

# Policing Plan

2016-2017



Ministry  
of Defence  
Police



EXCA



# The Plan

■ THIS PLAN sets out the operational and organisational priorities for the Ministry of Defence Police (MDP) for 2016-17, as agreed with the Ministry of Defence Police Committee.

The Plan demonstrates how the Force will continue to deliver its specialist policing services and capabilities to a diverse range of customers over the coming year. It also sets out the strategic priorities for the Force.

## Contents

Chief Constable's Foreword	1
MDP Governance and the MOD Police Committee	2
MDP Purpose, Style, Ethics and Leadership	4
MOD Requirement for the MDP	6
MDP Strategic Priorities for 2016-17	8
MDP Organisation and Capabilities	12
Overview of MDP Funding arrangements	15
Annex: MDP Business Plan 2016-17	16



Ministry of Defence Police

## KEY FACTS

■ **WHO WE ARE** : The Ministry of Defence Police, serving Defence and other customers across the UK.

■ **OUR OFFICERS** : A Force of around 2600 police officers, from a variety of diverse backgrounds who are proud to serve the nation.

■ **WHERE** : At various 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 MOD Whitehall.

■ **OUR CUSTOMERS** : The Ministry of Defence, other UK Government Departments and US Visiting Forces.

### ■ **OUR CAPABILITIES** :

- Armed policing and security with the latest weapons and to the highest standards
- Various specialist and elite armed policing units
- Specialist police dogs and handlers
- The largest Marine Policing capability in the UK
- A Crime Command Intelligence, Investigation and Counter Terrorism.



# Foreword

## Alf Hitchcock Chief Constable Ministry of Defence Police

■ I AM PLEASED TO PRESENT the MDP Policing Plan for 2016-17, which outlines the strategic and operational priorities for the Force over the next 12 months and also provides an overview of the specialist armed policing services and capabilities that exist within the MDP.

The National Security Strategy and the Strategic Defence and Security Review 2015, published in November of last year, set out the national security context and the Government's strategic priorities for the protection of the United Kingdom over the next five years. The National Security Risk Assessment 2015 states that the threat from terrorism will remain the most direct and immediate threat to our domestic security. It is against this context that the MDP exists and why our unique, specialist armed policing skills and capabilities form an integral part of the security of key Defence and national infrastructure sites across the UK.

The implementation of the Strategic Defence and Security Review within the MOD includes plans to invest in stronger military capability over the next ten years. In order to maximise our contribution to the nation we will continue to deliver efficiencies in the way we provide our specialist armed policing services and capabilities during 2016-17 and beyond. As was the case in 2015-16, we will need to balance the conflicting priorities of remaining within a very challenging budget allocation, whilst also meeting the expectations and requirements of our customers. This will require some tough decisions about the level of service to be provided by the MDP during the coming year. We will play a vital part in ensuring that considerations and decisions regarding the future role of the MDP in contributing to the protection and security of the Defence estate are made in a coherent and structured way, supported by a clear policy framework and set of security/policing priorities. The Force will also need to demonstrate that we are operating as efficiently and effectively as possible in every area of our business by embedding best practice, value for money principles, maximising our use of Defence shared services and modernising the organisation. We are up for that challenge.

As part of our input to the Strategic Defence and Security Review, the MDP has developed and promoted a new

Operational Policing Model that optimises the use of our policing powers and specialist skills and ensures the efficient and effective deployment of police resources. We intend to work closely with our existing customers and stakeholders to continue implementation of our new "effects based" operational policing model during 2016-17, to enhance and improve the security of the establishments that we police.

The Strategic Defence and Security Review highlighted the fact that responsibilities for infrastructure policing are shared across a number of organisations and confirmed that the Government intends to integrate infrastructure policing further and will review options to do this. The MDP is a key player in the security and protection of vital parts of the UK national infrastructure and, as such, we will seek to influence and inform the work to review the options to better integrate infrastructure policing.

Over the next 12 months the MDP will continue to focus on operational service delivery and on organisational development and improvement. We remain committed to a policing style that is **Professional, Respectful and Adaptable**, which focuses on our primary purpose – to deliver unique specialist policing to protect the nation's defences and infrastructure. The Force will also continue to meet our agreed commitment in support of the UK Strategic Policing Requirement.

The MDP Chief Officer Group has agreed a programme of work for 2016-17 to support our strategic priorities. This has been agreed with the MOD Police Committee and is detailed within this Plan. The next 12 months promises to be as challenging as ever for the MDP, but having led the Force since June 2013 I know that the organisation will respond positively and will continue to be the leading provider of specialist armed policing services and capabilities.

**Alf Hitchcock**  
Chief Constable  
Ministry of Defence Police

# MDP Governance and the MOD Police Committee



OVERSIGHT OF THE MDP is provided by the MOD Police Committee. Their 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 **David Riddle**.

