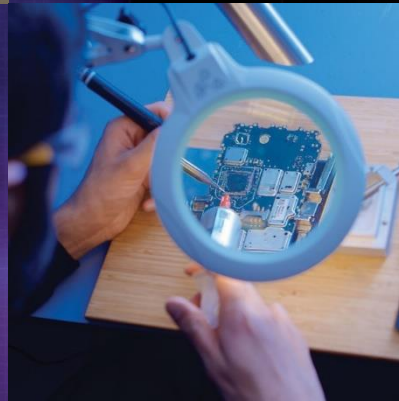
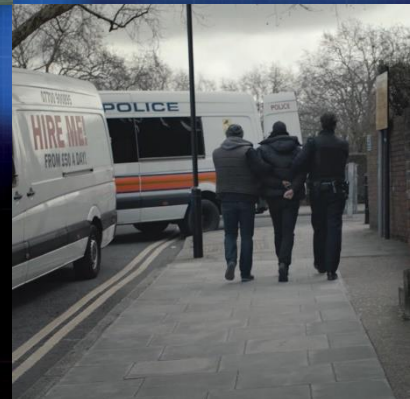
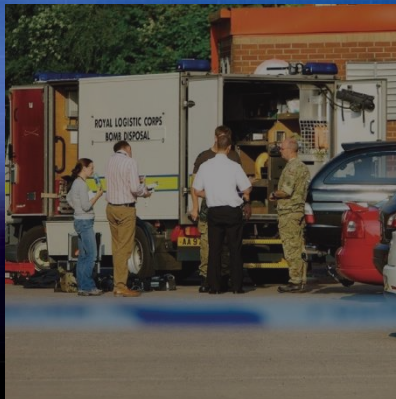




**COUNTER
TERRORISM
POLICING**

NEXT GENERATION A Future Blueprint for the Counter Terrorism Policing Network



2 Summary

**3 Counter Terrorism Next Generation
and the role of the Blueprint**

Enabling Strategies:

11 Data and Technology

14 People

16 Communications

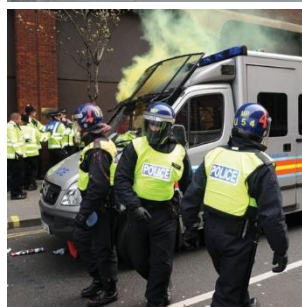
19 Estates

21 Nominal Management

25 International

28 Borders

32 Annexes



SUMMARY

Over the next 5 years the Counter Terrorism Policing (CTP) Network will need to sustain its strong capabilities and “increase its offer” in the homeland security space. The CTP collaboration built over the last 15 years provides a strong basis for this. As the world we operate in changes, we too must continue to adapt and stay ahead of our adversaries. CTOC will be the “lodestar” for much of the transformation outlined in this Blueprint. The evolutionary leap for CTP can be summarised as follows:

- **One CTP Network:** Through greater consistency and interoperability, we will raise standards and build common platforms in order to share best practice and deliver transformation.

****S24/S31****

We will develop processes that are streamlined and conducive to integrated approaches and avoid siloed working. CTP will develop the means to movework and people across the CTP Network to where there is greatest demand and risk. We will develop a strong ethos that is built around collaboration and innovation;

****S24/S31****

A more data driven collaboration: We will make better use of data to inform operational decision-making. We will upskill our workforce to make the most of the

opportunities afforded by data and technology to increase the speed, accuracy and quality of the tasks we undertake. This will be the key to unlocking greater productivity and lead to better operational outcomes in support of our strategic objectives;

****S24/S31****

- **A Highly Skilled Workforce:** CTP has the right people with the right skills in the right places at the right time. We will invest in the training and development of our people and ensure that there is greater mobility and opportunities afforded across the CTP Network

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- We will deliver modern working environments and more agile ways of working to promote the wellbeing of our staff.

Counter Terrorism Next Generation and the role of the Blueprint

Counter Terrorism Policing (CTP) Next Generation describes the next evolutionary leap for the CTP Network. At its heart is our National Strategy, supporting Sub-Strategies and Future CTP Blueprint, which define our ambition, vision and objectives for the next ten years. The Future Blueprint defines, at a strategic level, “how” we will deliver this vision. CTP Next Generation supports the Government’s number one responsibility to keep our citizens and the UK safe. It preserves and builds upon a strong, tried and tested Counter Terrorism Machine that is anchored to the communities it serves, aligned and integrated with national structures, with increasing agility to respond to a range of risks that threaten Homeland Security and National Resilience.

