



Ministry of Defence  
Police and Guarding Agency

# Corporate Plan 2009–2013

## Business Plan 2009–2010





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## Introduction by the Chief Constable and Chief Executive



The defence of the UK and its interests provides the background and requirement for the Policing and Guarding services that are provided by this Agency. We are proud of our contribution in support of the UK's defence capability and this plan details the outputs and targets that we will strive to achieve over the coming financial years as part of our commitment to combat the main crime and security risks faced by the MOD and our Armed Forces.

Over the past year the UK has once again been actively engaged in two operational theatres, which has added a real sense of focus to the work that this Agency does to support the families of Service personnel who are deployed overseas. Much has been made recently of the military covenant that the UK has with its Armed Forces. The increased requirement for the community policing service offered by the Agency enables us to directly support the covenant and we are proud to do so.

This is not the only way in which the MDPGA has been involved in supporting operations. The past

year has seen MDP officers deployed to Afghanistan to provide mentoring and support to the Afghan National Police.

The threat from terrorism both International and domestic, has not diminished and the Agency remains focused on playing a significant part in safeguarding MOD personnel and property against this risk. The Agency has eight clearly defined outputs that all contribute to our role of delivering effective and flexible Policing and Guarding as part of the UK's defence capability. The targets contained in the Agency Business Plan for 2009–10 are all focused on areas of business that have been identified as being key to meeting the strategic direction that we have set for the organisation.

We will continue to develop our specialist high value niche policing services that defence needs now and will need in the future. Our “two badges – one service” approach to conducting Agency business will continue and all business decisions will be made on the basis of what is in the defence interest.

The current worldwide financial crisis and recession will inevitably place increased pressures on the public sector in the UK and there is no doubt that over the life of this Corporate Plan there will be some significant financial challenges for the Agency that will require the Agency Management Board to make some difficult decisions. However, I am confident that the work we have already initiated to further enhance the Policing and Guarding services offered by the Agency will enable us to meet these challenges and that we will continue to provide an excellent service in support of the defence interest.

**Steve Love**  
Chief Constable and Chief Executive  
MDPGA

Section 1

# Agency Corporate Plan 2009-2013





Section 1



## Section 1

# The Defence Vision

The key principles which provide the basis of work for Defence:

- ▶ Defending the United Kingdom and its interests.
- ▶ Strengthening international peace and stability.

## A Force for Good in the World

We achieve this aim by working together on our core task to produce battle winning people and equipment that are:

- Fit for the challenge of today.
- Ready for the tasks of tomorrow.
- Capable of building for the future.

We have shown we succeed in what we do. We must continue to adapt to a more uncertain world. We will be flexible and creative, harnessing new technologies and ideas to make best use of our resources. We will base our future direction on:

### Providing strategy that matches new threats and instabilities

We face new challenges and unpredictable new conditions. Our strategy must evolve to reflect these new realities. For the future this means:

- Evolving strategy and military doctrine that is flexible and geared to changing conditions.
- Behaving with speed, flexibility and creativity as an organisation – in the way we work and the way we respond to external events.
- Holding fast, in the face of change, to our underpinning military traditions and commitment to public service.

### Maintaining flexible force structures

As our strategy evolves, we will develop force structures to maintain battle winning capabilities that are relevant and effective against emerging threats. For the future this means:

- Greater focus on capability rather than delivery platforms.
- Developing pace of deployment and impact.
- Increasing precision of effect.
- Flexibility and agility in terms of platforms and equipment.
- The highest standards of professionalism among men and women imbued with fighting spirit, well trained and properly equipped.





## Reaching out into the wider world

We are major contributors to the business of government and to society as a whole. We will increasingly recognise and manage our contribution. For the future this means:

- Working closely with other Departments, with the private and voluntary sectors in the UK, and with our allies abroad, to integrate the military, diplomatic, economic and social components of crisis resolution.
- Strengthening our links with the Civil Departments to implement the Government's domestic agenda – making our contribution in the regions, and providing support in civil emergencies.
- Playing a key role as part of the wider society, for example in our contribution to training and skills and to health.
- Helping the rest of government benefit from making wider use of our skills in project management and delivery.
- Working in closer partnership with the private sector to deliver value for money.