The MOD Police Committee welcomes and endorses the MDP's Policing Plan for 2016-17, which outlines the strategic and operational priorities for the MOD Police. This plan builds on the Force's achievements and successes of 2015-16, providing armed protection of the UK's nuclear weapons infrastructure and other key Defence assets. The Plan demonstrates how MDP will continue to adapt and respond to the overall reduction of resources while maintaining efficient and effective security. A key feature in 2016-17 will be the wider introduction of the new operational policing model in more locations, with innovative ways of meeting customers' requirements. The Committee also endorse the actions planned by the Chief Constable to recruit and refresh the workforce, with a focus on capability and fitness to enable the MDP to provide a responsive and high quality service. We look forward to working with the Chief Constable and his senior team to oversee their progress and to hold the Force to account for delivery of their objectives. Work in 2016-17 will set the groundwork or securing closer alignment of the Force's allocation from the Defence budget and the customers who set tasking requirements.

**David Riddle**  
Independent Chair  
Ministry of Defence Police Committee





# The MDP

## Purpose, Style, Ethics and Leadership

### Our Purpose

#### DELIVERING UNIQUE SPECIALIST POLICING

... TO PROTECT THE NATION'S DEFENCE AND NATIONAL INFRASTRUCTURE

We **PROTECT** and **REASSURE** to efficiently **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

### Our Policing Style

#### PROFESSIONAL, RESPECTFUL AND ADAPTABLE

##### 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

### Our 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

### Our 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 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





# The MOD Requirement for the MDP



THE MOD faces a number of crime and security related threats and risks that require specialist and dedicated civil policing capabilities and support over and above that which can reasonably be expected from local police forces:

- Terrorist attack and the threat of such attacks
- Disruption and disorder caused by protesters
- Unauthorised intrusion onto the Defence Estate
- Theft or compromise of, and damage to, key assets and material that would have a significant impact upon Defence capability
- Major financial fraud and corruption that would have a significant impact upon Defence capability

The MOD requirement for the MDP:

- The protection of Defence people, assets, information and estate
- The secure and uninterrupted operation of the UK nuclear deterrent
- Achieving success in overseas operations

The required Core Capabilities:

- **Core Capability 1** : Armed Nuclear Security
- **Core Capability 2** : Territorial Policing and Security
- **Core Capability 3** : Intelligence gathering and analysis to support the efficient and effective deployment of MDP resources
- **Core Capability 4** : The prevention, investigation and detection of fraud, corruption and the theft of or criminal damage to key Defence equipment and assets
- **Core Capability 5** : The provision of specialist civil policing support to Defence and other international policing commitments in support of UK Government policy
- **Core Capability 6** : The maintenance of specialist policing capabilities that can be deployed at short notice as part of the response to unforeseen requirements at Defence establishments in the UK

In addition to Defence requirements, the MOD has agreed that the MDP may support US Visiting Forces, and other Government Departments and customers.



# MDP Strategic Priorities

## Our Strategic Priorities for 2016-17

- **STRATEGIC PRIORITY 1**  
Effective Operational Service Delivery
- **STRATEGIC PRIORITY 2**  
Developing and Improving the Force
- **STRATEGIC PRIORITY 3**  
Integration of Infrastructure policing in the UK
- **STRATEGIC PRIORITY 4**  
An Efficient, Effective and Engaged workforce
- **STRATEGIC PRIORITY 5**  
Demonstrating Value for Money

### Effective Operational Service Delivery

- We intend to deliver our specialist armed policing services and capabilities at a level agreed and resourced by the MOD to deter and prevent threats to the secure and uninterrupted operation of the UK Strategic Nuclear Deterrent, and to prevent threats to the security of key Defence and national infrastructure sites
- We will continue to support the MOD in the prevention and investigation of Defence-related crime

### Developing and Improving the Force

- We will promote the new MDP Operational Policing Model to our customers and stakeholders to optimise the deployment of MDP resources and achieve best value for money for the MOD through improved operational efficiency and effectiveness
- We will influence and inform a review of the Defence Manual of Security to ensure that the new MDP Operational Policing Model and the concept of effects based policing are reflected in the future MOD policy for Policing and Guarding
- We will deliver all in-year MDP projects and key work programmes
- We will implement fitness testing and annual medical assessments for all MDP officers

### Integration of Infrastructure policing in the UK

- We will influence and inform the work that will review options to further integrate infrastructure policing in the UK

### An Efficient, Effective and Engaged workforce

- We will recruit sufficient police officers to enable us to deliver our specialist armed policing services and capabilities at a level agreed and resourced by the MOD
- We will continue the implementation of our Performance and Attendance Strategy
- We will strive to improve female and black and ethnic minority representation within the MDP

### Demonstrating Value for Money

- We will embed our new value for money strategy in all aspects of MDP business

## The new MDP Operational Policing Model

■ AS PART of the Force's response to the Strategic Defence and Security Review 2015, we put forward the concept of an alternative MDP Operational Policing Model that would optimise the deployment of our police officers and ensure that the MOD gets the best possible value for money from the MDP.

Our new 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
- Project Servator – A CPNI counter terrorism initiative that creates an unpredictable security posture and a hostile environment for terrorists
- Establishing Security Vigilance Areas
- Interoperability with other policing and security agencies

The new MDP Operational Policing Model concept was successfully trialled during 2015 and we intend to work closely with our customers to commence implementation at the sites where MDP officers are located during 2016-17.

