



Ministry of Defence Police
Corporate Plan
2020-2025





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Foreword

This Corporate Plan sets out the strategic objectives and priorities for the Ministry of Defence Police (MDP) over the next five years, that will collectively provide an integrated framework to support and enable the efficient and effective delivery of operational policing outputs, together with the continued modernisation and transformation of the Force. The aim is to align operational service delivery, our people and the wider MDP organisation to support the delivery of the Defence Plan, and to achieve the primary Force purpose of: ‘Delivering unique specialist policing to protect the nation’s defences and national infrastructure’.

In developing this Corporate Plan, the MDP Chief Officer Group (COG) has worked closely with members of the Ministry of Defence Police Committee to evaluate the future strategic direction of the Force, and to develop a set of strategic objectives and supporting strategic priorities that will ensure sustained capability enhancement and business efficiency that supports Defence and wider national security. This will help the MDP to play its part in the Modernising Defence Programme and will prepare the Force for the inevitable strategic challenges and opportunities that lie ahead.

The ambitious programme of transformation and modernisation that is now underway across all areas of Defence will see the relocation of MDP Headquarters and some specialist policing capabilities, and the establishment of two main regional training hubs. The governance arrangements for the Force will also be redefined as part of an enhanced Defence Operating Model. These governance arrangements will be consistent

with the MDP’s status as an ‘Enabling Organisation’ within the Ministry of Defence (MOD).

This Corporate Plan provides the strategic framework against which the MDP will operate as a statutory civilian police force within the MOD over the next five years, in support of Defence interests and the wider security and protection of the United Kingdom. We believe that the Plan also provides a clear sense of direction and purpose for all MDP staff (both police officers and non-uniform staff) that will ensure the Force continues to develop and improve over the coming years.

Chief Constable, Ministry of Defence Police
June 2020



Who we are

The Ministry of Defence Police (MDP) is a statutory civilian police force formed in 1971 following the merger of the former Air Force Department, Army Department and Admiralty Constabularies. The MDP was established by the Ministry of Defence Police Act 1987, which defines its legal status including areas of jurisdiction¹.

The MDP serves the Ministry of Defence, US Visiting Forces and other UK Government Departments.

Our purpose

- To deliver unique specialist policing, to protect the nation's defences and national infrastructure.

MOD requirement for the MDP

As an enabling organisation within the Defence Operating Model², the MDP enables the delivery of the following Defence Tasks through

provision of policing and protective security services:

- Defence, security and resilience of the UK and its overseas territories
- Nuclear deterrence and the defence nuclear enterprise
- Strategic intelligence and the global defence network
- Overseas defence activity
- Promote UK prosperity and civil society

The model overleaf (Fig.1) shows how our strategic objectives and priorities enable delivery of the Defence Purpose and Defence Tasks.

