

DSR-4-2-4

10 October 2018

**MINUTES OF THE MOD POLICE COMMITTEE**  
**HELD ON TUESDAY 25 SEPTEMBER 2018**

**Present**

**Members**

Sir Brian Burridge	Chair
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
Justin Oliver	MDP Hd Corporate Services
Paul McLaughlin	ACC Organisational Development & Crime
Harvey Moore	DSR- Dep Hd Policy
Gp Capt Kevin Bailey	Dep Hd Security-HMNB Clyde
Alastair Vella Sultana	DE&S PSyA (representing Richard Medland)
Adam Powell	Hd of Defence Reform Unit
Martin Molloy	DSR - Asst Hd - Security Projects
Duncan Bunyan	HOCS-Fin
Keith Meade	DSR-Asst Hd Policing Policy & Physical Sy
Eamon Keating	Chair, Defence Police Federation
Karen Feather	Secretary

**Apologies**

Sir Hugh Orde	Police Adviser
David Goldstone	Chief Operating Officer (as MDP owner)
Peter Terry	A/DCC
Dave Long	ACC Operations
Richard Medland	DE&S Customer Rep

**Agenda Item 1: Agenda and Chair's introduction**

1. The Chair extended a welcome to all attending the meeting. Some apologies were tabled as indicated above.

2. Declaration of interests: The Chair announced his new appointment as the Chief Executive of the Royal Aeronautical Society with effect from 1 Oct 18 and confirmed that his contract allocated 25 days per year to carry out his Police Committee role.

3. He reported on Police Committee activity during Q1. He had also met with Minister (DPV) on 4 September to discuss the Annual Report and with the Chief Operating Officer to update him on the Sub-Committee for Performance and Risk Management to assess MDP efficiency and effectiveness over Q1. Both recognised the importance of a decision on the HQ re-location and took an action to expedite this with DIO.

4. The Chair reported that he had addressed the MDP Senior Leaders' Conference on leadership at MDP HQ last week, and had attended a seminar for Police & Crime Commissioners at the College of Policing.

5. The campaign to recruit a new Deputy Chief Constable was due to be launched by the Government Recruiting Services in early Oct.

### **Agenda Item 2: Minutes of the last meeting**

6. The minutes of the meeting held on 19 Jun 18 (DSR-4-2-4 dated 23 July) were agreed and confirmed as a true record.

7. Sec confirmed that the actions had been discharged or would be covered as agenda items of this meeting.

8. CCMDP and DSR confirmed that a Post Incident Management exercise with Head Office involvement was expected to take place in November. **Action: CCMDP**

### **Agenda Item 3: Report of the Sub-Committee for Performance and Risk Management - 15 Aug 18**

9. The Committee noted the Chair's report to COO (DSR-4-2-4 dated 17 Aug 18) which highlighted capability risk from non-effective officers, overtime and associated stress. It also noted retention, fitness and age demographic issues which highlighted a requirement to increase recruitment.

### **Agenda Item 4: Chief Constable's Strategic Report**

10. CCMDP opened by updating the Committee on last week's Senior Leaders' Conference. Delegates were in general agreement about what needed to be done across the force and keen to get on with the job. Culture and empowerment remained to be addressed and communication across the force was recognised as a priority issue.

11. The Committee welcomed the re-formatted report that aligned key issues with strategic objectives and risks and discussed the following matters.

#### **Firearms Training Licence**

12. The Chair sought assurance that the roll out of the new pistol from 2019 would not impact on operational capability. It was confirmed that the current side arm would remain valid during this period so operational capability would not be affected. Training would be programmed over 2019.

### Operational Officer capability

13. It was noted that 194 officers were being managed through the Unsatisfactory Performance Process (UPP) and the Chair questioned if this was articulated in the ABC19 submission. CCMDP explained that officers undergoing this process could return to work at any stage so would not automatically be managed out of the organisation.

14. The comment concerning the weekly expiry of firearms qualifications and fitness testing was highlighted as a concern by the independent members. CCMDP said that SPOs needed to ensure that they were on top of this issue. He recognised the Committee's concerns but confirmed that ACC ODC was addressing this.

15. ACC ODC confirmed that CHRONICLE was generating AFO management data as expected with the Force instigating reminders through FOSN to SPOs/NFIs about the requirement to populate relevant data onto Chronicle in an expedient manner to improve expiry/fitness data. Training plans for 2019-20 were being worked up with an intent to provide all officers with their full training dates for all disciplines by early 2019 thereby reducing the administration onto Chronicle throughout the year.

16. Anne McMeel asked if there was any risk from the linkage of the Global Rostering System (GRS) and CHRONICLE. ACC ODC explained that GRS staff will have full access to CHRONICLE data, although at this stage it was not yet electronically linked. The Force were in dialogue with JML (Chronicle) and SEL (GRS) to attempt to achieve electronic linkage. The complications were the ongoing project work to fully integrate the current independent MDP IT systems (e.g. UNIFI/ICCS/C&C/GRS) into one system (Core Operational Integrated Policing Systems (COIPS) project by Oct 2019 which lessens the appetite from SEL to engage to secure an electronic interface with GRS/Chronicle at present. ACC O is leading on this.

