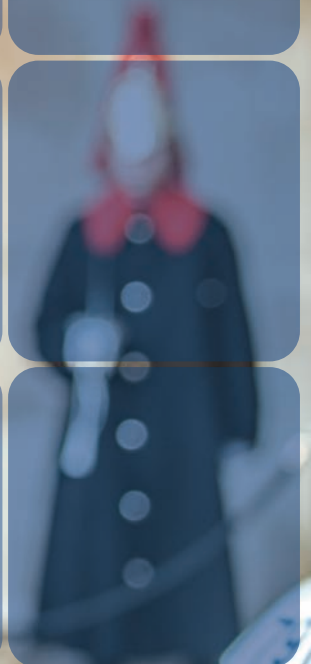


Policing Plan

2015-2016



Ministry
of Defence
Police



The Plan

■ THIS PLAN sets out the operational and organisational priorities for the Ministry of Defence Police (MDP) during 2015-16, 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 provides a summary of the important work undertaken by the Force during 2014-15 in support of the security requirements of our Defence and external customers.

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Ministry
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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 sites at Aldermaston and Burghfield, GCHQ, Portsmouth and Devonport Naval Bases, Defence Munitions establishments and various other Defence sites, including MOD Whitehall.

■ **OUR CUSTOMERS** : The Ministry of Defence, other Government Departments, US Visiting Forces, and external customers such as the Royal Mint.

■ **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
- Community police officers
- A Crime Command Intelligence, Investigation and Counter Terrorism.



Foreword

Alf Hitchcock
Chief Constable
Ministry of Defence
Police

■ AS THE CHIEF CONSTABLE of the Ministry of Defence Police, my responsibility is to ensure that the Force **continues to deliver unique, specialist policing services and capabilities to the highest standards** in order to meet the requirements of our MOD and external customers.

This Policing Plan sets out the operational priorities and organisational challenges for the MDP over the next 12 months and beyond. It highlights our successes and achievements and builds upon, and takes forward, the change and transformation programme of the last year.

The Force has committed to a policing style that is **Professional, Respectful and Adaptable**, which focuses on our purpose – to deliver unique specialist policing to protect the nation's defences and infrastructure. Other Key Priorities within this Plan include further modernisation and reform. We will build on our early work to reduce long term sickness absence and impaired officer capability. We will implement role specific fitness testing across the Force over the next 12 months. We will ensure the MDP approach and policing style reflects national best practice, values and standards and that our officers are able to respond to the Ministry of Defence and support the wider UK police service should national security issues or the need arise.

In this context I am delighted that the range of unique policing skills and capabilities that exist within the MDP are being recognised and that the Force has recently

been asked to deploy officers in support of GCHQ and also in Whitehall to protect military personnel engaged on ceremonial duties.

Other requirement changes are expected and MDP will play an active part in work to support and inform the Strategic Defence and Security Review (SDSR) that will be undertaken during 2015. Preparatory work includes applying a new 'effects based' operational policing model for the MDP that will further enhance and improve security across the MOD estate by best use of our officers, their skills and policing powers.

The ambitious programme of work for 2015-16 detailed within this Plan will undoubtedly be challenging for the Force to achieve. The expectations and aspirations that the MDP has set for the coming year are intentionally demanding. They demonstrate our continued commitment to providing our customers with services and capabilities that reflect the best of UK policing. I am proud to lead the MDP and am committed to ensuring that the Force is recognised as the leading provider of specialist armed policing services and capabilities within the UK.

A handwritten signature in blue ink that reads "Alf Hitchcock". The signature is written in a cursive style and is positioned above a horizontal line.

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 core business of MOD Police is to provide armed protection of the UK's nuclear weapons infrastructure and other key defence assets against threats. The MOD Police Committee welcomes the MDP's Policing Plan for 2015-16 which sets out how it will focus to deliver this vital commitment for the MOD. The Key Objectives and Priorities it has set will be challenging, and the Force has to maintain its flexibility to respond to new and unforeseeable demands within MOD as well as contributing to wider national security imperatives. The MDP must continue to recruit new officers in large numbers, and to drive forward to build sustainable capacity, capabilities, resilience and culture to deliver with consistent effectiveness and efficiency. The Committee will continue to work with the Chief Constable and his Management Team to oversee progress and performance on behalf of the MOD and to hold the Force to account for delivery.

A handwritten signature in blue ink that reads "David Riddle".

