

Policing Plan 2019–20





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Foreword

Andy Adams
Chief Constable
Ministry of Defence Police

I have great pleasure in introducing this year's Ministry of Defence Police (MDP) Policing Plan, which is the culmination of a considerable amount of work, looking at what we need to achieve in the forthcoming year.

It incorporates both the operational requirements for the MDP, and the organisational development that our Force requires. Much emphasis has been placed upon focusing a large part of this Plan on what our people have told us they need through the staff survey. In addition to focusing on service delivery, this year we will be meeting our recruitment challenges, developing our leadership team, ensuring we meet national police standards and introducing new equipment to enable us to do the job required.

We have an ambitious plan to recruit 400 new officers in 2019/20. This number, proportionately, represents the highest volume of recruitment of any police force in the UK. It is needed to meet the increased requirements for our services and to manage historic and anticipated gaps in our workforce. This level of recruitment, which will be sustained over the next three years, is anticipated to resolve some of the resourcing demands we face at specific sites, as well as stabilising our overall complement.

We expect that the new officers who join the MDP will be a mixture of those who are new to policing, together with experienced police officers who continue to join the MDP from other UK police forces.



The combined effect will change the demographic and capability of our Force significantly and will also enrich our workforce. New recruits in senior posts, including a new Deputy Chief Constable, Assistant Chief Constable and Chief Superintendent, will also invigorate our leadership team.

The MDP is an operational police force. With the vast majority of our officers routinely deployed in firearms roles, it is therefore right that we now commence the final phase of our move to ensuring that all of our Authorised Firearms Officers meet the national police fitness standards that are mandated by the College of Policing. This will be introduced with a first year of 'no consequence' fitness testing at the higher fitness standard, followed by a mandatory requirement starting next year.

More than 1,100 of our officers have already achieved the higher fitness standard. The next phase of our implementation plan, to align with national police fitness standards, will be focused on supporting officers who until now have not been required to reach the higher standard.

We will help them to achieve and maintain the required level of fitness and, through the support that we intend to provide, it is hoped that most officers will succeed in achieving this target. Our people need to be able to meet the threats they face when working in the environment that we police, and when they are called upon to support colleagues nationally. That is why we are also spending money on Body Worn Video, changes in our weapons system and a wider scale roll-out of Taser.

As Ministry of Defence (MOD) employees, it is important that we fully meet the requirements placed upon us by the Department and, where the Secretary of State for Defence has agreed, our external customers and other departments. This includes the professional elements of being a police officer, which are governed by the College of Policing.

The Statement of Requirement for our Force, that is issued by the MOD, sets out very explicitly what operational expectations Defence has of us and we will achieve that without exception.

We take pride in delivering to the standards required of a UK Policing organisation and the actions set out in this Policing Plan provide a strong foundation to ensure we maintain the highest levels of professionalism and capability, in the specialist armed policing service that we provide.

Andy Adams
Chief Constable
Ministry of Defence Police

A handwritten signature in black ink, appearing to read 'Andy Adams'. The signature is stylized and cursive.





How We Are Governed

Governance and oversight of the MDP is provided by the independent MOD Police Committee. Its main task is to provide the Secretary of State for Defence with an independent assurance that the MDP is exercising its policing powers and authority lawfully and impartially, and is meeting the standards required of a UK police force. The Committee also provides advice to MOD senior officials on the Force's efficiency, effectiveness and performance.

The Chair of the Police Committee is Sir Brian Burridge who was appointed on 1 October 2017.

"As ever, much work has gone into creating this Policing Plan for 2019-20. The resulting objectives flow from the MOD's Statement of Requirement, which defines the MDP's outputs necessary to mitigate the security risks, as seen by our various customers. This plan also follows the modernising priorities described in the National Police Chiefs' Council Policing Vision 2025 and reflects the MOD's requirement that the MDP adhere to the standards laid down by the College of Policing. As such, it should not be left to gather dust on the shelf: rather, it should guide local commanders and those in the Headquarters on the selection of objectives for their commands and teams.

