



**Ministry  
of Defence**

**Ministry of Defence  
Police Committee**

**Annual Report 2013-14**

**Chair of the MOD Police Committee**

**July 2014**



17 July 2014

**MOD POLICE COMMITTEE**  
**ANNUAL REPORT 13-14**

**Introduction**

1. The main task of the MOD Police Committee is to provide the Secretary of State for Defence and Ministers with independent assurance that the MOD Police (MDP) is exercising its policing powers and authority lawfully and impartially, and is meeting the standards required of a UK police force. With effect from 1 April 2013, however, the Committee was also required to give advice on the efficiency and effectiveness and performance of the force. Details of our work over 13-14 are summarised at **Annex A**.

**Assurance Opinion**

***2. From our observations of the force in 2013/14, it is clear that the commitment and motivation to deliver the best possible service to defence customers remains positive at all levels. On the ground, there is good collaboration between customers and MDP which is producing innovative ways of providing security with the reduced resources now available.***

***3. The longer-term transformation of MDP is now in progress. In that connection, the personal leadership given by the Chief Constable, Alf Hitchcock, since he took up his post in June 2013, has meant that we have seen real and swift achievement in several vital areas.***

***4. The Force Licence for Firearms Training from the College of Policing has been renewed on an unqualified basis; this was by no means a foregone conclusion last year. A Fitness standard has been introduced for new entrants at the same level as for firearms officers in other forces, and the Chief Constable is driving a programme to bring all serving members of the force to the Home Office basic standard over time. Work has advanced significantly on the shaping of terms and conditions of police officers, to make MDP an employer fit for purpose in the years ahead, with Ministerial approval already given to the terms and conditions for new entrants as the first step. The force has largely completed the task of redeploying officers from sites where the complement was reduced to sites that are still gapped. Recruitment has been started up again after almost five years of nil recruitment. There is now a coherent overall programme management structure for all the strands of transformation.***

**5. In 2013/14, performance by MDP against defined service standards, taskings and targets fell below the targets set at the start of the year. At some establishments there have been substantial gaps in complement through the year, so that the performance level achieved in 2013/14 was heavily dependant on high levels of overtime. This is not sustainable for very long. At many sites, local agreements have been reached with defence customers on priorities and flexible deployments to make best use of available resources while posts remain vacant.**

**6. The continuing unacceptably high levels of sickness absence exacerbate the resourcing challenge for the force. During the year there were also significant unforeseeable extra pressures on resources in the Nuclear Division (as a result of the need to remove a large number of officers at one establishment from operational firearms duties while misconduct allegations were investigated), which were handled positively.**

**7. Maintaining performance levels will be tough until gaps are filled by recruitment of new officers, which may not be completed until the middle of 2015. Currently, the force has limited resilience to rise to any additional exceptional challenge.**

**8. We have been concerned about some apparent weakening of management grip in important areas. This was highlighted unequivocally in the HMIC Inspection of Firearms Command and Control Arrangements. It is partly responsible for the continuing poor performance in managing down sickness absence. Also there were significant breaches of standard operating procedures at certain nuclear sites during 2013/14, with the potential to compromise security levels, in which supervision must be considered a factor.**

**9. As we have said in our Reports in previous years, MDP has endured several years uncertainty about its future. The reduction in police numbers meant there was a loss of experienced personnel and corporate memory as a result of departures under VERS. Management was distracted from core tasks as a result of the on going reviews of MDP and its organisation over almost five years since the first recruitment freeze in PR09. These and other underlying factors must not be overlooked, but now and into the future there is a self evident need for effective strategic leadership and operational management, with clear, strong lines of command and control, in a force whose mission is armed security of national defence and infrastructure assets.**

**10. We are convinced that the new Chief Constable is focussed on these issues and determined to address them as the transformation programme proceeds. We intend to work with the Chief Constable and with senior MOD officials, during 2014, to ensure that change is delivered and that performance is sustainably improved. We will in particular during 2014/15 review the Force culture and its focus on security, and ensure that lessons are learned from the untoward events in 2014.**

**11. In conclusion, subject to the areas of concern we have identified above, we give assurance that MDP continues to deliver policing services in accordance with the MOD Police Act 1987, that police powers are exercised lawfully, responsibly and proportionately and that MDP meet the standards required of a police force.**

**12. The next two years will be absolutely crucial in moving MDP from a police force in prolonged transition and unsure of itself or its future, to a force that demonstrably has the capacity, capabilities, resilience and culture to deliver what is expected of it with consistent effectiveness and efficiency.**

## **MOD Police Committee – Background**

13. The MOD Police Committee is a statutory requirement of the MOD Police Act 1987. The Secretary of State for Defence appoints the members.

