

MINISTRY OF DEFENCE POLICE AND GUARDING AGENCY



Framework Document 2006 - 2009



Foreword

By Parliamentary Under Secretary of State and Minister for Veterans

The Ministry of Defence Police and Guarding Agency provide a coordinated, comprehensive policing and guarding service to the MOD, that is essential to the UK's determination to have the most effective Defence capability and offensive against terrorism and the threat to the security of the country.

The MOD Police has a proud history and antecedents dating back to 1686. In its modern form, it became The Ministry of Defence Police in 1971 and a Defence Agency in 1996. Since then the Force has developed and matured on many fronts, growing in esteem as part of the UK Police Service while at the same time sharpening its responsiveness to the Ministry of Defence of which it forms part. When compared to 1996, its relations to its customers are now more formalised and the framework of corporate governance and performance measurement is more robust. The regional structure has been thoroughly overhauled. In 2001, the Agency successfully underwent a major review, which confirmed the need for the Agency. The Agency has redefined and focused its role which is now defined as 'Delivering effective Policing and Guarding as a part of the UK's Defence Capability'. During the process, the MOD Police Committee has been revised with a view to enhancing both effectiveness and accountability.

On 1st April 2004 the Agency expanded to include the Ministry of Defence Guard Service when it came under the direction of the Chief Constable as Chief Executive and the Agency is now known as the Ministry of Defence Police & Guarding Agency (MDPGA).

In present circumstances, the need for the Agency has never been more apparent. I wish the Chief Executive, MDP officers, MGS staff and civilian staff well as they face the challenges ahead.

Derek Twigg Esq. MP

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Section 1

Status, Roles and Accountability

Status

1.1 The Ministry of Defence Police & Guarding Agency (MDPGA) is an Agency of the Ministry of Defence (MOD), within the Central Top Level Budget (CTLB) managed jointly by the 2nd Permanent Under Secretary (2nd PUS) and the Vice Chief of the Defence Staff (VCDS). The Agency was initially formed in 1996 as the MOD Police Agency but it expanded in April 2004 when it was joined by the MOD Guard Service.

Role of the Secretary of State/Minister

1.2 The Secretary of State for Defence (S of S) has ultimate responsibility for determining the policy, financial framework and delegations of authority within which the Agency operates. In practice, the S of S delegates day-to-day responsibility for the Agency to 2nd PUS, who is the Owner of the Agency.

1.3 As the Ministry of Defence Police organisation is a statutory Police Force within the Agency, the Secretary of State has additional responsibilities under law. Section 1(5) of The Ministry of Defence Police Act 1987 as amended by the Anti-Terrorism, Crime & Security Act 2001, provides that the Secretary of State shall appoint a committee, to be known as the Ministry of Defence Police Committee.

The MOD Police Committee is chaired by 2nd PUS, as appointed by S of S and details of its composition and terms of reference may be found within Annex A1.

Role of the Owner - 2nd Permanent Under Secretary of State

1.4 The Owner's responsibilities are:

- to determine strategic aims and objectives and to set and monitor the performance of the Agency against key financial and performance targets. The Owner should also be consulted on corporate and business plans.
- to advise Ministers on the strategic direction of the Agency in the context of wider departmental or cross-governmental objectives and on their response to strategic performance management.
- to keep the chief executive informed of any central policy developments relevant to the Agency.
- to monitor the performance of the Agency and to provide appropriate challenge and support to ensure that the agency is able to deliver its outputs to its objectives and targets.

- to approve the annual budget and cash allocation of the Agency, and to ensure that the Agency has the delegations and authorities necessary for effective delivery and continuous improvement.
- to assist the chief executive to work through the implications of any recommendations emerging from end-to-end business process reviews where they affect the Agency.
- to appoint the chief executive following appropriate selection/approval procedures.
- 2nd PUS, as Agency Owner and Chair of the Police Committee is advised as appropriate by three Sub Committees, whose composition and terms of reference may be found within the boundaries of Annex A. These are: -
 - Customer/Stakeholder Sub Committee, which enables views of the key customers to contribute to the Police Committee's discussions and decisions (Annex A2) and;
 - Plans, Targets and Performance Sub Committee, which monitors performance within the Agency (Annex A3).
 - Complaints and Discipline Sub Committee, which handles allegations and complaints against MDP Chief Officers (Annex A4).

Role of The Chief Executive

1.5 The Chief Executive is accountable to the Owner and the Secretary of State for the Agency's performance. The Chief Executive has key responsibilities involved in the day-to-day management of the Agency. These include:

- Responsibility to lead, direct and manage the Agency, delivering aims, objectives and targets for the Agency as formally determined by the Owner.
- Modernising the Agency's delivery of customer requirements within the cost, quality and timeframe defined in Customer Supplier Agreements (CSAs).
- Contributing towards the strategic direction of the Agency including through the development of the corporate and business plans.
- Implementing the Agency's approved corporate and business plans, including the achievement of targets and performance levels, within budget and agreed timescales.
- Ensuring the corporate governance arrangements are consistent with departmental policy, including in relation to corporately identified risk.
- Ensuring that effective procedures for handling complaints from within and outside the Agency are established and publicised and ensuring that all complaints receive appropriate attention as required.
- Managing the Agency, its assets and resources in an efficient and effective manner.
- Ensuring that Investment Proposals are taken forward in accordance with Investment Appraisal Board-owned procedures.

- Reporting issues concerning the Agency to the Agency's Owner and Defence Ministers.
- Ensuring that the requirements of Government Accounting are met, and that the Agency observes Resource Accounting policy and guidance contained in Joint Services Publication (JSP) 472.
- Implementing recommendations accepted by Government from the Public Accounts Committee, Parliamentary Select Committees, or other Parliamentary authorities.
- Meeting all UK, European and International legal requirements that are relevant to the Agency's business.

Independence and Constitutional Position of Chief Constable

1.6 The MDP Act 1987, as amended by the Anti-terrorism, Crime and Security Act 2001 defines at Section 1(3) that the "Secretary of State shall appoint a Chief Constable for the Ministry of Defence Police and they shall operate under the Chief Constables direction and control". The Chief Constable is obliged under statute and other procedures and processes to investigate offences reported to officers of the Force. It is fully acknowledged and accepted that the Secretary of State for Defence, 2nd PUS and Police Committee have key roles to perform in setting priorities and in providing constructive advice and strategic guidance to the Chief Constable in relation to the Business Planning, including Key Targets and the Financial management of the MDPGA. However, the Chief Constable alone has ultimate responsibility and exclusive statutory authority for the professional direction and control of the sworn constables of the Agency and for determining the investigation of crime within the Chief Constable's jurisdiction.

