



Policing Plan

2014-2015

Ministry of Defence Police



The Plan

■ THIS PLAN highlights the key achievements of 2013-14 and outlines the strategic direction for the Ministry of Defence Police (MDP) until 2017-18.

The Plan details operational and organisational priorities and how the Force will continue to deliver its specialist policing services and capabilities to a diverse range of customers over the coming year.

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Ministry of Defence Police

KEY FACTS

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

■ **OUR OFFICERS** : Around 2,600 police officers, male and female, from a variety of diverse backgrounds across the UK, serving the nation.

■ **WHERE** : At various sites across the UK including Faslane and Coulport on the Clyde, the Atomic Weapons sites at Aldermaston and Burghfield, at Devonport Naval Base and at Defence Munitions establishments and various other sites, including MOD Whitehall.

■ **OUR CUSTOMERS** : The Ministry of Defence, other Government Departments, U.S. 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, with specialist and elite units, plus dogs and their handlers, marine policing vessels and their crews, community police officers and a Criminal Investigation Department.



Foreword

Alf Hitchcock
Chief Constable
Ministry of Defence
Police

■ THIS PLAN SETS OUT THE FUTURE for the MDP as an integral part of Defence security capability and as a high performing member of the wider UK police family.

My priority will be to ensure that the MDP satisfies the requirements of our MOD and external customers, including meeting the Departmental Mandate and Statement of Requirement issued by the MOD's Director of Business Resilience in August 2012.

My approach will reflect policing values and best practice in the wider police service. As an organisation, the MDP aspires to do its job well and in an exceptional way. The work we will be doing over the coming year is all about getting the Force into a place where it can deliver specialist policing services and capabilities to our customers, to deliver these to a very high standard and to continue to improve.

The changes ahead will be shaped by recent progress as we emerge from a lengthy period of uncertainty and structural change. Some 270 officers have already been moved to new locations and roles and in the coming year they will be joined by others as we welcome new recruits and officers wanting to join the MDP from other parts of the wider police service.

Our challenge will continue to be to deliver specialist armed policing to very high and demanding standards: meeting or setting the standard.

Through the period of the Plan, we will continue to protect some of the most important Defence and

infrastructure sites in the UK. We will deliver our specialist policing services and capabilities in an efficient and effective way that protects people and assets and reassures our customers and local communities.

Since becoming Chief Constable of the MDP in June 2013, I have visited the majority of MDP stations across the UK. We can rely upon our officers to work hard and effectively and to deliver to a high standard. I know this is an impressive and dedicated Force that can be relied upon to deliver.

This Plan sets out our expectations for the future and highlights what is already being done well. I do not underestimate the challenges the coming year will bring as the MDP re-establishes itself after an unprecedented period of change.

I am proud to lead the MDP and am very much up for the challenge, drawing on my experience in the Metropolitan Police and as Chief Constable for Bedfordshire, and on my knowledge of the best in the wider police service.

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.

This plan shows us the priorities that the Force will aim to deliver in 2014/15 to meet Defence requirements. It is the first business plan of its kind by MDP. It is forward looking, reflecting and building on the difficult work of previous years to reconfigure the MDP's footprint and role in Defence security. The Committee welcomes the plan while sharing the Chief Constable's assessment that the coming year will be challenging. We will work with the Chief Constable to monitor performance and hold the Force to account for it, to help address any obstacles to delivery and to provide assurance to the Department that MDP becomes even more effective as a specialised police organisation within the mainstream of modern policing.

David Riddle
Independent Chair
Ministry of Defence Police Committee



The MDP Mission Statement

To deliver high quality specialist policing services and capabilities to our Defence and external customers in support of UK national security

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 is:

- 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 are:

- 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.



Operational Achievements and Successes in 2013-14



■ THE MDP DELIVERS OPERATIONAL EFFECT through **Divisional Operations**.

There are two Chief Superintendent-led Divisions: **Nuclear** encompassing officers deployed in support of nuclear security and **Territorial**, which provides services to other Defence sites and a range of other customers across the UK.

They are supported by **Central Operations** whose key areas of responsibility include the MDP Operational Support Units and Central Support Groups, the MDP Operational Capability Centre (including the Force Firearms Branch) and the MDP Criminal Investigation Department. Together with MDP **Corporate Services**, they enable and support operational service delivery. Collective operational highlights include:

■ **SPECIALIST NUCLEAR SECURITY** : successful armed policing and continued progress to meet and raise standards through an extensive training, development and exercise programme.

