



2017-18



Ministry
of Defence
Police



Ministry of Defence Police

Key Facts

■ THIS PLAN sets out the strategic objectives and priorities for the Ministry of Defence Police (MDP) for 2017-18, 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 Defence and external customers over the coming year.

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

■ **OUR OFFICERS** : A Force of around 2700 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.



F Alf Hitchcock Chief Constable Ministry of Defence Police

■ IT GIVES ME PLEASURE to introduce the MDP Policing Plan for 2017-18 as agreed with the MOD Police Committee. This document sets out our Strategic Objectives for the coming year, together with the programme of work we have put in place to deliver our specialist policing services and develop the organisation. The Policing Plan also provides an overview of the various organisational development initiatives we are taking forward within the MDP, and reiterates our **Professional, Respectful and Adaptable** policing style.

The unique, specialist armed policing skills and capabilities that the MDP offers continue to be in demand, both within the MOD and external customers, and the Force has responded to a number of new requirements over the past 12 months. The MDP's crime investigation capability continues to be in high demand in support of the MOD's Counter Fraud policy.

The terrorist threat to UK domestic security continues and the recent comments by the new Independent Reviewer of Terrorism Legislation gives a clear indication that this situation will continue for the foreseeable future. It is against this backdrop that the role of the MDP in protecting key Defence and national infrastructure sites across the UK should be viewed.

The ongoing pressures on public sector expenditure are well documented and the financial environment that the MDP operates in continues to be challenging. Delivering our

This Policing Plan was agreed by Alf Hitchcock before his untimely death on 16 June 2017. In recognition of all that Alf achieved as our Chief Constable, and as a tribute to our former colleague, we have decided that the MOD Police Policing Plan for 2017/18 should be published with Alf's personal Foreword left unaltered.

Andy Adams, Deputy Chief Constable

operational policing services and capabilities in support of the security of the Defence estate within our allocated budget continues to be our top priority. We have achieved significant efficiency savings over the past 12 months and the financial challenges we will face over the coming year have been highlighted by the MOD Police Committee. There now remains little opportunity for further MDP cost reductions. However, we remain fully committed to demonstrating value for money to the MOD and this Plan provides an overview of the work we are doing in that regard.

In my foreword to last year's MDP Policing Plan, I mentioned the work commissioned by the Government as part of the Strategic Defence and Security Review 2015 to review options to further integrate infrastructure policing. Further work to consider ways of improving interoperability and collaboration between forces, including options for improving operational effectiveness and efficiency, will be taken forward in 2017/18. The MDP will support this work, which will build upon existing inter-operability with our colleagues in the British Transport Police and the Civil Nuclear Constabulary.

Looking forward to our operational priorities for the coming year, we will continue the programme to implement our Operational Policing Model across the Force. The arrival of the first of the new Queen Elizabeth Carriers at Portsmouth Naval Base will be a major operational priority for the Force and we will be working closely with the Royal Navy to ensure the effective deployment of our marine policing and shore-side assets in support of a wider security operation.

Organisational development and reform will continue to be a priority for the MDP over the next 12 months. We are fully committed to developing and supporting our workforce and have developed an MDP Workforce Strategy that will take forward a number of initiatives to support organisational development.

The MDP Chief Officer team is looking forward to the challenges and opportunities that will undoubtedly arise over the next 12 months and taking forward the programme of work that is summarised in this Policing Plan.

Alf Hitchcock
Chief Constable
Ministry of Defence Police



MDP and the MOD

OVERSIGHT OF THE MDP is provided by the 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 **David Riddle**.



THE POLICE COMMITTEE endorses the Policing Plan for 2017-18. The demand for the Force's specialist services continues to grow from inside MOD and from other government agencies. At the same time, the budgetary pressures in MOD require clear prioritisation of effort, and close cooperation between MOD customers and MDP, to ensure that security tasking aligns with resources and capabilities. This can be challenging, but it is also driving innovation and new models of delivery.

The force is implementing the new Operational Policing Model progressively across the MOD estate. As well as its strong focus on defence security, the force is ready to play its part in the national counter terrorism response to an armed incident, should that arise.

Working with the Defence Police Federation, the force is engaged in implementing a fitness standard for officers, within the national framework laid down by the College of Policing. There is no doubt that this will enhance the health and fitness of the organisation as a whole and more importantly of individual officers.