David Riddle
Independent Chair
Ministry of Defence Police Committee



The MDP

Purpose, Style, Ethics

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 Code of Ethics

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



The MOD Requirement

■ 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 protestors**
- **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**

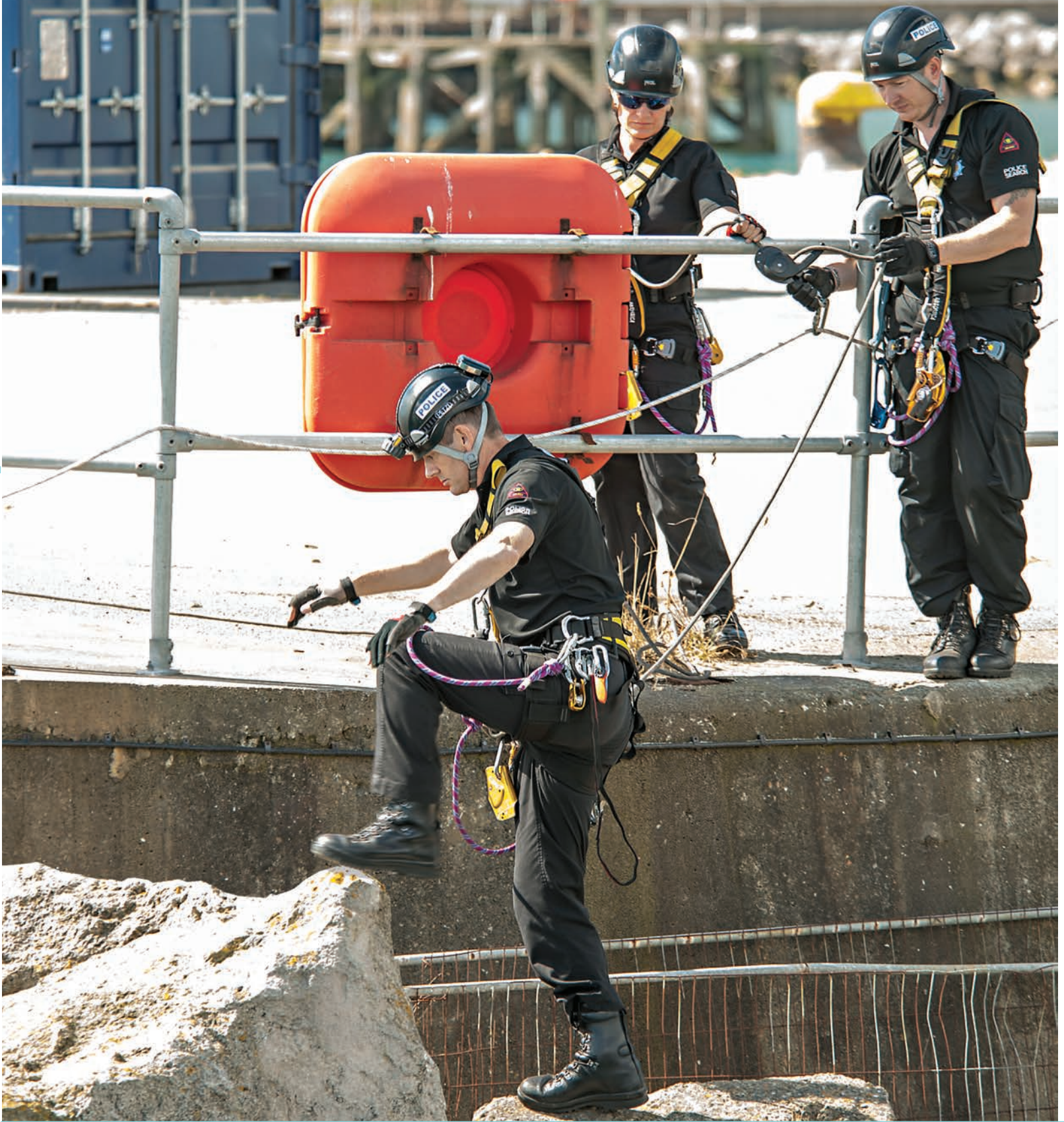
The required Core Capabilities:

- **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.

Policing Plan

2015 2016



Organisational Change Achievements and Suc

Changes to the MDP Operational Command Structure

■ DURING 2014-15, the responsibilities of the MDP chief officer portfolios were adjusted to provide a clearer focus on operational policing and organisational development issues.