1.7 In the exercise of this responsibility, the Chief Constable is answerable to the law alone. The MDP is independent from political or Departmental influence in the maintenance and operation of the law. The Agency's police operations are subject to statutory provisions relating to police activities and also come within the jurisdiction of the Independent Police Complaints Commission (IPCC). The Chief Constable has direct access to the Secretary of State for Defence to whom he/she is ultimately responsible.

Appointment of the Chief Executive

1.8 The Chief Constable as Chief Executive is selected and appointed through open competition by the Secretary of State. The appointment of successful external candidates would result in fixed term contracts, which attract an element of performance related pay. The Chief Executive is directly accountable for the performance of the Agency and as such, the appointment can be terminated on the grounds of poor performance.

Accountability to Parliament

1.9 The S of S is accountable to Parliament for all matters concerning the Agency, although Defence Ministers will not normally be involved in the day-to-day management of the Agency. The S of S is responsible for deciding which official should represent him/her at Parliamentary Committees and will normally

ask the Chief Executive to represent him when the Agency's affairs are being discussed.

1.10 Ministers will decide the appropriate way to respond to written Parliamentary Questions (PQs) about the Agency. They will normally ask the Chief Executive to respond to written PQs on their behalf. Responses will be published in Hansard. The Chief Executive will also provide Ministers with information needed to respond to Parliamentary business concerning the Agency, keeping 2nd PUS informed during the process.

Accounting Officers

1.11 The Permanent Under Secretary, as the Department's Principal Accounting Officer, retains overall responsibility for the organisation, management and staffing of the Department and for ensuring that there is a high standard of financial management in the Department as a whole. Agency Chief Executives, as analogous Agency Accounting Officers are accountable to PUS for the financial management of their Agency. The Chief Executive has: -

- Accountability to the Principal Accounting Officer for ensuring the propriety and regularity of the Agency's expenditure, the adequacy of its financial systems, the prudent and economical administration of the Agency, and the efficient and effective use of the Agency's allocated resources.
- Responsibility, if required, to accompany the Principal Accounting Officer to the Public Accounts Committee to account for the discharge of his/her responsibilities.

Relationship with Central Departments

1.12 The Chief Executive is required to keep the Owner and MOD policy branches and DGMO informed when making direct contact with HM Treasury and the Cabinet Office. Likewise the Department is required to keep the Chief Executive informed when dealing with Central Departments on matters concerning the Agency.

Parliamentary Commissioner for Administration

1.13 The Agency is subject to the jurisdiction of the Parliamentary Commissioner for Administration. The Principal Accounting Officer is the Principal Officer of the Department for this purpose, but may delegate the responsibility for replying on any matter concerning the Agency to the Chief Executive; a decision made on a case-by-case basis.

Freedom of Information

1.14 The Chief Executive will fully comply with the Freedom of Information Act.

Section 2

Agency Business

Role

2.1 The role of the Agency is to deliver effective Policing and Guarding as a part of the UK's Defence capability.

Strategic Vision

2.2 The vision is 'To be recognised as the leading Policing and Guarding organisation for the Ministry of Defence.'

Values

2.3 The Agency's purpose is to help secure a safe and just society in which the rights and responsibilities of individuals, families and communities are properly balanced.

The guiding principles by which the Agency will carry out its Role are:

- *with integrity*
- *treating everyone fairly, regardless of ethnic origin, religious belief, gender, sexual orientation, disability or social background*
- *efficiently and effectively*
- *through partnership*
- *in a way which obtains best value from police and guarding activities*
- *dealing speedily and transparently with Agency personnel wrongdoing*

Services/Agency Outputs

2.4 The Defence Management Board, the Police Committee, the principal stakeholders and all who work in the Agency are agreed that the main crime and security risks which the Ministry of Defence faces, are:

- terrorist attack and the threat of it
- disruption and disorder caused by protestors
- theft of key assets
- major financial fraud.

The Agency will combat these crime and security risks through the Agency's 6 key outputs:

- **Armed Security:** the capability to deter and to respond to an armed attack on Defence personnel and property.
- **Uniformed Policing:** the effective use of police powers to deter, detect and respond to crime and disorder.
- **Guarding:** the provision of unarmed guarding to Defence personnel and property.

- **Crime Investigation** : the investigation of crime that impacts significantly against Defence capability.
- **International Capability**: the contribution of specialist Policing and Guarding expertise in support of wider Defence and foreign policy objectives.
- **Policy**: contributing to Defence policing and guarding policy.

Customers and Stakeholders

2.5 The primary customers for MDPGA services are:- CTLB, Defence Logistics Organisation, Defence Procurement Agency; United States Visiting Forces; Royal Air Force Strike Command/ Personnel and Training Command; Land Command; Adjutant General; Royal Navy Commander in Chief Fleet; Second Sea Lord; Chief of Joint Operations and Defence Science Technology Laboratory. Other customers include QinetiQ; the Royal Mint; Customs and Excise; Atomic Weapons Establishment Plc; the Foreign and Commonwealth Office; the Met Office; the Defence Aviation Repair Agency; UK Hydrographic Office; ABRO and the Crown (in respect of its property).

2.6 Customers and Stakeholders are represented at the Customer/Stakeholder Sub Committee (details at Annex A2), which enables customer views to contribute to the strategic direction of the Agency.