17. The Chair asked for an update on COIPS as part of the MIS Deep Dive for the next SCPRM including an outline project timeline for integration. **Action: ACC O**

18. Gp Capt Bailey said that he was not aware of any engagement with the Navy on the OP HODDER work. CCMDP confirmed that the COG would engage with the TLBs. **Action: CCMDP**

19. The Committee noted the length of time that DBS takes to manage ill health retirements. Hd CS said that while the rates were starting to improve, the numbers would continue to increase along with the consequential impact on operational capability as long as these officers remained on the complement.

20. Anne McMeel suggested that the force report the outcome of their engagement with COP to assess the implications of the new colour blindness test. **Action: ACC ODC**

## **Agenda Item 5: Diversity and Inclusion**

21. Following discussion of the Diversity and Inclusion Strategy for 2018-23 the Committee suggested that MDP HQ should select about 5 objectives that would make a real difference to D&I across the force and focus on delivering these for the rest of the year.

22. The Chair suggested that a one page update showing the selected actions is presented at the next meeting. **Action: CCMDP**

## **Agenda Item 6: Assurance Monitoring Process and Work Programme update**

### Work Programme Activity - Q2

23. The Chair briefed on plans for independent member visits during Q2. In addition, a date for the next External Recruitment Working Group was awaited so the Committee could send an observer. The outcome of OP HODDER work to reduce overtime was required to allow the Committee to analyse and challenge the findings. A visit to MDP HQ would be undertaken by the Chair and Police Adviser in late 2018 to look at the progress of the COP recommendations following the re-instatement of the firearms licence. This would include testing at AWE. **Action: Sec**

### Management Information Systems (MIS)- Summary of Findings

24. Anne McMeel explained that the deep dive into the force's MIS (Strategic Risk No 4) was agreed because last year's loss of the firearms licence had MIS implications and the work was complex because the MDP operated 44 separate systems not all of which were under their direct control and few of which were interoperable. The MIS structure had grown incrementally over the years, driven mainly from the tactical level. There was no recognised strategic business process map or enterprise architecture.

25. The Committee accepted the 4 interim recommendations made in her report that had been presented to the last SCPRM.

26. It was further noted that this Deep Dive resonated with the conclusions of the parallel DIA review. Their work considered the MDP's control framework to manage the risks associated with their MIS capability in managing information effectively to facilitate decisions on key operational issues and to provide assurance on the safety of their operations. The COG had responsibility for the implementation of the DIA action plan arising out of the audit.

27. The Chair said that this Deep Dive had been a useful test of the relationship that has been established with DIA to assist in the assurance process and it had proved it is of value.

28. CCMDP agreed with the process that had been followed and confirmed that the COG were due to discuss the findings and recommendations and to agree whether the ownership should lie with the DCC (as suggested) or would be better placed with Hd CS.

## Deep Dive Methodology

29. The Committee agreed to adopt the following methodology for its future Deep Dives:

- a) collect and review information
- b) interview key stakeholders
- c) draft report and recommendations for review at SCPRM
- d) present key findings and recommendations to the Police Committee
- d) allocate the lead member to work with Chief Officer Group and lead Risk Owner to provide oversight and challenge during implementation of recommendations.
- e) MDP progress to be reported to the following SCPRM - with regular updates - until discharged by the Committee as "business as usual".

30. The Chair thought it would be helpful to publish some broader guidance outlining how the Police Committee independent members intended to carry out its assurance role through Deep Dives and station/HQ visits. **Action: Chair/Sec**

## **Agenda Item 7: Head Office Update on matters impacting on the MDP**

### MOD Statement of Requirement (SOR) for the MDP

31. Following further socialisation of the SOR, the Police Committee had now endorsed the current version. However, the DPF Chair had raised concerns regarding the MOD's requirement that the MDP meet national standards set by the College of Policing.

32. The DPF Chair said that while he understood the reasons for this, he was concerned that this was a fundamental change to MDP Terms and Conditions of Service which in his view would require negotiation rather than consultation in order that he could represent his members' interests.

33. Harvey Moore reported that he had met with Eamon Keating before this Police Committee meeting and further engagement was required before the final draft went forward to the Perm Sec and VCDS. **Action: DSR**

### DSR Peer Review and DRU Enabling Organisations Review

34. Adam Powell explained that various stakeholders involved in the management and oversight of the MDP and its governance structure had been interviewed as part of both the Peer Review recommendation relating to governance, which was being led by DSR, and the wider review for the MOD's Enabling Organisations which is led by the Defence Reform Unit on behalf of COO. He thanked all those involved for their willingness to engage in the process and share their views.

35. Martin Molloy said that his Peer Review work included a comparative analysis of the governance arrangements of similar police forces (most notably the CNC and the BTP) to understand best-practice and areas of potential improvement. He had also looked the changes to the MDP's status and how this has impacted on the

governance processes over that period. He concluded that the Department had been unclear, largely because of a number of re-organisations, about what role it wanted the Police Committee to play. The unintended consequences of changes – the loss of the 2nd PUS as the MDP champion and the Chief Constable's reporting officer and the delegation to DG HOCS – had changed the levels of responsibility resting with the Committee, for example, since the disbandment of the Agency and the Owner's Advisory Board, the Committee now had a role in performance, efficiency and effectiveness; but this did not always come with a commensurate increase in authority or Departmental support.