## Leading a high-performing organisation

The many demands on the MOD, including its role as military headquarters, require us to be first class in the way we lead and manage the business of defence. For the future this means:

- Clear leadership at all levels, focused on delivering the vision.
- Managers free to get on with tasks and held to account against clear objectives.
- Demonstrably effective management of our resources.
- Stripping out bureaucracy, with ways of working that are simple and “fit for purpose” and using common standards wherever possible.
- Working flexibly, with project and task based teams.

## Investing in our people

We are world leaders in many aspects of how we manage and develop our people. We will build on this with strong leadership and focused investment. For the future this means:

- Providing strong unified leadership, service and civilian personnel working together.
- Benefiting from diversity by recruiting service and civilian personnel reflecting society as a whole and with the right skills for the task.
- Balancing rewarding successful performance with robust management of poor performance.
- Being a learning organisation, sharing knowledge, committed to developing our people.

## Section 1

# About the MOD Police and Guarding Agency

The Ministry of Defence Police (MDP) was formed in 1971 with the amalgamation of the three Departmental Constabularies. Since then it has continued to evolve and develop to meet the requirements of customers and Government initiatives. The MDP became an Agency within the Ministry of Defence in 1996.

The Ministry of Defence Guard Service (MGS) was formed in 1992, amalgamating industrial watchmen, patrolmen and non-industrial support grades serving within individual establishments, which were merged into a professional non-industrial body.

From 1 April 2004, the MGS joined the existing MDP Agency to form the Ministry of Defence Police and Guarding Agency (MDPGA). The Agency employs in excess of 7,700 staff and offers a range of capabilities to meet the policing and guarding needs of the UK Defence community to ensure the Department as a whole remains capable of delivering battle winning defence capability.

### Our Strategic Vision

In support of the UK's defence to deliver, by use of Constabulary powers, high quality defensive armed and specialist capability policing; and unarmed guarding.

### Agency Role

Delivering effective Policing and Guarding as a part of the UK's defence capability.



In delivering these outputs we will directly contribute to the Defence Vision of being a force for good in the world, providing a policing and guarding service fit for the challenges of today, ready for the tasks of tomorrow and capable of building for the future.

### Agency Outputs

The Defence Board, the Agency Owner’s Advisory Board, the principal Agency stakeholders and all those who work within the Agency are agreed that the main crime and security risks, which the Ministry of Defence and Armed Forces face, are:

- ▶ Terrorist attack and the threat of such attacks.
- ▶ Disruption and disorder caused by protestors.
- ▶ Theft of, and damage to, key assets and materiel.
- ▶ Major financial fraud and corruption.
- ▶ Unauthorised intrusion onto the Defence Estate.

The Agency directly supports the military covenant between the Government and the Armed Forces through the community policing service that is provided to service

families in an increasing number of locations around the UK.

We will combat the crime and security risks faced by the Ministry of Defence and the Armed Forces through the Agency’s eight key outputs:

1. **Protection** of the Strategic Nuclear Deterrent.
2. **Defence Business Continuity:** the ability to reinforce the protection of Defence personnel and property.
3. **Defensive Armed Policing:** the capability to deter and to respond to an armed attack on our customers’ assets.
4. **Uniformed Policing:** the effective use of police powers to deter, detect and respond to crime and disorder.
5. **Guarding:** the provision of unarmed guarding and access control to Defence personnel and property.

6. **Crime Investigation:** the prevention, detection and investigation of crime that impacts significantly against Defence capability and recovery of stolen assets.
7. **International Capability:** the contribution of specialist Policing and Guarding expertise in support of wider Defence and foreign policy objectives.
8. **Policy:** contributing to Defence policing and guarding policy.

The MOD’s strategic level requirement for civil policing within the Ministry of Defence is stated in the **Ministry of Defence Police: Statement of Requirement** approved by the Defence Operating Board in September 2008. This document provides direction for the Chief Constable of the MDP and guidance to others. MOD policy on unarmed guarding is outlined in Joint Service Publication 440 (The Defence Manual of Security).

### Our Governance Structure

The current Agency Management Board and structure is as follows:



## Section 1

# Our Standards



### Match Fitness Standards

We are not doing our job as a police and guarding force if we are not match fit. By “match fit” what we mean is:

- ▶ Each individual person on operational duty, police or guard or civilian, knows what they are there to do, has an up to date intelligence briefing, is properly skilled for their task, is fully and properly equipped for their role, and is doing it well.
- ▶ If there is an emergency or incident, people move quickly to deal with it, and they know what to do and how to do it because they have been trained, exercised and tested.
- ▶ Communications, Control Rooms, Contingency Plans and lines of command also work effectively, both routinely and during spontaneous incidents, because they have been trained, exercised and tested.
- ▶ At times of special demand we can assemble numbers of people with appropriate skills, equipment, transport, and provide the necessary logistical support, communications and commanders, to deploy them quickly and effectively anywhere in the UK.

