



Ministry of Defence Police & Guarding Agency

Corporate Plan 2010-14

Business Plan 2010-11

Contents

[Chief Executive's Foreword](#)

Section 1: Agency Corporate Plan 2010-14

[The Defence Vision](#)

[About the Ministry of Defence Police and Guarding Agency](#)

[Strategic Vision](#)

[Agency Role](#)

[Agency Outputs](#)

[Agency Governance Structure](#)

[Agency Standards](#)

[Agency Balanced Scorecard and Key Performance Indicators](#)

[Financial Issues Summary](#)

Section 2: Agency Business Plan 2010 – 2011

[Agency Priorities 2010 – 2011](#)

[Agency Roadmap Programmes](#)

[Output Priorities](#)

[Resource Priorities](#)

[Process Priorities](#)

[Development Priorities](#)

Introduction by the Chief Constable and Chief Executive

Protecting the UK Defence Capability



The MODs people and assets represent a significant investment in the security of mainland UK and the UKs wider defence interests across the world. The high standard of the MODs operational and business outputs relies on the effectiveness of this investment and therefore it is critical that it is protected from risks and vulnerabilities that could undermine it and that is where the MDPGA comes in.

Always working in the interests of UK defence the Agency provides policing and guarding services that help protect the assets of the MOD whether they are physical in terms of equipment or buildings, its people, especially those supporting front line operations, or its financial responsibilities as a consumer of public funds.

The MDPGA exercises its responsibility to the MOD by providing specialist, niche and high value policing and professional guarding services for Defence, services that meet the highest national and international standards and who understand the unique requirements of Defence. An example of our international reputation is our continuing role in deploying officers to Afghanistan to train and mentor their national police as a contribution to the MODs main operational effort to provide security and long term stability in the country. Furthermore recognising that UK defence interests rely on integrated security beyond Government departmental boundaries MDPGA continues to provide support, where appropriate and supported by the MOD, to other Government organisations to provide security to the wider UK national infrastructure.

This corporate plan recognises that in order for MDPGA to deliver and improve these services it must develop as an organisation. This plan therefore highlights what I call the Agency “roadmap programmes” which refer to critical areas of work within the MDPGA to manage and deliver key organisational development. For example, our roadmap programme on crime investigation focuses on supporting the MOD in developing and implementing a defence wide strategy to deal with the threat of crime to the UKs fighting capability, the Defence budget and UKs Defence security.

Finally over the term of this plan Defence will continue to operate against a challenging financial background and the pressure on public spending will certainly be felt in the Agency which will require my Agency Management Board to make some difficult decisions on priorities, organisational structure and investments. Nevertheless despite the potential challenges ahead the key focus for the Agency will be to maintain continuous engagement

with our customers, stakeholders and partners. I have always said that our operational achievements can only be achieved because we have good people and through determination and dedication we will all work towards achieving our objectives in the most efficient and cost effective way we can in support of the defence interest.

Steve Love
Chief Constable & Chief Executive
MDPGA

[Back to top](#)

Section 1: Agency Corporate Plan 2010-14

The Defence Vision

The key principles which provide the basis of work for Defence:

- Defending the United Kingdom and its interests.
- Strengthening international peace and stability.

A force for good in the world

We achieve this aim by working together on our core task to produce battle-winning people and equipment that are:

- Fit for the challenge of today.
- Ready for the tasks of tomorrow.
- Capable of building for the future.

We have shown we succeed in what we do. We must continue to adapt to a more uncertain world. We will be flexible and creative, harnessing new technologies and ideas to make best use of our resources.

We will base our future direction on:

Providing strategy that matches new threats and instabilities

We face new challenges and unpredictable new conditions. Our strategy must evolve to reflect these new realities. For the future this means:

- Evolving strategy and military doctrine that is flexible and geared to changing conditions.
- Behaving with speed, flexibility and creativity as an organisation – in the way we work and the way we respond to external events.
- Holding fast, in the face of change, to our underpinning military traditions and commitment to public service.

Maintaining flexible force structures

As our strategy evolves, we will develop force structures to maintain battle-winning capabilities that are relevant and effective against emerging threats. For the future this means:

- Greater focus on capability rather than delivery platforms.
- Developing pace of deployment and impact.
- Increasing precision of effect.
- Flexibility and agility in terms of platforms and equipment.
- The highest standards of professionalism among men and women imbued with fighting spirit, well trained and well equipped.

Reaching out into the wider world

We are major contributors to the business of government and to society as a whole. We will increasingly recognise and manage our contribution. For the future this means:

- Working closely with other Departments, with the private and voluntary sectors in the UK, and with our allies abroad, to integrate the military diplomatic, economic and social components of crisis resolution.
- Strengthening our links with the Civilian Departments to implement the Government's domestic agenda – making our contribution in the regions, and providing support in civil emergencies.
- Playing a key role as part of wider society, for example in our contribution to training and skills and to health.
- Helping the rest of government benefit from making wider use of our skills in project management and delivery.
- Working in closer partnership with the private sector to deliver value for money.