## Organisational Development

Our new Organisational Development (OD) strategy was launched during 2015 and underpins the development and improvement of the MDP. The OD Strategy is based on the following strategic themes:

- Our Purpose and Policing Style
- Leadership and Management
- Staff Engagement and Communications
- Organisational Learning
- Performance Enhancement
- Workforce Planning

The above themes are supported by a sustained programme of work that will continue throughout

2016-17 to ensure that we build an effective, adaptable and healthy organisation.

## Integration of Infrastructure Policing

The ongoing work that is being led by the Home Office to look at options to further integrate infrastructure policing could have a profound impact on the future of the MDP. We are actively supporting this work and are fully engaged with the Home Office project team to ensure that the specialist policing skills and capabilities that are available within the MDP are taken into account during the development of options to further integrate infrastructure policing in the UK.

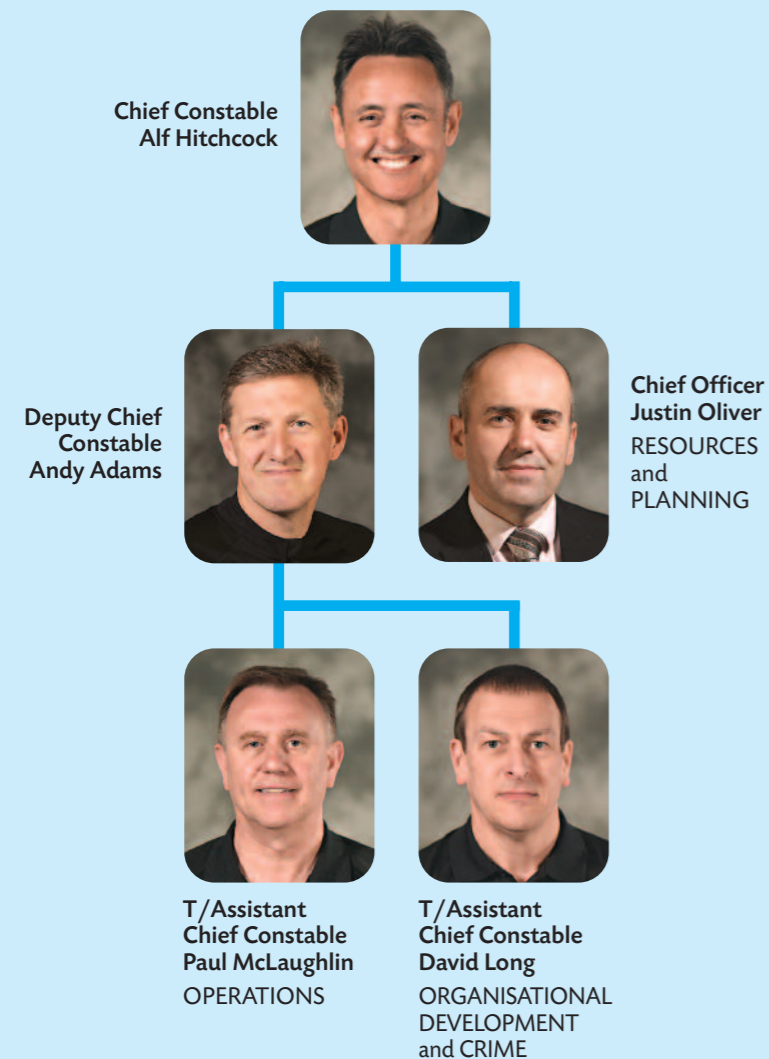
## Improving Performance and Attendance

An efficient and effective MDP workforce is essential if we are to meet **Strategic Priority 1: Effective Operational Service Delivery**. Our Performance and Attendance Strategy provides a framework for the efficient and effective management of sickness absence and police officer capability issues within the MDP. We have augmented our in-house Occupational Health team to provide our officers with bespoke health and wellbeing advice and support. The implementation of annual medical and fitness testing for all MDP officers will be a top priority during 2016-17.



# MDP Organisation and Capabilities

## THE STRATEGIC CHIEF OFFICER GROUP (SCOG):



## Contact Points and Information

The MDP is part of the Ministry of Defence, but draws on the wider police service for professional competences and standards and best practice advice on approaches to policing. For more information contact:

- **Ministry of Defence:** visit the MDP area of the Defence internet site at [www.gov.uk](http://www.gov.uk)
- **MDP:** visit our recruitment website at [www.mod.police.uk](http://www.mod.police.uk)
- **MOD Police Committee:** for membership, terms of reference, Annual Reports and minutes of meetings visit: [www.gov.uk/government/publications/ministry-of-defence-police-committee](http://www.gov.uk/government/publications/ministry-of-defence-police-committee)



## MDP's unique policing services

### SPECIALIST 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. 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.

### MARINE POLICING

The MDP has the largest Marine Policing capability in the UK. We have Marine Units located on the Clyde and at the Portsmouth and Devonport Naval Bases.

The MDP Marine Policing capability comprises of armed 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.

### SPECIALIST 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 that are trained in the detection of arms, explosives and drugs. We also have specialist tactical firearms support dogs that operate with MDP firearms teams. Our specialist police dogs can be deployed across the UK in response to specific threats or customer requirements.

## ELITE SPECIALIST POLICING TEAMS

### TACTICAL SUPPORT GROUP

The MDP Nuclear Tactical Support Group (TSG) provides a high-end specialist police firearms capability that forms part of the protection of the UK Strategic Nuclear deterrent. Our TSG officers are trained to the highest national police firearms standards.

