

DSR-4-2-4

20 December 2018

MINUTES OF THE MOD POLICE COMMITTEE
HELD ON TUES 11 DECEMBER 2018

[Approved on 26 Mar 19]

Present

Members

Sir Brian Burridge	Chair
Sir Hugh Orde	Police Adviser
Anne McMeel	Independent Member
Moi Ali	Independent Member
Mike Franklin	Independent Member
Vincent Devine	Director Security & Resilience (as MOD Chief Security Officer)

In attendance

Andy Adams	CCMDP
Peter Terry	A/DCC
Justin Oliver	MDP Hd Corporate Services
Dave Long	ACC Operations
Pete Davidge	DSR- Dep Hd Policy
Gp Capt Kevin Bailey	Dep Hd Security-HMNB Clyde
Richard Medland	DE&S Customer Rep
Michael Cole	Hd of Defence Internal Audit
Mitch Batt	General Secretary, Defence Police Federation
Karen Feather	Secretary

Apologies

David Goldstone	Chief Operating Officer (as MDP owner)
Paul McLaughlin	ACC Organisational Development & Crime
Eamon Keating	Chair, Defence Police Federation

Agenda Item 1: Agenda and Chair's introduction

1. The Chair welcomed Pete Davidge and Mitch Batt to their first meeting. Apologies were tabled as indicated above. There were no declarations of interest.
2. The Chair wished to place on record the Committee's thanks to ACC Paul McLaughlin who was due to retire from the force at the end of December. Paul had a long and distinguished career with the MDP and had made a difference to the force over many years.
3. The Chair announced that Gareth Wilson, Chief Constable of Suffolk Police, had been appointed as the Deputy Chief Constable following a selection process on 7 Dec 18. He is expected to start on 6 Apr 19. Peter Terry had kindly agreed to stay on until this time.

4. The key theme of this meeting would be people issues; filling existing gaps, meeting new requirements, energising recruiting, and the appointment of National Firearms Instructors (NFIs). The Committee would take a view of the overall risk at the SCPRM for Q3 in Feb 19 given the planning assumption of a 2,800 complement and a requirement to be able to recruit 400 officers per year.

5. The Chair reported that he and CCMDP had met with COO on 7 Dec to report on the Q2 performance of the MDP. The Chair had taken the opportunity to outline the continued uncertainty of the PROJECT JUTE timelines and the financial risk and MIS implications for the MDP remaining at Wethersfield beyond 2020.

6. COO stressed the importance of accurate financial predictions on outturn given the demands on the Defence budget.

Agenda Item 2: Minutes of the last meeting and action log

7. The minutes of the last meeting held on 25 September 2018 (DSR-4-2-4 dated 10 October 2018) were agreed.

8. The Sec reported that all actions had been addressed or would be covered in the agenda except for the Post Incident Management Exercise (PIM). COO remained keen for the PIM to take place as soon as possible. The DCC reported that engagement with external stakeholders (including the IOPC, MPS) had started and the PIM Exercise with Head Office involvement was expected to be organised in early 2019. Moi Ali asked if the exercise could consider a Scottish angle.

Action: DCC

Agenda Item 3: Q2 Report of the Sub-Committee for Performance and Risk Management

9. Committee noted the report had been sent to COO. The focus was on performance levels and issues around people; management of overtime; and the new GAPS process with customer input. The Chair reiterated that this latter contribution was very useful for the assurance process and hoped customers would take the opportunity to highlight any concerns.

10. The Chair asked that a draft of the Policing Plan for 2019-20 was provided to the SCPRM in February with a view to seeking endorsement of the plan at the Police Committee meeting in March. It should include the allocated budget. The independent members' interest would be in the objectives, stretch targets and resources allocations **Action: CCMDP/MDP Hd CS**

Agenda Item 4: Chief Constable's Organisational Update

Firearms Training Licence

11. MDP was preparing the Armed Policing and Strategic Threat and Risk Assessment for 2019 as part of the quality assurance of its annual requirements for College of Policing licensing.

12. The internal and external recruitment process for NFIs was ongoing and MDP should know by the end of Dec 18 if the additional funding is agreed.