As the Chief Constable noted, 2017/18 will bring challenges and opportunities. I am confident that Alf's vision for MDP will be carried forward by the Senior Leadership Team, supported by the Police Committee and MOD.

David Riddle
Independent Chair
Ministry of Defence Police Committee





The MDP

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



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

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

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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

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

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The MOD 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 on a full repayment basis.



MDP

- **STRATEGIC OBJECTIVE 1**
Contribute to the protection of Defence people and assets, and the operation of the UK's national infrastructure
- **STRATEGIC OBJECTIVE 2**
Crime Prevention and Detection

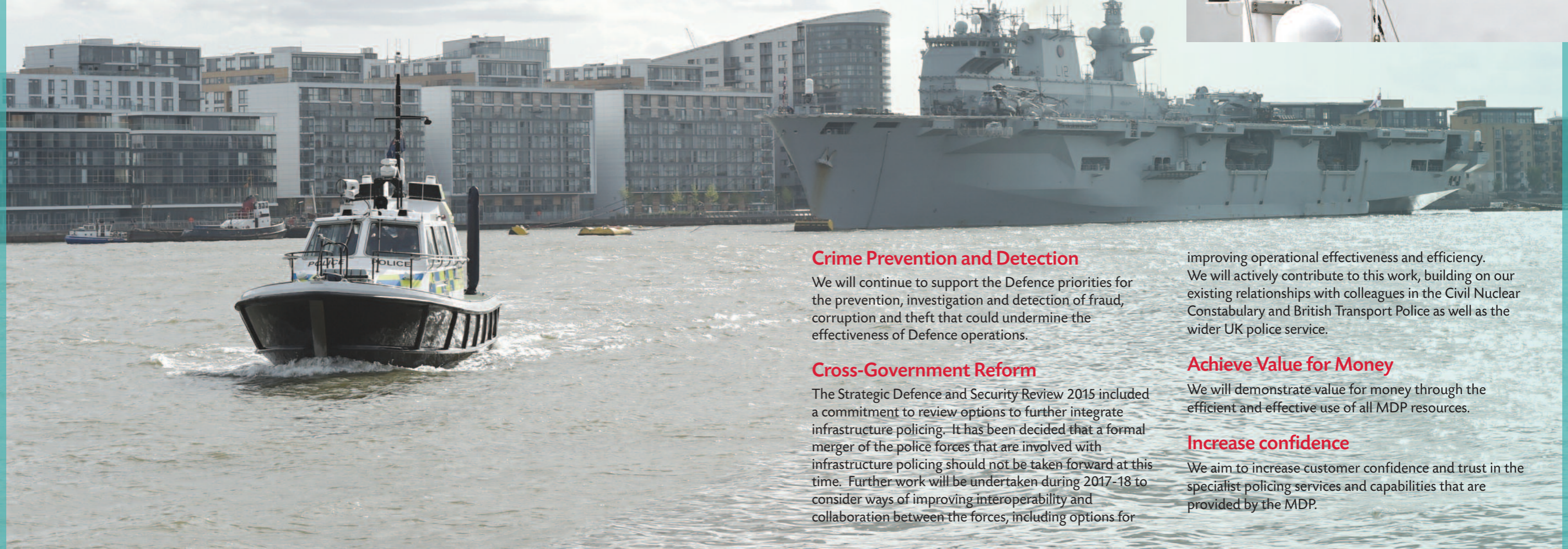
- **STRATEGIC OBJECTIVE 3**
Cross-Government Reform
- **STRATEGIC OBJECTIVE 4**
Achieve Value for Money
- **STRATEGIC OBJECTIVE 5**
Increase confidence

for 2017-18

Contribute to the protection of Defence people and assets, and the operation of the UK's national infrastructure

We will continue to provide specialist armed policing capabilities to deter and prevent threats to the secure and uninterrupted operation of the UK strategic nuclear deterrent, and to key Defence and national infrastructure sites.

We will work closely with our Defence and external customers on any new requirements for our specialist policing services and capabilities that emerge during 2017-18.



Crime Prevention and Detection

We will continue to support the Defence priorities for the prevention, investigation and detection of fraud, corruption and theft that could undermine the effectiveness of Defence operations.

Cross-Government Reform

The Strategic Defence and Security Review 2015 included a commitment to review options to further integrate infrastructure policing. It has been decided that a formal merger of the police forces that are involved with infrastructure policing should not be taken forward at this time. Further work will be undertaken during 2017-18 to consider ways of improving interoperability and collaboration between the forces, including options for

improving operational effectiveness and efficiency. We will actively contribute to this work, building on our existing relationships with colleagues in the Civil Nuclear Constabulary and British Transport Police as well as the wider UK police service.