### SPECIAL ESCORT GROUP

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

### OPERATIONAL SUPPORT GROUP

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 and firearms response.

### PROTESTER REMOVAL TEAMS

The MDP has appropriately trained specialist teams that are capable of safely dealing with protesters who have attached themselves to each other, or to fixed points. This capability includes specialist policing at heights teams, who can safely deal with protest activity that takes place at height.

### CRIME COMMAND

The MDP Crime Command works closely and collaboratively with the Fraud Defence team and other partners within the MOD on the prevention, investigation and detection of Defence-related fraud. The officers who work in our crime enforcement teams are trained to the national police standard for criminal investigators.

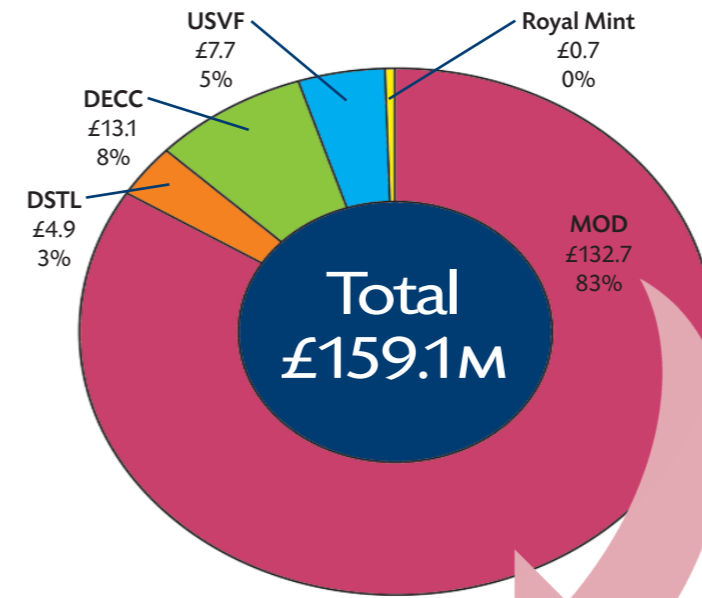
The MDP intelligence gathering and analysis capability also sits within our Crime Command and operates to national police standards using the National Intelligence Model.





# MDP Funding

## SOURCES OF FUNDING:



AS PART of the Ministry of Defence (MOD) the MDP receives the majority of its funding from the Department. However, it provides policing services to a number of other Government and non-Government organisations on a full cost recovery basis.

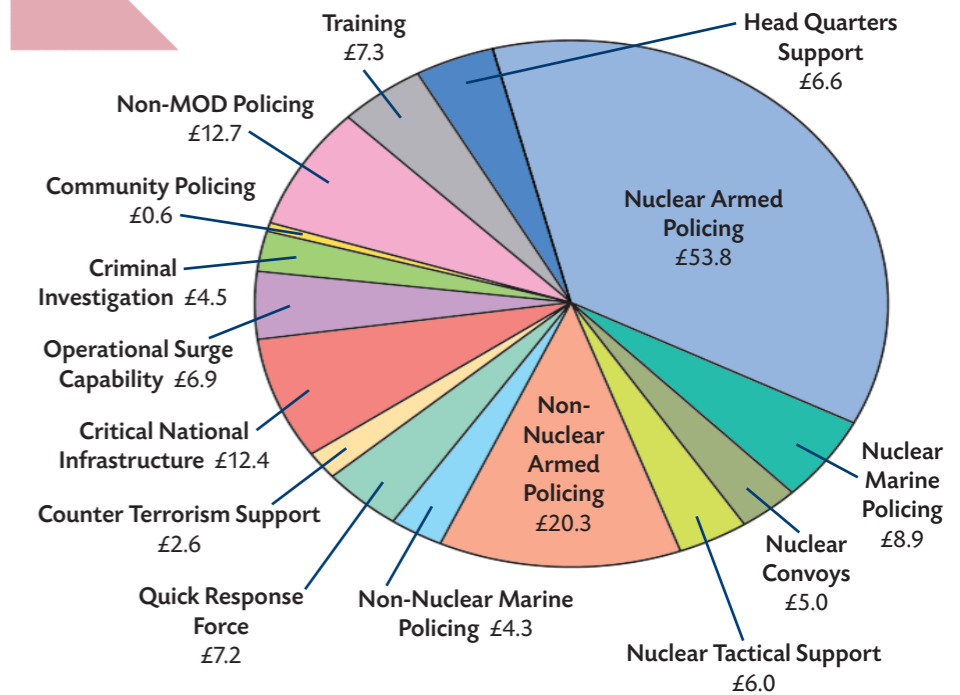
## FORWARD FUNDING LEVEL:

	2016-17	17-18	18-19	19-20	20-21
	£M				
Gross	159.1	166.9	163.4	156.4	154.7
Income	-26.7	-27.2	-27.6	-28.2	-28.8
<b>NET TOTAL</b>	<b>132.4</b>	<b>139.7</b>	<b>135.8</b>	<b>128.2</b>	<b>125.9</b>