Of necessity, the objectives and performance levels in this plan change from year-to-year as the threat evolves and priorities change. But there is one constant: for the MDP, security is largely delivered by people.

The Police Committee is therefore pleased to see this aspect being given increased prominence. The Strategic People Assessment and the parallel Workforce Development Plan will address many of the issues that are raised with us during our visits to the front line and the committee will pay considerable attention to its implementation. Of special interest will be the impact on frontline capability of increased recruiting and thus a lowering of overall experience levels. Here, the wisdom and example of the longer-serving cohort of officers will be invaluable in maintaining standards and generating professional motivation among these new entrants.

The Policing Plan also reflects the broader change agenda affecting the Force. In these circumstances, resource planning and aligning authority with accountability needs special attention. The Committee welcomes the related adjustments to the Force Operating Model which places the Deputy Chief Constable at the centre of this process with the dual role of Chief Operating Officer. The effective use of resources in its broadest sense is a significant element in generating and retaining customer confidence: it is also an important reputational aspect for the Force, given the Chief Constable's vision for the MDP as a centre of excellence for the specialist armed policing services."

Sir Brian Burridge
Independent Chair
Ministry of Defence Police Committee

How We Are Structured

The MDP is a statutory civilian police force established by the Ministry of Defence Police Act 1987. It comprises of around 2,900 police officers and 260 non-uniform civilian staff. The Force provides specialist armed policing services to the MOD, other UK Government Departments and US Visiting Forces.

We are located at sites across the UK including: Faslane and Coulport on the Clyde, the Atomic Weapons Establishment sites at Aldermaston and Burghfield in Berkshire, GCHQ Headquarters in Cheltenham, Portsmouth and Devonport Naval Bases, Defence Munitions establishments and various other Defence sites, including Defence HQ in Whitehall.

Chief Officer Group (COG)



**Chief Constable
Andy Adams**



**Deputy Chief
Constable
Gareth Wilson**



**Chief Officer
Justin Oliver**
Resources
and Planning



**Assistant Chief
Constable
Andrea Bishop**
Organisational
Development
& Crime



**Assistant Chief
Constable
David Long**
Operations



Our Capabilities

We deliver operational policing services to our customers using a range of specialist policing capabilities.

Armed Policing

MDP Authorised Firearms Officers are trained to national police firearms standards and are deployed within and outside of the establishments where the MDP is located, in accordance with our Operational Policing Model. Armed MDP patrols provide an overt deterrent against potential terrorist attack and can provide a rapid response to an attack on any establishment where the MDP is located. Armed patrols outside of establishments are undertaken in accordance with agreed policing protocols between the MDP and the local police force. The MDP also forms part of the national armed policing strategic reserve that can be deployed to support the wider UK policing response to major incidents.

Marine Policing

The MDP has the largest Marine Policing capability in the UK, with more than 300 officers working in our armed Marine Units located on the Clyde and at the Portsmouth and Devonport Naval Bases.

The MDP Marine Policing capability comprises of Authorised Firearms Officers who are deployed on waterborne patrols in Police Launches and Rigid

Inflatable Boats. They form a key part of the security arrangements at the establishments where they are located and provide a deterrent against potential terrorist attack and other illegal activities that present a security and/or safety threat. For example, our Clyde Marine Unit has a boarding capability to counter protest activity that takes place on the water.

Police Dogs

The MDP has a range of specialist police dogs that are deployed at various locations across the UK. Dog patrols are conducted by armed MDP dog handlers and dogs that are trained to national policing standards. The MDP also has specialist police dogs trained in the detection of arms, explosives and drugs. Our specialist police dogs can be deployed across the UK in response to specific threats or customer requirements.