- a) The terms of reference for the Committee are provided at **Annex B**.
- b) The full membership of the Committee is provided at **Annex C**.
- c) The remuneration and expenses of the independent members of the Committee is shown at **Annex D**.

## **MOD Statement of Requirement and Mandate for the MOD Police**

14. The MOD's Mandate and Statement of Requirement for the MDP issued in August 2012 continues in operation. Effectively this is the commissioning statement by the Department that defines the defence requirement for MDP services and capabilities, and it reflects the financial resources that are allocated by the Department to mitigate crime and security risks. The Mandate is the commissioning framework within which the Chief Constable and his Management Board determine how to use the force's deployable assets.

## **New Chief Constable appointed**

15. Mr Alf Hitchcock QPM., took up post as Chief Constable MDP in June 2013. His key priority on appointment was to drive forward the transformation of MDP and re-focus the force to meet the requirements of the mandate with its new footprint of activity.

16. Responsibility for the MOD Civilian Guard Service transferred to the Defence Infrastructure Organisation, meaning that the new Chief Constable is no longer Chief Executive of the former Agency and is able to focus exclusively on leadership of the Police Force.

## **Transition**

17. Between 2008 and 2013 the MDP strength has reduced from 3,400 to 2,600 delivered through a recruitment freeze and a MOD Voluntary Early Release Scheme. There are consequently substantial gaps in strength at some establishments. Headquarters functions have been critically reviewed and streamlined and the previous Divisional Structure was made very much leaner.

18. The MOD's Policing and Guarding Change Programme, which concluded in November 2013, following extensive staff consultation, confirmed the reduction in requirement for the MDP. It reset guarding priorities, reducing the number of sites at which police armed guarding is required and also reduced the scale of other MDP activities such as Community Policing and CID. The MOD now uses alternative ways to deliver those security functions that do not require constabulary powers. At some sites, other MOD guarding providers

have replaced MDP officers, and the Department will also look to local constabularies to police some defence communities.

19. In November, when the new footprint was finally confirmed, 2,100 MDP officers were already in the right posts at the right locations. This meant that 500 MDP officers needed to be re-located between Dec 13 and Feb 14. The force is currently carrying around 135 vacancies.

20. MDP has begun to recruit again; the first course of New Entrants from Other Forces started in March and the first batch of new recruits since 2009 are due to arrive in June to do their initial training at MDP HQ. Over the next year vacancies will be filled and new recruits will refresh the workforce as serving officers retire or leave.

21. This year the promotion process was started up again at the superintending levels, with one officer promoted to Chief Superintendent and three promoted to Superintendent. Promotions in other ranks are due to follow.

22. After six difficult years of uncertainty and turbulence, we believe that the decisions made in the Policing and Guarding Change Programme will allow the force to move forward confidently in its transformation to a highly specialist armed security force. It will take time, possibly until mid 2015 before all gaps are filled from recruitment and promotion. Meanwhile, the risks that we wrote about in our Annual Report last year and in 2011-12 must continue to be managed.

23. The age profile of the force remains a particular concern, especially considering the capability and resilience required of MDP Officers by their core armed guarding role. Recruitment of new officers is the key to changing the demographic but it will take several years before a significant refresh of the workforce is accomplished. In the meantime, the introduction of a fitness standard, together with a programme to support officers to improve health and fitness, will be part of the mitigation of this risk.

24. The independent members of the Police Committee have continued to visit stations across the force, and have seen evidence of the senior leadership in stations and their customers working collaboratively and closely together, with both sides looking at flexible deployments and innovative ways of working to ensure that the reduced level of resourcing can continue to get the task done.

### **Capability**

25. At this critical point in its transformation, getting the required capabilities in the right places and in the right numbers remains the key challenge and risk for the force and the Chief Officer team, who must ensure that there are sufficient, trained, fit and capable officers able to carry out the full range of policing and security duties that are required across the MOD.

26. We have noted in previous reports that high levels of overtime have been needed to maintain performance levels at some sites (AWE A and Coulport in particular) in order to cover gaps left by those who have departed on the MOD's Voluntary Early Release Scheme (VERS), or to cover for non-capable officers who cannot perform armed duties, or for those on sick leave. High overtime levels continue to be required, which is not sustainable over a longer term.

27. Sickness absence has also remained high through the duration of this year, with the MDP failing to achieve its target to reduce the days lost by 10%. This has to be of concern. The most common cause of absence from the force is due to muscle and bone ailments, which amounted to 27.7% of recorded causes. The second was for anxiety, depression or stress, which accounted for 16.1%. It is difficult to compare MDP figures with other forces, but the MDP short and long-term absence figures are unimpressive and have got worse over time, not better.