36. Whilst there was universal positivity regarding the selection and skill-sets of the NEDs, the MOD's representation on the Committee was opaque and did not fully reflect the department's role. Also, the resourcing of the Committee was raised as an issue by many, including the lack of working-time provided to independent members and the support function of the Department.

37. Adam Powell said that there was still further research to be carried out for the Enabling Organisations Review, but two approaches were under consideration; either a fully independent board to hold CCMDP to account, or a Committee to address standards and risk separately to feed to a Board. While future agency status may be considered there may also be an opportunity to expand the role and authority of the Police Committee to act as a Board and to be responsible for the Holding to Account function with the objectives, authority and resourcing to be agreed. He sought views from the independent members and CCMDP. Following discussions, he provided an undertaking to share his draft paper for the ExCo with them ahead of the meeting which was scheduled for November. **Action: Hd DRU**

## **ITEMS FOR ENDORSEMENT**

### **Agenda Item 8: MDP approach to new business requirements**

38. ACC O presented a paper that outlined the pressures (such as non-capability and fitness) which continued to impact on the MDP's ability to increase its service levels and posed risks for its current level of taskings. The paper therefore presented a new approach until the force has an opportunity to remedy the current issues. It was also clear that any new tasks needed to be accepted on a full cost basis which built in continuous training requirements and other processes such as security vetting requirements.

39. While understanding of the challenges faced by the MDP, the Chair explained that the Committee had no power to endorse this approach since it was a matter for the Department, (e.g. DSR and the TLB customers) since it suggested offsetting new requirements by re-prioritising their existing tasks in agreement with security risk owners. TLBs should also consider if MDP is the correct service provider for their security requirements given the cost of this organisation compared with the MPGS.

40. Vincent Devine said he understood the rationale behind the reluctance to accept new taskings but cautioned that may be exceptions.

41. The Chair confirmed that the Committee supported the MDP's approach in principle, but suggested that it would be helpful to have a better understanding of how long it would take to generate capability, noting that some requirements (e.g. marine policing) take a long time to build up.

## **ITEMS TO NOTE**

### **Agenda Item 9: ABC 19 Submission**

42. The Chair thanked Hd CS for providing this paper to the Committee for transparency of MDP's ABC 19 submission for forward financial planning. This clearly highlighted the challenge faced by the MDP to contribute to the MOD's internal security requirements and their wider obligations as a UK police force.

43. The area of interest was the mandatory requirements which MDP requires to conform to policing requirements and standards for an armed police force. It was recognised that these matters are out of the MDP's control. The Chair had also noted the substantial level of financial risk outside the costed programme that had not yet materialised but in most instances would be likely to do so.

44. The Committee noted the paper and asked to be kept informed of the outcome of negotiations with HOCS TLB. **Action: MDP Hd CS**

### **Agenda Item 10: Professional Standards Report - Q1**

45. The Committee noted the Q1 report.

46. Mike Franklin reported that he had carried out a PSD audit at MDPHQ on 7 Sep 18. He had discussed the plans of the new PSD Head of Investigations to improve the timeliness of investigations by introducing a new review regime at regular intervals. Work was also ongoing to improve the tone and content of the outcome letters to complainants.

47. Of 37 files reviewed, 21 related to speeding offences. The expected reduction in such cases in line with the new policy will manifest at the next quarter.

48. He examined the Business Interests Register and raised some questions with DCC (in the de-brief on 10 Sep) about the approval and refusal process as there were some entries where the basis of decisions was unclear.

49. The Gifts and Hospitality Register was inspected and contained one further entry since his last inspection.

### **Agenda Item 11: Operational Delivery and Use of Force - Q1**

50. The Committee noted the Operational Delivery report for Q1. It was agreed that it would be helpful if the tasking achievement showed pre and post mitigation levels and the direction of travel since the previous quarter. **Action: ACC O**

51. The report highlighted the surge capability that the MDP had provided in support of the US President visit in the summer.

Use of Force and Powers

52. The Committee questioned the high instances of assistance to other forces by Territorial Ops in respect of traffic, public safety and crime.

53. Moi Ali suggested that the use of force table would benefit from an indication of trends per previous quarters given the ongoing occurrence of drawn firearms and Tasers and use of quick cuff. Gp Capt Bailey also asked if marine operations figures could be shown separately. **Action: ACC O**

**Agenda Item 12: Any other business and date of next meeting**

54. Anne McMeel updated the Committee on the NEDs event hosted by the Top Office Group that she had attended on 12 Sep.

55. Gp Capt Kevin Bailey wished to place on record the Navy's appreciation of the support provided by the MDP's Operational Support Unit (OSU) for the large demonstration at the Clyde in Sep.

56. The date of the next meeting is Tues 11 Dec.

57. The schedule for meetings due to be held during 2019 is attached to these minutes.

*[signed]*

KAREN FEATHER  
Secretary