The Assistant Chief Constable Operations has responsibility for two Chief Superintendent led Divisions: **Nuclear** encompassing officers deployed in support of armed nuclear security and **Territorial**, which provides services to other Defence sites and a range of customers across the UK. The MDP Operational Support Units and Central Support Groups are also part of the Operations portfolio, which now brings together all deployable assets in one command structure.

The key areas of responsibility for the Assistant Chief Constable **Organisational Development and Crime** include capability development and delivery, related training and support, lead responsibility for operational and organisational change and the MDP Crime Command.

The civilian **Head of Corporate Services** is responsible for the range of resource, personnel and support activities that enable operational service delivery.

Service Delivery achievement

Meeting the customer requirement at some locations presented a significant challenge for the Force during 2014-15. **High levels of service and customer confidence** were maintained throughout 2014-15 but only because of the dedication of our officers and as a result of deploying the MDP's limited surge capabilities and resources.

Collective operational highlights from 2014-15 include:

■ **SPECIALIST NUCLEAR SECURITY** : Successful armed policing to protect Defence nuclear sites and continued progress to meet and raise standards through an extensive training, development and security exercise programme.

■ **NUCLEAR SECURITY COMPETENCE** : The highest rating achieved of 'Satisfactory' during the annual Nuclear Security and Safety Inspection programme. In addition, the **MDP Special Escort Group (SEG)** successfully passed the Annual Nuclear Force Field exercise.





Progress and Operational Achievements in 2014-15

■ **PROTECTING UK SERVICE PERSONNEL** : In late 2014, and in response to terrorist attacks overseas, the MDP was asked to deploy additional armed officers to protect military personnel engaged on ceremonial duties in Central London. This operation is ongoing.

■ **PROTECTING NATIONAL ASSETS** : In February 2015, the MDP were asked to deploy officers in support of the security arrangements at GCHQ and the operation remains ongoing.

■ **CRIME COMMAND** : During 2014-15, the MDP Criminal Investigation Department was focused on developing intelligence requirements to support MDP operations and prioritised criminal investigations. This involved joint working with Fraud Defence and other partners as part of the MOD's Counter Fraud strategy. The crime prevention and investigation work undertaken by the MDP over the past year has resulted in a 34% increase in asset recovery and disruption, which were collectively estimated to be around £6M.

■ **NATIONAL AND INTERNATIONAL EVENTS SECURITY** : High profile events were successfully policed with other forces including the Royal International Air Tattoo at RAF Fairford in July 2014 and the NATO 2014 Summit in Wales.

■ **COMMUNITY POLICING** : MDP continued to provide a community policing service at a number of military locations in support of Service personnel and their families.

■ **MDP SUPPORT TO OVERSEAS OPERATIONS** : In January 2015, the final MDP deployment to Afghanistan concluded when 9 officers returned to

the UK. This brought to an end the support the Force has provided to Op Herrick since 2008 that has seen in excess of 200 MDP deployments to Afghanistan.

Collaboration with the Centre for the Protection of National Infrastructure

During 2014-15, the MDP ran a pilot scheme that introduced the Centre for the Protection of National Infrastructure SeCuRE self assessment tool that helps organisations to assess and understand their security culture. The pilot scheme was subsequently extended to all MDP stations and has assisted with the development of a training programme that will enhance the skills of our officers. This work will continue during 2015-16 and will support and enhance the security culture within the force, and also the security arrangements in place at key Defence sites.

Firearms Training Licence

The MDP obtained the full College of Policing Firearms Licence in June 2014, which will remain valid until December 2017.

Training new recruits

The MDP Operational Capability Centre and Firearms Branch have completed a considerable amount of work to develop and refine the training programme for new officers who join the Force. More than 250 new officers have joined the MDP since recruitment was re-started in late 2013 and our external recruitment programme will continue throughout 2015-16 and beyond.

MDP **Priorities**

Our Key Objectives and Priorities for 2015-16

- **PRIORITY 1** : To provide specialist armed policing and security services and capabilities in support of our Defence and external customers
- **PRIORITY 2** : An effective, engaged and diverse MDP Workforce in sufficient numbers to meet customer requirements
- **PRIORITY 3** : Improving attendance and police officer capability
- **PRIORITY 4** : Implement agreed changes to MDP Terms and Conditions of Service
- **PRIORITY 5** : Crime Prevention and Investigation
- **PRIORITY 6** : Demonstrate Value for Money
- **PRIORITY 7** : Reform and Change Delivery
(See Annex for full details)

Reform and Change

■ THE MDP initial Change and Transformation work programme (Operation Granite) has largely been completed, or is now firmly on track and embedded within normal business activities. But MDP will continue with a still extensive number of critical change and enabling projects linked to our wider Reform and Change agenda:

Operational Policing Model

The new MDP Operational Policing Model will provide a more agile and flexible armed policing capability and response, and will enhance community engagement.