28. Our scrutiny has made it clear that MDP internal management control of sickness absence had suffered as a result of the personnel changes at all levels and the focus on achieving footprint changes. The Force has also been restricted in dealing with a number of cases owing to the quality and limited nature of Occupational Health services available to it as a result of wider Departmental cut-backs. The force is now urgently revising and refreshing management protocols in order to regain stronger grip. It is also giving new consideration to Human Factor Integration for example in relation to Weight of Equipment, to tackle some of the causes of sickness absence.

29. The MOD officials on the Committee have recognised that some of the MOD's policies for civil servants that underpin the management of sick leave were incompatible with the requirements for running a police force, and needed to be examined.

30. We have regularly expressed our concerns about the human reliability factors associated with officers who have suffered uncertainty about their future employment for a long time and/or required to work excessive overtime hours. We have probed chief officers about the series of checks and measures that are in place to ensure those officers who were suffering from anxiety were not issued with a firearm. However, we would expect that since the personal uncertainty for officers has reduced over the last year (the Force footprint has been re-set and officers moved to the right locations), the impact of stress on attendance might also start to reduce.

### **Terms and Conditions of Service and Fitness**

31. In our report last year, we said that the age profile and fitness of the police workforce would be key issues for the new Chief Constable and his team to address, and that new Terms and Conditions of Service were needed

that would better fit MDP's re-defined purpose. We welcomed the appointment of a dedicated TACOS Review Team based at MDP HQ, which started work in the summer 2013.

32. Changes to TACOS for New Entrants from other forces and new recruits have received Ministerial approval. The changes that have been made are consistent with other good, modern employment practices and they have had regard to the recommendations of the Winsor Pay Reforms in the wider police service. They should also produce financial savings that will contribute to the overall saving targets for the Force, and assist with the goal to increase productivity and enhance the force's operational capability. We welcome that.

33. The new Chief Constable has given strong personal leadership to address the longstanding absence of a Fitness Standard within MDP. The urgency of resolving this issue was heightened when it became clear that continuation of the Force Firearms Licence from the College of Policing would be at risk without a Fitness Standard in operation. We have placed on record our support for the Chief Constable's approach to fitness through the introduction of the bleep test, until an alternative to this becomes available to the force. We are encouraged to hear of many stations starting to prepare voluntarily for when becomes fitness testing becomes mandatory in the future, although the ultimate resolution of this issue remains subject to negotiation with the Defence Police Federation.

## **Performance and Risk Management**

### **Performance**

34. The force's major defence customer, Defence Equipment and Support (DE&S), has shared with the Committee their monthly reporting mechanism which enables them to measure MDP's performance against the high level tasks agreed in the Guarding and Security Statements of Requirement at each of their sites. This helps to inform our overview of force performance and highlight those sites where there are deficiencies in performance problems and where priority tasks are not being completed.

35. The Committee's assessment of the performance of the Force against its overall key priorities for 13-14 is provided at **Annex E**.

### **Firearms**

36. MDP's core business is armed security. More than 90% of officers are expected to carry firearms. Effective arrangements for Command and Control of firearms operations are therefore vital in MDP.

37. Toward the end of our last reporting period in 12-13, the Committee highlighted doubts about management grip, accentuated by some of the issues that were raised by the College of Policing during the MDP's firearms training licensing renewal process. The reorganisation and streamlining of the

Force HQ and Divisional Structures, together with the retirement of many experienced officers under the MOD Voluntary Early Release Scheme were also factors of concern. We considered that independent and authoritative assurance of the MDP arrangements had become necessary in the interests of the Force and Ministers. We commissioned HM Inspectorate of Constabulary to undertake a focussed inspection of the MDP Firearms Command and Control arrangements. The inspection took place over the summer and the report was sent to the Police Committee and the Secretary of State in December 2013.

38. HMIC identified that, as we had perceived, there had over a significant period of time been a lack of leadership in the command and control of firearms issues in the force that needed to be addressed. HMIC noted that they had seen more recent improvement and their Report made 13 recommendations that the MDP will now implement. These cover the need for effective arrangements to monitor and address threats and risks at a strategic level in the force, the need for a new IT system to support firearms training records and armoury processes (which has now been procured and commissioned), setting and achieving a sufficient complement of operational firearms commanders, and of giving them professional development as required by their roles, and various other improvements in training arrangements. HMIC recommended that there should be a common firearms command and control protocol across all the establishments covered by the Territorial Division (that is non nuclear asset sites). They also propose there should be improved liaison arrangements with relevant Home Office forces to “ensure there is a mutual understanding of each other’s capacity and capability.” HMIC recommend consideration of wider availability of Taser as a less lethal option.