Achieve Value for Money

We will demonstrate value for money through the efficient and effective use of all MDP resources.

Increase confidence

We aim to increase customer confidence and trust in the specialist policing services and capabilities that are provided by the MDP.



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■ A NEW MDP Operational Policing Model that is based on scientific evidence from policing within the UK and the Centre for the Protection of the National Infrastructure was developed in 2015. This model maximises the impact of the deployment of MDP resources 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
- 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

During 2017-18 we will continue the programme to implement the Operational Policing Model across the force and intend to establish a new central Force Control and Information Room.

Our Organisational Development strategy is now embedded in all aspects of Force business and underpins our development and improvement programme for the Force. Our priorities for developing the Force and building an effective, adaptable and healthy organisation are based on the following strategic themes:

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

We will be taking forward a range of initiatives during the coming year to support and develop our managers:

- In using our internal posting process to support operational and organisational development
- A management culture of empowerment and challenge
- 360 degree feedback
- A Senior Police Officer's Charter
- Introduction of new promotion processes

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An efficient, effective and engaged MDP workforce is essential to enable the Force to achieve its Strategic Objectives. Our future Workforce Strategy has been developed with this in mind and will align a range of workforce development activities with operational service delivery. Key initiatives over the coming year include:

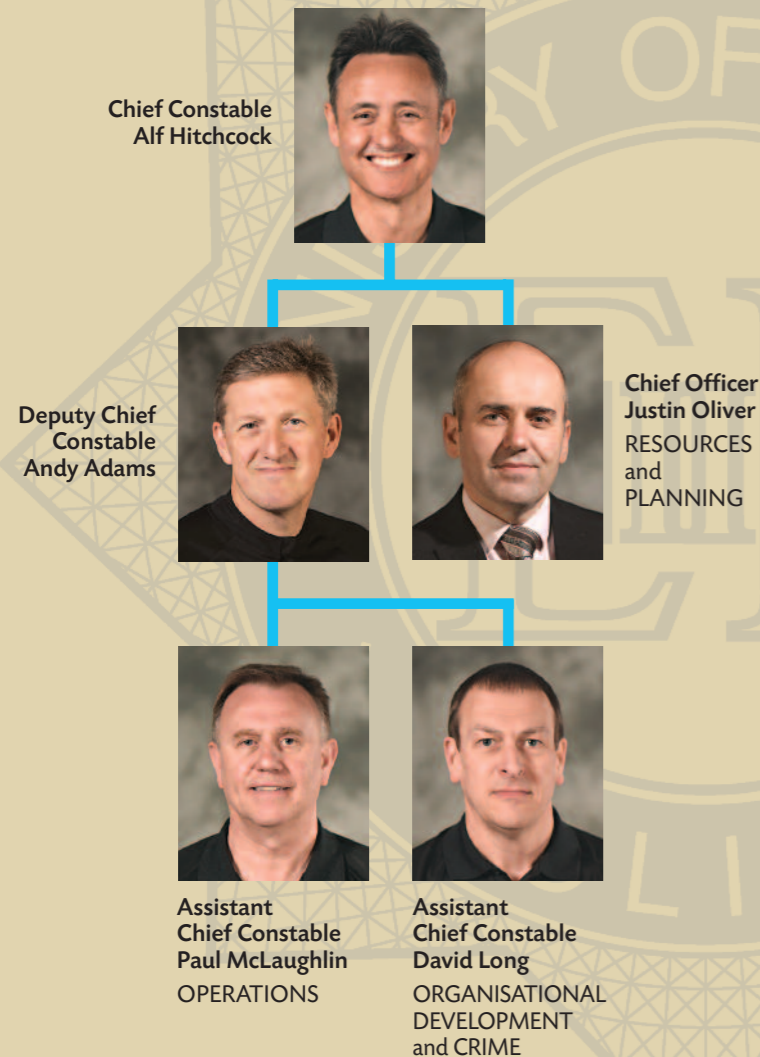
- Fully embed the College of Policing approved Competency and Values Framework within the MDP, underpinned by a new Personal Development Review process
- Introduction of MDP career pathways that are supported by a package of talent management measures
- Improving the diversity of the MDP workforce at all levels of the organisation
- Realign the current MDP Probationer Training Programme to a bespoke MDP Apprenticeship Scheme

We are committed to aligning ourselves with national policing standards, adapting these where appropriate to reflect our specialist policing role. Our priority during 2017/18 will be the renewal of our Firearms Training Licence and we will be working closely with the College of Policing Licensing Team.