To achieve this, the model will:

- **Deliver a greatly enhanced effect in the areas of 'Deter' and 'Detect'**
- **Be more proactively and flexibly intelligence led utilising real time intelligence provision**
- **Draw upon and utilise the benefits of the military/Centre for the Protection of National Infrastructure concept of influence activity and operations' in a counter terrorist and policing context as part of an overall Deterrence strategy**
- **Ensure a more inclusive and sensitive community relationship, both with military and civilian communities**



- Be embedded in local contingency plans ensuring interoperability with other police forces and security service providers
- Assist developing MDP leaders at all levels to be appropriately empowered and accountable for decision making

Organisational Development Strategy

This will bring together a number of related work strands into a single co-ordinated project to develop the culture of the MDP. Key elements of the Organisational Development Strategy will take account of:

- The MOD Police Committee's MDP Cultural Audit
- Peer review by the Metropolitan Police
- The MDP Engagement Action Plan response to the results of the "My MDP" staff survey undertaken in 2014
- Police officer motivation and engagement tools and techniques piloted in 2014-15 and to be rolled out across the wider Force through 2015-16
- A modernised 'digital' approach to enhance our internal and external communications
- Our robust programme of Leadership and Management Training

As a consequence, the strategy will be led under the following areas:

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

Improving Attendance and Police Officer Capability

This programme of work is already underway and will continue throughout 2015-16 and beyond. Capability issues and sickness absence are costly in terms of reduced efficiency and customer service and are therefore being dealt with as a high priority.

Key elements of the attendance and capability programme include:

- Efficient and effective sick absence management, in particular long term sickness, to secure significant and longer term reductions in the number of officers unavailable for duty or not capable of the full range of duties
- The implementation of mandatory role specific fitness testing for all MDP officers (through agreed changes to terms and conditions of service)
- An enhanced MDP Occupational Health support regime that will provide bespoke health and wellbeing advice to officers

External Recruitment

We aim to recruit 300 new police officers during 2015-16 through our ongoing external recruitment programme with a particular emphasis on female and black and ethnic minority applications to improve our workforce diversity.

MDP Terms and Conditions of Service

The implementation of agreed changes to MDP Terms and Conditions of Service will ensure that the Force has an employment proposition that will aid external recruitment and reflects relevant national police terms and conditions.

Police Training

We will complete a Training Needs Analysis to determine the future MDP training requirements that are required to deliver our customer requirements for policing services and capabilities.

Efficient and effective deployment of operational police resources

We will take forward the recommendations of a review into overtime working and shift rosters within the MDP that was undertaken in 2014-15. This will ensure that we maximise value for money in the delivery of our operational policing outputs, together with ensuring the welfare and wellbeing of our officers.