39. On a positive note HMIC also recognised good practice and innovation in firearms command and control arrangements in the Nuclear Division and urged that this now needed to be mirrored in the Territorial Division.

40. The Chief Constable has prepared an action plan to address the recommendations which we are overseeing and will report back to the Defence Secretary and HMIC when these are concluded.

### **International Policing**

41. The Force is justifiably proud of its officers who have assisted with the Afghan National Police Training and Mentoring programme and all those who have deployed to the region in very challenging and tough conditions. We have written to the Chief Constable to place on record our recognition of these splendid achievements. Of particular note is the work that the MDP officers have done with the female officers joining the ANP, which we know many have found to be a very rewarding experience.

42. The recognition of the MDP contribution has recently resulted in an MDP officer receiving the Queen's Commendation for Valuable Services, and a female officer being highly commended by the British Association of Women Police for the continuation of female ANP mentoring and training development work.

### **Collaboration and Mutual Aid**

43. Officials from the MOD and the Dept for the Environment and Climate Change (DECC) , supported by officers from the MDP and the Civil Nuclear Constabulary (CNC) have continued to consider ways of delivering operational benefits and financial efficiencies across the two forces. A report to Ministers of both departments recognised that the Strategic Alliance has brought the two forces closer together, but proposed that this is terminated in favour of a formal partnership between the two forces. It is therefore appropriate that the Chief Constable keeps us informed of this arrangement in future.

44. Arrangements that have been in place for MDP personnel to support the Border Force, particularly during periods of industrial action by government employees, have come to an end.

### **Inspections and Audits**

45 The most significant Inspections and Audits during the year were:-

a) HMIC Public Order Inspection The MDP has fully discharged all the recommendations made by HMIC in the 2009 audit

b) HMIC Stop and Search Inspection HMIC's thematic Stop and Search inspection was published in July, but did not contain any specific recommendations for the MDP as it is recognised that Stop and Search operations are not a priority for this force.

c) HMIC Inspection of Firearms Command and Control Arrangements The MDP is currently addressing the recommendation made by HMIC in Dec 13. We will report to HMIC and to the Defence Secretary when these have been completed.

d) Interception of Communications Commissioner's Office Report In May 13 the IOCCO inspected MDP use of Part 1 Chapter 2 of the Regulation of Investigatory Powers Act (RIPA). One recommendation was made that has now been actioned.

e) Defence Internal Audit – Corporate Manslaughter Audit The MDP has now implemented all the recommendations made by the DIA.

## **MOD POLICE COMMITTEE – WORK PROGRAMME 13-14**

1. Each year the independent members select a number of areas for detailed scrutiny.

### **State of the Force visits**

2. The fourth round of our State of the Force visits took place during 2013/14. The independent members visited HM Naval Base Devonport, Defence Munitions Glen Douglas and Crombie, HM Naval Base Portsmouth and the Sea Mounting Centre at Marchwood, where we continued to consider operational effectiveness under the various constraints, customer relationships, compliance with policing standards, local arrangements for transition and morale of officers.

3. We saw evidence of the senior leadership in stations and their customers working very well and closely together. Both sides were looking at flexible, different and innovative ways of working to ensure that the fewer resources continue to get the task done. We have found that everyone in the organisation was rising to the challenge, and that people were taking on the demand for leadership and management in the changes environment with enthusiasm.

4. Police Committee visits will continue in 2014, in order to observe first hand how the implementation of transformation is happening and its impact on officers in front line roles, and how performance is rising to meet customers' expectations.

### **Misconduct Outcomes**

5. In May 2013 the Police Committee reported on its review of a selection of MDP misconduct outcomes over a 2-year period. The aim of this work was to ensure that standards of professional behaviour for police officers were being applied equitably throughout the force, and to consider the monitoring role played by the Professional Standards Department and the PSD coordinators in the Divisions. The Home Secretary has of course expressed the government priorities in relation to police integrity, and MDP operates within the same ethical and legal framework as other police forces.

6. We found that there was a lack of benchmarking to determine whether cases should be dealt with as misconduct or gross misconduct, which meant that officers chairing hearings or meeting had to make their own judgements based on their personal values and standards. This meant that in some cases there had been inappropriate allowance for mitigation or remorse, which undermined enforcement of standards of integrity, and that the standards themselves were not sufficiently visible in the Force. We were

concerned that in some instances officers who had been found guilty of very serious misconduct had not been dismissed but remained in the service.

7. In July 2013, the Force response accepted the general tenor of our findings. We welcome what we see as appropriate tightening of approach by the Force PSD. We will re-visit this and review progress in our Work Programme for 14-15.