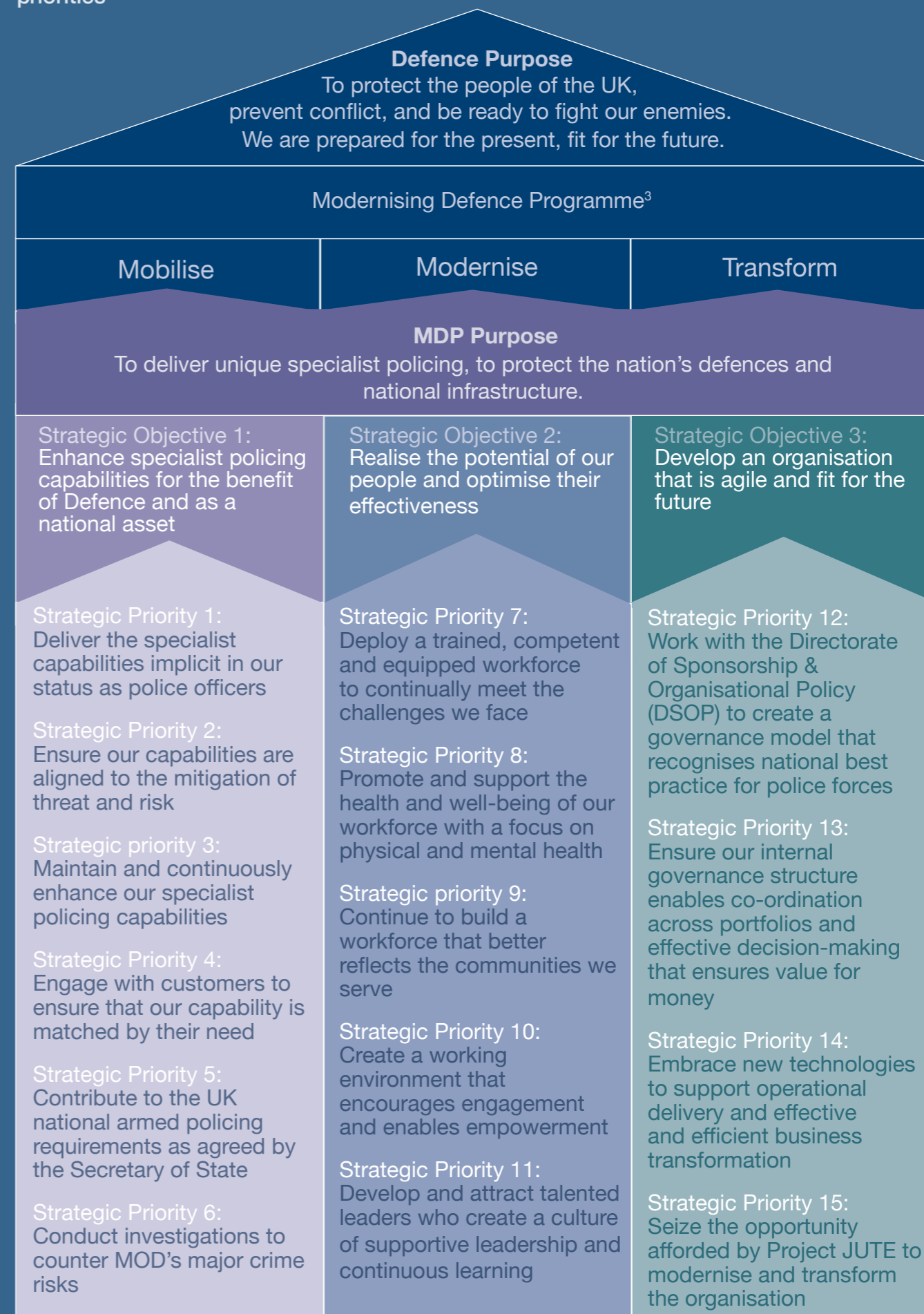
These are supported by the business as usual and Key Performance Indicators (KPIs) in our annual business plans.

See pages 17-22 for a full overview of our strategic objectives and priorities.

¹ Ministry of Defence Police Act 1987, as amended by the Anti-Terrorism, Crime and Security Act 2001

² How defence works: the Defence Operating Model, 2020

Figure 1: Enabling the Defence Purpose and Defence Tasks - MDP strategic objectives and priorities



³ Mobilising, Modernising and Transforming Defence: The Modernising Defence Programme, 2018



Our primary policing outputs

To support the achievement of the Defence Purpose and Defence Tasks, the MOD requires the MDP to provide the following operational policing outputs:

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

Accountability and governance

The Chief Constable is operationally independent and is directly accountable in law to the Secretary of State (SofS) for Defence, for decisions made on operational policing matters.

Although the SofS is accountable to Parliament for all aspects of MDP’s performance and operational effectiveness, day-to-day accountability is delegated to the MOD’s Chief Operating Officer.

As part of the MOD, the MDP operates in accordance with the Department’s wider governance and accountability arrangements, drawing on best practice across Government where appropriate.

The MDP also operates in accordance with instructions, guidelines and policies that affect the Force and these are issued by Defence functional leads.

The Directorate of Security and Resilience (DSR) is the functional lead for security, and the DSR Policing and Physical Security Team is responsible for leading on all aspects of security policy.

The MDP Chief Officer Group

The Chief Officer Group provide executive direction, decision-making and accountability for the MDP. It comprises of the Chief Constable, the Deputy Chief Constable, the Senior Civil Servant Chief Officer Resources and Planning, Assistant Chief Constable Operations and Assistant Chief Constable Organisational Development & Crime.

The Deputy Chief Constable is also the MDP Chief Operating Officer, who oversees the effectiveness and efficiency of the Force Operating Model. This includes governance of: the Chief Officer work programme and strategic priorities; performance, assurance and compliance; and programmes and projects.

MOD Police Committee

The MOD Police Committee is a statutory requirement of the MDP Act 1987. The Committee is independently chaired, and its membership is laid down in secondary legislation. The Committee’s purpose is to provide independent challenge and support to the Force, to ensure the MDP is meeting the standards required of a UK police force and delivering efficient and effective performance against the Departmental Statement of Requirement and its commitments to customers.