## FUNDING SPENT SERVICING CORE MOD CUSTOMERS:

Ministry of Defence (MOD) Business Area	2016-17 £M	%
Royal Navy	48.4	36
Defence Equipment and Support (DE&S)	43.3	33
MOD Centre (centrally provided services)	33.4	25
Head Office and Corporate Services (HO&CS)	-4.0	-3
Joint Forces Command (JFC)	5.1	4
Land	3.0	2
Air	2.3	2
Defence Infrastructure Organisation (DIO)	0.9	1
<b>GROSS TOTAL</b>	<b>132.4</b>	

## FUNDING SPENT ON CAPABILITY (£M):



# Annex:

## MDP Business Plan 2016-17

### STRATEGIC PRIORITY 1: Effective Operational Service Delivery

Provide specialist armed policing services and capabilities to deter and prevent threats to the secure and uninterrupted operation of the UK Strategic Nuclear Deterrent

**Key Performance Indicators:**

- The agreed and resourced customer requirement for MDP services and capabilities at Defence nuclear sites is met
- MDP deploys officers in the most efficient and effective way
- MDP has the required number of suitably trained and equipped officers
- MDP meets the licensing requirements to fulfil its role
- MDP meets any inspection standards appropriate to the task

Objectives	Key deliverables	Timelines	Measurements
<b>During 2016-17 MDP will have:</b> Maintained the 24/7 armed policing and response capability that is required at Defence nuclear sites at a level agreed and resourced by the MOD	<b>Service delivery:</b> ■ Deliver specialist nuclear policing and security services and capabilities at a level agreed and resourced by the MOD	Continuous	Workforce strength
	<b>Business improvement:</b> ■ Implement the new MDP Operational Policing Model within the MDP Nuclear Division to enhance effects based policing and to ensure the efficient and effective deployment of police resources	By September 16	Delivery of agreed and resourced level of service  CoP Firearms licence retained
	<b>Key enablers:</b> ■ Effective analysis and use of intelligence information in support of MDP operations	Continuous	Inspection(s) results  Provision of regular intelligence reports

Objectives	Key deliverables	Timelines	Measurements
<b>During 2016-17 MDP will have:</b> Maintained the 24/7 marine policing capability that is required at Defence nuclear sites at a level agreed and resourced by the MOD	<b>Service delivery:</b> ■ Clyde Marine Unit delivers marine policing capabilities at a level agreed and resourced by the MOD  ■ Clyde Marine Unit operates in accordance with MOD policy on Ship Safety and the MDP Marine Manual	Continuous	Workforce strength
		Continuous	Delivery of agreed and resourced level of service  Marine qualification levels and medical assessments  Defence Maritime Regulator assessment of MDP
Provided specialist armed policing capabilities that are required to escort the movement of nuclear materials and weapons	<b>Service delivery:</b> ■ The MDP Special Escort Group delivers specialist nuclear escort capabilities at a level agreed and resourced by the MOD	As defined by customer	All scheduled escorts completed
Responded to urgent and unplanned operational requirements and priorities where this does not impact on our ability to deliver our core requirements	<b>Service delivery:</b> ■ An appropriately trained and equipped MDP Nuclear Security Force at a level agreed and resourced by the MOD as part of the overall MOD contingency response to a nuclear accident/emergency  ■ Provide specialist policing services in response to urgent and unplanned customer requirements through the efficient and effective deployment of MDP surge capability and in accordance with the MDP Gold Strategy	As required	NSF capability is maintained at required level
		As required	Surge obligations fulfilled

Provide specialist armed policing services and capabilities to deter and prevent threats to the security of key Defence and national infrastructure sites

**Key Performance Indicators:**

- The agreed and resourced customer requirement for MDP services and capabilities is met
- MDP deploys officers in the most efficient and effective way
- MDP has the required number of suitably trained and equipped officers
- MDP meets the licensing requirements to fulfil its role

Objectives	Key deliverables	Timelines	Measurements
<p><b>During 2016-17 MDP will have:</b> Maintained the 24/7 armed policing and response capability that is required at certain key Defence sites at a level agreed and resourced by the MOD</p>	<p><b>Service delivery:</b> ■ Deliver specialist nuclear policing and security services and capabilities at a level agreed and resourced by the MOD</p> <p><b>Business improvement:</b> ■ Implementation of the new MDP Operational Policing Model within the MDP Territorial Division to enhance effects based policing and to ensure the efficient and effective deployment of police resources</p> <p><b>Key enablers:</b> ■ Effective analysis and use of intelligence information in support of MDP operations</p>	<p>Continuous</p> <p>By September 16</p> <p>Continuous</p>	<p>Workforce strength</p> <p>Delivery of agreed and resourced level of service</p> <p>CoP Firearms licence retained</p> <p>Provision of regular intelligence reports</p>
<p>Maintained the 24/7 armed policing and response capability that is required by our external customers</p>	<p><b>Service delivery:</b> ■ Deliver specialist nuclear policing and security services and capabilities to the agreed level and to the satisfaction of our customers</p> <p><b>Business improvement:</b> ■ Implementation of the new MDP Operational Policing Model to enhance effects based policing and to ensure the efficient and effective deployment of police resources</p> <p><b>Key enablers:</b> ■ Effective analysis and use of intelligence information in support of MDP operations</p>	<p>Continuous</p> <p>By September 16</p> <p>Continuous</p>	<p>Workforce strength</p> <p>Delivery of agreed and resourced level of service</p> <p>CoP Firearms licence retained</p> <p>Provision of regular intelligence reports</p>
<p>Provided the 24/7 marine policing capability that is required at certain Defence sites at a level agreed and resourced by the MOD</p>	<p><b>Service delivery:</b> ■ Portsmouth and Devonport Marine Units deliver marine policing capabilities at a level agreed and resourced by the MOD</p> <p>■ Portsmouth and Devonport Marine Units operate in accordance with MOD policy on Ship Safety and the MDP Marine Manual</p> <p><b>Capacity uplift:</b> ■ Complete the implementation of the agreed uplift to the Portsmouth Marine Unit complement in support of the new Queen Elizabeth class carriers</p>	<p>Continuous</p> <p>Continuous</p> <p>By March 17</p>	<p>Workforce strength</p> <p>Delivery of agreed and resourced level of service</p> <p>Marine qualification levels and medical assessments</p> <p>Defence Maritime Regulator assessment of MDP</p>
<p>Responded to urgent and unplanned operational requirements and priorities where this does not impact on our ability to deliver our core requirements</p>	<p><b>Service delivery:</b> ■ Provide specialist policing services in response to urgent and unplanned customer requirements through the efficient and effective deployment of MDP surge capability and in accordance with the MDP Gold Strategy</p>	<p>Continuous</p>	<p>Workforce strength</p>