### **Performance and Risk Management**

8. As a result of our new responsibility to report on the force's efficiency, effectiveness and performance, we asked the Chief Constable to develop a new performance reporting dashboard, which has been reviewed by a new Sub-Committee for Performance and Risk Management that has met twice in the period of this report. In future it will meet quarterly in between Committee meetings. The independent membership includes the Chair and the Police Adviser. The MOD is represented by Director Business Resilience, the Head of Finance from the Head Office and Corporate Services TLB and a representative from Defence Equipment and Support as the key customer for the MDP service.

9. The Sub-Committee is able to give necessary rigorous scrutiny and challenge of the performance regime. Performance information is improving in quality and presentation, although there is still too much scope for interpretation.

10. The performance challenge process is beginning to expose key factors that bear on performance, and the benefits of flexibility in the deployment of resources by agreement with local customers and police commanders to meet the most pressing needs. As we have said above, we are concerned that at several high priority sites the required levels of tasking and performance are only being met by substantial overtime working.

11. In summer 2013 the force became aware of evidence raising concerns of potentially systemic and long running failures in duty and supervision by officers at a sensitive defence establishment. These are subject to ongoing conduct investigations and may result in misconduct proceedings in a number of cases.

12. We are developing with the Chief Constable and the Director Business Resilience in MOD, a careful review to assess whether the current MDP culture, and management style fully supports the optimum delivery of its security tasks, and if not, what future changes may be required.

### **Training and Leadership Development**

13. The former Chief Constable invited the Committee to take an in-depth look at how the new Operational Capability Centre (OCC) was working. We begin the first phase of this work in February, which is to look at how recruit training is working and the arrangements for a MDP policing diploma.

14. Gearing up to train a significant number of new recruits after a four year gap will bring its own specific challenges. Training infrastructure, accommodation, diversity implications and the availability of human resources are all key issues. The Committee is keen to exercise its oversight role as a critical friend and will be attending a number of training modules during the year, both to observe the quality of what is being delivered and to talk with the recruits themselves about their views of the tasks ahead.

### **Professional Standards**

15. Members of the Sub-Committee undertake quarterly audits of complaints and conduct files for Complaints and Misconduct. The total number of complaints and conduct allegations handled by the force are provided at **Appendix 1 to Annex A.**

16. The number of conduct cases (139) is comparable to the totals for 2011-12 (139) and 2012-13 (134). The most common breaches of the professional standards of behaviour are discreditable conduct, and duties and responsibilities

17. The number of complaint cases has increased from 32 recorded in 2012-13 to 44 in 2013-14, but lower than the 54 reported in 2011-12. The most common complaint allegations are oppressive conduct or harassment and incivility, impoliteness and intolerance.

18. The number of public complaints against the MDP is small, reflecting the force's limited contact with members of the public. However, the number of complaints that were not resolved within 120 days has increased over this FY. The force explained this was a consequence of PSD resources being diverted on to other tasks including support to the MDP complementing process. We will expect to see an improvement in the next FY.

19. The sub-committee also has responsibility for considering complaints or misconduct by MDP senior officers. During the period of this report, none were received.

20. Over the period of this report, there was one appeal under the 2009 MOD Police Appeal Tribunal regulations that was referred to a panel to determine. The independent Tribunal upheld the decision made in force.

### **Diversity**

21. During 2013 the Force has been making serious attempts to make up lost ground in this area of work. The first meeting of a new Diversity Board, with Police Committee representation, took place in October 2013, under the Chairmanship of Chief Constable Alf Hitchcock. The first iteration of a 3 year EDHR strategy (2013-2016) was presented to that group. The newly formed Minority Representation working group, replacing the previous staff groups for women, ethnic minorities and LGBT is represented at the Board. Senior

owners of the strategy are now working on presenting measurable actions which can be effectively monitored. The Police Committee has been kept aware of progress and has made the Chief Constable aware of its requirements in terms of regular information and data. We continue to be very concerned that the previous loss of data, benchmarking and general capacity will handicap the force in ensuring that its surge in recruitment in 2014 is used as a significant opportunity to develop a more diverse workforce. However, we recognise that the force is doing its best to remedy this.