■ **NUCLEAR SECURITY COMPETENCE** : achieving the highest rating of 'Satisfactory' with a very high level of confidence in an MOD and HMIC observed field exercise at AWE Aldermaston.

■ **MDP SPECIAL ESCORT GROUP (SEG)** : "Full Operating Capability" achieved, which confirmed the successful transition to new roles and levels of capability for nuclear weapons convoy personnel.

■ **ANNUAL ASSURANCE** : the SEG achieved the highest rating for their response to a major incident: as exercised in October 2013 by 400 personnel with the civil emergency services, local government agencies and the nuclear regulator.

■ **NATIONAL EVENTS SECURITY** : high profile commemorations and events were successfully policed with other police forces including the Royal International Air Tattoo at RAF Fairford in July 2013.

■ **INTERNATIONAL EVENTS SECURITY** : in addition to their core role of providing specialist marine policing



services in support of the Royal Navy, 50 officers from our Marine Units assisted the policing operation for the G8 Summit held in June 2013 at the Loch Erne resort in County Fermanagh, Northern Ireland.

■ **NEW MARINE POLICING CAPABILITY** : two new Arctic 24 Rigid Hulled Inflatable Boats and a new Vessel Arrest System were successfully introduced on the Clyde.

■ **COMMUNITY POLICING** : MDP provide a community policing service at a number of Defence locations. The work undertaken by MDP officers in Northern Ireland was recognised through the award of the prestigious Gold Charter Mark at the ONUS 4th annual award ceremony in November 2013.

MDP **Priorities** for 2014-15

Protecting the Defence Estate

Delivering unique 'Specialist Policing' to our customers

■ WE **protect** and **reassure** to efficiently **achieve** the MOD Statement of Requirement for the MDP.

PROTECTING: By using our unique specialist policing skills and capabilities to protect people and assets essential to Defence and national infrastructure.

REASSURING: By providing visible and active policing that reassures our customers and local communities.

ACHIEVING: By using our people and resources wisely to achieve customer requirements in the most efficient way.

Our Key Priorities

- **PRIORITY 1** : To provide specialist armed policing and security services and capabilities in support of the protection of the Defence estate and Defence assets
- **PRIORITY 2** : To provide specialist armed policing and security services and capabilities to our non-Defence customers
- **PRIORITY 3** : MDP Recruitment
- **PRIORITY 4** : Officer Capability and Fitness
- **PRIORITY 5** : MDP Terms and Conditions of Service Review
- **PRIORITY 6** : Crime Prevention and Investigation
- **PRIORITY 7** : Value for Money

(See Annex for full details)



Change and **Transformation**

■ THROUGH THE MDP'S 'OP GRANITE' Change Programme, a range of individual projects are overseen and delivered. Some illustrations follow below.

Service Delivery achievement

2013 saw significant change to MDP complements and around 2,600 posts have been agreed for the future. Of these, 500 officers were successfully taken through a surplus management process and 279 were posted to new posts and locations. Meeting the customer requirement was a significant challenge for the Force during 2013-14. We were only able to maintain **high levels of service and customer confidence** because of the dedication of our officers at station level, and by deploying our limited surge capabilities and resources.

A **Post-Implementation Review** will be conducted during 2014 to evaluate the new Force structure and to identify any areas for further improvement.

Recruitment restarted

The first MDP **recruitment** campaign in four years is now well advanced, with significant on-line interest. Hundreds of firm applications have been submitted with more arriving weekly. The first of 200 or more recruits in 2014/15 are now progressing through medicals, fitness testing and police service SEARCH processes. We will need to maintain this momentum throughout 2014-15 and beyond, as well as meet a growing training need, to satisfy customer requirements. Next steps: a focus on recruitment in Scotland, and encouraging applications from female and Black and Minority Ethnic candidates.

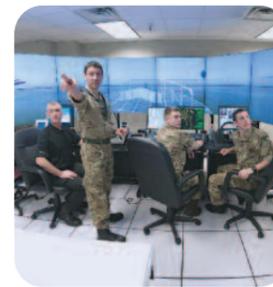
Responding to challenge

As part of the wider policing family, MDP welcomes **external audit and assurance tests** as a means of ensuring that the Force meets or exceeds the standards set. Key audits in 2013/14 have therefore had a swift and productive response.