MDP and C

THE CHIEF OFFICER GROUP (COG):



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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
- **MDP:** visit our recruitment website at 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



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SPECIALIST ARMED POLICING

MDP Authorised Firearms Officers are trained to national police firearms standards and are deployed within and outside of the establishments where 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 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 arrival of HMS Queen Elizabeth at Portsmouth during 2017 will increase the profile of MDP Marine Policing activity in and around the Naval Base area.

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 that 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, the Service Police and with external partners (including law enforcement agencies and regulatory bodies) on the prevention, investigation and detection of Defence-related fraud. The workload of our Crime Command has increased by almost 300% during the past three years, with asset recovery and disruption increasing year on year.

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.

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■ 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.

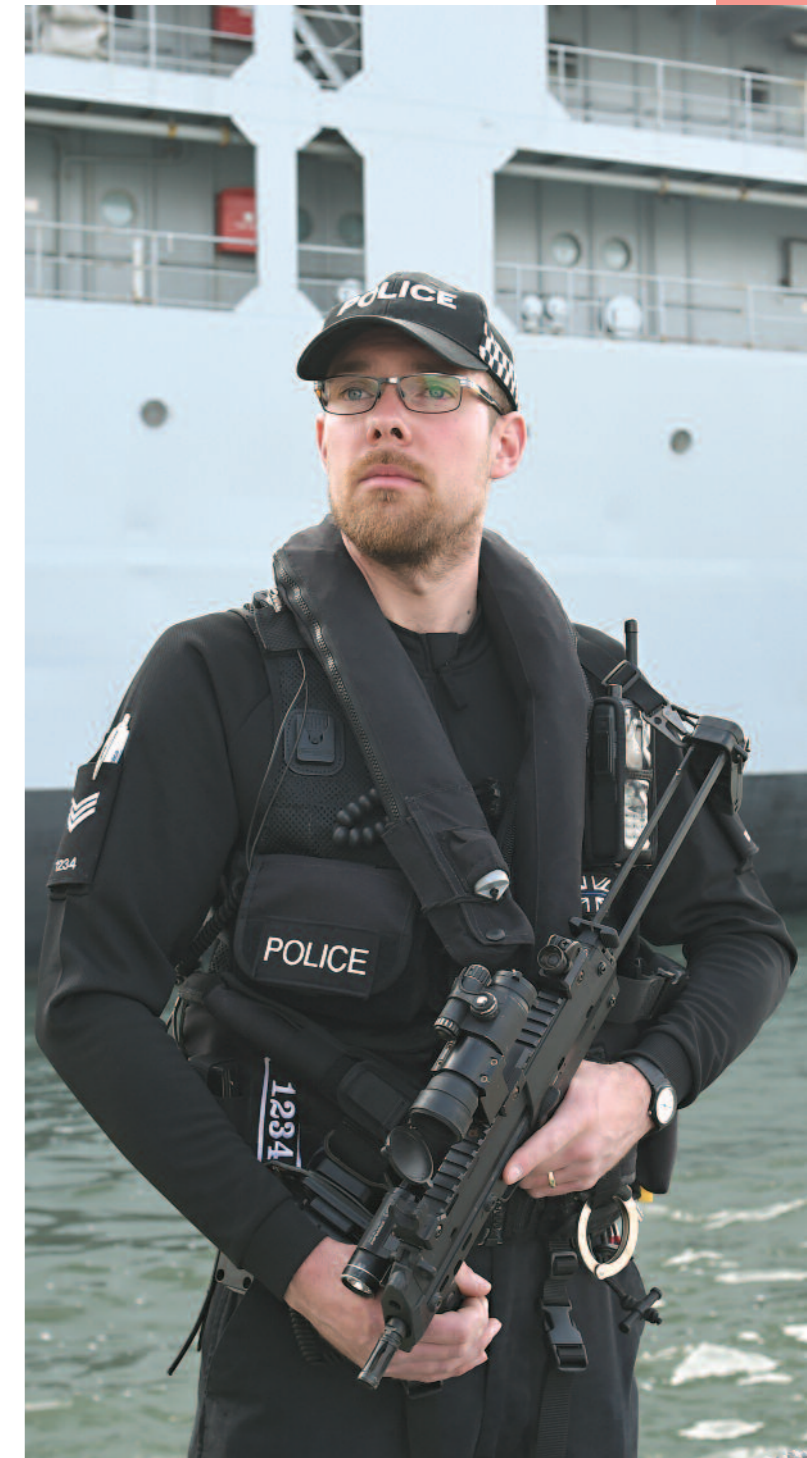
FORWARD FUNDING LEVEL:

	2017-18	18-19	19-20	20-21	21-22
	£M				
Gross	155.3	165.8	158.9	159.2	160.1
Income	-27.2	-27.6	-28.2	-28.8	-29.4
NET TOTAL	128.1	138.2	130.7	130.4	130.7

The above figures are subject to final confirmation.

FUNDING SPENT DELIVERING TO CORE MOD CUSTOMERS:

Ministry of Defence (MOD) Business Area	2017-18 £M	%
Royal Navy	50.9	40
Defence Equipment and Support (DE&S)	47.7	37
MOD Centre (centrally provided services)	16.4	13
Head Office and Corporate Services (HO&CS)	2.1	2
Joint Forces Command (JFC)	4.6	4
Land	2.9	2
Air	2.6	2
Defence Infrastructure Organisation (DIO)	1.0	1
GROSS TOTAL	128.2	



A = MDP B for 2017-18

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STRATEGIC OBJECTIVE 1

Contribute to the protection of Defence people and assets, and the operation of the UK's national infrastructure – Provide specialist armed policing capabilities to deter and prevent threats to the secure and uninterrupted operation of the UK strategic nuclear deterrent, and to key Defence and national infrastructure sites

Key Objective

Maintain the efficient and effective delivery of specialist armed policing services and response capabilities to protect Defence nuclear assets

Maintain the efficient and effective delivery of specialist armed policing services and response capabilities to protect non-nuclear Defence establishments

Maintain the efficient and effective delivery of specialist armed policing services and response capabilities for non-MOD customers and in support of the national police mobilisation plan

To achieve compliance with Defence Security Policy, Defence Nuclear Regulatory Requirements and all relevant national policing standards as agreed with the College of Policing. This includes renewal of the MDP Firearms Training Licence by the College of Policing by 31 December 2017

Recruit and retain the required number of suitably trained and qualified police officers to deliver customer requirements

Development Priority Target 1: Implementation of the MDP's new Workforce Strategy activities that support development of managers across the organisation in particular the strengthening of leadership and management skills, empowerment and responsibility of managers and the introduction of a 'good' senior police officer model across the Force

Development Priority Target 2: Implementation of the MDP's new Workforce Strategy activities that support the improvement of diversity across the MDP workforce in particular increasing Black, Asian and Minority Ethnic (BAME) and female representation at all levels of the organisation through recruitment and internal career development opportunities

STRATEGIC OBJECTIVE 2

Crime Prevention and Detection – Support the Defence priorities for the prevention, investigation and detection of fraud, corruption and theft that could undermine the effectiveness of Defence operations

Key Objective

Work in partnership with Fraud Defence and other organisations/agencies to disrupt and reduce fraud, corruption and theft across Defence

To achieve compliance with national police crime and incident recording standards, as appropriate, across the UK

STRATEGIC OBJECTIVE 3

Cross-Government Reform – Support the implementation of the outcome of the Government's Infrastructure Policing Review

Key Objective

Support the Government directive to take forward options to improve interoperability and collaboration within infrastructure policing, including options for improving operational effectiveness and efficiency

STRATEGIC OBJECTIVE 4

Achieve Value for Money – Through the efficient and effective use of all MDP resources

Key Objective

Manage the cost of delivering MDP services as efficiently as possible, maximising the opportunities for improved value for money and reinvestment into developing future capability

Development Priority Target 3: To implement a new organisational service delivery and funding model that enables MOD to more effectively manage its financial investment in police services through the security risk owners

Development Priority Target 4: Implement agreed changes to the MDP Divisional Headquarters structure, Operational Support Unit and Central Support Group structures and introduce a centralised shift roster management system

STRATEGIC OBJECTIVE 5

Increase confidence – Increase customer confidence and trust in the MDP

Key Objective

Increase confidence and trust in the ability of the MDP to deliver its specialist policing services and capabilities efficiently, effectively and in accordance with required standards through effective and proactive engagement with customers and stakeholders at all levels.



Ministry of Defence Police

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