### Crime Standards

To get **tough on defence crime**, we need to understand that there is a ready criminal market for almost everything that goes with defending the country – equipment, machinery, clothing, fuel, engines, parts and firearms. Public money spent on defence supply and manufacture contracts means that the potential for serious fraud and theft is ever present. If just 1% of the Defence budget is in some way being defrauded or stolen that comes to more than the entire cost of the MDPGA. So our standards are:

- ▶ Being clear that our focus is crime that harms the defence capability; significantly affects the morale of the Armed Forces; is detrimental to the reputation of the MOD; leads to significant financial loss to the MOD or undermines the achievement of other strategic level Defence objectives.
- ▶ Sharing of information and intelligence with our Service Police and MOD Fraud Analysis Unit colleagues, and joint operations whenever required.
- ▶ Working in partnership with Defence Equipment and Support to reduce the potential for criminal opportunity.

We and the Service Police have our separate roles, but where our duties overlap, it is in the Defence interest that we all work with each other and raise our collective capability.

### Standards for “Two Badges, One Service”

We have not combined MGS officers and MDP officers into a multi-purpose “MDPGA officer”. Our strength comes from having professional, qualified police officers who carry out police functions well, and professionals qualified MGS officers who carry out unarmed guarding functions well; and then as an Agency, being able to offer customers the most cost effective mix that best meets their security needs and budget. The MDP and MGS work best together if they retain their distinct professional, identities and capabilities. However, at any establishment where the MGS and MDP are jointly co-located our standards are:

- ▶ 100% co-operation and communication between the MDP and MGS.
- ▶ Joint exercises; and joint training whenever relevant.
- ▶ To operate from the same accommodation whenever possible.



## Customer Standards

We ensure our Defence customers come first by:

- ▶ Close personal regular face to face contact at every level with our customers.
- ▶ Attention to detail in meeting their needs within the Customer Supplier Agreements/Joint Business Agreements.
- ▶ Prompt or immediate rectification of any misunderstandings or shortcomings.
- ▶ Having a smart professional appearance at all times;
- ▶ Doing everything possible, with the Establishment, to make sure that all of our personnel protecting a site have a good knowledge and understanding of what takes place on the site, and why it is important to the Defence Mission.

Satisfied customers are our best sales force; they are the people who will secure our future business.

## Leadership Standards

We expect leaders at all levels in our Agency (which means first line supervisors all the way to the top):

- ▶ To spend time with their staff to know and understand the practicalities of their jobs, the difficulties they face, and what can be done to increase their effectiveness.
- ▶ To apply the PDR process effectively.
- ▶ To hold open forums where their people can raise issues, ask questions and get answers, and be involved in decision making.
- ▶ To follow the MOD's rules for formal consultation and also be open to informal "cup of tea" consultation.
- ▶ To insist that their staff do their jobs well and to take action if they do not.
- ▶ To never walk past and ignore, or turn a blind eye to, anything that is undermining our match fitness, customer reputation or standards of conduct.
- ▶ To find ways of saying "thank you and well done" to people – quickly, informally and often.

## Standards of Conduct

We are a Police Service, a Guarding Service, and a public service and we are here to protect the nation's defence capability. This places high standards of honesty, integrity, conduct and professionalism upon us. We will not tolerate:

- ▶ Deliberate misconduct, dishonesty, overtime expenses and subsistence fraud, stealing, or using Agency time or resources to run a business.
- ▶ Actions or neglect which endanger colleagues or Defence security, which includes drink driving or being unfit for duty through drink or drugs.

This also means that supervisors or colleagues who know such things are going on have a duty and moral obligation to act immediately to deal effectively with any abuse of trust.

On the other hand, we do not want a blame culture. We do not want to penalise people who have behaved professionally, but have made honest mistakes with good intentions and who have then been open about what has happened and have learnt from the experience. This does not, of course, excuse deliberate misconduct.