13. The Committee noted that a lack of NFIs would prevent MDP recruiting up to the optimal levels of 400 new recruits per year. CCMDP explained that several other options were being explored, including the use of CNC firearms training facilities; opportunities to use West Midlands and Northumbria training facilities; or the use of civilian NFIs with the associated requirement for an uplifted salary in order to be competitive on the external market.

14. To date, 4 NEOFs had been recruited and there were 29 expressions of interest within the force, although it was pointed out that there was a large attrition rate during the process. In addition, some NFIs have expressed an interest in working out of a new regionalised training hub at Condor, Arbroath.

15. Anne McMeel asked if MDP had autonomy in deciding the best course of action. Justin Oliver confirmed delegated authorisation was in place up to £1M.

16. CCMDP confirmed that the firearms training organisational structure and compliance framework was in place, but there was a lack of personnel to support it.

17. Sir Hugh Orde said that this complex issue of firearms training needed to be addressed in the Committee's ongoing Deep Dive which would consider the level of assurance over the MDP's ability to retain their firearms training licence going forward.

Operational Officer Capability

18. The current assessment was that a total of 366 officers were deemed as non-effectives (15% of the force). 257 were assessed as non-capable with 229 officers now being managed through the Unsatisfactory Performance Procedures (UPP). Recruitment plans to cope with up to 75% of these officers exiting the force were being developed through the OP ARKLE.

Force Complement Reset

19. A review of all complement changes and new business requirements since the 2012 Policing and Guarding Review has confirmed that the new force complement is now 2,865. This was above the complement re-set which was intended to reset the complement to actual strength (2,500). The reasons were new security requirements at some locations, customers buying out force re-set; additional NFI requirements, and the augmentation of existing MOD security requirements.

20. The Committee recognised that this now increases the importance of the revised recruiting target of 400 recruits per annum for the next 2-3 years.

21. The independent members sought assurance that the gaps at MDP locations would be prioritised before any new business was accepted. CCMDP agreed and the Committee noted the flow chart that illustrated the timelines attached to

recruitment, probationer training, completion of certificate/diploma in MDP policing and the specific training for specialist roles. The Chair asked for visibility of the cost at each stage of the process on the flow chart for the SCPRM in Feb 19. **Action: Hd CS**

22. The Committee also placed on record their approval of the Revised Fitness Policy and Process noting that MDP had set a timescale of achieving harmonisation with College of Policing fitness standards by the end of 2020.

Equipment

23. The implementation of the Global Rostering System would be in place by Mar 19. In the interim period, CCMDP confirmed that an Excel-based trial would go ahead as planned, although it had now been decided that Burghfield would not be the first station to trial the new shift roster.

24. MDP had received a quote to provide a technical solution to enable Chronicle and the GRS to share information. This will prevent unnecessary data entry and avoid MI errors that may undermine the effective deployment of properly qualified officers. MDP was required to submit a user requirement to ISS Commercial for an integrated command and control system replacement for the current platform when the contract expires in 2019.

25. Sir Hugh Orde noted the considerable effort that had been put into managing the Chronicle database and the confirmation that the Force Firearms Officer had confidence in the system. However, the system continued to require timely and accurate data and there was a concern that some station entries were incomplete which needed to be addressed otherwise Chronicle was a sub-optimal solution.

26. The DPF had met with Min(DPV) to raise concerns about the introduction of the GRS. They were advised to follow the Departmental grievance process with Civ-HR with COO involvement.

Infrastructure & IT

27. Justin Oliver said that the draft Project Jute Initial Gate Business Case had been submitted to DIO's internal governance board and was due to be presented for MOD approval in Feb 19. It was therefore anticipated that the new build would not get underway until the end of 2019 and could result in a further 2 years at Wethersfield because of a lack of DIO commercial staff to tender for contracts.

28. The Committee noted that the timing of the final vacation of Wethersfield was also still uncertain as the plan needs to align with the wider Defence Estate Optimisation plan and its funding profile.

29. It was reported that MDP HQ had no heating in some of its buildings including the IT building. despite agreeing repairs back in Apr 18.

