and Glen Douglas - 28-29 May; and Sir Denis O' Connor - Marchwood and Portsmouth - 26 Jul. They each provided a brief overview of their visits including the MDP's operational effectiveness and capability, officer morale and their discussions with the TLB customers at each location. A written report will be tabled at the next meeting. The main findings were continued uncertainty (up to June when the formal consultation closed); ensuring the specialist capability requirements can be met (marine policing and dog handling), the leadership demographics and to ensure MDP is well placed to respond to future policing requirements at their stations. **Action: Sec.**

Approval of the Work Programme for 13-14

54. The Chair asked the Committee members and attendees to send any comments on the proposed work programme for the independent members to the Secretary by 15 August. The final version will then be agreed and circulated out of committee. **Action: All**

CLOSING REMARK

Agenda Item 13: Any other business

55. The Chair thanked Richard Clancy for his substantial contribution to the Committee over the last 3 1/2 years, and wished him well for his return to MDP HQ to work on the TACOS review.

56. The Committee also said farewell to Caroline Mitchell whose term of appointment would end on 30 Sept after 6 years leading on the professional standards portfolio. Her work was highly valued by both the Committee and the force and she would be missed.

Agenda Item 14: Date of the next meeting

57. Tues 5 November at 1400.

[signed]

**KAREN FEATHER
Clerk to the MOD Police Committee
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