## Section 1

# Our Standards

We will do everything we can to help anyone with a drug or alcohol problem who comes forward, is open about it, and who will work with us to solve the problem.

We want to work with Trade Unions and Staff Associations to see what else we can do to keep people out of the discipline system and “learn” rather than “prosecute”.

We must comply with the Policy Rules and Guidance on discipline, and the MDP (Conduct) Regulations 2004, but are concerned that women and ethnic minorities are under-represented in numbers (but not in quality) in our Agency. Efforts to tackle this have been intense over many years, and with some success. However, we need to do more and we shall continue those endeavours. Equally, it is not just about

recruitment – it is about how people feel at work. We will not tolerate sexual or other forms of harassment at work, or racist language or behaviour, or any form of humiliation of one person by another.

Women and ethnic minorities in the UK represent a vast pool of talented recruits, colleagues and leaders. We want to see more of them in our organisation. This is not about political correctness – it is about match-fitness. First, it is in our interests to be able to recruit the best people from right across society. Second, the threats to the defence capability come from all sections of society and we will be more effective in our duty to protect the Defence interest, if we can recruit from the widest cross-section of society.



# Our Balanced Scorecard

## Our Role

Delivering effective Policing and Guarding as a part of the UK's Defence capability.

## Are we delivering what our customers want?

### Outputs

- 1.1 Customer Satisfaction:** To continually improve customer satisfaction with the range and quality of services delivered by the MDPGA
- 1.2 Customer Consultation:** To listen and respond to the needs of our customers, increasing their satisfaction with MDPGA services
- 1.3 Services Provided:** To meet the needs of the Department and our customers with our services as part of the UK's defence capability

## How well are we managing our resources?

### Resources

- 2.1 People Management:** To ensure the effective and efficient development and deployment of personnel within the Agency to deliver our outputs
- 2.2 Financial Management:** To remain financially viable and achieve value for money, safeguarding public funds
- 2.3 Management of Equipment & Facilities:** To ensure the effective use of all resources to deliver high quality services to our customers to meet their needs

## Are we as organised as we should be?

### Processes

- 3.1 Recruitment and Retention:** To recruit and retain a skilled and motivated workforce to deliver the outputs of the Agency, ensuring we remain capable of responding to and meeting customer needs
- 3.2 Management and Leadership:** To ensure effective management processes are in place to support the delivery of Agency outputs, providing clear direction for Agency staff
- 3.3 Improved Communication:** To ensure effective internal and external communication and improve the passage of information
- 3.4 Performance Measurement:** To measure Agency performance to develop, enhance and improve on services delivered to our customers

## Are we developing our people and the Agency for the future?

### Development

- 4.1 Staff Development and Training:** To provide all Agency staff with the training and development opportunities they need to realise their own potential and effectively deliver Agency outputs
- 4.2 Develop Our Business:** To embrace business change and develop our outputs to enhance the services offered to our customers

## Section 1

## Financial Issues Summary



With the current financial constraints in Defence spending we will have to make difficult decisions on the distribution and use of our resources. Page seven lists the outputs of our Agency and the following are the costings for these over the next four years. By utilising the Balanced Scorecard we will be able to make informed choices and monitor the effects of these decisions.

### Protection of the Nuclear Deterrent

The Agency is tasked with the care of the transit of the nation's Nuclear Defence Material, ensuring the safety of the public, protestors and MOD personnel during this activity. This is an important output of the Agency which assists in the continued operation of our front line nuclear capability. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	77.000	71.735	73.642	75.617

### Defence Business Continuity

As a Police and Guarding Force within the MOD, we have the responsibility to ensure we can continue our operations no matter what circumstances arise. We therefore have to plan to surge to reinforce the protection of Defence personnel and property with little or no warning. This action ensures we assist with the Business Continuity of the wider MOD, helping to maintain front line capability. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	11.258	10.488	10.767	11.055

### Defensive Armed Policing

The Agency provides Armed Security to the Defence Estate as part of our contribution to maintain Defence Capability. Police officers are deployed at host establishments throughout the UK, providing physical security in addition to more general policing duties. The delivery of these services is in accordance with the Customer Supplier Agreements negotiated between the customer and the Agency. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	62.747	59.388	60.967	62.601