Leading a high-performing organisation

The many demands on the MOD, including its role as military headquarters, require us to be first class in the way we lead and manage the business of defence. For the future this means:

- Clear leadership at all levels, focused on delivering the vision.
- Managers free to get on with tasks and held to account against clear objectives.
- Demonstrably effective management of our resources.
- Stripping out bureaucracy, with ways of working that are simple and "fit for purpose" using common standards wherever possible.
- Working flexibly, with project and task-based teams.

Investing in our people

We are world leaders in many aspects of how we manage and develop our people. We will build on this with strong leadership and focused investment. For the future this means:

- Providing strong unified leadership, service and civilian personnel working together.
- Benefiting from diversity by recruiting service and civilian personnel reflecting society as a whole and with the right skills for the task.
- Balancing rewarding successful performance with robust management of poor performance.
- Being a learning organisation, sharing knowledge, committed to developing our people.

By holding true to these principles we will move forward together to maintain and enhance our capability

We draw on our commitment to public service and military traditions, acting as one organisation to achieve our shared purpose.

[Back to top](#)

About the Ministry of Defence Police & Guarding Agency

1. The Ministry of Defence Police (MDP) was formed in 1971 with the amalgamation of the three Departmental Constabularies. Since then it has continued to evolve and develop to meet the requirements of customers and Government initiatives. The MDP became an Agency within the Ministry of Defence in 1996.
2. The Ministry of Defence Guard Service (MGS) was formed in 1992, amalgamating industrial watchmen, patrolmen and non-industrial support grades serving within individual establishments, which were merged into a professional non-industrial body.
3. From 1 April 2004, the MGS joined the existing MDP Agency to form the Ministry of Defence Police and Guarding Agency (MDPGA). The Agency employs in excess of 7,500 staff and offers a range of capabilities to meet the civilian policing and guarding needs of the UK Defence community to ensure the Department as a whole remains capable of delivering battle winning defence capability.

[Back to top](#)

Strategic Vision

In support of the UK defence to deliver, by use of Constabulary powers, high quality defensive armed and specialist capability policing; and unarmed guarding.

[Back to top](#)

Agency Role

Delivering effective Policing and Guarding as a part of the UKs Defence capability.

[Back to top](#)

Agency Outputs

4. The Defence Board, the Agency Owner's Advisory Board, the principal Agency stakeholders and all those who work within the Agency are agreed that the main crime and security risks, which the Ministry of Defence and Armed Forces face, are:
 - Terrorist attack and the threat of such attacks.
 - Disruption and disorder caused by protestors.
 - Theft of, and damage to, key assets and material.
 - Major financial fraud and corruption.
 - Unauthorised intrusion onto the Defence Estate.
5. The Agency directly supports the Military Covenant between the Government and the Armed Forces through the community policing service that is provided to service families in an increasing number of locations around the UK.

6. We will combat the crime and security risks faced by the Ministry of Defence and the Armed Forces through the Agency's 8 key outputs:

- 1) **Policy:** contributing to Defence policing and guarding policy.
- 2) **Uniformed Policing:** the effective use of police powers to deter, detect and respond to crime and disorder.
- 3) **Defensive Armed Policing:** the capability to deter and to respond to an armed attack on our customers assets.
- 4) **Protection** of the Strategic Nuclear Deterrent.
- 5) **Crime Investigation:** the prevention, detection and investigation of crime that impacts significantly against Defence capability and recovery of stolen assets.
- 6) **Defence Business Continuity:** the ability to reinforce the protection of Defence personnel and property.
- 7) **International Capability:** the contribution of specialist Policing and Guarding expertise in support of wider Defence and foreign policy objectives.
- 8) **Guarding:** the provision of unarmed guarding and access control to Defence personnel and property.

7. In delivering these outputs we will directly contribute to the Defence vision of being a force for good in the world, providing a policing and guarding service fit for the challenges of today, ready for the tasks of tomorrow and capable of building for the future.