**Appendix 1 to Annex A**

<b>MOD POLICE – COMPLAINT &amp; CONDUCT ALLEGATIONS RECORDED 2013-14</b>			
<b>COMPLAINT ALLEGATION TYPE</b>	<b>NO</b>	<b>CONDUCT ALLEGATION TYPE</b>	<b>NO</b>
Serious non-sexual assault	0	Honesty and Integrity	24
Sexual assault	0	Authority, Respect and Courtesy	12
Other assault	2	Equality and Diversity	15
Oppressive conduct or harassment	22	Use of Force	0
Unlawful/unnecessary arrest or detention	0	Orders and Instructions	18
Discriminatory Behaviour	6	Duties and Responsibilities	42
Irregularity in evidence/perjury	5	Confidentiality	0
Corrupt practice	0	Fitness for Duty	1
Mishandling of property	4	Discreditable Conduct	95
Breach Code A PACE (Stop & Search)	0	Challenging and Reporting Improper Conduct	2
Breach Code B PACE (Search of premises/seizure of property)	4		
Breach Code C PACE (Detention, Treatment & Questioning)	6		
Breach Code D PACE (Identification)	0		
Breach Code E PACE (Audio Recording – interviews with suspects)	0		
Multiple or unspecified breaches of PACE	0		
Other neglect or failure in duty	6		
Other irregularity in procedure	7		
Incivility, impoliteness and intolerance	20		
Traffic irregularity	4		
Other	9		
Lack of fairness and impartiality	2		
Improper disclosure of information	4		
Other sexual conduct	0		
<b>Total Allegations</b>	<b>101</b>		<b>209</b>
<b>Total Cases</b>	<b>44</b>		<b>139</b>

<b>HISTORICAL STATISTICS OF COMPLAINT &amp; CONDUCT ALLEGATIONS/CASES RECORDED</b>					
	<b>2011 – 2012</b>	<b>2012 – 2013</b>		<b>2011 – 2012</b>	<b>2012 – 2013</b>
<b>Complaint Allegations</b>	127	73	<b>Conduct Allegations</b>	190	186
<b>Complaint Cases</b>	54	32	<b>Conduct Cases</b>	139	134

**MINISTRY OF DEFENCE POLICE COMMITTEE**  
**TERMS OF REFERENCE**

**PURPOSE**

The Committee's statutory purpose is as stated in the MOD Police Act 1987: to advise the Secretary of State "with respect to such matters concerning the Ministry of Defence Police as he may from time to time require.

**FUNCTIONS**

The Secretary of State for Defence requires the Committee to advise him by:

- a) Providing an independent scrutiny and assurance that the Ministry of Defence Police (MDP) is delivering policing services in accordance with the MDP Act 1987;
- b) Giving advice to the Top Level Budget holder within whose organisation the MDP sits on the efficiency, effectiveness and performance of the Force.

In order to perform its role the Committee is required to;

1. Provide scrutiny and guidance to ensure that police powers and authority are impartially and lawfully exercised by the Chief Constable;
2. Confirm that MDP is meeting the standards required of a police force;
3. Confirm that MDP's exercise of its authority is responsible, proportionate and impartial;
4. Confirm that MOD's use of the MDP is appropriate in relation to the exercising of policing powers and authority;
5. Provide scrutiny and guidance on matters of efficiency and effectiveness and on any other matter in relation to the use of policing powers which fall within the responsibility of the MDP;
6. Consider the MDP's targets, financial performance and risk management arrangements;
7. Provide advice once a year to the TLB Holder covering financial performance and risk management for inclusion in the Annual Assurance Report.
8. Assist in the appointment of Chief Officers to the MDP;

9. Consider all complaints made against MDP Chief Officers. This responsibility may be delegated to a sub-panel of the MOD Police Committee;
10. Undertake all responsibilities required of the MOD Police Conduct and Appeal Regulations (Statutory Instruments);
11. Submit an annual report to the Secretary of State for Defence on the MDP's discharge of policing powers, and to provide advice to Ministers and the Department, on matters concerning value for money and efficiencies;
12. Publish the operating costs and expenses of the Police Committee each year.

**MOD POLICE COMMITTEE****LIST OF MEMBERS****Independents**

David Riddle	Independent Chair	Appointed 1 Oct 07
Sir Denis O'Connor	Police Adviser	Appointed 1 Oct 12
[vacant]	Police Adviser – Scotland	Since 1 Oct 11
Dr Marie Dickie	Independent Member	Appointed 1 Oct 07
Mrs Caroline Mitchell	Independent Member	Left 30 Sep 13
Mr Len Jackson	Independent Member	Appointed 1 Oct 13
[vacant]	Independent Member	Since 1 Oct 12

**MOD officials**

Jonathan Slater	Senior official for MOD Police	Since 1 May 13
Mark Preston	Director Business Resilience	wef Mar 09
Heather Tayler	Head of Finance, Head Office & Corporate Services	Since 1 May 13