What we do

The Departmental Mandate and Statement of Requirement for the MDP⁴ establishes the strategic requirement for the Force and defines the specialist core capabilities that are required, to counter the primary crime and security risks it faces. These threats include:

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

The MDP maintains the ability to deploy appropriately trained and equipped officers to deliver a policing effect to mitigate these threats. Our specialist policing capabilities include:

Armed Policing

MDP Authorised Firearms Officers (AFOs) are trained to national police firearms standards and are deployed within and outside of the establishments where the MDP is located, in accordance with the Operational Policing Model⁵. Armed MDP patrols provide an overt deterrent against potential terrorist attack and can provide a rapid response to an attack on any establishment where the MDP is located. Armed patrols outside of establishments are undertaken in accordance with agreed policing protocols between the MDP and the local police force. The MDP also forms part of the national armed policing strategic reserve that can be deployed to support the wider UK policing response to major incidents.

⁴ Ministry of Defence's Departmental Mandate and Statement of Requirement for the MDP, 13 May 2019

⁵ Joint Services Publication 440, Part 2, Leaflet 6

Tactical Firearms Unit

The MDP Nuclear Tactical Firearms Unit (TFU) provides a high-end specialist police firearms capability that is part of the protection for the UK Strategic Nuclear Deterrent. Our TFU officers are amongst the highest trained AFOs in UK policing, with skills that include Dynamic Entry and Rapid Intervention.

Police Dogs

The MDP has the second largest police dog section in the UK with over 210 operational dogs and an additional number in training throughout the Force, all trained to national policing standards. Operating throughout the UK, dog capabilities include General Purpose Police Dogs and specialist trained dogs used for the detection of explosives, firearms, and drugs.

Special Escort Group

Our Special Escort Group (SEG) provides armed protection for the safe and secure transportation of Defence Nuclear Material across the UK, liaising with local police forces throughout. During 2019-20, despite an increasing tempo, the SEG delivered 100% of the Defence Nuclear Organisation task.

Marine Policing

With more than 350 officers working in armed Marine Units located on the Clyde and at the Portsmouth and Devonport Naval Bases, the MDP has the largest Marine Policing capability in the UK. This comprises of AFOs who are deployed on waterborne patrols in Police Launches and Rigid Inflatable Boats. They form a key part of the protective 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.

Crime Command

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

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

These include:

- 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.

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

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

Operational Support Unit and Central Support Group

The Operational Support Unit (OSU), based in two geographically strategic locations, provides a range of specialist capabilities that can be deployed at short notice in response to specific incidents and threats in the UK. OSU

capabilities include Dynamic Entry, search teams, working at heights and in confined spaces, public order and protester removal.

The Central Support Group (CSG), also based in two locations, provides specialist capability support to MDP stations, including provision of Project Servator and search officers. Future capabilities will include protester removal teams and working at height ability.

Protester Removal Teams

The MDP has appropriately trained specialist Protester Removal Teams who can call upon a range of tactical options to deal safely 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 also includes specialist rope/height access teams, who can safely deal with protest activity that takes place at height.

Counter Terrorist Security Coordinators

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

Project Servator

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

International Policing

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





Strategic context

The strategic context in which the MDP will operate over the next five years is influenced by the Defence requirement, as directed by government policies and strategic priorities. The following will impact the direction and delivery of our five-year plan:

Integrated Security, Defence and Foreign Policy Review 2020 – This is aimed to be the largest review of the UK’s foreign, defence, security and development policy since the end of the Cold War and will run in parallel to the Comprehensive Spending Review. The results of this review will inform and shape government domestic and foreign priorities for homeland and international security and will drive government departmental funding allocation.

Defence Plan 2020 – This will be driven by the results of the Integrated Review and will determine future Defence Tasks.

ABC20 Financial planning process – The current proposed financial settlement would require the Department to reduce its requirement for MDP services. This will

necessitate a process for the prioritisation of MDP services against TLB security risk, or policy amendment.

Defence future workforce planning – As part of the Modernising Defence Programme, options are being considered to rationalise the workforce. This may include mergers of similar service providers (including MDP) in order to modernise the workforce and realise financial efficiencies.

National uplift of 20,000 police officers – Government policy resulted in funding being made available to increase police officer numbers in Home Department forces by 20,000 and, with regards to attracting new recruits, this places the MDP in a very competitive recruitment market.