The **core principles**, which Counter Terrorism Policing will build upon over the next 5 years and beyond are:

- A **strong, cohesive and capable** organisation with a **shared sense of strategic direction**; ****S24/S31****
- within itself - as a network - and with local, national and international partners;
- **Increasing agility**, to be able to surge and mobilise to manage threats and incidents across the UK and overseas to support Homeland Security and National Resilience;
- **Mission agnostic** - to increase ****S24/S31**** to respond to a range of Homeland Security risks, including Hostile State Activity, Terrorism and support to Serious and Organised Crime;
- **Enhanced resilience**, where we play a greater role in the management of both acute (e.g. Terrorism) and chronic (e.g. Extremism) risks and build capacity and agility to manage both concurrent and cumulative risks that may materialise.

The Blueprint sets a future design that must be **adaptive and responsive to changes in the threat environment**; that is **efficient and effective; implementable and measurable**. It will ensure that Counter-Terrorism Policing focusses its energy over the next five years on what matters most – sustaining its ability to keep up with, and stay ahead of a range of homeland security threats. It will do this through **strong evidence**, focussing on where **we have most effect**, and through **innovation, inclusivity and diversity**. The Blueprint is **clear, cogent and accessible**. A number of outputs will flow from this document, including strategic choices for future investment as part of a Spending Review, which in itself will include options for ****S24/S31****

How we developed and will implement this blueprint

The Blueprint already builds on a far-reaching programme of reform and evolution delivered over the last 15 years. Aligned to Counter Terrorism Policing’s Terrorism and wider National Security Strategy and Sub-Strategies, it sets a level of ambition that is collaborative and realistic, practical and deliverable. A number of inputs have informed its development. Crucially, this included extensive consultation with the CTP Network, National Coordinators and specialist capability leads. We listened to a range of views and captured consensus on key areas of improvement activity that the CTP Network can work towards collectively. It is informed by, and will be used to inform the government’s 10 year Integrated Review (IR) and future Spending Review (SR). Ultimately, it will be a planning tool and guide for the CTP Network and its headquarters.

The test of the Blueprint will be in its implementation.

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Implementation will require support, collaboration and action from all of CTP, particularly those in a leadership role. Dedicated owners will be responsible for relevant chapters where implementation is required. In most cases this will be the sub-strategy lead but for cross-cutting themes new owners will be required. The Blueprint will act as an important reference point for annual business planning cycles, change projects and programmes. It was used extensively to guide the Strategic Efficiencies and Reinvestment Review and Spending Review 2020 submission – it will be used to inform our Spending Review 2021 planning. We will review strategic priorities contained in the Blueprint against an evolving threat or other environmental changes.

Parameters of the blueprint

The Blueprint covers the entirety

****S24/S31****

It includes all of CTP's homeland security and resilience missions in their widest sense – as set out below. It covers operational activity and capabilities at a local, regional, national and international level along with people, equipment, software and estates, structures and processes.

This also includes our **Protection Commands** - Royal and Specialist Protection (RaSP) and Parliamentary and Diplomatic Protection (PaDP). Whilst requirements for our protective security commands are set by HMG, along with the delivery model and separate funding for delivering these services we are working closely with government departments to ensure that our protection arrangements remain highly effective, efficient and proportionate to the threat and risk.

Strategic context

Terrorism threats and opportunities

The sudden and indiscriminate nature of terrorist attacks – and the blanket media coverage they generate – can fundamentally undermine national resilience and confidence. Terrorists seek to cause significant harm as well as attacking our values and our way of life – we need to retain and enhance our highly effective CT system to prevent them.

- The **terror attacks in 2017 cost £2.1bn** in direct and indirect costs.

****S24/S31****

Despite the life changing impact of COVID-19, polling suggests 53% of the public still view terrorism as the second most serious threat to national security, compared with 61% for contagious diseases. UK citizens' confidence in our CT response directly contributes to the IR objective of ensuring the nation 'feels more secure.'

The threat from terrorism is both more diverse and more complex. It will become increasingly dispersed and volatile – both domestically and overseas.