Specialist Policing Teams

Tactical Firearms Unit

The MDP Nuclear Tactical Firearms Unit (TFU) provides a high-end specialist police firearms capability that forms

part of the protection of the UK Strategic Nuclear Deterrent. Our TFU officers are amongst the highest trained Authorised Firearms Officers in UK policing.

Special Escort Group

Our Special Escort Group provides armed protection for the safe and secure transportation of Defence nuclear materiel across the UK, liaising with local police forces throughout.

Operational Support Unit

The MDP Operational Support Unit (OSU) provides a range of specialist capabilities that can be deployed at short notice in response to specific incidents and threats in the UK. Our OSU capabilities include: arms and explosive search teams, protester removal, public order, public safety and firearms response.

Protester Removal Teams

The MDP has appropriately trained specialist Protester Removal Teams who can call upon a range of tactical options to safely deal with protesters who have locked on to each other using padlocks or chains, or who have attached themselves to gates, fences etc. Our protester removal capability includes specialist rope/height access teams who can safely deal with protest activity that takes place at height.

Counter Terrorist Security Coordinators

The MDP's network of qualified Counter Terrorist Security Coordinators work closely with security specialists across the Ministry of Defence to evaluate the potential threats and risks to Defence assets and to develop effective mitigation strategies.

Crime Command

The specialist resources contained within the MDP Crime Command are focused on the following operational areas:

Security – Combating the threats and risks to Defence interests resulting from terrorism, domestic extremism and public order

- Delivering counter terrorism investigation and intelligence capabilities in support of security at Defence establishments
- Providing intelligence information to support MDP frontline policing operations and wider Defence and Law Enforcement partners and stakeholders
- Delivering Counter Terrorism and Domestic Extremism awareness products within force
- Supporting the wider UK National Counter Terrorism Policing Network in delivering the CONTEST strategy

Crime – Combating the threat and risk of major fraud, theft, bribery and corruption to Defence interests

The prevention, detection, disruption and investigation of crime against Defence interests, with a specific focus on:

- Complex, serious and organised crime
- Major fraud, theft, bribery, corruption and financial crime
- Recovery of the proceeds of crime

The delivery of the priorities and objectives shown above is supported and enabled by the MDP Crime Command Strategy that was launched in 2018.

Project Servator

Since 2016, as part of our Operational Policing Model, we have been introducing Project Servator as a policing tactic at locations where MDP officers are deployed. The aim of our Project Servator deployments is to disrupt a range of criminal activity, including terrorism, whilst providing reassurance to the public, our customers and the Defence community.

International Policing

The MDP continues to maintain a capability to deploy police officers in support of Defence operations overseas.

Our Purpose, Style, Ethics and Leadership Standards

This provides the framework for devolved decision-making at all levels of the organisation that is focused on meeting the needs and expectations of our customers.

Purpose

Our purpose is to deliver unique specialist policing...to protect the nation's defences and national infrastructure. We **PROTECT** and **REASSURE** to **ACHIEVE** the MOD Mandate and Statement of Requirement for the MDP.

- **PROTECTING** - By using our unique specialist policing skills and powers to protect people and assets essential to Defence and national infrastructure
- **REASSURING** - By providing visible and active policing, which reassures our customers and local communities
- **ACHIEVING** - By using our people and resources wisely to meet customer requirements in the most efficient way

Policing Style

Our policing style is to be:

Professional

- We are trusted by our customers to provide a consistent, high quality service
- We have confidence in each other and our capability to protect people and assets
- We are purposeful, and diligently undertake our duties and responsibilities

Respectful

- We are ethical, and accountable to our customers and to each other
- We take pride in our Force, recognising a job well done
- We reassure the public with our openness and approachability

Adaptable

- We are dynamic in assessing and meeting our customers' needs
- We are resilient, flexible and open to feedback
- We are a learning organisation, using our creativity and expertise to achieve our purpose

Ethical Principles

All MDP officers are expected to work in accordance with the following Policing Principles:

- **Accountability** – You are answerable for your decisions, actions and omissions
- **Fairness** – You treat people fairly
- **Honesty** – You are truthful and trustworthy
- **Integrity** – You always do the right thing
- **Leadership** – You lead by good example
- **Objectivity** – You make choices on evidence and your best professional judgment

- **Openness** – You are open and transparent in your actions and decisions
- **Respect** – You treat everyone with respect
- **Selflessness** – You act in the public interest

Leadership Standards

All MDP Leaders are expected to lead their staff and engage with their management peers in accordance with the principles set out in the Civil Service Leadership Statement, and in a manner which continually promotes improvements in trust, engagement and performance.

Inspiring...about our work and its future

- We will show our pride in and passion for public service, communicating purpose and direction with clarity and enthusiasm
- We will value and model professional excellence and expertise
- We will reward innovation and initiative, ensuring we learn from what has not worked as well as from what has

Confident...in our engagement

- We will be straightforward, truthful and candid in our communications, surfacing tensions and resolving ambiguities
- We will give clear, honest feedback, supporting our teams to succeed
- We will be team players and will not tolerate uncollaborative behaviour which protects silos and departmentalism

Empowering...our teams to deliver

- We will give our teams the space and authority to deliver their clearly set objectives
- We will be visible, approachable, and welcome challenge, however uncomfortable
- We will champion both difference and external experience, recognising the value they bring
- We will invest in the capabilities of our people, to be effective now and in the future



Our Customer Requirement

The Ministry of Defence requirement for the MDP is based on supporting the achievement of the following Defence tasks through the provision of policing and security services.

- Defence, security and resilience of the Homeland and Overseas Territories
- Nuclear Deterrence and the Defence Nuclear Enterprise
- Understanding (intelligence)
- Overseas Defence activity
- UK Prosperity and Civil Society

The MOD faces a range of crime and security related threats and risks that require specialist and dedicated civil policing capabilities. These threats include:

- Terrorist attack and the exploitation of Defence assets or personnel for terrorist purposes
- Disruption and disorder caused by protesters
- Unauthorised intrusion onto the Defence Estate
- Theft or compromise of, and damage to, assets and materiel that would have a significant impact upon Defence capability

- Major financial fraud and corruption that would have a significant impact upon Defence capability

In order to support the achievement of Defence Tasks, the MOD requires the MDP to provide the following operational outputs:

- **Nuclear Policing:** Provision of specialist armed policing services that contribute to the protection of the UK's Strategic Nuclear Deterrent
- **Territorial Policing:** Provision of specialist policing services that contribute to the protection of key Defence and UK Critical National Infrastructure sites, people and assets
- **National Counter Terrorist Response:** Contribution towards the UK's national armed policing response to major incidents
- **Crime and Intelligence:** Collation and dissemination of criminal and security intelligence. Investigation and detection of fraud, corruption and the theft of, or criminal damage to, key Defence equipment and assets.

How We Are Funded

As part of the MOD's Head Office & Corporate Services Top Level Budget, the MDP receives the majority of its funding from the Department. However, the policing services that we provide to our various other Government department and non-Government organisations are subject to full cost recovery.

Funding For Delivering To MOD Customers

Ministry of Defence Business Area	2019/20	
	£M	%
Royal Navy	47.2	33
Centrally Provided Services	37.2	26
Defence Nuclear Organisation	31.5	22
DE&S	7.2	5
Joint Forces Command	5.7	4
DSTL	4.3	3
Royal Air Force	4.3	3
Head Office & Corporate Services	2.9	2
Defence Infrastructure Organisation	1.4	1
Army	1.4	1
GROSS TOTAL	143.1M	

Forward Funding

	19/20 (£M)	20/21 (£M)	21/22 (£M)	22/23 (£M)	24/25 (£M)
Gross	164.7	164.9	167.3	172.6	177.6
Income	-21.6	-22.2	-22.7	-23.3	-23.9
NET TOTAL, £M	143.1	142.7	144.6	149.3	153.7

Value for Money & Efficiency

During 2019/20, we will be implementing a new system for firearms training that is based on the delivery of training at regional hubs. This will maximise the use of our national firearms instructor capability and will improve the efficiency and effectiveness of firearms training delivery across the Force.