30. The Committee also noted the ongoing issues with firing range serviceability which appeared to be due to a serious lack of range inspectors in DIO who were needed to confirm the ranges met the necessary standards for use.

31. The Committee continued to be concerned about the ongoing delays and this project overall. CCMDP was due to write to DIO outlining the issues, and Vincent Devine offered support if this was needed.

32. HOCS had now agreed to meet the costs associated with staff re-location and logistics.

Workforce Management

33. The current MDP strength was 2,500 against a complement of around 2,850. Attrition was running at 250 per year and in addition there were 230 officers in the UPP process. A Gold Group headed by MDP Hd CS has been established to agree a new 3-year recruitment plan. He is supported by ACC ODC on training delivery and by DBS on recruitment services.

34. The DCC had commissioned a review being led by a Ch Insp to look at UPP and address potential blockers to the process. This work was ongoing and due to report at the end of Dec 18.

Summary

35. The Chair therefore summarised that the current MDP complement had risen to 2,800. The force was not seeking new taskings. Interest in joining the force at recruit level was buoyant although there were more challenges at senior level (Ch Supt and ACC). Some external NFIs may be commissioned.

36. The Committee noted that MDP felt constrained due to the involvement of DIO (infrastructure) and DBS (vetting) and unable to make tangible progress in reasonable timescales.

Agenda Item 5: Assurance Monitoring Process and Workplan

37. A paper outlining how the Committee provides assurance to the Defence Secretary had been drafted and was being shared with the independent members.

38. Independent members had carried out several visits since the last meeting: The Chair had visited Whitehall and Regents Park Barracks; Sir Hugh Orde had been to RAF Mildenhall and Lakenheath; Moi Ali had visited Vulcan and attended the External Recruitment Working Group; Mike Franklin had completed his induction visits to AWE and the Clyde. Anne McMeel had postponed the Bacton visit until Mar 19 but had met MDP Hd CS on financial and resource matters.

39. The Chair and Police Adviser were currently engaged on a Firearms Deep Dive to review matters six months after the re-instatement of the MDP's firearms training licence. In Q4 the Committee expected to do a Deep Dive on OP HODDER and Unsatisfactory Performance Procedures (UPP). This would be led by Moi Ali who

confirmed that she had met the DCC to discuss the parallel work being done by HQ. The Deep Dive on shift patterns and on the financial model following the report of the Enabling Organisations Review would be postponed until 2019-20.

40. DIA had engaged with the Committee over the 2019-20 audit programme and were considering the bids for an internal audit on infrastructure and workforce modelling.

41. The Chair asked for the results of the recent MyMDP survey to be shared with the Committee as soon as these were available. CCMDP confirmed this was in hand. **Action: CCMDP/MDP Hd CS**

Agenda Item 6: Head Office matters impacting on MDP

Statement of Requirement

42. Pete Davidge reported that an agreement had been reached on the final wording for the MOD Statement of Requirement (SOR) for the MOD Police. This resolved concerns over the process by which MDP should seek Departmental approval where they deviate from national policing standards. A meeting with the DPF was due to take place shortly. The final draft will now be submitted to the COO, as MDP owner, for endorsement and sign off. **Action: DSR**

Enabling Organisation Review

43. While the MDP governance review was now not expected to report to the ExCo until Feb 19, the Secretary reported that Adam Powell was in the process of engaging with the newer members of the Committee to seek their views.

ABC 19

44. Duncan Bunyan reported that the Centre was due to release indicative Control Totals to TLBs before Christmas. HOCS TLB has taken forward options valued at £116M, of which MDP accounted for £6.7M. The Year 1 settlement is likely to be between £80-£100M. However, MDP Frictional Costs due to Op Jute was not taken forward by the TLB due to delayed timescales. Settlements from Year 2 onwards will be discussed in 2019.

45. Due to the disbandment of the HOCS TLB from April 2020, there will be an element of the centrally held 'Over Programming Risk' that will be handed to individual Business Units to manage. The process and amounts in question are yet to be determined.

