

# **Ministry of Defence Police and Guarding Agency Annual Report & Accounts 2004-2005**

## **Executive summary**

Our outputs - what is expected of the Agency by the Defence community are now more precisely defined and more focused on our contribution to defence capability.

Our annual report covers the areas of agency objectives, end of year key target report, agency key targets for 2002-2005 and 2005-06, reports from the various business areas, personnel statistics, complaints & discipline, crime statistics 2004 – 2005, balanced scorecard summary and accounts & financial statements.

## **Creation of the Agency**

The absorption of the Guard Service into the existing MDP Agency has completed its first year of operation, and nothing but good has come of it. Not only has the new centralised management of the MGS given the service a tighter focus, its interaction with the MDP has been enthusiastic and professional. The beneficiaries of our broader-based security capability are the armed forces and the wider defence community, whom we exist to support and protect.

## **Central Control Room**

Since May 2004 the NSPIS command and control system has been accepted into service by the Force. This has resulted in CCR becoming responsible for incident management and recording for MDP stations situated in East Anglia. It has also enabled CCR to conduct a watching brief of real time incidents in those Divisions which themselves have implemented command and control, thus ensuring that senior officers, not at the scene, have access to as much information as possible. As the Airwave radio system is rolled out across the United Kingdom, this ability will be extended to include national roaming units.

## **Dogs**

MDP's current total dog complement is 272 dog teams, consisting of Police Dogs grade one and two; patrol arm true dogs; tactical firearms support dogs; arms, explosive search (AES) dogs; vehicle search dogs; and drugs detection dogs. This year has seen an increase in customer requirements for funded and complemented search dog capability specific to the anti-terrorist role of control of entry and exit points at establishments. Search dog teams carried out a total of 2,513 taskings for the year broken down into 2,124 AES and 389 drugs taskings with numerous finds at various venues.

There are about 196 MGS dogs, with 341 handlers. Assessment work on their absorption into the Agency began in-year and is continuing.

## **Operational Support Unit**

Probably the most high profile duty undertaken this year involved the co-ordination and completion of a large search operation in Northern Ireland utilising not only OSU officers but also staff from all the Agency search teams under the direction of the fraud squad.

## **MP7 utility weapon**

After extensive testing and assessment, the MDP is introducing its preferred primary weapon, the MP7 carbine which will replace the SA80 rifle, the MP5 and the Browning pistol, for most purposes.

## **Special Escort Group**

The SEG has increased in complement, and has adjusted and amended many of its practices and procedures as a result of recommendations to, and endorsements by, the Defence Management Board (Nuclear). The SEG is now capable of providing a much more flexible service in the movement of DNM.

## **Fleet Management**

It has been an active year for Fleet Management with over 140 new vehicles procured. A labour-intensive exercise focusing on more than 400 repair outlets for both the vehicle and marine fleet, it has been taken forward with the assistance of the force crime reduction officer and counter terrorism advisor. Fleet Management has also been preparing for the renewal in 2005/06 of two prime contracts for maintenance and commissioning of the vehicle fleet

## **Crime investigation**

The small MDP CID teams remain unsung heroes, handling demanding workloads to the best standards, and the Fraud Squad, which plays its part in delivering the primary objectives of the Defence Management Board, has handled some high profile cases with esilience, linking effectively with the Serious Fraud Office.

## **Crime Statistics**

The reconfiguration of the MOSS system has enabled the recording of crime to be identified as "impacting significantly on defence capability", in line with the new definition from 1st April 2005.

The appointment of a force crime registrar has further improved the accurate recording of crime and crime-related incidents, in accordance with National Crime Recording Standards.

## **Major Incident Unit**

During the reporting year the Major Incident Unit (MIU) has utilised its static and mobile capabilities to support 14 investigations on the MOD estate involving fraud, large scale theft and serious sexual offences.

## **Force Intelligence Bureau**

Following the introduction of the four Divisional Intelligence Bureaux the crime Intelligence function has assumed responsibility for the proactive development of cross-border and national crime intelligence in relation to those more serious crimes which could significantly effect defence capability. The Bureau has fully implemented the principles of the National Intelligence Model.