****S24/S31****

- **Their motivations are more diverse and harder to track** – We are confronted by the enduring threats from Islamist terrorism and Northern Ireland dissidents, and emerging Right Wing Terrorism (RWT) and Left-Wing, Anarchist or Single Issue Terrorist (LASIT) threats.

****S24/S31****

- **These individuals are also more volatile** – There has been an increase in lone actors moving quickly to violent action, ****S24/S31****

Mental health issues further complicate – as can the blurring between Terrorism, Hostile State Actors and Serious & Organised Crime.

- **This complex threat picture is reflected overseas** – there ****S24/S31**** The significant and persistent threat from both Daesh and AQ has spread to multiple affiliates and different geographical locations – making both understanding and responding far more difficult. This all makes unexpected attacks more likely – such as the attacks in Sri Lanka in 2019, in which eight British nationals were killed.

Counter Terrorism Next Generation and the role of the Blueprint

- **We expect terrorist groups to regroup and strengthen over the coming period** – COVID has increased the risks of instability in numerous countries overseas. The economic damage and societal impact will be exploited by Islamist terrorist groups.

S24/S31

(e.g. warrantry and comms data).

S24/S31

Against this challenging threat picture, the strategic landscape will change ****S24/S31****

S24/S31

S24/S31

- **Emerging technologies will present both opportunities and challenges.** The CT system must be able to maximise the opportunities new technology and better utilisation of data give us. However, it must do this in an environment of ever more scrutiny, ****S24/S31****
- **At the same time terrorists will use new technology to increase their effectiveness and reach new audiences.**

S24/S31

S24/S31

- **The Counter Terrorism System, within which CTP sits, will be at the heart of a wider, strengthened UK national approach to resilience.** The challenges the CT system will face over the coming period will be significant, but also similar to other areas of UK resilience. We will only be able to overcome them if we work together. The CT system – as one of the more mature and tested elements of our resilience framework – should be at the centre of this. Threat agnostic CT capabilities are already at the heart of a resilient national security system, able to respond to wider national security incidents (e.g. Salisbury and SOC) and provide fundamental national security infrastructure

Our priorities over the next five years

Our **first priority** is to enable the system to deliver **faster, more efficient casework** to deal with the increased volume of threats manifesting ever more quickly;

- We will establish the **CT Operations Centre (CTOC) to deliver transformational integration**, bringing together CT partners and capabilities from across the system. This will be the culmination of a fifteen-year journey to break down barriers to create a single, integrated CT system;
- We will develop and **harness cutting edge Data, Digital and Science and Technology capabilities to revolutionise our casework** and ability to detect threat, drawing together the connections that investigators would otherwise miss;
- Our default will be ensuring we are **pushing the boundaries on technological capabilities** and actively pulling through emerging technology for use.

Our **second priority** is ensuring **resilience at all levels** – globally, nationally, locally and across society with both the private sector and communities supporting our work.

- We will further reinforce whole system approach through increased partnerships, including investment in our ****** ****** Project Semper, Vulnerability Support Hubs, PREVENT and lifetime nominal management. Through a new Protect Duty, we will play our part in building on the work we do with communities and companies to tackle the risk;
- We will **place the CTP network at the centre of wider efforts to strengthen the country's approach to resilience**. We will contribute to the profile and weight of the CT system to develop transformational capabilities that are able to tackle wider national security threats by default. We will reinforce this by sharing best practice and systems – and learning from others.

Government's strategic direction and the frameworks' that guide us

The United Kingdom's response to terrorism and other homeland security threats has received significant investment over the last 20 years, from successive governments. There are a number of national strategy, assessment and legislative frameworks that have been developed to build one of the most effective counter terrorism systems in the world. These are set out at Annex A. Crucially **We will strengthen the way**

we utilise national frameworks and assessments to ensure we have the right capabilities and sufficient capacity to mitigate risk.

Capturing lessons, garnering new insight (e.g. from behavioural scientists) and **the use of data** are considered priorities. All-purpose contingency planning must also form the backbone of UK wide resilience. ****S24/S31**** international cyber risk; economic security; child sexual abuse and exploitation; terrorism; and systemic financial crisis is a priority.