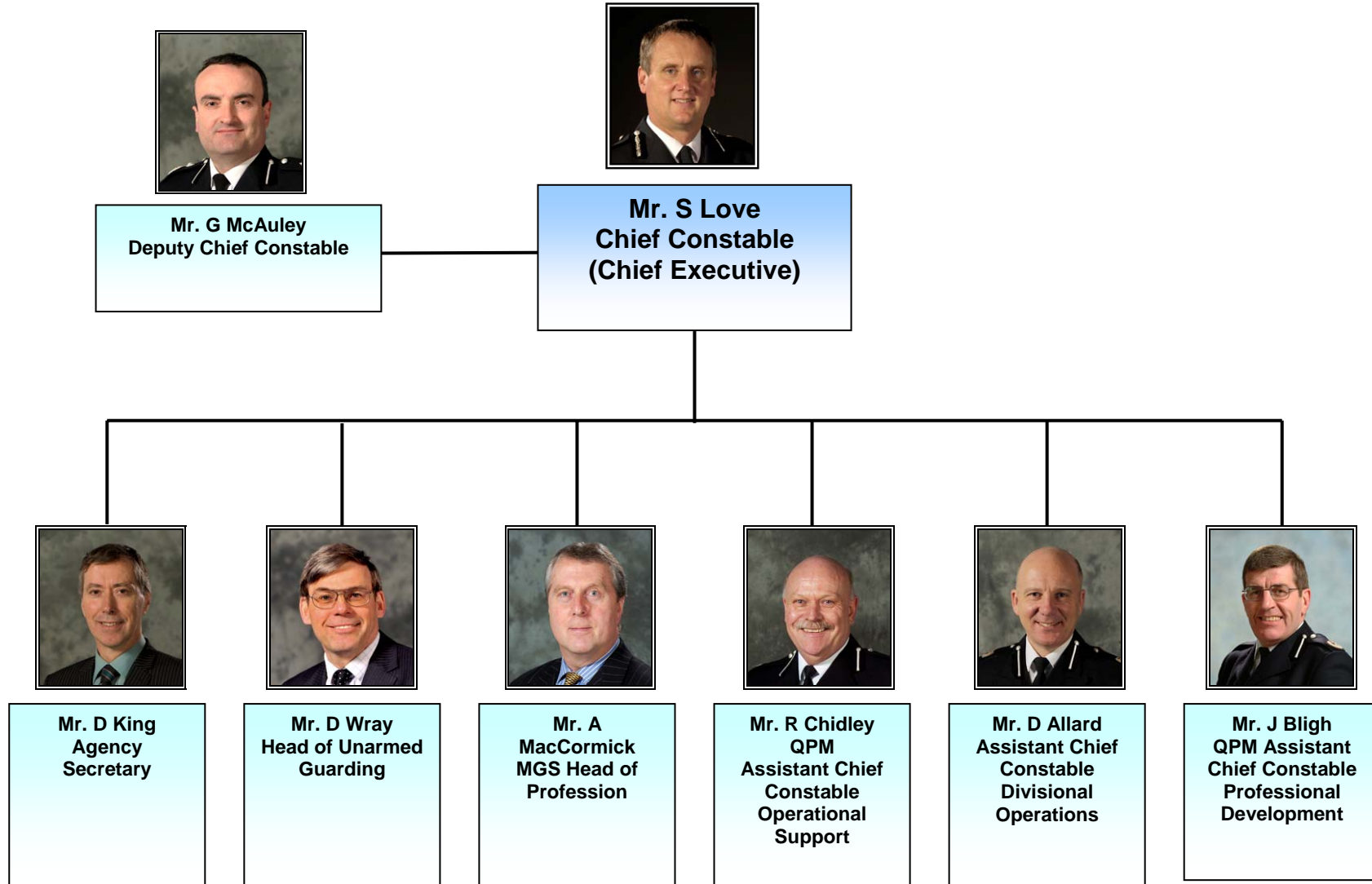
8. The MOD strategic level requirement for civilian policing within the Ministry of Defence is stated in the current 'Ministry of Defence Police: Statement of Requirement' approved by the Defence Operating Board in September 2008. This document provides direction for the Chief Constable of the MDP and guidance to others. MOD policy on unarmed guarding is outlined in Joint Service Publication 440 (The Defence Manual of Security).

[Back to top](#)

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Our Governance Structure

The current Agency Management Board structure is as follows:



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[Back to top](#)

Our Standards

Match fitness standards

9. We are not doing our job as a police and guarding force if we are not match fit. By “match fit” what we mean is:

Each individual person understands their role and is supported by up to date intelligence briefing and is properly skilled and equipped for their role.

People can move quickly to deal with incidents and emergencies because they have been trained, exercised and tested.

Communications, Control Rooms, Contingency Plans and lines of command work effectively.

At times of special demand we can assemble numbers of people with appropriate skills and equipment, and provide the necessary logistical support, communications and commanders, to deploy them quickly and effectively anywhere in the UK.

Crime Standards

10. To get **tough on defence crime**, the MDPGA standards are:

- Focus on crime that harms the defence capability; significantly affects the morale of the Armed Forces; is detrimental to the reputation of the MOD; leads to significant financial loss to the MOD; and undermines the achievement of other strategic level Defence objectives.
- Sharing of information and intelligence with our Service Police and Defence Fraud Analysis Unit colleagues, and joint operations whenever required.
- Working in partnership with the Department (i.e. Defence Equipment and Support) to reduce the potential for criminal opportunity.

Standards for 'Two Badges, One Service'

11. Our strength comes from having professional, qualified police officers who carry out police functions well, and professional qualified MGS officers who carry out unarmed guarding functions well; and then as an Agency, being able to offer customers the most cost effective mix that best meets their security needs. The MDP and MGS work best together by retaining their distinct identities and capabilities.

12. However, at any establishment where the MGS and MDP are co-located our standards are:

- 100% co-operation and communication between the MDP and MGS.
- Operate from the same accommodation whenever possible.
- Joint exercises; and joint training whenever relevant.

Customer Standards

13. Without our customers there would be no Agency, no MDP and no MGS. We must never forget this. This means that our standards are:

- Close personal regular face to face contact at every level with our customers.
- Attention to detail in meeting their needs within the Customer Supplier Agreements/Joint Business Agreements.
- Smart professional appearance at all times.
- Prompt or immediate rectification of any misunderstandings or shortcomings.
- We do everything possible, with the establishment, to make sure that all of our personnel protecting a site have a good knowledge and understanding of what takes place on the site, and why it is important to the Defence Mission.