**REMUNERATION AND EXPENSES OF THE INDEPENDENT MEMBERS  
OF THE MOD POLICE COMMITTEE FY 2013-14**

<b>Name</b>	<b>Position</b>	<b>Fees</b>	<b>Expenses</b>	<b>Total</b>
<b>David Riddle</b>	<b>Chair</b>	<b>£ 18,725.00</b>	<b>£ 498.52</b>	<b>£19,223.52</b>
<b>Sir Denis O'Connor</b>	<b>Police Adviser</b>	<b>£ 6,825.00</b>	<b>£ 417.10</b>	<b>£ 7,242.10</b>
<b>Dr Marie Dickie</b>	<b>Independent Member</b>	<b>£ 7,100.00</b>	<b>£ 1,161.33</b>	<b>£ 8,261.33</b>
<b>Caroline Mitchell</b>	<b>Independent Member</b>	<b>£ 2,600.00</b>	<b>£ 57.00</b>	<b>£ 2,657.00</b>
<b>Len Jackson</b>	<b>Independent Member</b>	<b>£ 3,850.00</b>	<b>£ 666.40</b>	<b>£ 4, 516.40</b>
<b>TOTAL</b>		<b>£39,100.00</b>	<b>£ 2,800.35</b>	<b>£41,900.35</b>

**MOD POLICE COMMITTEE'S ASSESSMENT  
OF THE MOD POLICE END OF YEAR PERFORMANCE REPORT**

**KEY PRIORITY 1 - DELIVER POLICING CAPABILITIES AT MOD NUCLEAR ESTABLISHMENTS TO ASSIST IN THE SECURITY AND PROTECTION OF THE UK'S STRATEGIC NUCLEAR DETERRENT**

Serial	Title	MDP Performance Assessment					Police Committee Comments
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1.a.	Delivery of the agreed customer policing requirements at MOD nuclear site.	Full Delivery  <b>Target substantially achieved.</b>					In 2013/14, performance by MDP against defined service standards, taskings and targets was below the targets set at the start of the year. At some establishments there have been substantial gaps in complement through the year, so that the performance level achieved in 2013/14 was heavily dependant on high levels of overtime. This is not sustainable for very long. At many sites, local agreements have been reached with defence customers on priorities and flexible deployments to make best use of available resources while posts remain vacant.
1.b	Retain substantial assurance assessment from the DE&S nuclear security and safety inspection processes	Substantial Assurance <b>Target achieved.</b>					1b and 1c provide assurance of capability.
1.c	Pass the annual Nuclear Guard Force assessment	Pass <b>Target achieved.</b>					

**KEY PRIORITY 2 – DELIVER POLICING CAPABILITIES AT MOD NON-NUCLEAR ESTABLISHMENTS TO ASSIST IN THE SECURITY AND PROTECTION OF MOD ASSETS AND PERSONNEL**

Serial	Title	MDP Performance Assessment					Police Committee Comments
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
2.a.	Delivery of the agreed customer policing requirements at MOD non-nuclear sites	Substantial Delivery <b>Target substantially achieved at the majority of sites.</b>					See comment at 1a.

**KEY PRIORITY 3 – DELIVER SPECIALIST POLICING CAPABILITIES TO ASSIST THE MOD IN RESPONDING TO RISKS AND THREATS TO MOD ASSETS AND PERSONNEL AND TO DETER AND INVESTIGATE CRIME AGAINST THE MOD**

Serial	Title	MDP Performance Assessment					Police Committee Comments
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
3.a.	Provide mobile armed policing to respond to and assist the protective security arrangements at MOD establishments as specified in the Mandate and Statement of Requirement.	Full Delivery <b>Target partially achieved</b>					Currently, the force has limited resilience to rise to any additional exceptional challenge.
3.b.	Provide criminal investigation resources to assist the MOD in preventing and detecting theft, fraud and corruption and to maximise the recovery of losses as a result of criminal activities	>£0M <b>Target achieved.</b>					During 2013-14, MDP investigations resulted in recoveries to the value of £7.3M, with disruption to criminal activity estimated at £2.8M.

Serial	Title	MDP Performance Assessment					Police Committee Comments
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
3.c.	Provide specialist operational support services to assist in the protective security of MOD assets and personnel and surge to changes in the threat level of MOD establishments as specified in the Mandate and Statement of Requirement	Full Delivery <b>Target achieved.</b>					While the MDP report successful achievement of Operational Support Unit commitments, including some prolonged support to ammunition movements during the year, it is our view that the force has limited resilience to rise to any additional exceptional challenge.