Policing Plan

2015 2016





MDP Organisation and Capabilities

MDP's unique policing services

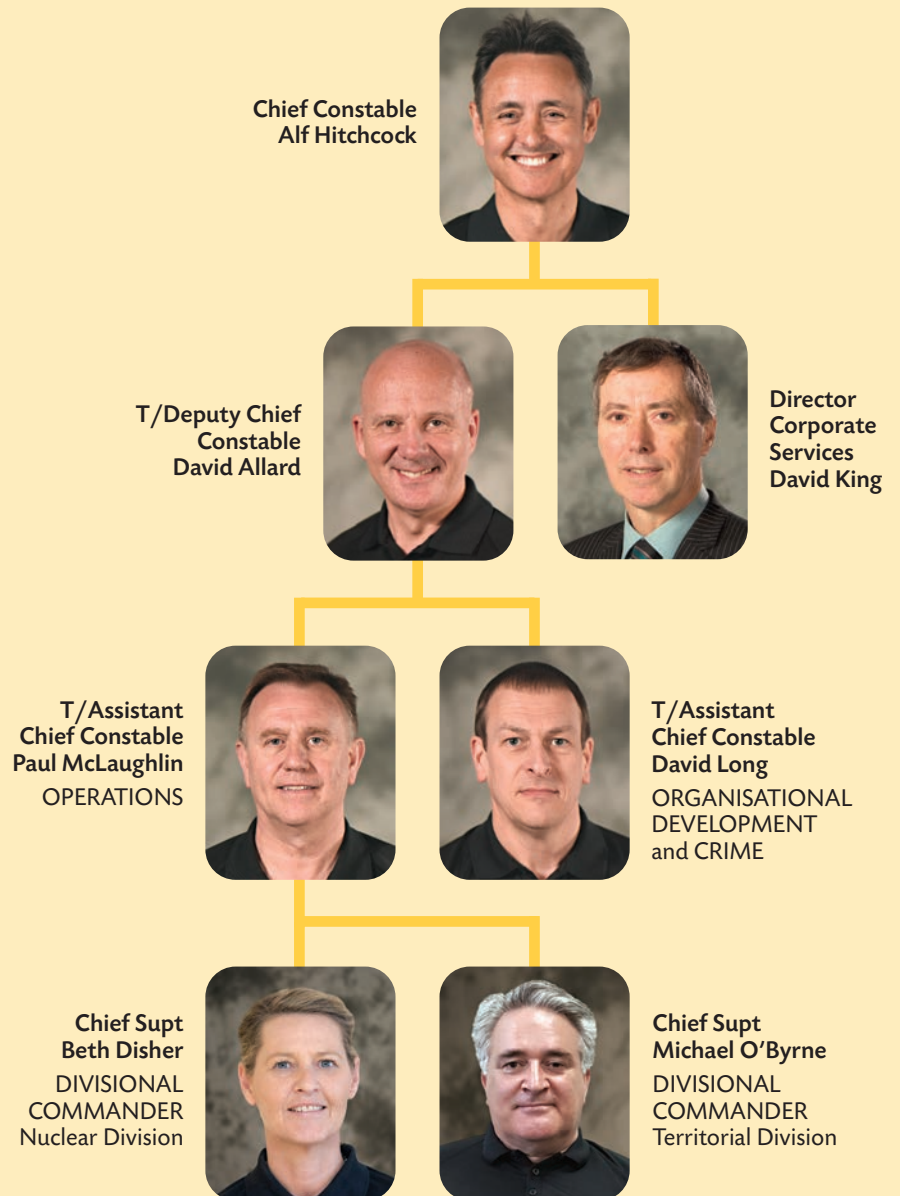
- SPECIALIST ARMED POLICING AND SECURITY
- ELITE SPECIALIST TEAMS
- MARINE POLICING
- SPECIALIST POLICE DOGS
- WORKING AT HEIGHTS CAPABILITY
- SPECIALIST PROTESTOR REMOVAL
- SURGE CAPACITY
- INTELLIGENCE
- SPECIALIST CRIMINAL INVESTIGATION

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
- **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

THE MDP MANAGEMENT BOARD STRUCTURE:



MDP People

■ OUR OFFICERS are the bedrock for all that the Force does. Here are some snapshots of personal and professional experiences within MDP in 2014-15.

■ **CRIMINAL INVESTIGATION** : For **Detective Chief Inspector Paul Niven**, transferring into the MDP Criminal Investigation Department (CID) has provided him with an excellent development opportunity and the chance to ensure the continued success and transformation of the MDP CID. The change of role has also enabled him to utilise the skills and experience gained as a Deputy SPO (Senior Police Officer), an Operational Commander, a Training Manager and from serving with International Policing Missions.

■ **AFGHANISTAN** : At the 2014 British Association for Women in Policing Awards that were held in November, **Inspector Christine Edwards** was highly commended in the Mentoring category in recognition of her work in mentoring female police officers in the Afghan National Police. At the same award ceremony, Inspector Edwards and **Chief Inspector Avrina Montgomery** were both recognised for their contributions to International Policing. In recognition of her services to police training in Afghanistan, the Chief Constable and the Force were delighted that **Constable Catriona McBeath** was awarded the MBE in the 2014 Birthday Honours List.

■ **COMMUNITY POLICING** : For **Constable Ross McClughan** who joined the MDP during 2014 his role as a Defence Community Police Officer in Northern Ireland has been both challenging and rewarding. Ross says: "I feel I contribute on a daily basis providing visible, proactive and positive policing with the aim of keeping people safe, giving me job and personal satisfaction. I am really enjoying my job in Northern Ireland".