Coronavirus pandemic – The UK will continue to move through the required phases to control coronavirus, protect the NHS and save lives, in accordance with government guidance. This will require the MDP to continue to adapt working practices, to protect its people and their families, whilst ensuring business

continuity, operational resilience and the ongoing delivery of essential MDP outputs. In addition, the MDP will continue to play its part in delivery of policing powers under the Coronavirus Act 2020.

Modernisation and transformation

Notwithstanding the strategic environment identified above, the MOD is already undertaking a significant modernisation programme. This includes an ambitious agenda of transformation work which requires all parts of Defence to transform and modernise, and that includes the MDP.

This corporate plan will underpin the MDP’s response to this ongoing programme of change and will position the organisation to best respond to the opportunities and challenges that result from the significant cross-government Integrated Review and other strategic drivers.

Our focus will continue to be on modernising our workforce to ensure the highest professional standards are achieved, as well as using innovative technological solutions to support professional front-line delivery.

We will also focus on our organisational processes by transforming the way we do business, in order to ensure we deliver a first-class value for money service. As part of this

work, a number of transformation projects are being undertaken by the MDP. These include:

Project JUTE – As part of Defence optimisation and the DIO-led programme to rationalise the Defence Estate, this involves disposal of the Wethersfield site and relocation of MDP HQ, centralised training and other specialist policing capabilities. The Initial Gate Business Case was approved in January 2019 and Wethersfield site is due for disposal by 2025. MDP will relocate its HQ to RAF Wyton by late 2021 and its training facilities to Southwick Park and Coulport by early 2022.

Project Demetrio – Ongoing work to replace existing MDP IT systems, including Command and Control, Integrated Communication Systems, and Crime and Intelligence and Resource and Capability databases.

Fitness harmonisation – By the end of March 2021, full adoption of the College of Policing (COP) fitness standard for AFOs. This will require all operational MDP officers to achieve level 7.6 in annual multi-stage fitness tests. The date for achievement of fitness harmonisation was agreed by the Force and COP, as a condition of the MDP’s firearms training licence renewal in 2018. This will present some organisational risks that will be managed accordingly, with appropriate mitigation measures put in place.





Our strategy 2020-2025

Our strategy sets the direction for the MDP and builds on our purpose of ‘Delivering unique specialist policing to protect the nation’s defences and national infrastructure’.

The strategy is formed by three inter-related strategic objectives, which will ensure that our operational service delivery, our people and our organisation are aligned, to provide cohesion of effort and to support and enable the Defence Purpose and the delivery of Defence Tasks.

Strategic Objectives

Three strategic objectives will underpin everything we do:

- Strategic Objective 1: Enhance specialist policing capabilities for the benefit of Defence and as a National asset
- Strategic Objective 2: Realise the potential of our people and optimise their effectiveness
- Strategic Objective 3: Develop an organisation that is agile and fit for the future

The Defence Plan and the Modernising Defence Programme place emphasis on modernising capabilities and transforming the way we do our business. Our strategic objectives have been developed to set the direction of the MDP over the coming years, to ensure we are at the forefront of such modernisation and transformation. These high-level strategic objectives are also designed to ensure that we consider wider national policing developments, including Policing Vision 2025.

Strategic Priorities

To support our strategic direction, fifteen strategic priorities have been developed to

drive the MDP forward over the next five years and beyond. Each priority will have an Executive accountable owner.

These strategic priorities, with associated benefits and outcomes, are described in the strategic objectives overview (page 18-22).

Annual business plans

Our strategic priorities will be expanded in annual business plans, which will clearly lay out our targets and requirements each year, in support of our overarching strategic objectives. Annual business plans will also provide greater detail, to assist operational commanders and functional heads in aligning their local plans to support our organisational strategies. A range of Key Performance Indicators will be included to measure organisational and operational activities and other key performance targets, including tasking and HR metrics.

Future approach

Looking ahead, we will test our strategy through a robust planning cycle and, if appropriate, enhance our corporate and business plans to ensure they remain both current and fit for future challenges and opportunities. We will:

- Engage effectively with our key stakeholders and partners, including our Defence customers, our wider customer base, our governance committees and the wider police service, whilst also seeking collaborative opportunities
- Conduct a more focused engagement process with our uniform and non-uniform staff, using surveys, focus groups and station/HQ department visits, all of which will be underpinned by a timely internal communication strategy.