46. Vincent Devine said that next year's Comprehensive Spending Review which provided an opportunity to re-set the budget against the current requirements may work in the MDP's favour since it was expected that security allocations would increase.

JSP440

47. [redacted]

Agenda Item 7: Implementation of Peer Review recommendations

48. KF presented the draft DSR report to COO that outlined how the Peer Review recommendations had been implemented by MDP HQ. DSR had worked closely with the Police Committee, MDP Hd CS and Hd DIA to ensure that the recommendations on risk management and creating a "no surprises" culture were fully addressed. The recommendations concerning Police Committee governance had been reviewed but implementation would be delayed subject to the conclusions of the Enabling Organisations Review.

49. Hd DIA said his department had engaged with the Committee with proposals for next year's audit programme and anticipated including 2-3 MDP audits. The Committee had suggested infrastructure and workforce planning as their priorities. The outcome would be confirmed as soon as possible.

50. The Committee endorsed the report to COO, who would be invited to inform Ministers. **Action: DSR**

Agenda Item 8: Diversity and Inclusion

51. The Chair welcomed the action plan update and asked the COG whether MDP would be in the position they expected by the end of 2018-19.

52. CCMDP said retention remained an important issue and better representation across the force.

53. Hd CS said that Q3 performance pack would better illustrate the position due to some improvements from the recent AWE campaign. He suggested that an enhanced version of this information with data included could be provided for the next meeting. **Action: MDP Hd CS**

Agenda Item 9: Professional Standards Report - Q2

54. Mike Franklin informed the Committee that he had carried out the PSD Audit on 29 Nov 18 at MDP HQ.

55. He reviewed a dip sample of files and found them to be in order. Removing routine speeding offences from the discreditable conduct category had resulted in a more accurate assessment of discipline and conduct. He felt that the revised method of recording and dealing with such cases was working well and provided an example on how the policy was now being applied.

56. The DCC reported that MDP and BTP PSDs were engaging to share best practice. New MDP regulations for former officers who had committed gross misconduct were introduced with effect from 1 Dec 18.

57. It was also evident that the number of complaints against MDP officers at Menwith Hill had reduced whilst they were trialling body-worn videos.

58. The in-house vetting team had been bolstered to cater for vetting demands following the new recruitment campaigns. The MDP was also accepting NEOFs with their existing clearance levels subject to assurance from their former Professional Standards Depts.

59. KF said that early work was in progress with CLS to make MDP regulations for the final tranche of police disciplinary reforms that would follow the new Home Office police procedures. This would include new complaints procedures, re-constituted panels, and the re-introduction of the reduction in rank as an outcome amongst many other things. In addition, at MDP's request, she was exploring with CLS whether it would be possible to introduce regulations to dismiss probationers for conduct or performance matters during their first year of service. She would keep PSD and the DPF informed of developments.

Agenda Item 10: Operational Delivery and Use of Force - Q2

60. ACC O reported on the Q2 operational delivery which remained reliant on high levels of overtime. There remained constraints on delivery of firearms exercising due to the NFI shortages.

61. Richard Medland said that the customers were working with the MDP to review the new complement levels at stations, and the performance measuring system.

62. The Chair asked whether DE&S continued to carry to PSyA responsibilities for DNO. Richard Medland confirmed that DES was not the PSyA but it was the expectation that DES would continue to provide Tier 2 assurance for their establishments.

63. Kevin Bailey explained there were ongoing discussions about sharing MDP assets between the Dockyards.

Use of Force and Powers

64. The Committee noted the use of force during Q2 and welcomed the addition of the comparative data from the previous quarter.

65. Mike Franklin thought it might be helpful if MDP defined the power used in Stop and Search section. **Action: ACC O**

66. The Committee noted the increase in drug related Stop and Search and requested further background. **Action: ACC O**

Agenda Item 11: Any other business and the date of the next meeting

67. The Chair suggested that a full Committee visit should take place around April/May time and would discuss possible options with the Sec. **Action: Chair/Sec**

68. The date of the next meeting is Tues 26 Mar 2019 at 1400.

KAREN FEATHER
Secretary