



# Policing Plan 2018-19



Ministry  
of Defence  
Police

# The Plan

■ THIS PLAN sets out the strategic objectives, vision and priorities for the Ministry of Defence Police (MDP) for 2018/19, 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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**Ministry  
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Police**

## Key Facts

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

■ **OUR PEOPLE** : A Force of around 2,700 police officers and 250 non uniform civilian staff, from a variety of diverse backgrounds who are proud to serve the nation.

■ **WHERE** : At various locations 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 that meets national policing standards
- Various specialist armed policing units
- Specialist police dogs and handlers
- The largest Marine Policing capability in the UK
- A Crime Command Focused on counter terrorism investigation and intelligence capabilities and combating the threat and risk of major fraud, theft, bribery and corruption to Defence interests.

# Foreword

**Andy Adams**  
Chief Constable  
Ministry of Defence Police

■ IN INTRODUCING the MDP Policing Plan for 2018/19, I would firstly like to pay tribute to my predecessor Alf Hitchcock who sadly passed away on 16 June 2017. Alf had a long and distinguished career in the police service and I am determined to take forward and build upon the organisational reforms and operational successes that Alf was responsible for during his four years as our Chief Constable.

This Policing Plan provides an overview of the range of specialist armed policing services and capabilities that are provided by the MDP to the Ministry of Defence and to our various external customers. It also summarises the work we will be doing over the coming year to meet our Operational Objectives. The services and capabilities that we provide continue to be in demand, the Departmental Statement of Requirement clearly articulates what Defence wants from us – and, despite the well documented financial pressures across the UK police service, our Force has remained broadly unchanged over the past five years. Since 2014 around 800 new officers have joined the MDP and during 2018/19 we are aiming to recruit at least 250 more officers. Our ability to recruit and retain high quality police officers and non-uniform civilian staff is essential to our future success and we are committed to developing and supporting our people to ensure that everyone is given the opportunity to achieve their full potential.

The threat to the UK from terrorism remains constant and during May and November 2017 the MDP successfully deployed considerable numbers of armed officers under Operation Temperer in response to requests for support from a number of Home Office forces. We will continue to support the wider UK policing response to counter the threat from terrorism by meeting our agreed commitments to the national armed policing strategic reserve and Operation Temperer.

The College of Policing decision to reinstate our full Firearms Training Licence from May 2018 confirmed the considerable progress that we have made over the past 12 months to ensure that we comply with all relevant national armed policing standards. We intend to sustain and build upon the fundamental changes that we have introduced and we are committed to aligning our existing occupational fitness standards with the national standards that are endorsed by the College of Policing. We intend to achieve full alignment by 2020 and over the next 12 months we will continue to support our officers to ensure they have the best possible chance of achieving and sustaining the national police fitness standards that apply to their role.

It is no secret that the MDP, along with other police forces and organisations across the public sector, is operating in a challenging financial environment. The Force has delivered significant efficiency savings in recent years and will continue to demonstrate value for money to the MOD through a range of innovative and proactive initiatives that will further improve our operational efficiency and effectiveness.

Having been appointed as the Chief Constable in May 2018 my aim is for the MDP to be recognised as a centre of excellence for the specialist armed policing services and capabilities that we provide. I am very much looking forward to leading the Force and working with my chief officer team to deliver the programme of work that is summarised in this Policing Plan.

**Andy Adams**  
Chief Constable  
Ministry of Defence Police



# How MDP is Governed

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



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

But, of critical importance at a local level, it also defines the style of policing by which these objectives should be delivered.

In an era of increasing threat and sustained pressure on resources, it is inevitable that things have to change. The environment in which we work demands ever higher professional and ethical standards, a greater focus on risk and its mitigation plus the ability to evolve our approach as the operational context develops new characteristics. These are the ingredients on which our posture of deterrence is built but they are also facets that owe their success to the motivation, determination and professionalism applied to everyday activity by those on the frontline and those in the command chain.

One example of this evolution is the implementation of the Operational Policing Model which has increased customer confidence whilst also making the most efficient use of resources. In this and other aspects, the Committee will be vigilant in ensuring that the command chain and the Defence Police Federation are constantly involved in the journey towards achieving the Chief Constable's vision for the MDP as a centre of excellence for the specialist armed policing services.

**Sir Brian Burridge**  
Independent Chair  
Ministry of Defence Police Committee

THE POLICE COMMITTEE was grateful to have been fully involved in the creation of this Policing Plan. They recognise that it translates the MOD's Statement of Requirement for the MDP, which reflects the needs of our various customers, into pragmatic, achievable objectives that should guide commanders at all levels in determining their local plans and objectives.





# What MDP stands for – **Purpose, Style, Ethics** **and Leadership**



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

## **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 promotes continual improvements in Trust, Engagement and Performance.