Strategic objectives overview

Strategic Objective 1: Enhance specialist policing capabilities for the benefit of Defence and as a national asset

The MOD requirement for the MDP is provided in the Departmental Mandate and Statement of Requirement⁶. This lays out the support required to enable the delivery of specific Defence Tasks. It also identifies the main crime and security risks faced by the MOD and recognises the need for an appropriate civilian policing effect to mitigate such risks.

The MDP is a national and wholly civilian police force which is trained and equipped to national police standards. All MDP officers are warranted constables who are able to

exercise constabulary powers derived from common and statute law. This is a unique capability within Defence and underpins the MDP purpose of ‘Delivering Unique Specialist Policing’.

This strategic objective fully supports the unique requirement of the MDP, through appropriate stakeholder engagement and the ongoing provision of specialist policing capabilities within Defence and at the request of other specific customer and national surge requirements.

The challenging financial climate necessitates a robust prioritisation process through which sufficient resource allocation is provided to deliver and support high-level policing capabilities, in support of Defence Tasks and wider national commitments.

complexity of an ever-changing national and international threat picture, whilst also aligning our capabilities to national policing standards, thus allowing seamless interoperability.

This strategic objective is also forward-looking, to ensure we adapt quickly to the

We will achieve this strategic objective by focusing on six strategic priorities (1-6).

Strategic Priorities (SPs)	Outcomes
SP 1: We will deliver the specialist capabilities implicit in our status as police officers	<ul style="list-style-type: none"> Meet the national standards for policing insofar as they are required by Defence Maximise our status as police officers operating in support of Defence Be clear about the demarcation of our role and agree collaborative arrangements to deliver an integrated response
SP 2: We will ensure our capabilities are aligned to the mitigation of threat and risk	<ul style="list-style-type: none"> Adopt a Strategic Threat, Harm and Risk approach to agreeing new business and delivering existing services Maximise the amount of uniformed resources delivering operational requirements
SP 3: We will maintain and continuously enhance our specialist policing capabilities	<ul style="list-style-type: none"> Deliver the service agreed with the customer Agree and prepare for future requirement changes
SP 4: We will engage with customers to ensure that our capability is matched by their need	<ul style="list-style-type: none"> Regularly engage with our customers in order to ensure that the service is fit for purpose Respond effectively to any performance gaps, with a defined plan agreed by all parties
SP 5: We will contribute to the UK national armed policing requirements as agreed by the Secretary of State	<ul style="list-style-type: none"> Meet our national resource requirements for the Strategic Policing Reserve (SPR) Deliver the level of resource required for national mobilisation under Operation Temperer
SP 6: We will conduct investigations to counter MOD’s major crime risks	<ul style="list-style-type: none"> Focus all activity on crime that has the most impact upon Defence Deliver all investigations to the standard expected and within a timeframe commensurate with available resources

⁶ Ministry of Defence’s Departmental Mandate and Statement of Requirement for the MDP, 13 May 2019

Strategic Objective 2: Realise the potential of our people and optimise their effectiveness

In any service-focused organisation people are its most valuable asset and it is imperative that we ensure the value we place on our staff is at the forefront of everything we do. This strategic objective will ensure we attract skilled and highly motivated people from across society, who are representative of the communities in which we operate.

We must provide an environment in which our people can prosper and develop through diversity of opportunity and continuous learning. We will modernise our workforce by ensuring they are able to meet modern day policing challenges, by achieving national standards and by providing appropriate

training and equipment to allow them to deliver a high level of policing capability.

In return we must ensure that we promote and support the health and well-being of our people, whilst providing a working environment that encourages engagement, enables empowerment and creative thinking, and ultimately makes the MDP a great organisation in which to work. To do this, development of effective and supportive leaders is paramount.

We will achieve this strategic objective by focusing on five strategic priorities (7-11).

Strategic Priorities (SPs)	Outcomes
SP 7: We will deploy a trained, competent and equipped workforce to continually meet the challenges we face	<ul style="list-style-type: none"> Deployment of staff to agreed GSSOR levels and to national standards Compliance with College of Policing and other nationally recognised standards and requirements
SP 8: We will promote and support the health and well-being of our workforce with a focus on physical and mental health	<ul style="list-style-type: none"> Reduction in levels of sickness absence Reduction in the levels of temporary non-capable staff An embedded culture of supportive leadership and well-being
SP 9: We will continue to build a workforce that better reflects the communities we serve	<ul style="list-style-type: none"> A more diverse workforce reflective of the communities we serve Effective support networks for all protected characteristics
SP 10: We will create a working environment that encourages engagement and enables empowerment	<ul style="list-style-type: none"> A fully engaged workforce A culture of empowerment at all levels across the workforce
SP 11: We will develop and attract talented leaders who create a culture of supportive leadership and continuous learning	<ul style="list-style-type: none"> A workforce that is well led and empowered to support our strategy A culture of supportive leadership and continuous learning





Strategic Objective 3: Develop an organisation that is agile and fit for the future

Public services have undergone substantial change in recent years and continue to experience significant pressures in areas that include finance, operations and technology. Defence and Policing have not been immune to these continuous pressures and have established strategies for shaping decisions around transformation and how to better utilise resources to provide effective service delivery and better value for money⁷.