### Uniformed Policing

The MDP provide Uniformed Policing and are deployed at host stations. Uniformed Policing includes patrolling, crime reduction and detection capabilities, intelligence on crime, protestor and criminal activity. Uniformed Policing is provided as part of our contribution to maintaining UK Defence Capability. The delivery of these services is in accordance with the Customer Supplier Agreements negotiated between the customer and the Agency. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	2.212	2.061	2.115	2.172



## Guarding

The Agency provides Guarding to the Defence Estate as part of our contribution to maintain Defence Capability. MGS officers are deployed at host establishments throughout the UK providing guarding expertise to the Defence community. The delivery of these services is in accordance with the Customer Supplier Agreements negotiated between the customer and the Agency. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	117.950	110.779	113.723	116.772

## Crime Investigation

The MDP Criminal Investigation Department and the Fraud Squad conduct the investigation of serious crimes. Their focus will be to investigate crime that impacts significantly against Defence capability. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	11.191	10.426	10.703	10.990

## International Capability

The Agency deploys up to 100 officers each year overseas on tasks. These deployments support the wider Defence and foreign policy objectives. They utilise the policing expertise of the MDP in a wide variety of roles and give officers the opportunity to take on challenging and rewarding posts, expanding their skills for the benefit of the Agency. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	-0.391	-0.364	-0.374	-0.384

## Policy

The Agency has recognised the significant role it plays in contributing to Defence policing and guarding policy. We will seek to provide valued and expert input to the Defence Community in this area over the life of this plan. The projected costs of delivering these services are:

Year	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Operating Costs	2.494	2.324	2.385	2.449

Section 2

# Agency Business Plan 2009–2010





Section 2



## Section 2

# Agency Key Targets for 2009–2010

The Agency Key Targets are presented below; these are agreed as output measures for the Agency between the Chief Executive and the Agency Owner. They are not in priority order but are aligned with the outputs of the Agency. They are consistent with historical numbering to allow ease of reporting and for Agency staff to remain familiar with the targets. Each Key Target is of equal value for the Agency.



### Key Target 1a:

By 31 March 2010, to have delivered at least 95% of MDP agreed UK customer tasks.

**Action Manager: ACC (Divisional Operations)**

### Key Target 1b:

By 31 March 2010, to have delivered at least 95% of MGS agreed UK customer tasks.

**Action Manager: Head of Unarmed Guarding**

### Key Target 2a:

To maintain or improve an MDP customer satisfaction rate of 88% (the level achieved in 2008/09).

**Action Manager: ACC (Divisional Operations)**

### Key Target 2b:

To maintain or improve an MGS customer satisfaction rate of 85% (the level achieved in 2008/09).

**Action Manager: Head of Unarmed Guarding**

### Key Target 3:

By 31 March 2010, to have achieved a detection rate of at least 55% for crime that significantly impacts on defence capability.

**Action Manager: ACC (Operational Support)**

### Key Target 4:

By 31 March 2010, to have achieved all agreed international tasks.

**Action Manager: ACC (Professional Development)**

### Key Target 5:

By 31 March 2010, to have agreed with TLBs new Joint Business Agreements in which taskings match available resources.

**Action Manager: Agency Secretary**

### Key Target 6:

By 31 March 2010, to have raised the Diversity Excellence Model baseline score for the Agency to 390 points (from 355).

**Action Manager: ACC (Professional Development)**

### Key Target 7:

By 31 March 2010, to deliver specified outputs within 1% of authorised outturn.

**Action Manager: All Agency Management Board Members**



# Output targets



## Purpose: To meet customer requirements

### Scorecard Objective 1.1 – Customer Satisfaction:

To continually improve customer satisfaction with the range and quality of services delivered by the MDPGA.

Performance Indicator	Target	Responsibility
<b>1.1.1.</b> Achievement of high levels of customer satisfaction with the range of policing and guarding services provided by the Agency. <b>Supports Agency Key Targets 2a and 2b</b>	<b>(Key Target 2a) 1.1.1a.</b> To maintain or improve an MDP customer satisfaction rate of 88% (the level achieved in 2008/09).	ACC(DO)
	<b>(Key Target 2b) 1.1.1b.</b> To maintain or improve an MGS customer satisfaction rate of 85% (the level achieved in 2008/09).	Hd UG
	<b>1.1.1c.</b> By 31 October 2009, to have implemented recommendations made in the Action Plans developed as a result of the 2008 MDP and MGS Customer Satisfaction Surveys.	ACC(DO)/ MGS HoP
	<b>1.1.1d.</b> By 31 March 2010, to have developed Action Plans to address any issues of concern highlighted in the 2009 MDP and MGS Customer Satisfaction Surveys.	ACC(DO)/ MGS HoP

### Scorecard Objective 1.2 – Customer Consultation:

To listen and respond to the needs of our customers increasing their satisfaction with MDPGA services.

