



Corporate Plan

25-29



Contents

Chief Constable's Foreword	3
Introduction	4
Vision	5
Our strategy for the next 5 years	6
Do only what the police can do	6
Create and enforce the right culture	8
Meet the financial challenges as set by the MOD	9 - 10
Risk Management within MDP	12

Chief Constable's Foreword



This document sets the direction for the Ministry of Defence Police for the next four years. It has been developed with senior colleagues from across the Force and I am grateful for their individual and collective contributions.

Our Corporate Plan is owned by those who lead our organisation into the future, and the engagement of all our team in this exercise is evidence of that principle.

At the heart of what we have committed to do is a new vision: **A different force: delivering specialist policing for the nation's defence.** It is worth sharing some of the thinking which helped us arrive at that Vision.

We acknowledge, first and foremost, that we are a civilian police force operating in the interests of Defence. We operate in a policing environment that our colleagues in wider policing do not – whilst we can do what they do, we do not have the same operational context and our daily focus is distinctly different. But we are also unique from other policing and security providers in Defence: we deliver something that others cannot.

We also recognise our organisation has been changing – and continues to do so. As policing professionals, we are increasingly better aligned with national standards and focussed on how we should be used, rather than how others believe they should use us. In our past there have been occasions where resistance to change has been a blocker to developments inside the MDP and in our operations for those we serve. We believe that culture is changing and a pride in policing drives a collective determination to deliver a capable policing service to the capacity necessary.

All of these considerations have led us to deliver our vision through three strategic objectives, summarised as:

- Do only what the police can do.
- Create and enforce the right culture.
- Meet financial challenges as set by the MOD.

The next four years will cement the modernised policing effect that we have achieved through the implementation of our Operating Policing Model. A higher use of technology is key to support us in this, and this will be a key priority for the Force in enabling us to achieve our strategic priorities.

The MDP continues to grow and thrive as a unique service for Defence and I look forward to working with many professional police colleagues and talented civil servants I lead, to continue to deliver the best possible service for Defence.

Melanie Dales
Chief Constable

Introduction

The Ministry of Defence Police (MDP) was formed in 1971. It is a statutory civilian police force established by the Ministry of Defence Police Act 1987. The MDP provides specialist armed policing services to the Ministry of Defence (MOD), other UK Government Departments and US Visiting Forces.

Our key priorities, supporting the strategic objectives in this plan, are also detailed in the MDP Annual Business Plan 25/26. Strategic risks play a critical role in achieving our strategic objectives, these are set out on the Risk Management page of this plan and managed within our Strategic Risk Register.

The Strategic Defence Review clearly states that Defence had entered into a new era of threat that signifies a landmark shift in our deterrence. As the only civilian police force serving Defence, the Ministry of Defence Police plays an integral part of defence, security, and resilience. The MOD requires the MDP to deliver a range of specialist armed policing and security capabilities. This is to deter and prevent threats, to ensure the secure and uninterrupted operation of the UK strategic nuclear deterrence, while safeguarding assets, people and the Defence estate. The Strategic Objectives in this plan seek to support and deliver this throughout Defence transformation.



Vision:

A different force: delivering specialist policing for the nation's defence.

Safeguarding the future of defence through specialised policing and a collaborative culture, ensuring resilience, security, and innovation in an evolving threat landscape. By fostering partnerships, leveraging cutting edge technology and upholding the highest standards of integrity, we create a safer and more secure future for all.

Our strategy for the next 5 years:

1. Do only what the police can do:

Maximise the safeguarding of Defence personnel and assets through the implementation of strategies and capabilities unique to policing.

2. Create and enforce the right culture:

Foster a modern, flexible and diverse organisation that actively motivates and supports the development of a sustainable, inclusive and safe workforce.

3. Meet financial challenges as set by the MOD:

To optimise resources in alignment with evolving policing demands, by leveraging technology and enhancements in broader policing and ensuring cost efficiency.

Strategic Objective 1

Do only what the police can do:

We will maximise the safeguarding of Defence personnel and assets through the implementation of strategies and capabilities unique to policing.

Desired Outcomes	Desired Outputs
Our purpose in Defence is clear and unambiguous.	<ul style="list-style-type: none">• We maximise the use of our operating model to create the clear and unambiguous best effect we can by using our policing resources appropriately.• We partner effectively with the wider security community within Defence to ensure policing enhances and supports the collective responsibility for protecting Defence assets.• We assist Defence stakeholders in meeting their security risk obligations by continuously reviewing and adjusting our capacity and capabilities.• We will enhance the implementation of intelligence led strategies to increase tactical response effectiveness• We will deliver continuous improvement identified by inspection, exercise and learning.
To be the best at operational firearms, marine, and dog delivery.	<ul style="list-style-type: none">• We aim to exceed the standards set by the organisations firearms, marine and dog that licence our delivery.• We develop innovative strategies that enhance effectiveness and improve delivery efficiency.• We influence changes at a national level to permeate wider policing.
We secure national recognition for the Authorised Firearms Officer Counter Terrorism role and we deliver it with sufficient capacity for Defence.	<ul style="list-style-type: none">• All our operational officers will comply with the College of Policing and national requirements of the Authorised Firearms Officer Counter Terrorism Role Profile as part of Terms and Conditions of Service (TACOS).• We have terms of employment that facilitate maintaining highest possible armed capability year on year.• We aim to meet our resource requirements for the Strategic Armed Policing Reserve (SAPR).