Leadership Standards

14. We expect leaders at all levels in our Agency (which means first line supervisors all the way to the top):

- To spend time with their staff to know and understand the practicalities of their jobs, the difficulties they face, and what can be done to increase their effectiveness.
- To conduct staff appraisal.
- To follow the MOD rules for formal consultation and also be open to consultation.
- To insist that their staff do their jobs well and to take action if they do not.
- To deal with anything that is undermining our match fitness, customer reputation or standards of conduct.

Standards of Conduct

15. We are a police service, a guarding service and a public service and we are here to protect the nation's Defence Capability. This places high standards of honesty, integrity, conduct and professionalism upon us. We will not tolerate such things as:

- Deliberate misconduct, dishonesty, overtime expenses and subsistence fraud, stealing, or using Agency time or resources to run a business.
- Actions or neglect which endanger colleagues or Defence security, which includes drink driving or being unfit for duty through drink or drugs.

16. We will do everything we can to help anyone with a drug or alcohol problem who comes forward, is open about it, and who will work with us to solve the problem.

17. We want to work with Trade Unions and Staff Association to see what else we can do to keep people out of the discipline system and "learn" rather than "prosecute".

18. We must comply with the PRGs on discipline, and the MDP (Conduct) Regulations 2009 and the new Police Standards of Professional Behaviour, but are concerned that

women and ethnic minorities are under-represented in numbers (but not in quality) in our Agency. Efforts to tackle this have been intense over many years, and not without some success. However, we need to do more and we shall continue those endeavours. Equally, it is not just about recruitment – it is about how people feel at work. We will not tolerate sexual or other forms of harassment at work, or racist language or behaviour, or any form of humiliation of one person by another.

19. Women and ethnic minorities in the UK represent a vast pool of talented recruits, colleagues and leaders. We want to see more of them in our organisation. This is not about political correctness - it is about match-fitness. First, it is in our interests to be able to recruit the best people from right across society. Second, the threats to the defence capability come from all sections of society and we will be more effective in our duty to protect the Defence interest, if we can recruit from the widest cross section of society.

[Back to top](#)

Our Balanced Scorecard & Key Performance Indicators

Are we delivering what our customers want?

Outputs

- 1.1 **Customer Satisfaction:** To continually improve customer satisfaction with the range and quality of services delivered by the MDPGA
- 1.2 **Customer Consultation:** To listen and respond to the needs of our customers, increasing their satisfaction with MDPGA services
- 1.3 **Services Provided:** To meet the needs of the Department and our customers with our services as part of the UK's defence capability

How well are we managing our resources?

Resources

- 2.1 **People Management:** To ensure the effective and efficient development and deployment of personnel within the Agency to deliver our outputs
- 2.2 **Financial Management:** To remain financially viable and achieve value for money, safeguarding public funds
- 2.3 **Management of Equipment & Facilities:** To ensure the effective use of all resources to deliver high quality services to our customers to meet their needs

**Our Role
Delivering
effective
policing
and
guarding
as a part
of the UKs
Defence
capability**

Are we as organised as we should be?

Processes

- 3.1 **Recruitment & Retention:** To recruit and retain a skilled and motivated workforce to deliver the outputs of the Agency, ensuring we remain capable of responding to and meeting customer needs
- 3.2 **Management & Leadership:** To ensure effective management processes are in place to support the delivery of Agency outputs, providing clear direction for Agency staff
- 3.3 **Improved Communication:** To ensure effective internal and external communication and improve the passage of information

Are we developing our people and the Agency for the future?

Development

- 4.1 **Staff Development & Training:** To provide all Agency staff with the training and development opportunities they need to realise their own potential and effectively deliver Agency outputs
- 4.2 **Develop Our Business:** To embrace business change and develop our outputs to enhance the services offered to our customers
- 4.3 **Sustainable Development:** To ensure that the Agency plays its part in delivering the MOD Sustainable Development Strategy

[Back to top](#)

Financial Issues Summary

20. With the current financial constraints in Defence spending we will have to make difficult decisions on the distribution and use of our resources. Pages 13-15 list the outputs of our Agency and the following are the costings for these over the next four years. By utilising the Balanced Scorecard we will be able to make informed choices and monitor the effects of these decisions.

Protection of the Nuclear Deterrent

21. The Agency is tasked with the care of the transit of the nation's Nuclear Defence Material, ensuring the safety of the public, protestors and MOD personnel during this activity. This is an important output of the Agency which assists in the continued operation of our front line nuclear capability. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	83.526	84.102	86.337	88.494

Defence Business Continuity

22. As a Police and Guarding Force within an MOD Agency, we have the responsibility to ensure we can continue our operations no matter what circumstances arise. We therefore have to plan to surge to reinforce the protection of Defence personnel and property with little or no warning. This action ensures we assist with the Business Continuity of the wider MOD, helping to maintain front line capability. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	8.998	9.060	9.301	9.533