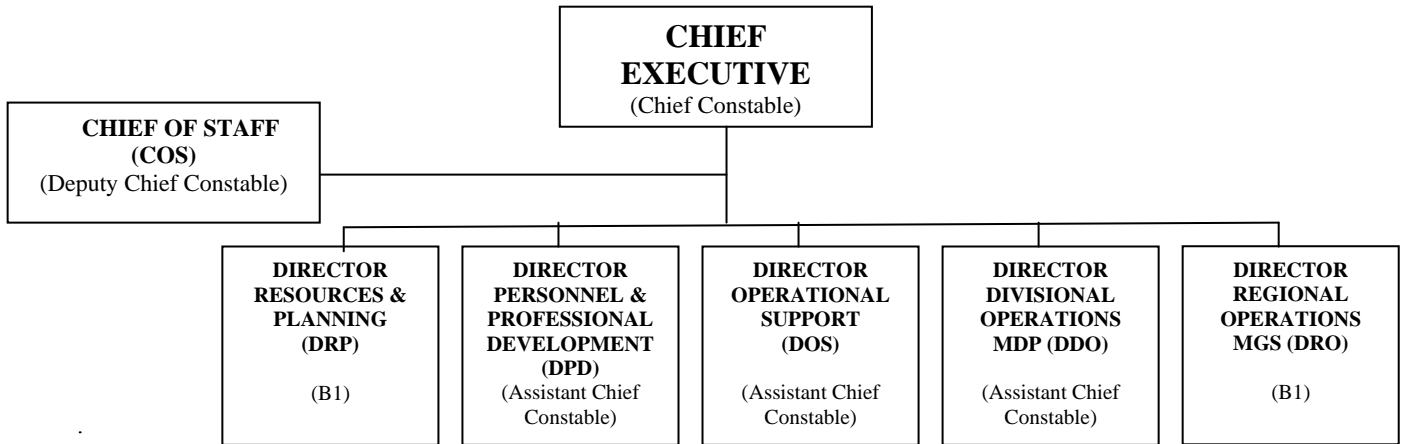
Section 3

Agency Organisation

Management Organisation

3.1 The Chief Executive is assisted by a senior management team known as the Agency Management Board (current structure outlined below), which consists of the senior managers and key staff of the Agency. The Agency Management Board discuss the business of the Agency through regular Agency Management Board meetings. The terms of reference for the Agency Management Board are contained at Annex A1.

MDPGA AGENCY MANGEMENT BOARD STRUCTURE



Location

3.2 MDPGA Headquarters and Training Centre are co-located at Wethersfield, Essex and is divided into five portfolios, each of which is headed by a Deputy Chief Constable, Assistant Chief Constable or a Band B1 Civil Servant. A chart detailing the organisational structure of MDPGA HQ is contained at Annex B1.

3.3 The majority of the MDP are deployed at Defence establishments and installations in the UK and are organised into Five Divisions each headed by a Chief Superintendent. These Divisions are: Scotland based at Clyde; North East based in York; South East based in Aldershot; Western based at Foxhill and AWE based at Aldermaston covering the Atomic Weapons Establishments Aldermaston and Burghfield.

3.4 MOD Guard Service officers are similarly deployed and the MGS regional structure follows the same MDP Divisional boundaries with the exception of AWE, where no MGS are currently employed. A Regional Manager, who is a civilian grade C1, heads each region. Wales and the West Midlands is a

standalone region whose base is Shrewsbury. A chart indicating the locations of MDP Divisions and MGS Regions is contained at Annex B2 and B3 respectively.

3.5 The Agency holds some assets, which consist of a small amount of land and buildings at MDPGA HQ, some plant, machinery, vehicles, weapons, information technology and communications equipment.

Staff

3.6 The Agency has a staff of some 8,000, comprising 3,500 police officers, 4,000 MGS civilian security officer grades and 500 civilian staff spread throughout the UK.

Section 4

Planning, Tasking, and Resourcing

Planning

4.1 The Chief Executive will prepare and agree with 2nd PUS, a 5 year Corporate Plan, which will be updated and rolled forward annually. The department will assist the Agency in its corporate planning process by providing information about likely policy developments at Departmental level and other changes that could impact on the Agency. The Corporate Plan will include:

- The Agency's vision role, outputs, values, strategic business objectives and the means of achieving them.
- The challenges facing the Agency
- Proposed resourcing requirements and any organisational or infrastructure changes
- Forecast performance improvements with a corporate risk register, including plans for improving efficiency
- Arrangements for review and monitoring through the balanced scorecard, incorporating the Agency's Key strategies, critical success factors and performance indicators for customer delivery
- Key Targets for Year 1

4.2 The Chief Executive will also prepare an annual Business Plan, covering a one-year period, which will be derived from the Agency's Corporate Plan expanding on the immediate objectives of the Agency in order to achieve the Agency's Key Targets, and any other performance measures.

4.3 The Corporate Plan and Business Plan will be published and made available to interested parties. Additionally, the Corporate Plan will be published on the Agency's internet site. Once endorsed, these Plans will form the basis of the Agency's budget to deliver its planned tasks.

Risk Management

4.4 The Agency operates risk management processes at all levels. The risks associated with the processes in the Agency's Balanced Scorecard are assessed and categorised according to their likelihood of occurrence and the impact on the organisation should the risk materialise. An Agency Risk Register is maintained as part of the Agency Business Plan, which is updated yearly, and each risk has a specific owner on the Agency Management Board who is accountable for the regular review, management and control of that risk.

Tasking

4.5 The Agency Customer Supplier Agreements exist in two formats; an overarching agreement covering the corporate and financial supply of policing and security key outputs, and local agreements covering operational tasking at establishment level.

4.6 The Agency Short Term Plans (STP), as discussed below, are supported by a comprehensive suite of Customer Supplier Agreements, which articulate the level of performance the Agency will provide its customers in accordance with the requirements as identified by the Agency Owner.

Resourcing

4.7 The Agency is a vote funded body and operates a Higher Level Budget (HLB), which is a sub division of the CTLB. The Chief Executive manages the budget in accordance with MOD financial policy and procedures, the Letter of Designation issued by the Principal Accounting Officer (PAO), and the Accounting Officer Memorandum issued by HM Treasury. The Chief Executive will draw the attention of the 2nd PUS, and, if necessary, the PAO to any matter which hinders the effective and efficient performance of the Agency.

4.8 Financial provision is made for the Agency through the Short Term Planning process under which an annual resource and capital control total is provided. The Chief Executive has authority to approve expenditure within these control total budgets and operates in accordance with the freedoms, flexibilities and authorities set out in the Statement of Internal Delegation, an annex to the Service Delivery Agreement. The financial delegations given to the Chief Executive are listed in Annex C, and the Statement of Internal Delegation is published online alongside this Framework Document.

4.9 Support at local level will continue to be funded under current arrangements by host establishments. The costs of support will be reflected in the Agency's accounts and included in local CSAs.

Services

4.10 It should be noted that services not specifically delegated to the Agency will continue to be provided by the MOD and that the costs of these services will be identified and included in the Agency annual accounts. Services provided to the Agency by MOD are detailed in Annex D.

4.11 The Chief Executive has freedom to go elsewhere to obtain goods and services if better value for money can be secured. The exception to this is where the Chief Executive is limited by the delegations approved for the Agency or where the proposed course of action does not represent value for money for the defence budget overall. In cases of doubt, it should be noted that the Chief Executive should seek agreement of the CTLB that the proposed course of action represents value of money for the Defence budget overall.