College of Policing issues arising from examination of the MDP **firearms licence** have now been addressed. A new Force Firearms Officer has been appointed and a 4 years firearms licence extension has been agreed. Firearms training data collation improvements will be delivered in 2014. An assessment of the MDP's Firearms **Command and Control** Operations by HMIC in the summer of 2013 delivered high praise for MDP capability, which was judged 'cutting edge' and 'highly professional'. Some recommendations for change were made and accepted and these will be delivered during 2014/15 through a structured programme of work.

Fit for purpose

MDP officers have demanding roles that require them to carry significant personal protective equipment, to be armed, to be trained to a high standard and to be fit. Early 2014 saw significant progress on **weight of equipment reduction**, continued high levels of exercise and training and a significant start on preparation for mandatory **fitness standards**. Five sites can host the multi-stage shuttle run test and officers are now undertaking voluntary tests. Occupational health and fitness support has been augmented. The coming year will see further progress on all fronts, including implementation of mandatory fitness test proposals and standards.



MDP People

■ **OUR OFFICERS** are the bedrock for all the Force does. Here are some snapshots of personal and professional experiences within MDP in 2013/14.

■ **INTERNATIONAL AND NATIONAL EVENTS** : For **Sergeant Jimmy Carr** and his community policing colleagues based in Northern Ireland, the support they provided to the Defence Community during the G8 summit was recognised by a Divisional Commander's commendation. Sergeant Carr also represented the Force and his colleagues at a Royal Garden Party held at Hillsborough Castle – further recognition of the contribution made by MDP officers.

■ **WORKING WITH U.S. VISITING FORCES** : For **Sergeant Wilkieson** a personal highlight was participating in the joint US/UK inter-operability security exercise held in December 2013. The exercise was the latest in a series of similar events and included participants from a range of organisations and tested various operational scenarios.

■ **CHANGE** : For many officers 2013 brought role and location change. Amongst them **PC Elaine Tripp** for whom the 'reset' of the Force's footprint meant changing from a job in the Force CID into a uniformed firearms role.

For **PC Alf Ford** the year started with uncertainty and a possible job change, but ended with a successful move to a new appointment and working towards a new qualification in an armed support role.

■ **PROTESTOR REMOVAL** : For **Sergeant Mick Boylett** and colleagues at AWE the summer disarmament protests meant deployment at very short notice to any public order incidents in or around both AWE sites. During the two weeks that a peace camp was in operation, MDP officers balanced building relationships with the protestors and responding to attempts to block the road close to the site. The professionalism of the MDP Protestor Removal Team ensured that protestors were removed in a safe and efficient manner, which was appreciated by all concerned.

■ **COMMUNITY SUPPORT** : For **PC Vinnie Blair**, his role as a Defence Community Police Officer in Edinburgh again proved to be a multi-faceted job providing a reassuring policing presence to Service Families in the area (as well as playing Santa to the children!). For **PC Rob Jessiman** his role included welfare overview for 1300 junior soldiers and the hard earned achievement of a BA (Hons) degree in "Working with Children, Young People and Families".

■ **TRAINING** : For **Sergeant Adam Morris** life as an instructor on an extremely busy specialist firearms team meant that no two days were the same. In addition to planning, facilitating and supervising the safe operation of complex range days that included advanced shoots featuring dual weapon systems, he also runs training events that feature a range of specialist capabilities and tactics.

■ **CAPABILITY EXERCISES** : For **Sergeant Clive Sowden**, the lead for the Exercise Planning Team (EPT) for our AWE stations, the focus in 2013 was working with colleagues to put in place a structured exercise programme as part of the Force's commitment to continuous improvement. This work culminated in a full day training exercise and the award of Full Operational Capability (FOC) for the Force. For **Inspector Christopher Burt** from the Clyde Marine Unit, ensuring that the MDP are the best at what we do meant being part of a multi-agency security team visit to King's Bay in Georgia. This provided a remarkable opportunity to work with colleagues in the US Coastguard and to test marine responses, command protocols and escorting procedures on the Trident Training Simulator.

■ **SPECIALIST ESCORT DUTIES** : For **Sergeant Chris Lofthouse** the MDP Special Escort Group has proved the most challenging and rewarding role he has undertaken. For **Inspector Barry Cochrane**, continued career and role progression has meant providing support to nuclear movements, firearms instruction and welcome training and exchange time in the US. For **PC Kelly Street** the SEG has meant a natural progression into convoy escort work and significant training to the highest levels: her tough and demanding role made possible by the support of colleagues and the Force.