The MOD's response to such challenges has been implementation of the Modernising Defence Programme, one of the key outcomes of which is an ambitious agenda of transformation work which requires all parts of Defence to transform and modernise; this includes the MDP. This strategic objective will ensure our internal governance processes are streamlined and cohesive, with appropriate

accountability that ensures organisational focus is on service delivery and capability optimisation. This will include developing a wide-ranging strategy to incorporate technological solutions in support of operational delivery and business processes, which in turn will enhance decision-making at all levels. This will ensure the MDP is an organisation that is agile in its response to an everchanging national and global environment, and in support of Defence and national preparedness. In addition, we will identify opportunities resultant from the Defence Estate optimisation programme and the disposal of the Wethersfield site, using this to modernise our organisation and transform our business processes.

We will achieve this strategic objective by focusing on four strategic priorities (12-15).

Strategic Priorities (SPs)	Outcomes
SP 12: We will work with the Directorate of Sponsorship & Organisational Policy (DSOP) to create a governance model that recognises national best practice for police forces	<ul style="list-style-type: none"> Creation of a governance model that recognises the legal responsibilities and position of a Chief Constable (CC) and meets the requirements of Defence Creation of a funding model that allows CC MDP to meet their legal requirements on behalf of Defence and allows informed risk-based financial decision-making
SP 13: We will ensure our internal governance structure enables co-ordination across portfolios and effective decision-making that ensures value for money	<ul style="list-style-type: none"> Provision of value for money and efficiency to our stakeholders Streamlined, cohesive and effective internal governance processes Improved decision-making using effective performance frameworks, data analysis and insight
SP 14: We will embrace new technologies to support operational delivery and effective and efficient business transformation	<ul style="list-style-type: none"> An innovative and forward-looking ICT strategy that is secure and integrated and supports frontline delivery An effective business change methodology that embeds a culture of learning and innovation
SP 15: We will seize the opportunity afforded by Project JUTE to modernise and transform the organisation	<ul style="list-style-type: none"> Delivery of the current Project JUTE infrastructure programme

⁷ Modernising Defence Programme, 2018 and Policing Vision 2025

Resources

Financial

For FY20/21, MDP has been allocated a budget of £156.6M for policing the UK Defence Estate. This includes Police Officer and Civilian pay and overtime, infrastructure, inventory and equipment, travel and subsistence and relocation costs, external training and other costs. MDP business with external customers attracts a total of £25.3M in repayment income. Repayment tasks are cost neutral as the full cost of the operation is charged.

It is anticipated that FY20/21 will be overspent by £4.8M, less any in-year funding transfers for new tasks. This overspend is due to the one-year funding deal allocated by MOD, which is insufficient to cover the increased staffing levels and associated costs following a successful year (FY19/20) of recruitment. Funding prioritisation will therefore be a key focus during FY20/21, to support the mitigation of this overspend.

	BUDGET	ANTICIPATED BUDGET			
	20/21	21/22	22/23	23/24	24/25
Gross £M	180.6	179.6	185.1	190.2	194.9
Income £M	-24	-26.1	-26.7	27.3	-27.9
Net £M	156.6	153.5	158.4	162.9	167
Police personnel FTE	2,810	2,796	2,796	2,796	2,796
Non-uniformed personnel FTE	240	240	240	240	240
TOTAL FTE	3,050	3,036	3,036	3,036	3,036

	FORECAST
	20/21
Gross £M	186.7
Income £M	-25.3
Net £M	161.4
Police personnel FTE	2,755
Non-uniformed personnel FTE	236
TOTAL FTE	2,991

Notes:

1. FTE = Full Time Equivalent
2. 20/21 Forecast FTE is anticipated year end strength (Mar 21)
3. 21/22 onwards budget is based on ABC19 inflated year on year
4. Funding from 21/22 onwards is subject to the ABC21 process
5. Future funding is likely to be impacted by both the Government Spending Review and the disestablishment of HOCS TLB
6. FTE is based on ABC20 submission but it is not anticipated we will be funded at that level