Section 5

Performance Evaluation

Key Targets

5.1 2nd PUS will measure the Agency's performance against published Key Targets. These are set following discussion between the Agency, the Police Committee and the 2nd PUS to define critical areas of measurement against the Agency outputs in support of the wider MOD objectives. They form part of the Service Delivery Agreement of the Chief Executive to the 2nd PUS and ultimately support the Public Service Agreements of the Department. The Key Targets will be announced each year by means of a written ministerial statement and will relate to:

- a. The delivery of agreed outputs to cost, time and quality.
- b. The more efficient use of resources.

Performance Indicators

5.2 The Agency currently utilises the Balanced Scorecard format of business plan, which contains set objectives and performance indicators for the Agency to achieve. Agency performance is also informed by customer feedback. This will be measured through direct consultation, customer surveys, routine management processes and Customer/Stakeholder Sub Committee.

Section 6

Reports, Accounts and Audit

Reporting and Accounting

6.1 The Chief Executive will publish an Annual Report and Accounts, prepared in accordance with the accounting policy and format set out by Cabinet Office, HM Treasury and MOD guidance and the Chief Executive will agree the contents of the Accounts direction and the timetable for the accounts. The Chief Executive will ensure that the Annual Report and Accounts are laid before Parliament normally prior to the Summer recess. The Chief Executive will also publish an Annual Operations Report, discussing the operational activities of the MDPGA, which is presented to Parliament.

Internal Audit

6.2 The Chief Executive is responsible for arranging as necessary internal audit, in a manner which represents value for money and in accordance with the standards laid down in the Government Internal Audit Manual. The Agency remains subject to internal audit by staff of the Directorate of Internal Audit (DIA), acting on behalf of the Principal Accounting Officer (PAO). The Chief Executive will be consulted in determining the programme of audit work and is responsible for implementing agreed audit recommendations in consultation with the Agency's audit committee, the composition and Terms of Reference of which is detailed at Annex A6.

External Audit

6.3 In addition to internal audit, the Agency is subject to external audit by staff of the National Audit Office (NAO) acting on behalf of the Comptroller and Auditor General. Formal certification of the Agency's accounts is required in accordance with Resource Accounting policy guidance contained in JSP 472. In addition, Her Majesty's Inspector of Constabulary (HMIC) inspects the MDP. HMIC reports are submitted to the MOD Police Committee and are placed in the libraries of the Houses of Parliament.

Section 7

Personnel, Pay and Training

Status and Conditions of Employment

7.1 The permanent staff of the Agency consists of MOD Police Officers, MOD Guard Service and non uniformed civilian staff, all of whom are members of the Civil Service and subject to Civil Service terms and conditions of service. MOD Police Officers, however, in respect of pay, discipline, probation, some allowances and conditions of service are also aligned to Home Department Police and Scottish Police service regulations. The Chief Executive may introduce changes to civil service terms and conditions of service after securing the appropriate clearances from within the MOD and the Cabinet Office, and after appropriate consultation with recognised trade unions representing staff, including the Chief Police Officers Association (CPOA) and Defence Police Federation (DPF).

7.2 Additional support may be engaged, where appropriate, from the private sector, under casual or temporary arrangements, on contract or consultancy terms, although any such arrangement should be consistent with current Departmental guidelines.

7.3 The Chief Executive will aim to achieve the most cost-effective mix of police grade, civilian grade (uniformed and non uniformed), Service and contract staff commensurate with the Agency's Objectives and responsibilities.

Personnel Management

7.4 The Chief Executive is responsible for ensuring that effective personnel management arrangements exist, and will promote and operate good management practice in respect of all Agency staff.

7.5 The Chief Executive has authority for Personnel Management functions as outlined in Annex C and detailed in the Letter of Delegation/Statement of Internal Delegation which is published online alongside this Framework Document. Personnel Management arrangements within the Agency will include provision for civilian staff to transfer into and out of the Agency to fulfil individual career development needs and potential. The Chief Executive will secure comprehensive personnel management support from the MOD to cover those centrally managed specialist grades for which the Agency does not have delegated Personnel Management Authority.

Pay

7.6 Excluding the Chief Executive and the Deputy Chief Constable, whose salaries are subject to central arrangements, police national pay levels in the Agency will be determined by the Chief Executive and negotiated with the Chief Police Officers Association (CPOA) and with the Defence Police Federation (DPF). The Chief Executive will consult with the Department only when a proposed pay arrangement for police officers has implications or an impact on the Civil Service pay structure. Pay will be calculated at the agreed 95% of the levels for analogous UK police grades generally.

7.7 For civilian staff the Chief Executive will operate a pay and grading system in accordance with the MOD broader banded structure within Civil Service guidelines. In line with the status and conditions of employment paragraph above, the Chief Executive is free to propose pay and staffing schemes as part of wider plans to improve the efficiency and effectiveness of the Agency.

Training

7.8 The Chief Executive is responsible for creating an environment, which encourages all staff to realise their potential and add value to the Agency's business within the spirit of the Investors in People Standard, and, where possible, ensuring that all staff receive such training and development that meets their individual and career development needs, including mandatory training.

Discipline

7.9 The Chief Executive is responsible for ensuring that both disciplinary and restoring efficiency cases within MDPGA are handled in accordance with the MDP (Conduct) Regulations 2004 and Civil Service policy and that MOD Civilian staff are managed in accordance with the MOD People Policies as set out in People services on the Defence Intranet (and in MOD Manual Vol 5&6).

Health & Safety

7.10 The Chief Executive will ensure that throughout the Agency, line management undertake SHEF management responsibility for their areas of authority by regular monitoring of accommodation standards and the working environment to maintain a safe place of work; and Agency operational activities to ensure continued development of best practice and safe working procedures and that regular consultation takes place between Agency personnel in order to raise and discuss SHEF matters as appropriate. The Chief Executive will ensure that the Agency's working environment complies fully with the legislative requirements for Safety, Health Environment and Fire (SHEF) regulations.

Industrial Relations

7.11 The Chief Executive is responsible for promoting good staff relations within the Agency and will consult recognised trade unions representing staff, including Chief Police Officers Association (CPOA) and the Defence Police Federation (DPF), on all appropriate matters. In addition the Chief Executive may consult staff through surveys and other means. The Agency is also committed to MOD policy on Industrial Relations and to the continuation of a Whitley committee in order to enhance industrial relations within the Agency.