Following a period of extensive consultation, we intend to introduce a standard shift pattern for the majority of the Force to ensure the efficient and effective delivery of our operational policing services. This will be enabled and supported by centralised shift roster management.

We will continue to seek opportunities to rationalise rank structures across the Force as part of our ongoing value for money commitment and to ensure that we have the optimum number of police supervisors and managers in place at the right locations.



Our Organisational Objectives

Business Change & Improvement

We are committed to the development and continuous improvement of our range of specialist operational policing capabilities to ensure that we achieve our Strategic Objectives.

Key initiatives that will be taken forward during 2019/20 include:

- Continuing the phased implementation of Body Worn Video across the Force
- Continuing the introduction of new ballistic protection for our officers

- Identifying options for rationalising existing weapons systems

The MDP Operational Policing Model

The MDP Operational Policing Model is based on scientific evidence from policing within the UK and the Centre for the Protection of National Infrastructure. This model maximises the impact of the deployment of MDP resources and tactical capabilities to create the greatest security effect for our Defence and external customers at reduced cost.

Our Operational Policing Model is based on the following principles and initiatives:

- High profile armed patrols in and around the sites where MDP officers are deployed
- Effective intelligence gathering and analysis
- Establishing Security Vigilance Areas
- Interoperability with other policing and security agencies

Recruitment

We are looking to recruit a minimum of 400 new officers into the Force over the coming year to fill anticipated and known vacancies. This represents a significant increase in the number of new officers joining the MDP and will enable us to continue our focus on increasing the number of officers from under-represented groups.

Leadership and Management

We are currently reviewing our well-established programme of Leadership and Management training. This will ensure that our police and non-uniform civilian managers are fully equipped to deal with the management and leadership challenges applicable to their respective rank/grade. Early discussions with the Defence Academy and Cranfield University have taken place and, during the coming year, we will be extending these discussions to our Non-Home Office policing partners and wider further education colleges/universities.

Workforce Development

Since 2014 we have recruited around 1,200 new officers into the MDP. The development of our workforce is essential to identify and support our future leaders throughout their

MDP careers. Over the coming year we will continue to take forward work to align a range of workforce development activities with operational service delivery.

Standards

We are committed to aligning ourselves with national policing standards and role profiles, as set by the College of Policing, adapting these where appropriate to reflect our specialist policing role.

During 2019/20, our top organisational priority will be to continue implementation of the national fitness standard for Authorised Firearms Officers, as governed by the College of Policing, across the MDP.

We are also mandated to follow the regulatory standards that are relevant to our role within the Ministry of Defence and our external customers.

Improving Performance and Attendance

Our programme of annual medicals and fitness testing for all MDP officers will continue to be a top organisational priority during 2019/20, as we move into the final phase of ensuring that all of our Authorised Firearms Officers meet the national police fitness standards that are mandated by the College of Policing. We will continue with our, now well-established, Performance and Attendance Strategy, that provides a framework for the efficient and effective management of sickness absence and police officer capability issues within the MDP. Our Occupational Health team will continue to work alongside the providers of Occupational Health services to the wider MOD civilian workforce, to provide our officers with bespoke health and wellbeing advice and support.