Defensive Armed Policing

23. The Agency provides Armed Security to the Defence Estate as part of our contribution to maintain Defence Capability. Police officers are deployed at host establishments throughout the UK, providing physical security in addition to more general policing duties. The delivery of these services is in accordance with the Customer Supplier Agreements/Joint Business Agreements negotiated between the customer and the Agency. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	54.072	54.445	55.892	57.288

Uniformed Policing

24. The MDP provide Uniformed Policing and are deployed at host stations. Uniformed Policing includes patrolling, community policing, crime reduction and detection capabilities, intelligence on crime, protestor and criminal activity. Uniformed Policing is provided as part of our contribution to maintaining UK Defence Capability. The delivery of these services is in accordance with the Customer Supplier Agreements/Joint Business Agreements negotiated between the customer and the Agency. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	4.485	4.516	4.636	4.752

Guarding

25. The Agency provides Guarding to the Defence Estate as part of our contribution to maintain Defence Capability. MGS officers are deployed at host establishments throughout the UK providing guarding expertise to the Defence community. The delivery of these services is in accordance with the Customer Supplier Agreements/Joint Business Agreements negotiated between the customer and the Agency. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	98.511	99.190	101.826	104.369

Crime Investigation

26. The Criminal Investigation Department and the Fraud Squad conduct the investigation of serious crimes. Their focus will be to investigate crime that impacts significantly against Defence capability. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	11.132	11.209	11.507	11.794

International Capability

27. The Agency deploys up to one hundred officers each year overseas on tasks. These deployments support the wider Defence and foreign policy objectives. They utilise the policing expertise of the MDP in a wide variety of roles and give officers the opportunity to take on challenging and rewarding posts, expanding their skills for the benefit of the Agency.

The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	0.000	0.000	0.000	0.000

Policy

28. The Agency has recognised the significant role it plays in contributing to Defence policing and guarding policy. We will seek to provide valued and expert input to the Defence Community in this area over the life of this plan. The projected costs of delivering these services are:-

Year	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Net Operating Costs	1.688	1.699	1.745	1.788

[Back to top](#)

Section 2: Agency Business Plan 2010-11

Agency Priorities for 2010-2011

The Agency Priorities are presented below; these are agreed as output measures for the Agency between the Chief Executive and the Agency owner. They are not in priority order but are aligned with the outputs of the Agency. Each Priority is of equal value for the Agency.

Priority 1:

By 31 March 2011 to have ensured that the customer requirement for MDP and MGS services is matched with available resources, through proactive engagement with TLBs.

Action Manager(s): Deputy Chief Constable
Head of Unarmed Guarding
Agency Secretary

Priority 2a:

By 31 March 2011 to have delivered at least 95% of MDP agreed UK customer tasks.

Action Manager: ACC Divisional Operations

Priority 2b:

By 31 March 2011 to have delivered at least 95% of MGS agreed UK customer tasks.

Action Manager: Head of Unarmed Guarding

Priority 3a:

By 31 March 2011 to have improved MDP customer satisfaction using the 2009 survey results as a baseline.

Action Manager: ACC Divisional Operations

Priority 3b:

By 31 March 2011 to have improved MGS customer satisfaction using the 2009 survey results as a baseline.

Action Manager: Head of Unarmed Guarding

Priority 4:

By 31 March 2011 to have achieved a detection rate of at least 55% of recorded crime that significantly impacts on defence capability.

Action Manager: ACC Operational Support

Priority 5:

By 31 March 2011 to have achieved all agreed international tasks.

Action Manager: ACC Operational Support

Priority 6a:

By 31 March 2011 to have met and maintained external MDP accreditation and compliance for:

- a. NPIA Firearms Training Licence
- b. Professionalising Investigation Programme Compliance
- c. ACPO accreditation for Police Dog Training Instructors
- d. Management of Police Information
- e. Home Office Counting Rules for Recording Crime/Scottish Crime Recording Standards
- f. National Standard for Incident Reporting

Action Manager(s): Deputy Chief Constable
ACC Divisional Operations
ACC Operational Support
ACC Professional Development

Priority 6b:

By 31 March 2011 to have met and maintained external MGS accreditations for:

- a. The National Security Industry Gold Standard
- b. Security Industry Authority Standard

Action Manager: Head of Unarmed Guarding

Priority 7:

By 31 March 2011 to have maintained or raised the Diversity Excellence Model score for the Agency using the results of the 2009/10 assessment as the baseline.

Action Manager: ACC Professional Development

Priority 8:

By 31 March 2011 to have delivered specified outputs within Resource Control Totals.

Action Manager(s): All Agency Management Board Members

[Back to top](#)

Operational Roadmap Programmes for 2010 /2011

'Roadmap' programmes refer to critical areas of work within the MDPGA to manage and deliver key organisational development.

CNI Policing (OP Vintage)

- To have in place the specialised capabilities, tactics, equipment and doctrines to enable us to support the security and policing of the UK's critical national infrastructure.

Firearms command

- To have in place Gold, Silver and Bronze Firearms Command arrangements together with appropriate training and development that meet national ACPO standards but tailored to the MDP operational context.

MOD Wide Crime Strategy

- To support the MOD in developing and implementing a Defence wide strategy to deal with the threat of crime to the UK's fighting capability, the Defence budget and UK Defence security.
- To enhance the operational capability of the MDP CID department.