Performance Indicator	Target	Responsibility
<b>1.2.1.</b> The provision of high quality policing and guarding services that are responsive to our customers' requirements. <b>Supports Agency Key Targets 1a, 1b, 2a and 2b</b>	<b>1.2.1a.</b> By 31 March 2010, to have implemented the approved recommendations from the Crime Reduction Review.	ACC(DO)
	<b>1.2.1b</b> By 31 March 2010, to have achieved and maintained MDP Full Operational Capability at the AWE sites.	ACC(DO)

## Section 2

## Output targets



## Purpose: To meet customer requirements continued

**Scorecard Objective 1.3 – Services Provided:**

To meet the needs of the Department and our customers with our services as part of the UK's defence capability.

Performance Indicator	Target	Responsibility
<b>1.3.1.</b> To deliver the widest range of policing and guarding services to our customers utilising all trained personnel. <b>Supports Agency Key Targets 1a, 1b, 2a and 2b</b>	<b>(Key Target 1a) 1.3.1a.</b> By 31 March 2010, to have delivered at least 95% of MDP agreed UK customer tasks.	ACC(DO)
	<b>(Key Target 1b) 1.3.1b.</b> By 31 March 2010, to have delivered at least 95% of MGS agreed UK customer tasks.	Hd UG
<b>1.3.2.</b> Prepare to deliver a MDP contribution to the security plan for Olympics 2012 consistent with agreed Home Office/MOD policy	<b>1.3.2a.</b> Contribute to the development of a consolidated MOD plan in support of security for Olympics 2012.	ACC(OS)
<b>1.3.3.</b> To maintain and improve the Agency crime solving rate. <b>Supports Agency Key Target 3</b>	<b>(Key Target 3) 1.3.3a.</b> By 31 March 2010, to have achieved a detection rate of at least 55% for crime that significantly impacts on defence capability.	ACC(OS)
	<b>1.3.3b.</b> By 31 March 2010, to have led on the development of a draft MOD wide Defence Crime Strategy in partnership with other Defence stakeholders.	ACC(OS)/ ACC(DO)
<b>1.3.4.</b> Effective delivery of sustainable International Policing services. <b>Supports Agency Key Target 4</b>	<b>(Key Target 4) 1.3.4a.</b> By 31 March 2010, to have achieved all agreed international tasks.	ACC(PD)
<b>1.3.5.</b> Delivery of an effective policing service to Critical National Infrastructure sites. <b>Supports Agency Key Targets 1a and 2a</b>	<b>1.3.5a.</b> By 31 March 2010, to have delivered at least 95% of the agreed customer requirement for CNI policing.	ACC(DO)

# Resource Targets



## Purpose: To efficiently manage our resources

### Scorecard Objective 2.1 – People Management:

To ensure the effective and efficient development and deployment of personnel within the Agency to deliver our outputs.

Performance Indicator	Target	Responsibility
<b>2.1.1.</b> Effective management of Agency personnel, which supports and enhances the delivery of our key outputs. <b>Supports Agency Key Targets 1a, 1b, 2a, 2b, 3, 4, 6 and 7</b>	<b>2.1.1a.</b> By 31 March 2010, to have reduced average MDP sickness by one day per officer.	DCC, ACC(DO), ACC(OS) & ACC(PD)
	<b>2.1.1b.</b> By 31 March 2010, to have reduced average MGS sickness by one day per officer.	MGS HoP
	<b>2.1.1c.</b> To provide expert support and input to an external review of MDP terms and conditions of service.	ACC(PD)
	<b>2.1.1d.</b> By 31 March 2010, to complete a review of the current MDP retirement age policy.	ACC(PD)
	<b>2.1.1e.</b> By 31 March 2010, to have developed MDP specific medical assessments in conjunction with the CTLB HR Business Partner.	ACC(PD)

### Scorecard Objective 2.2 – Financial Management:

To remain financially viable and achieve value for money safeguarding public funds.