**KEY PRIORITY 4 – DELIVER POLICING CAPABILITIES TO SUPPORT WIDER DEFENCE INTERESTS INCLUDING INTERNATIONAL POLICING, SECURITY TO VISITING FORCES AND WIDER UK GOVERNMENT POLICING NEEDS**

Serial	Title	MDP Performance Assessment					Police Committee Comments
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
4.a.	Deliver the agreed policing requirements of US visiting forces in accordance with MOA	Full Delivery <b>Target achieved.</b>					The MDP report that the force has met the majority of agreed policing requirement at all USVF stations throughout 2013-14. However, we have noted that some variations to the customer requirement were agreed during the year.
4.b.	Deliver the agreed policing requirements for UK infrastructure sites.	Full Delivery <b>Target substantially achieved.</b>					The impact on service delivery was mitigated by the use of detached duty, temporary deployments and overtime working to ensure that the majority of priority customer requirements and tasks were delivered.
4.c.	Deliver the agreed customer policing requirements of non-MOD repayment customers.	Full Delivery <b>Target achieved.</b>					See comments at 4b.

Serial	Title	MDP Performance Assessment					Police Committee Comments
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
4.d.	Deliver agreed international policing requirements for HMG/MOD	Full Delivery  <b>Target achieved.</b>					We recognise splendid achievements in the international arena, including the Afghanistan deployments.

**KEY PRIORITY 5 – MAINTAIN PROFESSIONAL AND OPERATIONAL STANDARDS OF THE MDP CONSISTENT WITH WIDER UK POLICE GOOD PRACTICE**

Serial	Title	MDP Performance Assessment					Police Committee Comment
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
5.a.	Obtain and retain accreditation and/or compliance with police firearms licensing.	Accredited  <b>Target achieved.</b>					The Force Licence for Firearms Training from the College of Policing has been renewed on an unqualified basis; this was by no means a foregone conclusion last year and we welcome this progress.
5.b.	Develop a proposition for MDP fitness standards and regime acceptable to the College of Policing and which supports firearms licensing.	By 31 March 14  <b>Target partially achieved.</b>					A Fitness standard has been introduced for new entrants at the same level as for firearms officers in other forces, and the Chief Constable is driving a programme to bring all serving members of the force to the Home Office basic standard over time.
5.c.	Compliance with the National Crime Recording Standards (NCRS) and National Standards for Incident Recording (NSIR).	Full Compliance <b>Target achieved</b>					

Serial	Title	MDP Performance Assessment					Police Committee Comment
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
5.d.	To have complied with the application of UK police Unsatisfactory Performance Processes (UPP).	Full Compliance  <b>Target partially achieved.</b>					This should continue to be a priority but the Professional Standards Department has been distracted this year by an extraordinary series of misconduct investigations.
5.e.	To achieve SHEF Maturity Level 4	Level 4 <b>Target partially achieved.</b>	3	3	3	3	
5.f	Reduce overall sickness by 10% and the number of non-capable officers by 25%	-1.4 days -22 officers  <b>Target not achieved.</b>					Continuing unacceptably high levels of sickness absence exacerbate the resourcing challenge for the force.

**KEY PRIORITY 6 – DELIVERY OF THE MDP TRANSITION PROGRAMME**

Serial	Title	MDP Performance Assessment					Police Committee Comment
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
6.a.	Complete consultation with the DPF on the agreed future workforce footprint of the MDP	By 30 June 13 <b>Target achieved.</b>					

Serial	Title	MDP Performance Assessment					Police Committee Comment
		Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
6.b.	Transition the MDP to the ABC 13 footprint.	By 31 December 13 <b>Target substantially achieved.</b>					The force has largely completed the task of redeploying officers from sites where the complement was reduced to sites that are still gapped.
6.c.	Agree MDP recruitment process and regime including the scope for workforce refreshment.	By 31 March 14 <b>Target achieved.</b>					Recruitment has been started up again after almost five years of nil recruitment.
6.d	Developed change propositions for new terms and conditions of service for MDP officers	By 31 March 14 <b>Target partially achieved.</b>					Work has advanced significantly on the shaping of terms and conditions of police officers, to make MDP as an employer fit for purpose in the years ahead. Ministerial approval has been given to the terms and conditions for new entrants as the first step.

#### **KEY PRIORITY 7 – MANAGE RESOURCES EFFECTIVELY AND AFFORDABLY WITHIN THE AUTHORITY DELEGATED**

7.a	Deliver MDP resources, both people and money, within the HOCS TLB control totals.	Within 1% <b>Target substantially achieved.</b>	+£0.4M (0.1%)	+£1.0M (1%)	£5.3M (3.9%)	+£5.5M (4%)	
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#### **PERFORMANCE ASSESSMENT CRITERIA**

	Performance target met in full
	Minor shortfalls in performance. Minor gaps in process or capability. Small slippage in delivery
	Significant shortfalls in performance. Limited assurance in audits. Significant slippage in delivery
	Failure to deliver with any reasonable level of quality or timeliness