Nuclear Security Policing

- To continuously enhance and improve the MDP contribution to the security of the UK's nuclear defence interests.

2012 Match Fitness

- To raise the fitness of MDP officers to increase their effectiveness through a combination of enhanced training, accreditation and policies by 2012.

CBRN/HAZMAT

- To develop Chemical Biological Radioactive and Nuclear (CBRN) response capabilities.

MDP Marine Operations Manual/Defensive Armed Marine Policing

- To introduce and implement a MDP Manual of Defensive Armed Marine Policing, doctrine and tactics.

Mandatory Training

- Provision of a mandatory training plan for each member of MDPGA personnel.

Fit-For-Purpose Uniform

- The introduction of 'national police uniform' for MDP officers.
- Ensuring 'fit for purpose' clothing and equipment for MGS officers.

[Back to top](#)

Output Priorities

Purpose: To meet customer requirements		
Scorecard Objective 1.1 – Services Provided: To meet the needs of the Department and our customers with our services as part of the UK's Defence capability.		
Performance Indicator	Priority	Responsibility
<p>1.1.1. Delivery of the widest range of policing and guarding services to our customers utilising all trained personnel. Supports Agency Priorities 2a, 2b, 3a and 3b</p> <p>1.1.2. An effective MDP contribution to the security plan for Olympics 2012 that is consistent with agreed Home Office/MOD policy.</p> <p>1.1.3. Maintain and improve the MDP crime solving rate. Supports Agency Priority 4</p> <p>1.1.4. Effective delivery of sustainable International Policing services. Supports Agency Priority 5</p> <p>1.1.5. Delivery of effective policing services/protective security to the UK Critical National Infrastructure. Supports Agency Priorities 2a and 3a</p>	<p>(Priority 2a) 1.1.1a. Deliver at least 95% of MDP agreed UK customer tasks.</p> <p>(Priority 2b) 1.1.1b. Deliver at least 95% of MGS agreed UK customer tasks.</p>	<p>ACC(DO)</p> <p>HUG</p>
	<p>1.1.2a. Contribute to the development of a consolidated MOD Plan in support of security for Olympics 2012.</p>	<p>ACC(OS)</p>
	<p>(Priority 4) 1.1.3a. Achieve a detection rate of at least 55% of recorded crime that significantly impacts on defence capability.</p>	<p>ACC(OS)</p>
	<p>(Priority 5) 1.1.4a. Achieve all agreed international tasks.</p>	<p>ACC(OS)</p>
	<p>1.1.5a. Deliver at least the minimal level of the agreed customer requirement for CNI policing as laid out in the Service Level Agreement.</p> <p>1.1.5b. By 31 Mar 2011, to have completed the CNI Special Capability Project. (Roadmap Programme)</p> <p>1.1.5c. By 31 Dec 2010, to have secured MOD/DBR/Owner endorsement of CBRN/Hazmat Gold Strategy. (Roadmap Programme)</p>	<p>ACC(DO)</p> <p>ACC(DO)</p> <p>CC/CE</p>
Scorecard Objective 1.2 – Customer Satisfaction: To continually improve customer satisfaction with the range and quality of services delivered by the MDPGA.		
Performance Indicator	Priority	Responsibility
<p>1.2.1. Achievement of high levels of customer satisfaction with the range of policing and guarding services provided by the</p>	<p>(Priority 3a) 1.2.1a. Improve MDP customer satisfaction using the 2009 survey results as a baseline.</p>	<p>ACC(DO)</p>
	<p>(Priority 3b) 1.2.1b. Improve MGS customer</p>	<p>HUG</p>

Agency. Supports Agency Priorities 2a and 2b	satisfaction using the 2009 survey results as a baseline.	
Scorecard Objective 1.3 – Customer Consultation: To listen and respond to the needs of our customers increasing their satisfaction with MDPGA services		
Performance Indicator	Priority	Responsibility
1.3.1. The provision of high quality policing and guarding services that are responsive to our customers' requirements. Supports Agency Priorities 1a, 1b, 2a and 2b	1.3.1a. By 31 Oct 2010, to have implemented all recommendations made in Action Plans developed as a result of the 2009 MDP and MGS Customer Satisfaction Surveys. 1.3.1b. By 31 Mar 2011, to have developed Action Plans to address issues of concern highlighted in the 2010 MDP and MGS Customer Satisfaction Surveys.	ACC(DO) HUG ACC(DO) HUG

[Back to top](#)