## **Computer Crime Unit**

There has been a substantial increase in the volume of electronic data being processed and the Unit has in the last 12 months provided assistance in support of 98 separate criminal investigations.

## **The National Intelligence Model**

The implementation of the National Intelligence Model commenced in 2003 and is now a vital driver in the business of the Agency.

The fundamental aim is to ensure that we remain an intelligence-led organisation clearly focusing on the business of providing policing and security for Defence. The attainment of that aim is now clearly evidenced by the increasing use of intelligence in our operational planning and delivery of service.

## **Fraud Squad**

The Squad has on average a managed caseload of thirteen (13) major investigations with a value exceeding many millions of pounds and seventy-four (74) cases which have undergone or are undergoing a vetting and evaluation process through the Pro-active Investigation unit. Two major investigations being undertaken jointly with the Serious Fraud Office.

The Financial Investigation unit (FIU) continues to support the whole Force and also works to assist the Service (military) Police where possible or appropriate. During the reporting period FIU had one restraint investigation with £1.15 million restrained, and ten (10) Confiscation investigations are underway, with £74K being confiscated to date.

## **International Policing and Secondments**

Throughout this year, we continued to enhance its reputation at the forefront of international policing, with the MDP representing one third of all UK civilian police

officers deployed abroad on peace support operations or post conflict reconstruction missions.

Recognising the experience that has been gained by us in the international policing arena, the FCO has contracted the Force, in partnership with the Police Training Centre, to provide pre-deployment training and post deployment re-integration.

## **Professional Standards**

2004/05 saw an increase in recorded complaints against MDP officers. Complaints still remain consistently low over the last three years in comparison to previous years and still reflect well on all those MDP officers who daily discharge their duties in a professional manner without attracting any adverse comment. In addition, by the end of this reporting year, 79% of misconduct investigations / cases had been completed within the 120 day deadline which is a credit to the investigating teams within PSD and on divisions.

## **Divisional Operations**

Divisional commanders meet regularly with DDO to discuss ongoing issues and to update themselves on new systems and processes that will impact upon their staff. Major initiatives such as the move towards HRMS and the impact of Oracle as a financial tool are just some of the key issues that are discussed at divisional commander meetings. It is within this meeting that corporate performance achievement across the portfolio is discussed and good practice shared.

Communication issues have been recognised as one of the key critical factors of success. As improved access to, and reliability of, IT connections are delivered, DDO considers that the Intranet will quickly become the access point of choice for staff across the UK seeking professional information or access to wider police and MOD data. This, supported by a rigorous programme of station visits by DDO has maximized staff communication opportunities which is and will always be one of the most significant challenges faced by the MDP in discharging its nationwide, and increasingly global, remit.

## **MGS**

From a top-down perspective, three issues have dominated the first year of corporate MGS business; funding, preparing for competition and licensing of the security.

It was clear from the outset that the transfer of MGS funding from TLBs to the Agency would not meet the figure identified by the project unity team as necessary. Finally, however, accurate in-year data have proved the reality of the underfunding and a case for a re-allocation of funds in favour of the Agency has been submitted to the Centre.

Early in the financial year, the Minister for the Armed Forces endorsed a plan to open the MGS to competition from commercial guard forces, lifting an embargo on competing unarmed guarding tasks performed by the MGS with effect from 1 April 2005. A cap on the total volume of the unarmed guarding task that could go to the

commercial sector was set at 25%. Opening the MGS to competition on a value for money basis will lead to opportunities for the MGS to acquire new MOD customers, as the full benefits of closer links with MDP colleagues and the synergy of being able to provide a complete security package from a single Agency accrue.

Although licensing of the manned guarding sector does not apply currently to in-house guard forces such as the MGS, the organisation is, at 2nd PUS's request, moving towards full compliance. The MGS will look to get the Security Industry Authority's (SIA) agreement that the MOD's own thorough security training more than meets the new licensing requirements. In addition, the MGS is working with EdExcel, one of the four SIA-endorsed awarding bodies, to ensure that our in-house training achieves full compliance.