Diversity and Equal Opportunities

7.12 The Chief Executive is committed to Equality and Diversity and will actively encourage and promote diversity, to ensure it is mainstreamed into the Agency's business through its incorporation into policies and processes at all levels and at all stages. The Chief Executive will provide staff with a working environment free from discrimination and harassment. The Chief Executive will also take due account of the Race Relations (Amendment) Act 2000 as reflected in the MOD and MDP Race Equality Schemes, in relation to the management of all Agency personnel and the delivery of services whether these are carried out by the Agency or any subcontractors. This commitment extends to future statutory and MOD policy schemes covering other diversity strands.

Data Protection

7.13 The Chief Executive will fully comply with the Data Protection Act.

Disability and Discrimination

7.14 The Chief Executive will fully comply with the Disability Discrimination Act.

Section 8

Review of the Framework Document

Review

8.1 The Ministry of Defence undertakes End-to-End Business Process Reviews (E2EBPR) to better understand the business, its current interdependencies and performance, and its future challenges. At the conclusion of such a review, 2nd PUS will review the content of this Framework Document in consultation with the Chief Executive and Director General Management Organisation (DGMO), Cabinet Office and HM Treasury. Separate consultation with recognised trade unions representing staff, including the CPOA and DPF will be made at that time. This Framework Document will normally be reviewed every three years or following a major review of the Agency.

Amendment

8.2 2nd PUS on behalf of S of S or the Chief Executive may at any time propose amendments to this Framework Document, in the light of experience, or to take account of altered circumstances.

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Publication

8.3 An up to date copy of this Framework Document will be published on the Agency Intranet Website, MOD website (<http://www.mdp.mod.uk>) and placed in the libraries of both Houses of Parliament. Additional copies can be obtained from the Chief Executive, Ministry of Defence Police & Guarding Agency, Wethersfield, Braintree, Essex, CM7 4AZ.

MDPGA Governance

Annex A1

MOD Police Committee

Note: These TOR will be amended by the Committee in due course to reflect the inclusion of MGS.

Terms of Reference

The Ministry of Defence Police Committee performs the functions ascribed to by the Secretary of State for Defence pursuant to the Ministry of Defence Police Act 1987.

The Committee has a responsibility to advise the Secretary of State for Defence on the policy for the roles, management and administration of the Ministry of Defence Police (MDP), including the identification of the overall money, manpower and equipment resources necessary to achieve that policy efficiently; and on such other matters as he or she may from time to time required.

The Committee is also required to assist the Second Permanent Under Secretary, as Owner of the MDP Agency, by:

- Determining the strategic direction and management of the MDP Agency.
- Reviewing and monitoring the performance of the Chief Constable/Chief Executive and the MDP Agency against in-year targets and also against the outputs and performance indicators detailed in MDP Customer Supplier Agreements.
- Reviewing and agreeing the MDP Agency Corporate and Business Plans. This includes the ongoing development of key targets (including efficiency targets) and performance indicators and also the development of performance measurement and monitoring of the MDP.
- Reviewing and monitoring satisfaction with MDP services among customer groups.
- Reviewing and monitoring the effectiveness of the MDP customer consultation process.
- Resolving conflicting priorities for MDP services among customers.
- Advising on the personnel and budgetary resources required by the MDP Agency to deliver its stated objectives and outputs.
- Reviewing MDP Professional Standards. This includes monitoring complaints against the Police and considering allegations and complaints made against MDP officers.

The Committee may appoint sub-committees with regard to specific business issues in order to assist and support the functions of the Committee.

The Committee is required to give support, guidance and advice to the Chief Constable of the MDP as Chief Executive of the MDP Agency (excluding operational matters).

The Committee carries out all its functions on behalf of the Secretary of State for Defence and in accordance with his or her directions.

Membership of the Committee

2nd Permanent Under Secretary (Chairperson)
Personnel Director
Director General (Security & Safety)
Assistant Chief of Staff (Personnel) HQ Land Command
4 Independent Members (Recruited under NED principles)

Advisers to the Committee

Police Adviser (England & Wales)*
Police Adviser (Scotland)*

In Attendance

Chief Constable MDP (MDPGA Chief Executive)
Deputy Chief Constable (COS)
Director Resource and Planning
Defence Police Federation Chairman and/or Secretary
Clerk to the Police Committee

* These members are normally serving or recently retired members of Her Majesty's Inspectorate of Constabulary

MDPGA Governance

Annex A2

Customer/Stakeholder Sub-Committee

Terms of Reference

The sub-committee has a responsibility: -

- To inform, advise and make recommendations to the main MOD Police Committee on issues considered by the sub-committee.
- To monitor the performance of the Agency against the outputs and performance indicators listed in Agency Customer Supplier Agreements (CSA's) that cover Agency service delivery.
- To consider and review CSA's covering Agency service delivery and develop performance indicators that will be included in all future Agency CSA's.
- To monitor the civil policing service provided by the Agency to the occupants of Service Family Accommodation.
- To work with the Agency in developing customer consultation at all levels.
- To work with the Agency in developing an effective system for the regular monitoring of customer satisfaction.
- To monitor the work being undertaken by the Agency in developing partnerships with all relevant agencies to ensure that the delivery of policing and security services to all stakeholders is maximised.

Membership of the Committee

Chair of the Customer/Stakeholder Sub-Committee will be undertaken on a 12-month rotational basis and will be drawn from the members shown below.

A representative from each of the Service customers

A representative from the Defence Logistics Organisation

A representative from the Defence Procurement Agency

2 Independent Members (recruited under NED principles)

In Attendance

Chief Constable MDPGA (CE)

Deputy Chief Constable MDPGA (COS)

Director of Resources & Planning
Head of MDPGA Business Development
Clerk to the Police Committee

MDPGA Governance

Annex A3

Plans, Targets and Performance Sub-Committee

Terms of Reference

The sub-committee has a responsibility: -

- To work with the Agency in developing and refining the Agency Business Plan. This will include developing future Agency objectives, targets and performance indicators under the four key perspectives of the Balanced Scorecard Performance Measurement System.
- To monitor the performance of the Agency against the in-year key targets agreed by the Agency Owner.
- To inform and advise the main MOD Police Committee on a quarterly basis.

Membership of the Committee

Police Advisor (England and Wales) (Chairperson)
Independent Member (recruited under NED principles)
Chair of the Customer/Stakeholder Sub-Committee

In Attendance

Chief Constable MDPGA (CE)
Deputy Chief Constable (COS)
Director of Resource & Planning
Head of MDPGA Business Development
Clerk to the Police Committee

MDPGA Governance

Annex A4

Complaints and Discipline Sub-Committee

Terms of Reference

To handle all allegations and complaints made against MDP chief officers on behalf of the MOD Police Committee who are designated as the “appropriate authority” for handling such matters under the Ministry of Defence Police (Conduct) Regulations 2004.