Resource Priorities

Purpose: To efficiently manage our resources		
Scorecard Objective 2.1 – People Management: To ensure the effective and efficient development and deployment of personnel within the Agency to deliver our outputs		
Performance Indicator	Priority	Responsibility
2.1.1. Effective management of Agency personnel, which supports and enhances the delivery of our key outputs. Supports Agency Priorities 2a, 2b, 3a, 3b, 4, 5, 7 and 8	2.1.1a. By 31 Mar 2011, to have reduced average MDP sickness by 1.5 days per officer from baseline of 2009/10 year average.	DCC, ACC(DO), ACC(OS) & ACC(PD)
	2.1.1b. By 31 Mar 2011, to have reduced average MGS (and MGS non-uniformed staff) sickness by 1.5 days per officer from baseline of 2009/10 year average.	HUG
	2.1.1c. By 31 Mar 2011, to have achieved all in-year Priorities required by the Agency Attendance Strategy.	DCC HUG
	2.1.1d. By 30 Nov 2010, to have completed the annual review and revision of the Agency Attendance Strategy.	ACC(PD)
	2.1.1e. By 31 Mar 2011, to have the Agency “Your Say” Action Plan (including IIP product) in place and to have achieved all in-year Priorities.	CC/CE DCC HUG
	(Priority 7) 2.1.1f. To maintain, or raise, the Diversity Excellence Model score for the Agency using the results of the 2009/10 assessment as the baseline.	DCC HUG ACC(PD)
Scorecard Objective 2.2 – Financial Management: To remain financially viable and achieve value for money safeguarding public funds		
Performance Indicator	Priority	Responsibility
2.2.1. Deliver all Agency outputs within allocated resources. Supports Agency Priorities 1 and 8	(Priority 1) 2.2.1a. To ensure that the customer requirement for MDP and MGS services is matched with available resources, through proactive engagement with TLBs.	DCC HUG AS
	(Priority 8) 2.2.1b. Deliver specified outputs within Resource Control Totals.	All AMB Members
	2.2.1c. Full in-year contribution and support to DGHR&CS/DBR’s reform and refinancing of MDPGA and armed guarding.	CC/CE DCC HUG AS
2.2.2. An efficient and effective Agency Headquarters structure that supports operational service delivery.	2.2.2a. By 31 Mar 2011, to have completed a review of the MDP Divisional and Agency Headquarters structures.	AS DCC HUG

Scorecard Objective 2.3– Management of Equipment & Facilities: To ensure the effective use of all resources to deliver high quality services to our customers to meet their needs		
Performance Indicator	Priority	Responsibility
2.3.1 A fit for purpose MDP and MGS Uniform.	2.3.1a. By 31 Mar 2011, to have identified a fit for purpose uniform for MDP officers as part of the National Policing Uniform Project and developed an associated Action Plan. (Roadmap Programme)	ACC(OS)
	2.3.1b. By 31 Mar 2011, to have identified a fit for purpose uniform for MGS officers and developed an associated Action Plan. (Roadmap Programme)	HUG
2.3.2 Effective use of Force policies and processes to support MDP operations.	2.3.2a. By 31 Mar 2011, to have completed the MDP Taser acquisition and roll-out programme.	ACC(OS)

[Back to top](#)

Process Priorities

Purpose: To operate efficient processes for the delivery of our outputs		
Scorecard Objective 3.1 – Recruitment & Retention: To recruit and retain a skilled and motivated workforce to deliver the outputs of the Agency ensuring we remain capable of responding to and meeting customer needs		
Performance Indicator	Priority	Responsibility
3.1.1. To recruit and retain requisite personnel to deliver the key outputs of the Agency. Supports Agency Priorities 2a, 2b, 3a, 3b, 4 and 5	3.1.1a. To retain and deploy MDP and MGS staff in line with the recruitment restrictions agreed by the OAB and the security priorities proposed by the Hutchinson Review. (Priority suspended while recruitment restrictions remain in place)	ACC(PD)/ HUG
	3.1.1b Full in-year contribution to the review of MDP Terms and Conditions of Service.	CC/CE
Scorecard Objective 3.2 – Management & Leadership: To ensure effective management processes are in place to support the delivery of Agency outputs providing clear direction for Agency staff		
Performance Indicator	Priority	Responsibility
3.2.1 Achievement of key external compliance and accreditation standards. Supports Agency Priorities 6a and 6b	(Priority 6a) 3.2.1a. Meet and maintain external MDP accreditation and compliance for: <ul style="list-style-type: none"> a. NPIA Firearms Training Licence b. Professionalising Investigation Programme Compliance c. ACPO accreditation for Police Dog Training Instructors d. Management of Police Information e. Home Office Counting Rules for Recording Crime/Scottish Crime Recording Standards f. National Standard for Incident Reporting 	DCC ACC(DO) ACC(OS) ACC(PD)
	(Priority 6b) 3.2.1b. Meet and maintain external MGS accreditations for: <ul style="list-style-type: none"> a. The National Security Industry Gold Standard b. Security Industry Authority Standard 	HUG
	3.2.1c. By 31 Mar 2011, to have implemented and completed any agreed recommendations arising from the DIA audit Insider Threat Risk.	ACC(OS) ACC(PD)
	3.2.1d. By 31 Mar 2011, to have implemented and completed any recommendations arising from the DIA audit Corporate Manslaughter Risk.	CC/CE
	3.2.1e. Assurance elements of the Agency	CC/CE

Scorecard Objective 3.3 – Improved Communication: To ensure effective internal and external communication and improve the passage of information