People

The MDP is currently closing a uniformed staffing gap of around 250 officers. Training resources constrain recruitment to no more than 400 officers per year. Average staff wastage is around 264 officers but an additional 200 are anticipated to be lost between 2021- 2024, due to the impact of fitness harmonisation. The first effects are likely to be felt in 2021, when MDP is expected to fully meet College of Policing

fitness requirements, with staff losses increasing in 2022/23, before tailing off through 2024 and returning to the average by 2025. It is therefore likely that MDP will need to recruit at least 350 officers per year for the next five years, in order to continue closing the staffing gap and to maintain an effective level of operationally deployable officers.

FY 19/20	POLICE	NUCS	TOTAL
GSSOR complement	2866	258	3124
End of Mar 2020 strength	2643	227	2869
Gap/surplus	-223	-31	-255

Five-year forecast

FINANCIAL YEAR	20/21	21/22	22/23	23/24	24/25
GSSOR complement	2919	2919	2919	2919	2919
Opening strength	2643	2729	2789	2825	2861
Expected wastage	-264	-314	-364	-314	-264
Expected recruitment	350	374	400	350	350
Closing strength	2729	2789	2825	2861	2947
Gap/surplus	-190	-130	-94	-58	-28
%	-7%	-4%	-3%	-2%	-1%

Notes:

1. Complement is based on no significant new business being accepted.
2. Workforce numbers are Full Time Equivalent (FTE).
3. Non-Uniformed Civilian Staff (NUCS) numbers will be maintained at current levels.
4. Wastage is calculated on current average (22 officers per month), but with additional wastage due to fitness harmonisation. This is factored in as a reduction of 200 officers, between 2021 – 2024.
5. Recruitment to be held at current levels for the next five years.