Performance Indicator	Target	Responsibility
<b>2.2.1.</b> Delivery of all Agency outputs within allocated resources. <b>Supports Agency Key Targets 5 and 7</b>	<b>(Key Target 7) 2.2.1a.</b> By 31 March 2010, to deliver specified outputs within 1% of authorised outturn.	All Board Members
	<b>(Key Target 5) 2.2.1b.</b> By 31 March 2010, to have agreed with TLBs new Joint Business Agreements in which taskings match available resources.	AS

## Section 2

## Resource Targets



**Purpose: To efficiently manage our resources continued**

**Scorecard Objective 2.3 – Management of Equipment & Facilities:**

To ensure the effective use of all resources to deliver high quality services to our customers to meet their needs.

**Performance Indicator**

**2.3.1.** Provision of an MDP surge capability that is in accordance with the MOD Statement of Requirement.

**Supports Agency Key Target 2a**

**Target**

**2.3.1a.** By 31 July 2009, to advise the OAB on the size, shape and capability of the force required to ensure that it can meet MDP Critical Risk Scenarios (Postulated Scenarios), to ensure that it can continue to sustain the capability to respond to those scenarios, and the associated risks.

**Responsibility**

CC/CE & ACC(OS)

**2.3.1b.** By 31 March 2010, to have implemented the decision taken by the Agency Owners Advisory Board on the size, shape and capability of the Force required to meet MDP critical risk scenarios.

ACC(OS)

**2.3.2.** The effective delivery of MDP and MGS dog services.

**Supports Agency Key Targets 1a, 1b, 2a and 2b**

**2.3.2a.** By 30 June 2009, to have presented to the AMB a business case that will allow for a final decision to be made on the future of police dog ownership, procurement and training within the MDP.

ACC(OS)

**2.3.3.** An MGS organisation that is able to meet the challenge of competition with the private sector.

**Supports Agency Key Targets 1b and 2b**

**2.3.3a.** Complete an alternative MGS shift roster trial by 31 August 2009.

MGS HoP

**2.3.3b.** By 31 August 2009, to complete reviews of the current MGS supervisory and management structures.

MGS HoP

**2.3.4.** Increase the environmental sustainability of MDPGA Wethersfield.

**2.3.4a.** By 31 March 2010, to meet all CTLB targets for environmental sustainability at MDPGA Wethersfield.

AS

# Process Targets



**Purpose: To operate efficient processes for the delivery of our outputs**

**Scorecard Objective 3.1 – Recruitment & Retention:**

To recruit and retain a skilled and motivated workforce to deliver the outputs of the Agency ensuring we remain capable of responding to and meeting customer needs.

**Performance Indicator**

**3.1.1.** To recruit and retain requisite personnel to deliver the key outputs of the Agency. **Supports Agency Key Targets 1a, 1b, 2a, 2b, 3 and 4**

**Target**

**3.1.1a.** To recruit and retain sufficient MDP and MGS personnel to achieve 95% of agreed customer tasks.

**Responsibility**

ACC(PD)/  
MGS HoP

**Scorecard Objective 3.2 – Management & Leadership:**

To ensure effective management processes are in place to support the delivery of Agency outputs providing clear direction for Agency staff.

**Performance Indicator**

**3.2.1** The MDP meets all ACPO requirements in regard to the use and deployment of firearms. **Supports Agency Key Target 1a**

**Target**

**3.2.1a.** By 31 March 2010, to have complemented 24/7 Shift Inspectors, trained as Firearms Silver Commanders and centrally located within the Force HQ, to provide MDP wide incident commander resilience.

**Responsibility**

ACC(OS)

**Scorecard Objective 3.3 – Improved Communication:**

To ensure effective internal and external communication and improve the passage of information.

**Performance Indicator**

**3.3.1.** The Agency is compliant with all relevant legislation and supporting programmes relating to information management and information security. **Supports Agency Key Targets 1a and 1b**

**Target**

**3.3.1a.** By 31 March 2010, to have implemented all in-year targets within the Management of Police Information project.

**Responsibility**

DCC

**3.3.1b.** By 31 March 2010, to have completed all in-year actions contained within the Agency Information Management Group Action Plan.