Our Strategic Business Objectives

1. We will deliver specialist armed policing to:

- Protect and safeguard the operation of the UK's Strategic Nuclear Deterrent
- Protect and safeguard operations at UK Defence and National Infrastructure sites
- Protect and safeguard the UK's NATO and other Defence partners

2. We will contribute towards the national armed policing response by:

- Meeting our agreed commitment to provide appropriately trained and equipped officers to support the Strategic Armed Policing Reserve
- Meeting our agreed commitment to provide appropriately trained and equipped officers under Operation Temperer

3. We will develop and improve our operational effectiveness and specialist capabilities by:

- Harmonising with all aspects of the national Authorised Firearms Officer role profile by the end of 2020
- Meeting all required regulatory standards relevant to our role

- Providing our officers with the training and equipment they need to deliver the specialist policing required to achieve our strategy

- Delivering our Crime Command Strategy 2018-22 to combat the threat and risk to Defence assets resulting from fraud, theft, bribery and corruption

4. We will build and develop our workforce by:

- Recruiting a minimum of 400 new officers each year, for the next three years, to fill anticipated vacancies
- Developing a new Strategic People Assessment to identify and address high level issues of concern to our workforce
- Improving leadership and management at all levels of the organisation
- Increasing the number of police officers from under-represented groups

5. We will provide value for money to the MOD by:

- Implementing changes to our business processes and support structures to improve efficiency
- Increasing collaboration with Defence and Police partners to deliver capability



MDP Business Plan 2019-20

Strategic Objective 1 – Deliver specialist armed policing

Key Objectives	Output Measurement	Timeline/Target
1.1 To deploy a sufficient number of qualified armed police officers to satisfy MOD customer security needs	To re-balance MDP deployment levels to match Defence security priorities, customer requirements and available funding	2019/20 – Q2: 240 new officers
		2019/20 – Q4: 400 new officers
		By 2025: 300 new officers per annum
	To improve the number of fully operationally capable officers deployed	2019/20 – Q4: Reduce by 1 April 19 non-capable officer numbers by 20%
		By 2025: Reduce non-capable officer numbers by 50% from 1 April 19 levels
	Ensure full compliance with national police standards and skill levels as per national police role profiles and bespoke MDP roles	100% compliance for all deployed officers
	Increase Policing Effect service delivery levels at customer establishments	2019/20 – Q4: Average 95% of agreed service delivery level
		By 2025: Average 97% of agreed service delivery level
Fully achieve Defence Nuclear Regulatory standards and Defence Security Policy	100% annually	

Key Objectives	Output Measurement	Timeline/Target
1.2 To identify and disrupt threats against UK Defence interests through use of Project Servator policing tactics	Implement the 2019/20 element of the MDP's 3-Year Project Servator Plan	2019/20 – Q4
	Achieve an 'Adequate', or better, rating from the National Project Servator Team (NPST) Annual Quality Assurance Assessment	2019/20 – Q4
1.3 To ensure safe and effective marine policing of the UK's Naval Bases	Ensure full compliance with national police standards and MDP Marine Policing role profiles	100% compliance with Marine medical standard
		100% compliance with RYA licensing
1.4 To ensure safe and effective use of police dogs at MOD establishments	Ensure full compliance with appropriate standards for the welfare of animals and the deployment of police dogs	100% compliance with Defence Animal Training Regiment policy
		100% compliance with NPCC national police dogs training standards
1.5 To ensure the safe and effective use of vehicles to deliver mobile policing capability	Ensure full compliance with MOD Joint Services Policy for vehicle use and national police standards for driver training	100% compliance with JSP 800
		100% compliance with College of Policing driving standards
1.6 To help protect UK Defence interests and ensure effective MDP operations through effective intelligence information	Regular intelligence reports, threat assessments, problem/subject profiles from MDP Crime Command	In line with required timescales for threat/intelligence reporting

Key Objectives	Output Measurement	Timeline/Target
1.7 To safely escort and protect the movement of special materiel, supporting key Defence outputs	All planned escorts successfully completed	To agreed timescales
	Fully achieve Defence Nuclear Regulatory standards	100% annually
1.8 To assist in the response to a UK nuclear accident or emergency	Ensure NSF capability is maintained at required resource level	100% qualified NSF capability at all times