■ **AFGHANISTAN** : For **PC Catriona McBeath**, completing her second tour as a female police advisor based at Lashkar Gar in Helmand Province, the need to maintain the momentum of recruitment to the Afghan Uniform Police, meant training and mentoring a steady stream of female officers – moving from 16 to 39 officers over the past three years. The first ever female police officers were recruited in Lashkar Gah in 2008-09, extending to Gereshk in 2011. Female officers were used extensively for female search in the voter registration process, a big step forward for the female officers, showing their policing and search skills in front of a large audience of their own people.



The **Future** Force

The Force – Our Roles and Strength

THE MDP will remain the largest provider of specialist armed policing and security services and capabilities in the UK.

The MDP of the future will remain around 2,600 strong and our officers will be deployed at a range of key Defence and other locations throughout the UK.

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

Delivery of our policing services and capabilities

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

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

We will welcome inspections, exercises and reviews: to ensure that we continue to meet the standard required and expected, or 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 Defence 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 keep our weapons systems, personal protective equipment and vehicle fleet up to date to ensure that we are ready for every challenge.

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 that is 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 2014-15

PRIORITY 1 : To provide specialist armed policing and security services and capabilities in support of the protection of the Defence estate and Defence assets

Performance Indicators:

- Deliver our specialist armed policing and security services and capabilities to the satisfaction of our Defence customers. During 2014-15, develop and implement a consistent process for measuring customer satisfaction with MDP service delivery
- By 31 March 2015, complete the implementation of new MDP station complements at the majority of locations through an effective external recruitment programme
- 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
- Retain our College of Policing Firearms Training Licence
- Take forward and complete the work required to address the recommendations made in the

report of the HMIC Inspection of the MDP’s Command and Control of Firearms Operations

- Provide a mobile armed-capable policing capability to Defence establishments using the newly established Central Support Group teams
- Provide specialist operational policing services in response to unforeseen requirements

PRIORITY 2 : To provide specialist armed policing and security services and capabilities to our non-Defence customers

Performance Indicators:

- Deliver our specialist armed policing and security services and capabilities to the satisfaction of all our external customers. During 2014-15, develop and implement a consistent process for measuring customer satisfaction with MDP service delivery
- Provide specialist operational policing services in response to unforeseen requirements

PRIORITY 3 : MDP Recruitment

Performance Indicators:

- Recruit, train and deploy at least 200 new MDP officers during 2014-15
- Ensure that external recruitment into the Force during 2014-15 increases the number of female and minority ethnic officers



Key Objectives and Priorities for 2014-15 (contd)

PRIORITY 4 : Officer Capability and Fitness

Performance Indicators:

- Extend the programme of voluntary "no consequence" fitness testing for MDP officers to the national police standard for Officer Safety Training
- Implement new MDP Occupational Health arrangements by 30 April 2014
- Put in place mandatory in-service fitness assessments to the national police standard for Officer Safety Training for all MDP officers
- Introduce drug and alcohol testing for all MDP officers by 1 September 2014
- By 31 December 2014, complete the Institute of Naval Medicine work programme to develop proposals for a role-specific in-service fitness test for the MDP
- Achieve a reduction in overall MDP sickness absence by 31 March 2015
- Achieve a reduction in MDP Long Term Sickness Absence by 31 March 2015
- Achieve a reduction in the number of MDP officers who are unable to meet the full range of duties by 31 March 2015

PRIORITY 5 : MDP Terms and Conditions of Service

Performance Indicators:

- Complete consultation and negotiation with MDP staff associations on a revised MDP Terms and Conditions of Service package by 30 July 2014
- Complete the implementation of changes to MDP Terms and Conditions of service by 31 March 2015

PRIORITY 6 : Crime Prevention and Investigation

Performance Indicators:

- Provide specialist criminal investigation resources to assist in the prevention, investigation and detection of fraud, corruption and the theft of or criminal damage to key Defence equipment and assets
- Comply with the Scottish Crime Recording Standards (SCRS) and National Standards for Incident Recording (NSIR)

PRIORITY 7 : Value for Money

Performance Indicators:

- Manage the MDP in-year budget allocation within set limits across the MOD Annual Budget Cycle 2014 period
- Make the most productive use of our operational resources and assets to achieve the maximum possible benefit with the funding we have available





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