In her community policing and liaison role at RAF Menwith Hill, **Constable Lynne Bennion** is required to

liaise with external partners such as Social Services, the North Yorkshire County Council Road Safety Team and with North Yorkshire Police. Lynne has delivered various presentations and workshops on road safety advice, drug awareness (including delivery of the DARE programme), domestic abuse seminars, school information and newcomers briefings as well as updates on legal and safety issues in the station magazines. Lynne's input to the North Yorkshire Police annual Crucial Crew event has been so successful that she is always invited back the following year.

■ **SUPPORTING INTERNATIONAL EVENTS AND HIGH PROFILE MOD REQUIREMENTS** :

For **Constable Fay Butler**, her role as an MDP Central Support Group officer has seen her involved in a variety of operations. Most notable was her involvement in the successful MDP deployment that supported the wider policing operation for the NATO conference that took place in Cardiff during September 2014.

For **Sergeant Gavin Thomas** and his colleagues at RAF Fairford, the planning and liaison that is required to deliver high quality policing support to the Royal International Air Tattoo is an annual challenge. 2014 was no exception and the efforts of the MDP team at Fairford received praise from the highest levels.

■ **PROMOTING ROAD SAFETY** : As part of his wider policing role at Fort Halstead **Constable John Haggis** took an active role in promoting road safety. This included arranging free winter vehicle checks and free windscreen checks. John also produced road safety leaflets and arranged bicycle safety workshops and free safety training for motorcyclists. Although he is not Scottish, with a name like Haggis it was only appropriate that John completed a detached duty tour at NTRE Vulcan, which he thoroughly enjoyed.

Policing Plan

2015 2016



■ **MARINE POLICING** : The effective maintenance and safe deployment of the MDP Marine Policing capability at Portsmouth was a priority for **Sergeant Frank Cotton**. He has worked tirelessly to ensure that marine craft have been effectively maintained to enable them to operate in difficult and testing sea conditions during varied Marine Policing operations. He achieved this by liaising and co-ordinating with key partners at the Dockyard and juggled many complex tasks in vital areas of business such as sea-survival.





MDP **Beyond** 2015-16

The Force – Our Future Role and Strength

■ THE OUTCOME of the Strategic Defence and Security Review and Government Spending Review that will be undertaken during 2015 will clarify the MOD requirement for the MDP over the coming years.

Maximising the policing skills, capabilities and powers that are an integral part of the MDP will be at the heart of the effects based operational policing model that is being developed by the Chief Constable as part of our support for SDSR 15.

We expect the MDP to remain at the forefront of providing specialist armed policing services and capabilities as part of the wider UK policing family.

The MDP will continue to be deployed at a wide range of critical Defence and other locations throughout the UK.

We will continue to recruit and refresh our workforce, with a focus on capability, fitness and availability to serve, to meet the expectations of our customers.

Delivery of our specialist policing services and capabilities

The Force will continue to provide a responsive and high quality service that meets the needs of all our customers.

The standards we set will be at the highest level: to give confidence and reassurance to our customers and our counterparts in the wider policing service and the MOD.

We will welcome inspections, exercises and reviews: to ensure we continue to meet the standards that are required and expected and to set a new standard of professionalism.

We will respond positively to changes that are implemented in the wider UK police service.

We will be responsive to changes to the needs and requirements of our customers.

We will enhance our in-house Occupational Health, Human Resources and other Corporate Services to ensure that MDP officers are properly supported in their vital work.

Within the budget allocation set by the MOD, we will provide our officers with the weapons, clothing and equipment that is required to enable them to undertake their role.

We will seek opportunities for continuous improvement: raising standards and levels of service.

We will remain responsive to all unforeseen operational requirements and requests for support from our MOD and external customers.

Governance

We will continue to welcome the independent scrutiny and assurance provided to the Secretary of State by the MOD Police Committee.

Commitment

The Plan is underpinned: by the personal commitment of the Chief Constable and his Chief Officer team.