The government recognises the need to balance its approach to enhance resilience against both acute and chronic risks. Public communication is also key to future resilience and greater focus is required on three core elements of UK resilience: **people, technology, and systems**. Counter Terrorism Policing provides high levels of mitigation against 24 of the 25 National Security Risks identified by the National Risk Assessment and provides. Our structures, processes and global to local reach is a strong enabler for a whole system approach, maximising our collective ability with partners to mitigate risks. ****S24/S31****

CTP will

****S24/S31****

****S24/S31****

****S24/S31****

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- **play our part in helping industry sectors and our communities enhance their resilience**, including through our ACT campaigns, e-learning, protective security advice and supporting the evidence case for a statutory duty;
- **deliver further agility and transformational ways of working** – as key to breaking down barriers to enable real, cost-effective change (not just reorganisation);

- Support a legislative review as an enabler to better system alignment and integration, including between

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Counter Terrorism Policing Missions

Counter Terrorism Policing is an alliance of UK police forces working with the public, government, operational partners and industry to protect the public from terrorism and other national security risks. We have a unique position within the UK's homeland security and resilience system, not least because we are part of local police forces, work collaboratively with local partners and

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S24/S31

Our missions extend beyond countering terrorism. These are:

- **Counter-Terrorism:** where we will continue to uniquely contribute to all four pillars of the government's CONTEST Strategy and where we have a key role in mitigating 24 of the 25 NSRA CT risks; where we rely on the NSRA for planning and resource allocation assumptions and where we have built a highly effective, regional CounterTerrorism – and broader policing – network; **S24/S31**

S24/S31

S24/S31

S24/S31

- **War Crimes:** where we will continue to lead on the investigative response into those that have committed international atrocities, including genocide and other war crimes, including torture, hostage-taking and other Breaches of the Geneva Convention.

S24/S31

where we support the UK's 'no safe haven' policy;

S24/S31

Borders: where we will maintain a significant operational presence at the borders that supports the UK's ambition by detecting, investigating and disrupting a range of national security threats at the border; where we deter the exploitation of the UK border from all criminality **S24/S31**

- working with all parts of Government and our operational partners;

S24/S31

Counter Terrorism Next Generation and the role of the Blueprint

- **National Capabilities:** where we will retain our world leading Counter Terrorism Internet Referral Unit (CTIRU); where we have significant digital exploitation, communications data, intercept and biometrics capability; we lead on the national security biometrics effort.

Our Protection Command responsibilities include:

- **Parliamentary and Diplomatic Protection:** where our teams provide security for London's diplomatic community and parliamentary estate (Westminster). This includes static and residential protection to members of the Diplomatic and Governmental Communities in London. In addition, officers also provide protective security to critical sites such as the Palace of Westminster. Our mobile armed protection officers respond to incidents within the parliamentary and diplomatic area

****S24/S31****

Royalty and Specialist Protection: **where our teams, based on a comprehensive assessment of the threat and risk posed to an individual,** ****S24/S31****

How Counter Terrorism Policing will be structured in 2025-2030

Counter Terrorism Policing will continue to operate as a virtual network, rather than a single standalone agency. It will remain part of the 43 police forces in England and Wales.

CTP will:

- **Maintain** the eleven regional counter terrorism units (CTUs) and intelligence units (CTIUs);
- Deliver the ****S24/S31**** **CT Operation Centre (CTOC)** - so that it becomes a game changer to our whole system approach and the cornerstone of the CTP operational system;
- Expand its reach and enhance its detection and disruption capabilities with the inclusion of **policing Special Branches**;
- Ensure the coherent and cohesive **transition of Special Branches so that it enhances interoperability and intelligence collection**;

****S24/S31****

- **Maintain corporate capability through enhances to the Counter Terrorism Policing Headquarters (CTPHQ),** which drive through corporate efficiency and improve effectiveness;
- **Review and strengthen the Section 22a Agreement** with forces to ensure we can invest in, and sustain our workforce for the future.

Increasing our Depth, Breadth and Resilience

Counter Terrorism Policing is a whole of UK policing collaboration, which leverages and amplifies the British model of policing, by **consent and anchored in our communities**, to address a range of sophisticated and complex challenges through **unique depth, breadth and agility**.

Increasing our Depth

By operating at both the local and global level Counter Terrorism Policing occupies an indispensable position in the UK's national security infrastructure. Every police officer, from the safer neighbourhood team to the specialist crime team, **is a counter terrorism officer, with CT Policing acting as the vital bridge from** ****** and overseas with our counterparts. More directly, **the CT Network will continue to integrate with frontline policing and other professionals to make early safeguarding interventions**, managing those identified as being most at risk from the harm done by extremist ideologies, sharing information where appropriate and preventing them being drawn into terrorism.