#### **INSPIRING** – About our work and its future

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

#### **CONFIDENT** – In our engagement

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

#### **EMPOWERING** – Our teams to deliver

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



# What the Ministry of Defence requires of MDP



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

- Terrorist attack and the 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 materiel that would have a significant impact upon Defence capability
- Major financial fraud and corruption that would have a significant impact upon Defence capability

The requirement for the MDP is based on supporting the achievement of the objectives that are set out in the Ministry of Defence Single Departmental Plan. For example:

- Defend and contribute to the security and resilience of the UK and Overseas Territories against state and non-state threats
- Deliver nuclear deterrence and the Defence Nuclear Enterprise
- Conduct overseas defence activity
- Deliver key enabling functions

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

- **Armed Nuclear Policing and Security:** To provide a specialist dedicated armed policing and security service in support of the protection of the UK's strategic nuclear deterrent
- **Territorial Policing and Security:** To provide a dedicated armed policing and security service in support of the protection of non-nuclear Defence sites
- **Operational Surge:** To maintain an armed capable mobile policing and security resource that can be deployed at short notice in response to temporary Defence requirements
- **Intelligence Gathering and Analysis:** To counteract Defence crime and security threats and to facilitate the most efficient and effective deployment of MDP resources
- **Crime Prevention, Investigation and Detection:** To prevent, investigate and detect fraud, corruption and the theft of or criminal damage to key Defence equipment and assets
- **International Policing:** In support of Defence operations overseas and other international policing commitments in support of UK Government policy
- **Support to wider UK Government requirements:** Including supporting the wider UK Counter Terrorism response, and providing policing and security services to US Visiting Forces and other UK Government Departments and customers on a full repayment basis.



# MDP's **Operational Objectives** 2018-19

1 We will provide specialist armed policing to help protect the UK's strategic nuclear deterrent

4 We will contribute towards the UK's national armed policing response to major incidents

5 We will develop and improve the effectiveness and capability of the MDP to protect UK Defence interests

2 We will provide specialist armed policing to help protect UK Defence and national infrastructure establishments

3 We will provide specialist policing services to help protect the UK's NATO and other Defence partners



# MDP's Organisational Objectives

## Business Change and Improvement

WE ARE COMMITTED to the development and continuous improvement of our range of specialist operational policing capabilities to ensure that we achieve our Strategic Objectives.

During 2018/19 we will introduce a new Force Portfolio Office that will oversee ongoing work activities that are focused on the continuous improvement of our range of capabilities.

## The MDP Operational Policing Model

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

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

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

Since 2016, and as part of our Operational Policing Model, we have been introducing Project Servator as a new policing tactic at the locations where MDP officers

are deployed. The aim of our Project Servator deployments is to deter, detect and disrupt criminal and terrorist activity, and to provide reassurance to the various communities that we serve.

## Recruitment

We are looking to recruit 250 new officers into the Force over the coming year to fill anticipated vacancies. This will enable us to continue our focus on increasing the number of MDP officers from under-represented groups.

## Leadership and Management

We will continue our well-established programme of Leadership and Management training to equip our police and non-uniform civilian managers with the skills they need to lead and develop their people. During the coming year, we will also be introducing a new Leadership Charter that is linked to the delivery of our Leadership Standards.



## Workforce Development

The development of our existing workforce is essential to identify and support our future leaders throughout their careers. We will continue the work that commenced last year to align a range of workforce development activities with operational service delivery.

## Standards

We are committed to aligning ourselves with national policing standards as set by the College of Policing, adapting these where appropriate to reflect our specialist policing role. We are also mandated to follow the regulatory standards that are relevant to our role within the Ministry of Defence and our external customers.

## Improving Performance and Attendance

Our programme of annual medicals and fitness testing for all MDP officers will continue to be a top organisational priority during 2018/19. Our well-established Performance and Attendance Strategy provides a framework for the efficient and effective management of sickness absence and police officer

capability issues within the MDP. Our Occupational Health team will continue to work alongside the providers of Occupational Health services to the wider MOD civilian workforce, to provide our officers with bespoke health and wellbeing advice and support.

## Value for Money and Efficiency

We will continue to develop and refine a new financial model for the MDP to inform and facilitate a decision by the MOD Corporate Committee during the coming year.

During 2018/19, we will be undertaking a review of rank structures across the Force as part of our ongoing value for money commitment and to ensure that we have the optimum number of police supervisors and managers in place at the right locations.

We will be introducing new shift patterns across the Force to ensure the efficient and effective delivery of our operational policing services. This will be enabled by centralised shift roster management.

We intend to review how we deliver firearms training to establish whether there are opportunities to deliver this more efficiently through regional training delivery. As part of the ongoing work to develop our Firearms Strategic Threat and Risk Assessment we will be looking at the possibility of rationalising the types of firearms currently in use across the Force, together with the associated training.