Our strategy for the next 5 years

Strategic Objective 2

Create and enforce the right culture:

Foster a modern, flexible and diverse organisation that actively motivates and supports the development of a sustainable inclusive and safe workforce.

Desired Outcomes	Desired Outputs
We will build and sustain a high performing, capable, and skilled organisation.	<ul style="list-style-type: none">• Develop a comprehensive workforce plan that outline staffing needs, skill requirements, and training programmes for the next financial year.• Develop a talent pipeline by implementing a candidate-first approach, establishing clear and achievable recruitment targets, and enhancing the employer brand through targeted marketing strategies.• Development and implement a comprehensive training programme, aimed at enhancing employee skills and performance across all departments.• Incorporate into overarching development programme, a leadership offering that focuses on compassionate, inclusive, and effective leadership practices, targeting all levels of management within the organisation.
We want an organisational culture where morale is high. People are proud to work here and feel valued, supported, and recognised.	<ul style="list-style-type: none">• Develop and implement a comprehensive employee engagement programme that includes regular feedback surveys, team-building activities, and recognition initiatives to foster a positive organisational culture.• We will maintain a Diversity and Inclusion approach that supports under-represented groups, whatever their diversity needs, but focusses very clearly on Violence Against Women and Girls and the Race Inclusion Plan.
We need to create an environment to encourage organisational learning and continuous improvement.	<ul style="list-style-type: none">• A structured and collaborative programme of organisational knowledge sharing for all employees.

Strategic Objective 3

Meet the financial challenges as set by the MOD:

To optimise resources in alignment with evolving policing demands, by leveraging technology and enhancements in broader policing and ensuring cost efficiency.

Desired Outcomes	Desired Outputs
We will invest in the equipment needed to ensure the effective, continuous deployment of MDP specialist capabilities to protect Defence.	<ul style="list-style-type: none"> • Successful delivery of an annual procurement plan aligned to the specialist equipment needs of every police role within the Force.
We will invest in continuous modernisation of our technology to respond to new and emerging threats and increase the effectiveness of our policing effect to protect Defence assets.	<ul style="list-style-type: none"> • We will have secured commercial partners for the replacement of our command and control, crime recording and key management information systems • We will have created resilience around our technology and minimised the cyber threats to our information by transitioning our police applications to the MOD Cloud environment. • We will have introduced new capabilities such as counter-drone and digi-dog services.
We will ensure value for money or the taxpayer through appropriate due diligence, effective commercial engagement, and collaboration with others in Defence.	<ul style="list-style-type: none"> • We will have commercial arrangements in place for all major MDP equipment and clothing needs. • We will work with other Defence security partners to provide the most suitable and cost effective solution to customer policing and security needs.

Strategic Objective 3 Cont.

Meet financial challenges as set by the MOD:

To optimise resources in alignment with evolving policing demands, by leveraging technology and enhancements in broader policing and ensuring cost efficiency.

Desired Outcomes

Desired Outputs

We will, wherever possible, reduce the inefficiency within the Force to allow reinvestment in enhanced policing and Defence as the wider Defence needs around affordability.

- We will have reduced the dependence on overtime expenditure through adoption of the Operating Policing Model.
 - We will have reduced the financial impact of non-capability through more effective Unsatisfactory Performance Procedures management and redeployment of officers into meaningful roles.
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We will prioritise resources to align with the strategic purpose of the Force and the direction of the Department.

- We will have aligned our resources to the Operating Policing Model.
- We will have negotiated and secured funding the new business through the use of a new physical security service front door.
- We will have improved the skills, knowledge and understanding of our senior managers to create a culture of accountability and responsibility.



Risk Management within MDP

Strategic Development & Change

Strategic Risks 2025-26

1. MDP failing to meet the financial challenges set by the MOD.
2. MDP fails to manage strategic workforce planning.
3. MDP unfit to manage cyber and information.
4. MDP fails to deliver core business under the statement of requirement to deter and defend against threats to Defence.
5. MDP fails to have sufficient capability, capacity, and resilience to respond to national requirements.
6. MDP fails to collaborate with guardian delivery partners in order to maximise opportunities and effectively deliver the statement of requirement
7. MDP fails to modernise their equipment, technical and logistical capabilities in response to mitigate emerging threats and risks within Defence