Performance Indicator	Priority	Responsibility
<p>3.3.1. The Agency is compliant with all relevant legislation and supporting programmes relating to information management and information security. Supports Agency Priorities 2a and 2b</p>	<p>3.3.1a. By 31 Mar 2011, to have implemented all in-year Priorities within the Management of Police Information project.</p>	DCC
	<p>3.3.1b. By 31 Mar 2011, to have completed all in-year actions relating to the MOD Information Assurance programme, including role definitions, audits and action plan.</p>	DCC
<p>3.3.2. The Agency has an effective IT infrastructure that meets our business needs. Supports Agency Priorities 2a, 2b, 3a and 3b</p>	<p>3.3.2a. By 31 Mar 2011, to have implemented all in-year Priorities from the Agency Knowledge Management project.</p>	DCC
	<p>3.3.2b. By 30 Sep 2010, confirm the MDPGA requirement for DII.</p>	CC/CE
	<p>3.3.2c. By 31 Mar 2011, to have completed all work aimed at improving the business continuity of the Agency's IT and Communications assets.</p>	ACC(PD)
<p>3.3.3. An effective consultation process with Staff Associations and Trades Unions that supports Employee Relations.</p>	<p>3.3.3a. By 30 Jun 2010, to have agreed with DGHRCS and put in place satisfactory arrangements to ensure the inclusion of the DPF and CPOA in Departmental consultation.</p>	CC/CE

[Back to top](#)

Development Priorities

Purpose: To build for the future developing the Agency and its staff		
Scorecard Objective 4.1 – Staff Development & Training: To provide all Agency staff with the training and development opportunities they need to realise their own potential and effectively deliver Agency outputs		
Performance Indicator	Priority	Responsibility
4.1.1. An Agency workforce that is able to deliver the outputs of the Agency as a result of an effective personal training and development regime. Supports Agency Priorities 2a, 2b, 3a, 3b, 4 and 5	4.1.1a. 100% of Agency Staff Performance Appraisal Reviews to be completed and submitted on time.	All Board Members
	4.1.1b. All HRMS held Post Profiles and Skills Profiles (for MGS and civilian staff) and Training Plans (for all Agency staff) to be reviewed during mid year Performance Appraisal Reviews.	All Board Members
	4.1.1c. By 30 Sep 2010, to have commenced evaluation of commercial training partnership proposals. (Subject to DGHR&CS approval)	ACC(PD) AS
	4.1.1d. By 30 Sep 2010, to have Force Level Silver Commanders in place within CCR.	ACC(OS)
	4.1.1e. By 30 Sep 2010, all mandatory training (including mandated management, SHEF and Diversity Training) to be specified and included in personal, local and Agency training plans, with a system in place for monitoring completion. (Roadmap Programme).	ACC(PD)
Scorecard Objective 4.2 – Develop Our Business: To embrace business change and develop our outputs to enhance the services offered to our customers		
Performance Indicator	Priority	Responsibility
4.2.1. The provision of effective security in support of the UK's strategic nuclear deterrent. Supports Agency Priorities 2a and 3a	4.2.1a. By 31 Mar 2011, to have completed all policing enhancements in support of CDM's programme Priorities. (Roadmap Programme).	ACC(OS)
	4.2.1b. Extension of principles of Full Operational Capability to Clyde.	ACC(DO)
4.2.2. An MGS organisation that is able to meet the challenge of competition with the private sector. Supports Agency Priorities 1b and 2b	4.2.2a. Plan for and implement Unarmed Guarding development objectives arising from the DBR led overarching programme.	HUG
4.2.3 An MDP organisation that delivers specialist, high value policing services.	4.2.3a. By 31 Mar 2011, to have completed the Agency Match Fitness exercise programme (Roadmap Programme).	ACC(OS) ACC(PD)

<p>4.2.4 An Agency that can manage SHEF issues to meet the business needs.</p> <p>4.2.5 The Agency supports and is compliant to MOD Business Continuity Requirements.</p>	<p>4.2.3.b By 31 Aug 2010, to have completed a draft Manual of Defensive Armed Marine Policing Tactical Doctrine (Roadmap Programme).</p> <p>4.2.3.c By 31 Mar 2011 to have completed Bronze Training (Roadmap Programme).</p> <p>4.2.4a By 31 Mar 2011, to have implemented Agency SHEF Action Plan Objectives 2, 3, 4, 5 and 9.</p> <p>4.2.5a By Mar 2011 to have reviewed and exercised MGS Regional HQs and MDP Divisional Operations HQs Business Continuity Plans and the MDPGA HQ site Recovery Plan to ensure compliance with JSP 503v4 and the MDPGA Business Continuity Management Strategy.</p>	<p>ACC (DO)</p> <p>ACC(PD)</p> <p>ACC (PD)</p> <p>HUG ACC(OS) ACC(DO) AS</p>
<p align="center">Scorecard Objective 4.3 – Sustainable Development: To ensure that the Agency plays its part in delivering the MOD Sustainable Development Strategy</p>		
<p>Performance Indicator</p>	<p>Priority</p>	<p>Responsibility</p>
<p>4.3.1. Sustainable Development is incorporated into all aspects of Agency business.</p>	<p>4.3.1a. By 31 Mar 2011, to have an Agency/Wethersfield Sustainable Development Management Plan in place and all in-year Priorities achieved.</p>	<p>AS</p>

[Back to top](#)