DCC

**3.3.2.** The Agency has an effective IT infrastructure that meets our business needs. **Supports Agency Key Targets 1a, 1b, 2a and 2b**

**3.3.2a.** By 31 March 2010, to have implemented all in-year targets from the Agency Knowledge Management project.

DCC

Section 2

# Process Targets



**Purpose:** To operate efficient processes for the delivery of our outputs continued

**Scorecard Objective 3.4 – Performance Measurement:**

To measure Agency performance to develop, enhance and improve on services delivered to our customers.

**Performance Indicator**

**3.4.1.** Effective Agency performance measurement systems. **Supports Agency Key Targets 1a, 1b and 7**

**Target**

**(Key Target 6) 3.4.1a.** By 31 March 2010, to have raised the Diversity Excellence Model baseline score for the Agency to 390 points (from 355).

**Responsibility**

ACC(PD)

**3.4.1b.** By 31 March 2010, to have reviewed the existing MDP and MGS performance measurement systems and submitted a report to the Agency Management Board.

AS



# Development Targets



**Purpose: To build for the future, developing the Agency and its staff**

**Scorecard Objective 4.1 – Staff Development & Training:**

To provide all Agency staff with the training and development opportunities they need to realise their own potential and effectively deliver Agency outputs.

**Performance Indicator**

**4.1.1.** To develop and train requisite personnel to deliver the outputs of the Agency. **Supports Agency Key Targets 1a, 1b, 2a, 2b, 3 and 4**

**Target**

**4.1.1a.** 100% of Agency Staff Performance Appraisal Reviews to be completed and submitted on time.

**Responsibility**

All Board Members

**4.1.1b.** All HRMS held Post Profiles and Skills Profiles (for MGS and civilian staff) and Training Plans (for all Agency staff) to be reviewed during mid year Performance Appraisal Reviews.

All Board Members

**Scorecard Objective 4.2 – Develop Our Business:**

To embrace business change and develop our outputs to enhance the services offered to our customers.

**Performance Indicator**

**4.2.1.** An MDP CBRN capability that meets the needs of customers. **Supports Agency Key Targets 1a and 2a**

**Target**

**4.2.1a.** By 31 July 2009, to have submitted a report to the AMB listing the HazMat and CBRN customer requirements that may be required at each establishment with an MDP complement.

**Responsibility**

ACC(OS)

**4.2.1b.** By 31 October 2009, to have created an initial delivery framework to provide CBRN capability to the OSU, to include agreeing funding to achieve this aim by 31 March 2011.

ACC(OS)

**4.2.1c.** By 31 March 2010, to have created a delivery framework to implement agreed recommendations from the CBRN Project.

ACC(OS)

## Section 2

## Development Targets



**Purpose: To build for the future developing the Agency and its staff** continued

### Scorecard Objective 4.2 – Develop Our Business:

To embrace business change and develop our outputs to enhance the services offered to our customers.

Performance Indicator	Target	Responsibility
<b>4.2.2.</b> An effective and efficient MDP Criminal Justice Unit (CJU) structure. <b>Supports Agency Key Target 3</b>	<b>4.2.2a.</b> By 31 March 2010 to have established an efficient and operationally effective CJU. The project will be subject to specific deadlines as follows:	ACC(OS)
	i) By 31 May 2009 to have implemented the RLI (or IT equivalent) programme and quality assured the acquired IS equipment – joint responsibility with COS.	ACC(OS)
	ii) By 31 May 2009 to have completed the Operating Instructions for the CJU for policy approval (ACC OS to approve on behalf of AMB).	
	iii) By 31 August 2009 to have recruited the agreed level of staff and have them in situ at the CJU complex at Southwick Park.	
	iv) By 31 December 2009 to have completed the training and accreditation of all staff within the CJU.	
	v) By 31 January 2010 to assume full operational responsibility for all CJU issues in England and Wales.	
<b>4.2.3.</b> To work effectively with all of our partners across the MOD in the delivery of security in support of defence. <b>Supports Agency Key Targets 1a, 1b, 2a and 2b</b>	<b>4.2.3a.</b> By 31 March 2010, to have developed an integrated protective security concept model with partners across the MOD.	ACC(DO)
	<b>4.2.3b.</b> By 31 March 2010, to have developed a report to review the Agency's use of the National Intelligence Model (NIM) within the MDP, the wider MDPGA and other partner agencies. The review to include an evaluation of the current use and cost effectiveness of the NIM process and to make recommendations to ensure the Agency and the wider MOD obtain the maximum benefit from the NIM process.	ACC(OS)



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