## Crime Prevention and Investigation

### Key Performance Indicators:

- The reporting and recording of crime in accordance with national police standards
- The monetary value of asset recovery and disruption
- Focus on MOD priorities for the prevention, investigation and detection of fraud, corruption and the theft of or damage to key Defence equipment and assets

Objectives	Key deliverables	Timelines	Measurements
<p><b>During 2016-17 MDP will have:</b> Supported Defence Fraud and other partners to deliver MOD priorities for the prevention, investigation and detection of fraud, corruption and the theft of or damage to key Defence equipment and assets</p>	<p><b>Service delivery:</b> ■ Deployment of four MDP Criminal Enforcement Operations Teams, with all officers trained to the relevant national police standards</p> <p>■ MDP criminal investigations utilise all available legislation (e.g. the Proceeds of Crime Act) and tactics</p> <p>■ All MDP Stations to have a local crime prevention strategy agreed with the Head of Establishment</p>	<p>Continuous</p> <p>Continuous</p> <p>By March 17</p>	<p>Asset recovery values</p> <p>Disrupted crime value</p>
<p>Complied with the Crime Recording Standards for Scotland, England and Wales and the National Standards for Incident Reporting in England and Wales</p>	<p><b>Policy and Assurance:</b> ■ Achieved 90% compliance in respect of all incidents recorded throughout the Force which fall within the National Standard of Incident Recording (NSIR) National Incident Category List.</p> <p>■ Achieved 90% compliance with the requirements of the National Crime Recording Standard (NCRS) in England and Wales and Scottish Crime Recording Standard (SCRS) in Scotland</p>	<p>By March 17</p> <p>By March 17</p>	<p>Compliance rates</p> <p>Compliance rates</p>

## STRATEGIC PRIORITY 2 : Developing and Improving the Force

### Key Performance Indicators:

- Annual fitness testing for all MDP officers is introduced
- Delivery of mandated MDP training
- MDP meets the licensing requirements to fulfil its role
- MDP meets any inspection standards appropriate to the task
- Sufficient number of suitably trained officers available to respond to any national police mobilisation
- Revised MOD Security policy on policing and guarding reflects the new MDP Operational Policing Model