Annex

Key Objectives and Priorities for 2015-16

PRIORITY 1 : To provide specialist armed policing and security services and capabilities in support of our Defence and external customers

Performance Indicators:

- Deliver to customer satisfaction their statements of requirement for effects based policing
- Retain a “substantial assurance” assessment from the DE&S Nuclear Security and Safety inspection programme
- Successfully complete the annual Nuclear Security Force Field Training Exercise
- Provide specialist policing services in response to urgent and unplanned customer requirements to the Gold Strategy and performance standards agreed



PRIORITY 2 : An effective, engaged and diverse MDP Workforce in sufficient numbers to meet customer requirements

Performance Indicators:

- By 31 July 2015, police officer strength to be within 3% of the agreed Force complement and, while aiming to be at full strength, to remain between 97% and 100% throughout 2015-16
- In order to increase female and ethnic minority representation in the MDP, we aim to appoint a minimum of 25% female and 15% ethnic minority officers during 2015-16 via the Force’s external recruitment programme
- Deliver the MDP Engagement Action Plan response to the ‘My MDP’ staff survey, by 30 September 2015
- Implement the agreed recommendations of the MOD Police Committee Cultural Review by 31 March 2016
- Training Needs Analysis undertaken and delivered by 31 March 2016
- Close disciplinary cases to wider best practice policing standards

PRIORITY 3 : Improving attendance and police officer capability

Performance Indicators:

- Implement the MDP strategy for long term sickness, officer capability, health and well-being

Key Objectives and Priorities for 2015-16 (contd)

improvements inclusive of MOD sick absence and attendance reforms

- Deliver no less than a 20% reduction in MDP officer long term sickness absence by 31 March 2016
- Deliver no less than a 30% reduction on the number of MDP officers who are permanently or temporarily unable to meet the full range of duties by 31 December 2015 (helping officers back to health, fitness and work wherever possible)
- Implement a mandatory role specific in-service fitness test for all MDP officers by 30 September 2015. All officers to have completed an initial assessment against the new standard by 31 March 2016
- Complete the implementation of new MDP Occupational Health support arrangements by 30 September 2015

PRIORITY 4 : Implement agreed changes to MDP Terms and Conditions of Service

Performance Indicators:

- Complete the implementation of agreed changes to MDP Terms and Conditions of service by 31 December 2015

PRIORITY 5 : Crime Prevention and Investigation

Performance Indicators:

- Deliver Departmental priorities for the prevention, investigation and detection of fraud, corruption and the theft of or damage to key Defence equipment and assets
- Full compliance with the Crime Recording Standards (CRS) for Scotland, England and Wales, and National Standards for Incident Recording (NSIR) in England and Wales

PRIORITY 6 : Demonstrate Value for Money

Performance Indicators:

- Manage the MDP in-year budget allocation within the limits of the MOD Annual Budget Cycle 2015 period
- Deliver a best practice Value for Money Strategy against which the Force can demonstrate effective and efficient resource management

PRIORITY 7 : Reform and Change Delivery

Performance Indicators:

- Deliver MDP cultural change and policing reforms to time and standard

OUR PURPOSE

Delivering Unique Specialist Policing

... to protect the nation's defences and national infrastructure

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 achieve customer requirements in the most efficient way

We PROTECT and REASSURE to ACHIEVE our Ministry of Defence requirement

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
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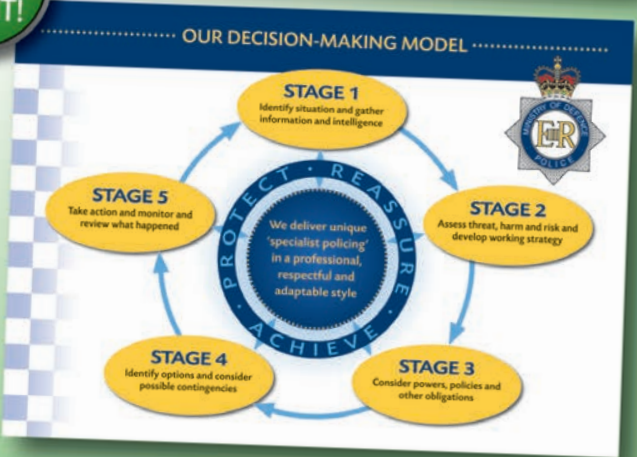
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OUR CODE OF ETHICS

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- Objectivity** You make choices on evidence and your best professional judgement
- Openness** You are open and transparent in your actions and decisions
- Respect** You treat everyone with respect
- Selflessness** You act in the public interest



Streamlined Decision Making

Posters and pocket-cards were distributed across the Force to reinforce the Chief Constable's message, that linking the MDP Purpose and Policing Style to the Decision-Making Model provides officers with the tools to make the right decisions at the right level.



Ministry
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