# MDP's Capabilities

## ARMED POLICING

MDP Authorised Firearms Officers are trained to national police firearms standards and are deployed within and outside of the establishments where the MDP is located in accordance with our Operational Policing Model.

Armed MDP patrols provide an overt deterrent against potential terrorist attack and can provide a rapid response to an attack on any establishment where the MDP is located. Armed patrols outside of establishments are undertaken in accordance with agreed policing protocols between the MDP and the local police force.

The MDP also forms part of the national armed policing strategic reserve that can be deployed in response to support the wider UK policing response to major incidents.

## MARINE POLICING

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

The MDP Marine Policing capability comprises of authorised firearms officers who are deployed on waterborne patrols in Police Launches and Rigid Inflatable Boats. They form a key part of the security arrangements at the establishments where they are located and provide a deterrent against potential terrorist attack and other illegal activities that present a security and/or safety threat.

## 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.

## 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 amongst the highest trained authorised firearms officers in UK policing.

### SPECIAL ESCORT GROUP

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

### OPERATIONAL SUPPORT UNIT

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

### PROTESTER REMOVAL TEAMS

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



## CRIME COMMAND

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

### SECURITY – Combating the threats and risks to Defence interests resulting from Terrorism, Domestic Extremism and Public Order

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

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

- The prevention, detection, disruption and investigation of crime against Defence interests, with a specific focus on:
  - Complex, serious and organised crime
  - Major fraud, theft, bribery, corruption and financial crime
  - The recovery of the proceeds of crime

Delivering the priorities and objectives shown above will be supported and enabled by a new MDP Crime Command Strategy, to be launched in 2018.

## INTERNATIONAL POLICING

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



## How MDP is **Funded**

■ AS PART of the MOD's Head Office and Corporate Services Top Level Budget, we receive the majority of our funding from the Department. However, the policing services that we provide to our various other Government department and non-Government organisations are subject to full cost recovery.

### FORWARD FUNDING:

	2018-19	19-20	20-21	21-22	22-23
	£M				
Gross	159.9	159.5	165.1	167.1	172.8
Income	-21.5	-21.8	-22.2	-22.5	-22.9
<b>NET TOTAL</b>	<b>138.4</b>	<b>137.7</b>	<b>142.9</b>	<b>144.6</b>	<b>149.9</b>

### FUNDING FOR DELIVERING TO MOD CUSTOMERS:

Ministry of Defence (MOD) Business Area	2018-19	
	£M	%
Royal Navy	45.3	33
Centrally Provided Services	36.4	26
DG Nuclear	29.4	21
DE&S	7.4	5
Joint Forces Command	5.7	4
DSTL	4.7	3
Air	4.2	3
Head Office & Corporate Services	2.6	2
Defence Infrastructure Organisation	1.5	1
Army	1.2	1
<b>GROSS TOTAL</b>	<b>138.4</b>	



# MDP Business Plan 2018-19

## SUPPORTING OPERATIONAL OBJECTIVES 1, 2 and 3

Key Objectives	Output Measurement	Timeline/Target
To deploy a suitable and sufficient number of armed police officers to satisfy the Department's and MOD customer security needs	<ul style="list-style-type: none"> <li>To re-balance MDP deployment levels to match the Defence security priorities, customer requirements and available funding</li> <li>To improve the number of fully operationally capable officers deployed</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Ensure full compliance with national police standards and skill levels as per national police role profiles and bespoke MDP roles</li> <li>Increase Policing Effect service delivery levels at customer establishments</li> </ul>	Q2 – 10% reduction in non-capable officers Q3 – 15% reduction in non-capable officers Q4 – 20% reduction in non-capable officers
	<ul style="list-style-type: none"> <li>Fully achieve Defence Nuclear Regulatory standards and Defence Security Policy</li> <li>Review and implement Firearms Command and Control structures that comply with national police standards</li> </ul>	Continuous
	<ul style="list-style-type: none"> <li>Increase Policing Effect service delivery levels at customer establishments</li> <li>Fully achieve Defence Nuclear Regulatory standards and Defence Security Policy</li> </ul>	Q3 – 3% increase Q4 – 5% increase
To deter and identify threats against UK Defence interests through use of Project Servator policing tactics	<ul style="list-style-type: none"> <li>Implement the 2018/19 element of the MDP's 3-Year Project Servator Plan</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Implement Project Servator on the Clyde in conjunction with Police Scotland</li> </ul>	Q2
To ensure safe and effective marine policing of the UK's Naval Bases	<ul style="list-style-type: none"> <li>Implement the agreed Naval Base security review recommendations</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Implement new marine medical arrangements</li> </ul>	Q3
To help protect UK Defence interests and ensure effective MDP operations through effective intelligence information	<ul style="list-style-type: none"> <li>Regular intelligence reports, threat assessments, problem/subject profiles from MDP Crime Command</li> </ul>	Continuous