Objectives	Key deliverables	Timelines	Measurements
<p><b>During 2016-17 MDP will have:</b> Implemented annual fitness testing and annual medical testing programmes for all officers</p>	<p><b>Training and development:</b></p> <ul style="list-style-type: none"> <li>All MDP officers to have completed an initial fitness test against the agreed occupational fitness standard.</li> <li>All MDP officers to have completed an annual medical assessment against the agreed criteria for their role</li> </ul>	<p>By March 17</p> <p>By March 17</p>	<p>Fitness test attendance/results</p> <p>Delivery of annual medicals by OH service provider</p>
<p>Ensured that MDP officers have completed their necessary training to meet national police standards where these apply to the MDP</p>	<p><b>Training and development:</b></p> <ul style="list-style-type: none"> <li>All firearms officers to have completed the mandatory Personal Safety Training and Firearms training before they are deployed in a firearms role</li> <li>All officers employed in specialist posts to have completed mandatory role specific training</li> </ul>	<p>By March 17</p> <p>By March 17</p>	<p>Firearms training attendance/results</p> <p>All role specific training completed within required timescale</p>
<p>Ensured that the review of the Defence Manual of Security takes account of the new MDP effects based Operational Policing Model</p>	<p><b>Policy and assurance:</b></p> <ul style="list-style-type: none"> <li>The MDP Operational Policing Model is reflected in future MOD policy for Policing and Guarding</li> </ul>	<p>By March 17</p>	<p>Outcome of Def Sy review of JSP440</p>
<p>Maintained MDP operational policing policy and doctrine consistent with best practice in the UK police service</p>	<p><b>Policy and assurance:</b></p> <ul style="list-style-type: none"> <li>Review the current model for developing MDP operational policing policy and doctrine and implement any changes</li> </ul>	<p>By September 16</p>	<p>Completion of review</p>
<p>Ensured effective Communication and Information Systems are in place to support and enable MDP operations</p>	<p><b>Command and control:</b></p> <ul style="list-style-type: none"> <li>Define the future requirement for a Central MDP Command and Control capability</li> <li>Continue the migration of MDP Stations onto Dii subject to funding and ISS support</li> <li>Develop a strategy and associated implementation plan for migration onto the new Emergency Services Network in 2018</li> </ul>	<p>By October 16</p> <p>By September 16</p> <p>By September 16</p>	<p>The agreed future requirement for Central C<sup>2</sup></p> <p>Dii user numbers</p>
<p>Ensured effective and integrated governance and assurance arrangements that utilise internal MDP resources, the MOD Police Committee and Defence Internal Audit</p>	<p><b>Policy and assurance:</b></p> <ul style="list-style-type: none"> <li>Achieve a substantial assurance or better rating for the audits listed in the MDP Defence Internal Audit Plan for 2016/17</li> <li>Establish and implement an Operational Standards inspection programme to assess the effectiveness of MDP operational service delivery and compliance with agreed policy and doctrine</li> <li>Implement agreed recommendations from thematic reviews undertaken by the MOD Police Committee where these are practicable and affordable</li> </ul>	<p>Continuous</p> <p>By June 16</p> <p>Continuous</p>	<p>Audit reports</p> <p>Inspection reports</p> <p>Police Committee review reports</p>

Objectives	Key deliverables	Timelines	Measurements
<p><b>During 2016-17 MDP will have:</b> Increased customer and stakeholder confidence in the MDP</p>	<p><b>Policy and assurance:</b></p> <ul style="list-style-type: none"> <li>Retain a "substantial assurance" assessment from the DES Nuclear Security and Safety inspection programme</li> <li>The MDP Special Escort Group completes four scheduled training weeks during 2016/17 that are formally assessed by the customer</li> <li>All MDP Stations to have extant Firearms Command and Control protocols in place with local constabularies</li> <li>The armed response capability at all MDP Stations is assessed and tested via an annual exercise programme</li> </ul>	<p>By March 17</p> <p>By March 17</p> <p>By March 17</p> <p>By March 17</p>	<p>Inspection reports</p> <p>DE&amp;S PSyA assessment report</p> <p>Protocols in place</p> <p>Completion of exercise programme</p>
<p>Maintained our agreed commitment in support of the UK Strategic Policing Requirement</p>	<p><b>Training and development:</b></p> <ul style="list-style-type: none"> <li>Maintain the required number of suitably trained officers to meet the agreed MDP commitment to support the national police mobilisation plan</li> <li>Conduct a table-top exercise to test the MDP response to a national police mobilisation requirement</li> </ul>	<p>Continuous</p> <p>By October 16</p>	<p>Workforce strength</p> <p>Successful table-top exercise</p>

### STRATEGIC PRIORITY 3 : Integration of Infrastructure Policing in the UK

**Key Performance Indicators:**

The MDP forms an integral part of the planning for any future Infrastructure Police Force

Objectives	Key deliverables	Timelines	Measurements
<p><b>During 2016-17 MDP will:</b> Influence and inform the Home Office led review of options to further integrate infrastructure policing</p>	<p><b>Policy and assurance:</b></p> <ul style="list-style-type: none"> <li>Secondment of MDP staff into the Home Office project team</li> <li>Chief Constable attends Infrastructure Policing Steering Group</li> </ul>	<p>Between Apr-Jul 16</p> <p>As and when required</p>	<p>Outcome of Home Office review</p>

## STRATEGIC PRIORITY 4 : An Efficient, Effective and Engaged Workforce

### Key Performance Indicators:

- While aiming to be at full strength, police officer numbers to remain within 5% of the agreed Force complement throughout 2016-17
- A reduction to police officer long term sickness absence
- A reduction to the number of police officers who are permanently or temporarily unable to meet the full range of duties
- An increase to the number of Female and Black and Minority Ethnic MDP officers
- An improved MDP Engagement Index score
- Agreed changes to MDP terms and conditions of service are implemented
- Implementation of more efficient and effective shift rosters

Objectives	Key deliverables	Timelines	Measurements
<b>During 2016-17 MDP will have:</b> Adopted an integrated approach to recruitment, personal development and promotion through effective workforce planning	<b>Service Delivery:</b> ■ By 31 March 17, to have recruited sufficient police officers to ensure that the Force is at no less than 95% of its agreed strength ■ Production of a MDP Workforce Plan that details the number of new recruits required during 2016-17 and the estimated in-year requirement to promote officers into supervisory and management roles ■ Deliver a bespoke initial training programme for new recruits	By March 17	Workforce strength
		Continuous	Workforce strength
	<b>Training and development:</b> ■ Implement new MDP promotion processes	By March 17	New MDP promotion process
	<b>Training and development:</b> ■ Implement an MDP Leadership and Management Development Framework  <b>Business improvement:</b> ■ A structured programme of visits to MDP Stations, Divisions and Headquarters departments by the Chief Officer team ■ To have completed a trial of a Continuing Professional Development model for MDP Superintending ranks	By September 16	Implementation of Framework
Improved our operational and corporate leadership and management		Continuous	Number of Station visits by Chief Officers
		By March 17	Report on trial of Continuing Professional Development model
Improved Female and Black and Minority Ethnic representation within the MDP	<b>Business improvement:</b> ■ Appointment of a minimum of 15% female and 5% ethnic minority officers through the Force's external recruitment programme	By March 17	Number of female and ethnic minority recruits