Operationally, the delivery of the unarmed guarding task locally has proceeded largely unchanged. An ongoing challenge is to recruit sufficient numbers into the Service to combat underbearing against complement at particular sites. At the national level, however, one of the benefits of the new structure is operational flexibility, as provision of the unarmed guarding service is no longer constrained by TLB "boundaries".

The coming year will see continuing development of the business, both within the Agency and externally with our defence customers. We will continue to seek to remove any underbearing and will move into the world of competition with the commercial sector.

## **Information Technology and Telecommunications**

A number of improvements to the MDP computer network have been delivered, such as the provision of access for all users to the MOD Human Resources Management System (HRMS) which is a precursor to the MOD's important HR Transformation Programme.

A project was commenced to replace the bulk of the slow dial-up connections to the MDP computer system with broadband links. An agreement was reached with MoD DG Information about how the Agency would use the Defence Information Infrastructure (DII), which would enhance our inter-operability with the rest of the MOD without prejudicing sensitive Police data.

The implementation stage of project contact, which will deliver MDP's part of the national O2 Airwave radio system, has continued to progress significantly. The Service roll-out program advanced considerably during the year, with 1292 Airwave radios being introduced into service.

The Department designed and rolled out a web-based Intranet during the year with the facility to allow users to publish and manage their own information within a fixed overall structure.

## **Corporate Communications**

The year saw the introduction of an Agency core brief, designed to cascade strategic and top-level information across the whole Agency nationwide.

The introduction of the Agency Intranet has progressed well over the year, publishing corporate information and news pages. This innovation has been welcomed too and next year marketing and promotion activity is planned to ensure that it takes root right across the Agency. The Agency websites seeks to provide information to the public on the jurisdiction and accountability of the Agency,

The launch of the new MDP weapon, the MP7, replacing the SA80 rifle, attracted widespread media interest. Valuable filming was done in Baghdad, to illustrate to the media the police training contribution of the MDP in the Iraq post-conflict reconstruction programme.

## **Station Administration**

During the course of the year an estate strategy was established aimed at deriving maximum training, operational and business benefit from the Agency's use of the HQ site at Wethersfield. The Estate Management Board has been formed from the main users of the site.

## **Secretariat**

During this year the Freedom of Information legislation came fully into force. The Agency publishes information proactively on the MoD FOI website ([www.foi.mod.uk](http://www.foi.mod.uk)) and now has procedures in place which allow the Secretariat on behalf of the Agency to respond to all written requests for information. The branch also continues to oversee Agency compliance with the Data Protection Act 1998. A personal data audit programme has been established and the first planned audits are complete.

## **Finance**

The MGS has been successfully incorporated into the core financial processes and the true cost of delivering the unarmed guarding tasks against customer supply agreements (CSAs) has been reported to MOD Centre for funding in the coming year. A significant feature of the year was the delivery of enhanced responsibilities of budget holders for the budget setting and in-year management processes.

## **Business Development**

A project was completed to maximise the effectiveness of the Agency Management Board through a more focused approach towards key decision-making. The introduction of a dedicated Agency board secretariat has been a success. This was the first year of operation of the customer account management team who have made contact with all customers at TLB level. Implementation of a new user-friendly web-

based application (SPSS), giving real time data reporting for the first time, will roll out during 05/06.

## **Personnel Management**

The expansion of the Agency to include the MOD Guard service doubled the size of our workforce to nearly 8000 staff.

The creation of new MGS Regional personnel teams quickly produced real benefits to the organisation and to individual members of the MGS, as inherited backlogs of casework and recruitment were tackled.

The personnel management delegations given to MDP divisional commanders on 1 November 2003 have continued to bed in, and the service provided to line managers and police officers has been first class.

The MoD's People Programme will take us into a further phase of change over the next three years, through the creation of the People, Pay and Pensions Agency (PPPA), a single service delivery organisation which will deliver personnel services to all MoD civil service staff and managers. The challenge for this Agency will be to become an effective customer of the PPPA, ensuring that we get the services we need in future. Work continues with the MoD teams leading the People Programme to ensure that the MDPGA's requirements are fully understood and will be met by the PPPA.