## SUPPORTING OPERATIONAL OBJECTIVE 1

Key Objectives	Output Measurement	Timeline/Target
To safely escort and protect the movement of special materiel, supporting key Defence outputs	<ul style="list-style-type: none"> <li>All planned escorts successfully completed</li> <li>Fully achieve Defence Nuclear Regulatory standards</li> </ul>	To agreed timescales Annual
To assist in the response to a UK nuclear accident or emergency	<ul style="list-style-type: none"> <li>Ensure NSF capability is maintained at required resource level</li> </ul>	Continuous

## SUPPORTING OPERATIONAL OBJECTIVE 4

Key Objectives	Output Measurement	Timeline/Target
To contribute to the UK national armed strategic response	<ul style="list-style-type: none"> <li>Increase the number of suitably qualified officers available to deploy in support of wider UK armed CT response</li> </ul>	Quarterly

## SUPPORTING OPERATIONAL OBJECTIVE 5

Key Objectives	Output Measurement	Timeline/Target
To ensure MDP authorised firearms officers are trained to national police standards	<ul style="list-style-type: none"> <li>Regain and retain the College of Policing Firearms Training Licence</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Ensure the capability of MDP's specialist roles meet the strategic threats and risks facing the Force, wider policing and Defence</li> <li>Review the effectiveness of the firearms training programme delivery model, to ensure MDP officers are continuously trained and qualified to meet changes in the strategic threat and risks facing the Force</li> </ul>	Annual
	<ul style="list-style-type: none"> <li>Review the effectiveness of the firearms training programme delivery model, to ensure MDP officers are continuously trained and qualified to meet changes in the strategic threat and risks facing the Force</li> </ul>	Q2
To ensure the operational capability of officers through new equipment support	<ul style="list-style-type: none"> <li>Complete the trial of body cameras and begin phased implementation across the Force</li> </ul>	Q2 – Trial Complete Q4 – begin rollout
	<ul style="list-style-type: none"> <li>Review the existing MDP weapons platform and identify options for rationalising systems across the Force</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Secure the continuation of the MDP's existing operational command and control system in line with the wider Home Office adoption of the Emergency Services Network programme</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Review and implement the introduction of new ballistic protection across the Force</li> </ul>	Q2

## SUPPORTING OPERATIONAL OBJECTIVE 5 (contd)

Key Objectives	Output Measurement	Timeline/Target
<b>Combat the threats and risks of major fraud, theft, bribery and corruption against Defence interests</b>	<ul style="list-style-type: none"> <li>Deliver the revised performance measurement targets in accordance with the new Crime Command Strategy for 2018-22</li> </ul>	Q4
<b>Compliance with national crime and incident recording standards</b>	<ul style="list-style-type: none"> <li>Ensure full compliance with National Standard of Incident recording</li> <li>Ensure full compliance with the requirements of the National Crime Recording Standard in England and Wales and the Scottish Crime Recording Standards in Scotland</li> </ul>	Continuous Continuous
<b>Recruit and retain the required number of officers to deliver Operational Objectives 1-4</b>	<ul style="list-style-type: none"> <li>Recruit sufficient police officers to replace leavers from the Force and meet new customer commitments subject to available funding</li> <li>Review and implement a new mix of national and local recruitment supported by a revised outreach engagement to communities, associated groups and other security providers</li> <li>Introduce new career pathway management arrangements</li> </ul>	c. 75 per quarter  Q4 – improve retention of officers with less than 5 years’ service by 5%  Q3 – new promotion process Q4 – personal career pathways introduced
<b>Increase MDP's representation of both gender and heritage</b>	<ul style="list-style-type: none"> <li>Increase the representation of female officers within the Force</li> <li>Increase the representation of BME officers within the Force</li> <li>Introduce mentoring and championing processes to support under-represented groups attaining promotion to higher ranks</li> <li>Review the vetting arrangements within the Force</li> </ul>	Q4 – 15% Q4 – 3% Q3 Q2
<b>Effective Health and Safety management across the Force</b>	<ul style="list-style-type: none"> <li>Reduce the number of health and safety related incidents</li> <li>Increase the number of qualified risk assessors across the Force</li> </ul>	Quarterly – reduction vs. Previous Year  Quarterly
<b>To ensure the efficient and effective delivery of front line operational policing services and capabilities</b>	<ul style="list-style-type: none"> <li>Reduce the level of long-term sickness across the Force</li> <li>Introduce centralised shift management for the Force</li> <li>Introduce a standard shift pattern across the Force</li> <li>Reduce the level of short-term sickness across the Force</li> <li>Introduce a new Leadership Charter introducing performance standards supported by an internal assurance and risk inspection programme</li> </ul>	Quarterly – reduction vs. Previous Year  Q3 Q4 Q4 – 10% Q3