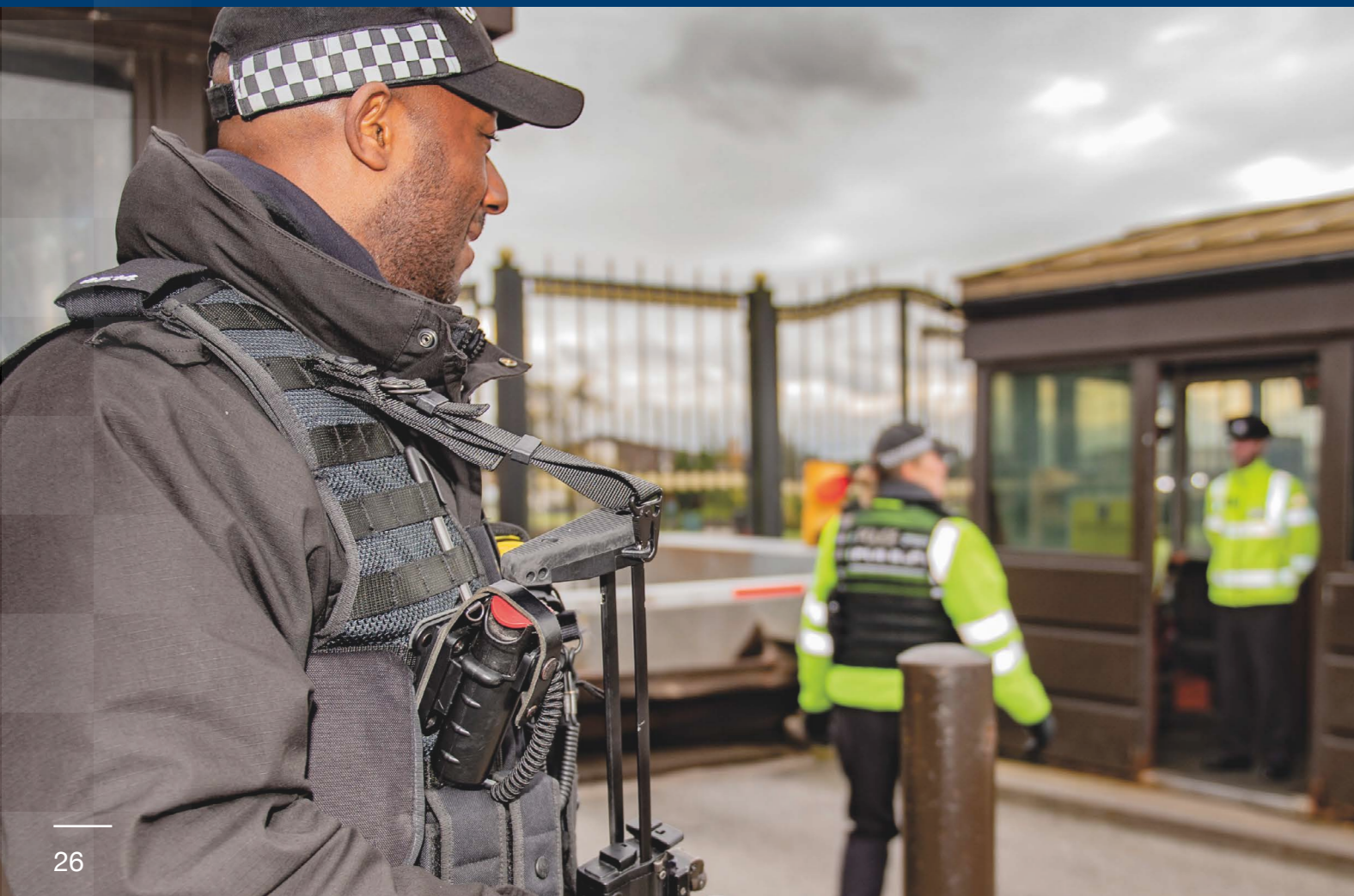
Workforce strength

Temporary staff

EMPLOYEE CLASS	POLICE	NUCS	TOTAL
Fixed term appointment < 2 Years		8	8
Fixed term appointment 2-5 Years	1	0	1
Non-employee (seconded)	1	0	1
Permanent appointments	2641	219	2859
GRAND TOTAL	2643	227	2869

Operational & Head Office staff

	POLICE	NUCS	TOTAL
Operational	2385	86	2470
Head Office	258	141	399
GRAND TOTAL	2643	227	2869



Head Office staff (by department)

	POLICE	NUCS	TOTAL
Finance	0	10	10
Business Development	0	1	1
Human Resources	2	15	17
Vehicle Management	0	3	3
Clothing and Equipment	0	4	4
CIS	1	14	15
Defence Police Federation	4	0	4
HQ Secretariat	0	9	9
SHEP and Site Services	0	7	7
Corporate Communications	0	6	6
CORPORATE SERVICES TOTAL	7	69	76
Centre Office	4	1	5
Professional Standards	11	7	18
IMOA	4	9	13
DCC TOTAL	19	17	36
OCC	30	18	48
Firearms Training Wing	94	3	97
OD&C	3	1	4
Crime Command	56	11	67
ACC OD&C TOTAL	183	33	216
Central Control Room	13	18	31
HQ Ops Support Dog Section	4	0	4
CNI DCSS	9	0	9
OPS	23	4	27
ACC OPS HQ TOTAL	49	22	71
HEAD OFFICE GRAND TOTAL	258	141	399

Principle risks

The Force Risk Register is continually reviewed to ensure it supports our strategic objectives. Each of our principle risks has clearly defined control measures and mitigations to reduce the impact of those identified risks.

Our strategic objectives and priorities have been mapped across, in order to align them

with the mitigations and controls we have in place to monitor and manage each of the principle risks.

Six principle risks are contained within the Force Risk Register.

Principle risks	Strategic Priorities (SPs)
Risk 1 Failure to prevent a security breach and/or serious injury due to insufficient numbers of properly qualified police officers	SP2, SP3, SP5, SP6, SP7, SP8, SP9
Risk 2 Failure to prevent a security breach and/or serious injury due to inadequate equipment to defend threats and/or enable safe MDP operations	SP2, SP3, SP4, SP5, SP7, SP14
Risk 3 Failure to prevent a security breach and/or serious injury due to not ensuring officers are safe to work and the environments they operate within are as safe as is reasonably possible	SP1, SP2, SP3, SP7, SP8, SP10, SP15
Risk 4 Failure to manage information effectively, leading to poor decisions on key operational issues or undermining assurance in the safety of MDP	SP4, SP6, SP10, SP11, SP14
Risk 5 Failure to manage infrastructure support, leading to an inability to support key business functions to ensure the ongoing capability of the Force	SP1, SP2, SP3, SP4, SP5, SP6, SP7, SP10, SP13, SP14
Risk 6 Failure to manage internal organisational controls and governance processes, leading to poor internal financial controls, accountability and decision-making which increases the risk of legal challenge and budgetary ineffectiveness	SP1, SP2, SP3, SP12, SP13





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