Strategic Objective 2 – Contribute towards the national armed policing response

Key Objectives	Output Measurement	Timeline/Target
2.1 To contribute to the UK national armed strategic response	Maintain the agreed number of suitably qualified officers available to deploy in support of wider UK armed CT response	Monthly re-evaluation of deployable assets against agreed CT level

Strategic Objectives 3, 4 and 5 - Develop and improve our operational effectiveness and specialist capabilities

Key Objectives	Output Measurement	Timeline/Target
3.1 To ensure MDP Authorised Firearms Officers are trained to national police standards	Implement agreed changes to the MDP National Firearms Instructor structure	2019/20 – Q4: 90% NFI staffing levels By 2025: No less than 97% NFI staffing levels
	Ensure the capability of MDP's specialist roles meets the strategic threats and risks facing the Force, wider policing and Defence	Annual

Key Objectives	Output Measurement	Timeline/Target
3.1 (continued)	Implement agreed changes to firearms training programme delivery model, to ensure MDP officers are continuously trained and qualified to meet changes in the strategic threat and risks facing the Force	2019/20 – Q2: 97% non-expiry
		2019/20 – Q4: 98% non-expiry
		By 2025: 99% non-expiry
3.2 To ensure the operational capability of officers through new equipment support	Continue the phased implementation of Body Worn Video across the Force in line with agreed implementation plan	2019/20 – Q3: Tendered and procured
		2019/20 – Q4: Phased implementation begins
		2020/21 – Q4: Fully deployed
	Review the existing MDP weapons platform and identify options for rationalising systems across the Force	2019/20 – Q3
	Secure the continuation of the MDP's existing operational command and control system in line with the wider Home Office adoption of the Emergency Services Network programme	2019/20 – Q4
3.3 Combat the threats and risks of major fraud, theft, bribery and corruption against Defence interests	Deliver performance measurement targets as per the MDP Crime Command Strategy for 2018-22	2019/20 – Q3
		2019/20 – Q4
3.4 Compliance with national crime and incident recording standards	Ensure full compliance with National Standard of Incident recording	Ensure full compliance with the requirements of the National Crime Recording Standard in England & Wales and the Scottish Crime Recording Standards in Scotland
		No less than 97% compliance for 2019

Key Objectives	Output Measurement	Timeline/Target
3.4 (continued)	Ensure full compliance with the requirements of the National Crime Recording Standard in England & Wales and the Scottish Crime Recording Standards in Scotland	No less than 97% compliance for 2019
3.5 Recruit and retain the required number of officers to deliver strategic objectives 1-4	Recruit sufficient police officers to meet vacancies, anticipated exits and new agreed customer commitments	c.100 per quarter
3.6 Increase MDP's representation of both gender and heritage	Increase the representation of female officers within the Force	2019/20 – Q4: 15% of new recruits
	Increase the representation of Black, Asian and Minority Ethnic (BAME) officers within the Force	2019/20 – Q4: 5% of new recruits
	Continue mentoring and championing processes to support under-represented groups in attaining promotion to higher ranks	2019/20 – Q3
	Review the vetting arrangements within the Force	2019/20 – Q2
3.7 Effective Health and Safety management across the Force	Reduce the number of health and safety related incidents	Quarterly - reduction vs. previous year
	Increase the number of qualified risk assessors across the Force.	Quarterly
3.8 To ensure the efficient and effective delivery of front line operational policing services and capabilities	Reduce the level of long-term sickness across the Force	Quarterly - reduction vs. previous year
	Introduce centralised shift management for the Force	2019/20 – Q3
	Introduce a standard shift pattern across the Force	2019/20 – Q3
	Reduce the level of short-term sickness across the Force	2019/20 – Q4: 10% reduction from 1 April 2019 level
	Develop a joint workforce development plan with Civil Nuclear Constabulary (CNC) to recruit, retain and develop officers	2019/20 – Q3





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