Membership of the Committee

2nd Permanent under Secretary (Chairperson)
Police Adviser (England and Wales)
Police Adviser (Scotland) (if there is a Scottish dimension)
Independent Member (recruited under NED principles)

In Attendance

Clerk to the Police Committee

MDPGA Governance

Annex A5

Agency Management Board

Terms of Reference

1. The Chief Executive of the Ministry of Defence Police and Guarding Agency (CE/MDPGA) is accountable to the Second Permanent Under Secretary of State (2nd PUS), as the Agency's Owner, for the delivery of the Agency Corporate and Business Plans.
2. To execute this responsibility, the Agency Management Board (AMB) is required to assist CE/MDPGA to:
 - a. Define, develop and endorse the Agency's corporate strategy and policy in relation to its role, vision and values
 - b. Define and monitor the effectiveness and delivery of the Agency outputs
 - c. Ensure the delivery of the Agency Corporate Planning Cycle
 - d. Develop and deliver Agency annual Key Targets
 - e. Develop and monitor the achievement of Agency Critical Success Factors through Portfolio Plans and letters of delegation

Composition

Membership of the Board

Chief Executive (Chief Constable) - Chairman
Chief of Staff (Deputy Chief Constable)
Director of Personnel & Professional Development (Assistant Chief Constable)
Director of Operational Support (Assistant Chief Constable)
Director of Divisional Operations - MDP (Assistant Chief Constable)
Director of Resources & Planning (B1)
Director of Regional Operations – MGS (B1)

In Attendance

AMB Advisors

MDPGA Governance

Annex A6

Agency Audit Committee

Terms of Reference

Purpose

1. The purpose of the MOD Police and Guarding Agency Audit Committee is to contribute to the effective corporate governance of the Agency. It will do so by monitoring on behalf of the Chief Executive:

- (a) The identification and management of significant risks to the achievement of the Agency's objectives;
- (b) The proper operation of internal control systems;
- (c) Arrangements for the prevention of fraud and theft; and
- (d) The adequacy of internal and external audit and other assurance arrangements including the implementation of agreed recommendations.

Membership

2. The Audit Committee will comprise three Independent members from the Police Committee, one of who will be the Chair, the MDPGA Director of Resources and Planning, and a member of the MDPGA Agency Management Board (excluding the Chief Executive). The Agency Board member will rotate on an annual basis, and the appointment of the Independent members will be subject to review after three years and at three yearly intervals thereafter. Three members, of whom two must be Independent, will constitute a quorum.

3. In addition to the members, the following will be invited to attend:-

Chief Executive MDPGA
Head of Finance MDPGA
Head of Business Development MDPGA
Director of Internal Audit
National Audit Office

All other AMB members will have the right to attend, and the Committee may invite other persons at its discretion.

4. Each Committee member will be provided with briefings sufficient to gain an understanding of the detailed responsibilities of committee membership as well as the MDPGA's business operations and risks.

Meetings

5. The Committee will meet at least three times a year. Secretariat functions will be provided by the Director Resources and Planning through the Secretariat Branch.

Responsibilities

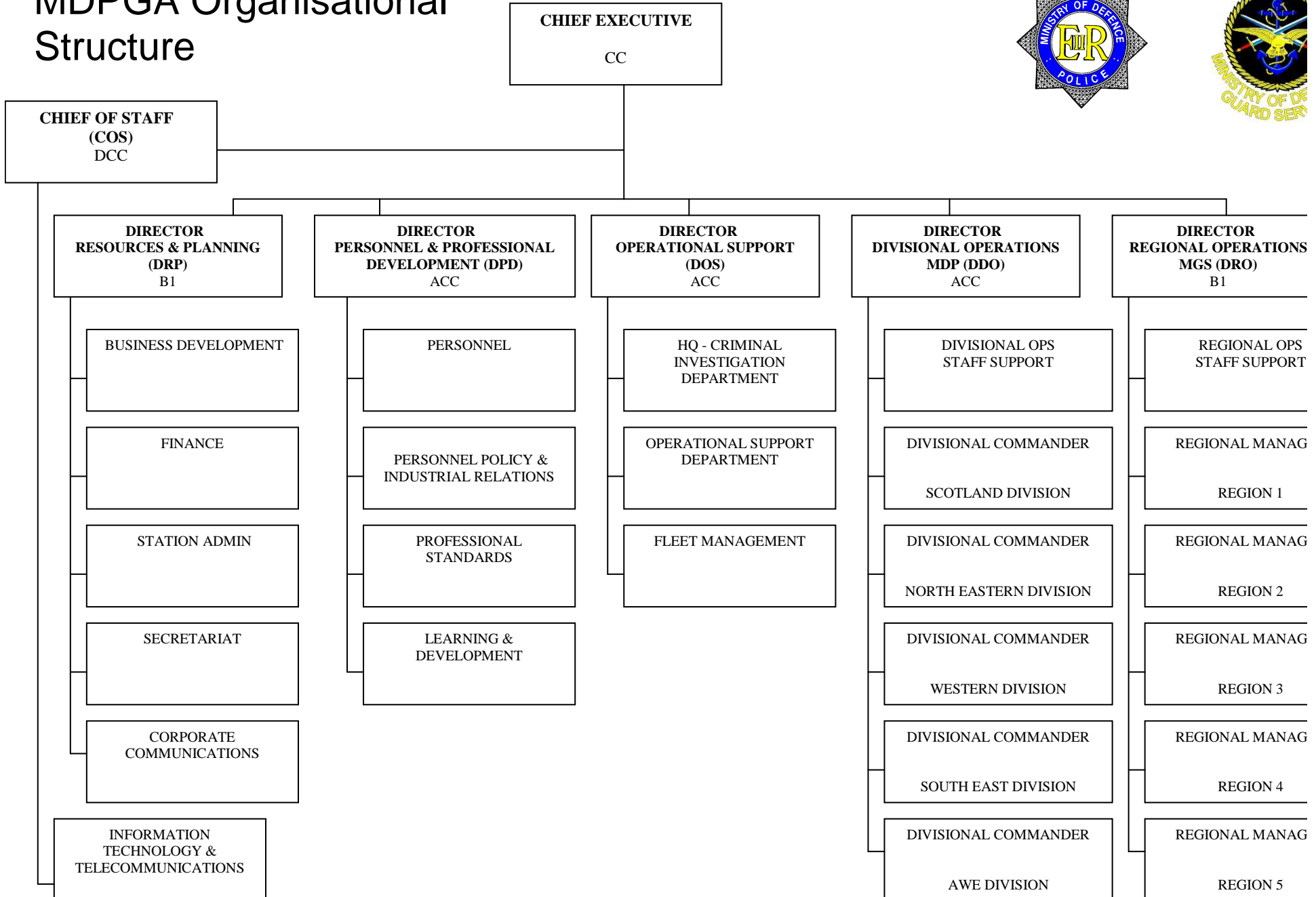
6. The Committee will report to the Agency Chief Executive, and be responsible for advising him in his capacity as Agency Accounting Officer on the matters listed in paragraph 1 above. More especially it will:

- (a) Submit annually a written report to the Chief Executive on its work, and as required liaise with him and the Agency Management Board about matters relating thereto;
- (b) Liaise with the Controller and Auditor General (C&AG) and Directorate of Internal Audit (DIA) at any time at the request of either but including at least one private meeting annually with each, either jointly or separately;
- (c) Advise the Chief Executive on the Management Letter submitted to him annually by the external auditor, and on his draft response;
- (d) Consider the audit plans of the external auditor, the DIA and the Agency's internal assurance arrangements, and identify any gaps in audit coverage or any subjects especially calling for audit investigation;
- (e) Consider reports by the external auditor and the DIA;
- (f) Consider the Agency's internal control arrangements, and advise the Chief Executive on their adequacy to support the Departmental Resource Accounts (DRaC) and agency accounts, and especially the assurances given in the Agency's annual Statement of Internal Control;
- (g) Liaise as appropriate with the Central Top Level Budget (TLB) Audit Committee.

7. The chair has a responsibility to inform 2nd PUS, as Owner of the Agency, of any assurance issues that cannot be resolved with the Chief Executive.

Annex B1

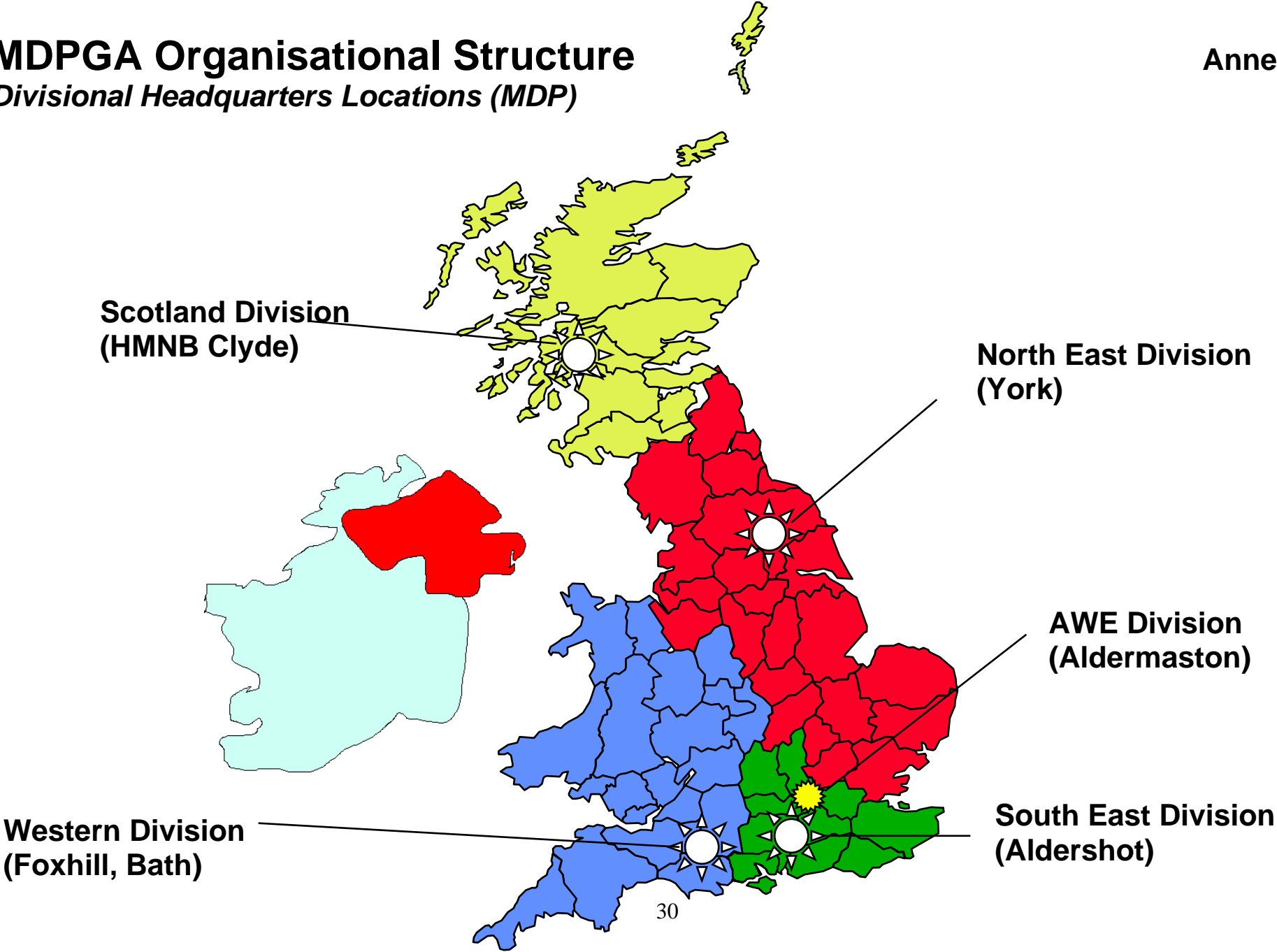
MDPGA Organisational Structure



MDPGA Organisational Structure

Divisional Headquarters Locations (MDP)