Objectives	Key deliverables	Timelines	Measurements
<b>During 2016-17 MDP will have:</b> Implemented new MDP terms and conditions of service	<b>Business Improvement:</b> ■ Implementation of agreed changes to MDP terms and conditions of service	By September 16	Implementation of TACOS agreement
Efficient and effective management of police officer attendance, capability and wellbeing issues	<b>Business improvement:</b> ■ Delivery of the MDP Performance and Attendance Management Strategic Plan and the supporting Governance Strategy	Continuous	Sickness and capability numbers
Improved communications and staff engagement across the MDP organisation	<b>Communications:</b> ■ Complete the MDP Engagement Action Plan response to the 2015 "My MDP" staff survey ■ Complete a further "My MDP" staff survey ■ Continue to assess the effectiveness of our approach to staff engagement through independent assessment undertaken by the Organisational Development team	By September 16	Plan targets
		By December 16	Response rates
		Continuous	Staff Engagement Index Score

## STRATEGIC PRIORITY 5 : Demonstrating Value for Money

### Key Performance Indicators:

- The MDP remains within its agreed budget allocation for 2016-17
- A reduction in overtime working across the MDP
- MDP supervisory and management structures that reflect current best practice in UK policing
- Efficiency and effective shift working patterns

Objectives	Key deliverables	Timelines	Measurements
<b>During 2016-17 MDP will have:</b> Delivered our policing services and capabilities within the available budget as determined by the MOD Annual Budget Cycle and any in-year adjustment made by our Top Level Budget holder	<b>Affordability:</b> ■ Total MDP expenditure during 2016-17 is within the budget allocation set by the MOD ■ An effective system for controlling and managing the use of overtime working across the MDP ■ An MDP Procurement Plan that reflects available funding and in-year priorities as agreed by the Chief Officer team ■ Effective spending controls are in place consistent with wider MOD and HO&CS TLB controls and the Chief Constable's delegated authority ■ Ensuring all projects and programmes are appropriately scrutinised ■ Production and monitoring of Value for Money initiatives	Continuous	In-year spend
		Continuous	Financial compliance checks
		Continuous	
		Continuous	Investment Appraisals
		Continuous	
		Continuous	
		Continuous	

Objectives	Key deliverables	Timelines	Measurements
<p><b>During 2016-17 MDP will have:</b> MDP supervisory and management structures and ratios that reflect current best practice in the wider UK police service</p>	<p><b>Efficiency and cost effectiveness:</b></p> <ul style="list-style-type: none"> <li>Where appropriate, implement new supervisory and management structures at MDP Stations that reflect current best practice in the UK police service</li> <li>Implement changes resulting from the Post Implementation review of the MDP Headquarters structure</li> </ul>	<p>By March 17</p> <p>By March 17</p>	<p>Workforce strength</p> <p>In-year spend</p>
<p>MDP shift rosters reflect current best practice in the wider UK police service</p>	<p><b>Efficiency and cost effectiveness:</b></p> <ul style="list-style-type: none"> <li>Complete a review of all existing MDP Variable Shift Agreements</li> <li>Where necessary, implement new Variable Shift Agreements</li> </ul>	<p>By September 16</p> <p>By December 16</p>	<p>Outcome of VSA reviews</p>

## KEY INTERDEPENDENCIES

THE SUCCESSFUL DELIVERY of the programme of work that is set out in this Business Plan is subject to a number of external factors and key interdependencies that are outside the direct control of the Chief Constable. These are summarised as follows:

### The Home Office led review of options to further integrate Infrastructure Policing:

- Will set the future structure for infrastructure policing in the UK

### The MOD Footprint Strategy:

- Will determine the future location of the MDP Headquarters and training functions

### Defence Business Services:

- Provide security vetting services
- Support MDP external recruitment programme
- Provision of effective Occupational Health services through the central Departmental contract
- Provision of HR services in accordance with agreed statement of requirement
- Payment of invoices

### The Defence Authority for Security:

- Responsible for the Departmental Mandate and Statement of Requirement for the MDP

- Responsible for Defence manual of Security that sets the policy framework against which MOD customers base their requirement for the MDP

### HO&CS TLB:

- Responsible for ensuring that the MDP is appropriately funded through delegation of an annual budget to the Chief Constable

### The outcome of MOD Annual Budget Cycle 17:

- Will determine the future MDP budget allocation beyond 2016/17

### Fraud Defence:

- Set the priorities for counter fraud activity within the MOD

### Defence Internal Audit:

- Undertake audits of MDP business activity against an agreed Audit Programme

### The MOD Guard Service and other commercial guarding providers:

- Work alongside the MDP and are responsible for delivering unarmed guarding and security services in accordance with customer requirements





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