## **Recruitment**

The target for police recruitment for the year was set at 260. At the end of the year we had recruited a total of 207 officers. (The shortfall was due to a probationer training course being re-scheduled from March into April, thereby adding the numbers from that course to the 2005/2006 figures). Of the eventual intake, 15 (7.24%) were female and 4 (1.93%) were from minority ethnic communities. We continue to attract a significant amount of interest from Home Department police officers wishing to transfer to the MDP.

Major work is taking place to identify more efficient methods of reaching our targeted audiences, including a re-invention of our recruitment website to offer potential applicants, from all walks of life, much more information on our policing role.

The MDP has now fully embraced the new national police recruitment process known as Search (structured entrance assessment for recruiting constables holistically). This process aims to standardise the recruitment of police officers across England and Wales. A new purpose-built assessment facility has been created at the Wethersfield HQ.

The volume of MGS recruitment during this year has been high, as a result of both inherited backlogs and general turnover of staff.

## **Promotion**

There were no promotion boards for the more senior ranks. The first MDP examination was delivered electronically to a total of 177 officers in May 2004. Officers serving in Kosovo and Iraq were also able to participate in the examination. 55 constables (46.2%) and 25 sergeants (43.1%) achieved success.

An assessment centre was convened in September 2004 and this attracted 146 officers of constable and sergeant rank. A total of 44 constables (46.8%) and 34 sergeants (65.4%) achieved success. These officers were deemed qualified for promotion; the next part of the process was the selection interviews. These took place during November and resulted in the Force gaining 35 officers selected for promotion to sergeant and 29 officers selected for promotion to inspector.

## **Staff Retention**

The wastage rate for 2004/05 is 5.4%. This is a rise of 1.9%, but fewer female officers left the force (8) than in the previous year (11), resignations (including transfers to Home Department Forces) remain extremely low (67 officers / 1.9% wastage) and the number of officers from an ethnic minority leaving the Force remains less than 5 (0.1%). The number of officers transferring to Home Department Forces continues to decline with only 8 (0.2%) doing so in 2004/05.

## **Diversity and Equality**

This year has seen a concentrated effort in highlighting the need for staff, at all levels, to recognise that there is no place within the MDPGA for harassment or bullying. To help achieve this we introduced a "zero tolerance" poster campaign, with a new poster issued every two to three months. Each poster is also featured on the back cover of the in-house magazine Talk through to increase impact. The posters are distributed throughout the Agency, to ensure that the widest possible circulation is achieved and there has been much positive feedback from staff.

Work has continued on ensuring the race equality scheme is kept updated and reflects current policies within the MDP. It has now been decided to expand the scheme to include all areas of diversity and equality and publish a MDP equality scheme, which will take account of current and forthcoming legislation covering race, religion, sexual orientation, disability, age and gender.

## **Investors In People**

A review was undertaken in April 2004. The review was mostly very positive with the assessor concluding that we either met or exceeded the Standard in 94% of its areas. Across 35% of the IIP scorecard we were performing at a level described as "meeting the Standard beyond its basic requirements", having "introduced improvements identified during the previous review".

However he also identified some inconsistency in practice across the Agency, particularly in communication on development issues with staff. Work was set in hand to address this inconsistency and the assessor returned in April 2005 to assess our progress on the identified areas of development and to confirm that we continued to meet the standard.

### **Attendance Management**

The occupational health team has worked closely with personnel management staff and line managers in the divisions to support staff to return to work, in particular devising personal return to work programmes for individuals based on their specific needs. All this is supported by a revised attendance management strategy which now has prominence in overall Agency business plans.

Sickness absence levels have as a result continued to decrease when compared to the previous year. Police medical retirements remained at the same level as the previous year (32 in total) representing 9.4 per 1000 officers. A key tool will be a new policy on restricted and recuperative duties, introduced to help us meet our duty to find reasonable adjustments under the Disability Discrimination Act 1998, the scope of which was extended to cover police officers from October 2004.

### **Safety, Health, Environment and Fire**

A SHEF strategy has been agreed and implemented by the Agency Management Board, resulting in a SHEF performance target being incorporated within the annual business plan for the coming year.