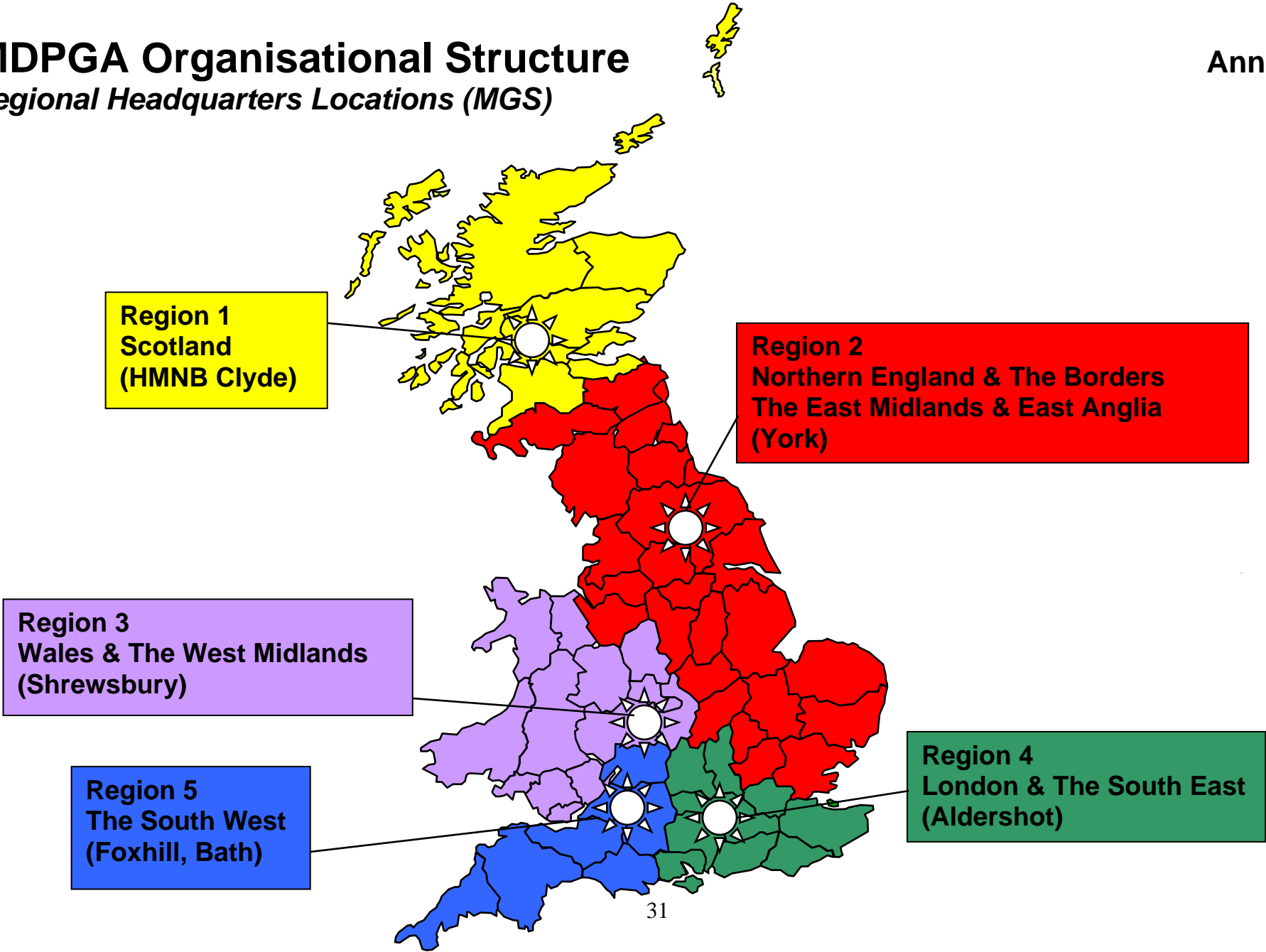
Annex B2



MDPGA Organisational Structure

Regional Headquarters Locations (MGS)

Annex B3



Financial, Contractual and Personnel Delegations

The Chief Executive has defined Financial, Contractual and Personnel delegated Authority with which to manage the Agency, and will be reviewed annually. Comprehensive details may be found within the Service Delivery Agreement (SDA), as issued by the Owner of the Agency. This document can be found published alongside the Framework Document on the Agency website at www.mod.uk/mdp.

Outlined below is a summary of the content of the relevant delegation.

Delegated Financial Authority

- Resource Allocation
- In Year Management
- Receipts
- Asset Management
- Write Offs & Special Payments
- Estate Management
- Acquisition & Renewal of Land/Property Leases
- Communication & Information Systems & Services
- Investment Appraisals
- Gifts, Hospitality, Official Entertainment, Staff Benefits and Recreational Facilities.
- Other Operating Costs Expenditure
- Public Private Partnerships
- External Assistance

Contractual Delegations

- Commercial Authority

Civilian Staff Pay and Delegations

- Personnel Management
- Pay –Related Allowances
- Recruitment & Retention Allowance
- Casual & Fixed Term Appointments
- Substantive Promotion

- Advancement
- Temporary Promotion & Advancement
- Discipline & Restoring Efficiency
- Allowances
- Complementing
- Training

In addition to the above, the Chief Executive has specific delegations in respect of:-

Police Staff Pay and Personnel Delegations

The Chief Executive has formal delegations on pay and personal matters to:

- a) Complement posts up to and including the rank of Assistant Chief Constable (ACC).
- b) Exercise full Personnel Management Authority (PMA) for all police ranks up to ACC level.
- c) Propose and operate redundancy or other early retirement/severance schemes where necessary.
- d) Identify the type, and set the level of allowances payable to police staff.
- e) Review police pay levels in the Agency taking due note of relative pay arrangements for UK police generally.

It should be noted that the MOD People Programme will likely alter delegations and when this happens, this document will be amended accordingly

Services Provided to the Agency by MOD

The Chief Executive has the freedom to procure services in the most cost effective manner. Listed below are those, which will be provided to the Agency on a non-chargeable basis, but which will be reflected in the Agency's Resource Accounts. Where appropriate, these services will be defined by SLAs between the provider of the Service and the Agency. The following list is not exhaustive:

- Personnel management functions not specifically delegated
- Contractual functions not specifically delegated
- Legal Services, including insurance cover
- Internal Audit
- Processing and payment of bills not specifically delegated
- Training not included in the list of Agency courses
- Postal and telecommunications services
- Welfare services and facilities
- Pensions Advice
- Medical Services
- Public Relations and Press Services
- Management consultancy support
- Training support consultancy
- IT support for infrastructure systems
- Payment of salaries, travel, subsistence and other allowances for all staff
- Equipment support

The Chief Executive may go elsewhere to obtain goods and services if better value for money can be secured, while continuing to meet departmental standards. The exception to this is where the Chief Executive is limited by the delegations approved for the Agency or where the proposed course of action does not represent value for money for the Defence budget overall.