Together with business and wider HMG, **CT Policing continue to use its knowledge and experience to build our protection of crowded places**, harnessing the trusted voice of policing, while maximising reach through innovative technology, to place specialist protective security advice directly in the hands of those who can make best use of it. **When an attack does occur, it is CT and frontline policing that will continue to have the most effect in mitigating the impact,** ****S24/S31**** amongst others, to minimise the impact and **provide communities with resilience to recover more quickly**.

Counter Terrorism Next Generation and the role of the Blueprint

Through the CT Liaison network and international law enforcement partners, ****S24/S31****

Working as part of the one HMG network, CTP will continue to ****S24/S31****

Closer to home, CT Policing works with HMG and business partners to provide appropriate protective security advice to UK citizens leaving our shores on holiday or business.

Increasing our Breadth

The breadth of the Counter Terrorism Policing's capability means that **we will continue to utilize a range of operational and tactical options to address multiple national security risks** and do so against **concurrent and cascading threats at the same time**.

At the UK's borders, **CT Policing will continue to have a significant operational presence that supports the UK's ambition by detecting, disrupting and deterring a range of national security threats** at and before they cross into the UK. CT Policing further strengthens the UK border from all criminality through multi-agency working with all parts of Government and our operational partners.

At home, CT Policing retains the full breadth of world leading investigative capabilities. ****S24/S31****

CT Policing contributes **the full spectrum of capabilities.** ****S24/S31****

Moreover, whilst CT Policing manages national security investigations in partnership, it will continue to lead on any executive action is required and acts uniquely to recover vital evidence. **This includes the management and exploitation of a crime scene to recover physical evidence, the** ****S24/S31**** both physical and digital, through to skilled interviewing. CT Policing **will continue**

to manage complex and difficult investigations from the ground floor up, helping steer them through our judicial system to successful conviction at court **by working diligently with specialist Crown Prosecution Service (CPS) lawyers.** ****S24/S31****

****S24/S31****

CT Policing's activity is contributing to making local communities safer. By the end of 2020, we had made 1,901 terrorism related arrests in Great Britain leading to the conviction of 648 individuals for terrorism and related offences, with 64 individuals awaiting trial and, in the last three years to 2020 investigations undertaken by CT Policing have led to sentences totalling 1,628 years against 410 individuals. It would be all too easy to take this for granted, polling conducted in April 2021 revealed that whilst public perceptions of safety continued to improve, as they have done since December 2020, but terror attacks continue to be perceived as one of the top three most serious threats facing the UK. The 2017 attacks alone cost the UK economy £140m in direct costs and £1.9bn in indirect costs.

It would be true to describe these capabilities and all of the operational support that surrounds them, as **mission-agnostic**. Where appropriate, these can be flexed further, investigating and disrupting low level or serious organised criminality to impact the enablers for terrorism by disrupting for example, the sale drugs.

****S24/S31****

Moreover, through our network of trained Counter Terrorism Security Advisers, working with and alongside the Centre for the Protection of National Infrastructure, **CT Policing will continue to safeguard the wide array of UK Critical** ****S24/S31****

CT policing will continue to bring all of its experience in managing complex investigations into War Crimes, to support the UK's 'no safe haven' policy. The entire CT eco system is brought to bear in the investigative response into those that are suspected to have committed international atrocities, including genocide, torture, hostage-taking and other breaches of the Geneva Convention and in support of the UK's commitments to the International Criminal Court. This work includes investigating those in the UK asylum system who are suspected of having committed core international crimes.

Increasing our Resilience and Agility

A keystone of the CT Network is its resilience and agility, where we are able to pivot reactively to emerging threats or increase in demand. **Enhancing our agility and resilience will be critically important to deal with ongoing volatility and a range of homeland security threats.**

****S24/S31****

Nevertheless, the pace of technological change in the 21st century is accelerating exponentially and so too

****S24/S31****

Foremost amongst these are the twin challenges of ever-increasing data sizes and complex encryption - with 90% of data on the internet being created since 2016.

Moreover, as our lives move increasingly online then consequently, behind the closed doors of people's homes does activity that would, in a different era, provide an early indicator of malign intent. To counter the intoxicating effect of radicalising material hosted and distributed via the internet is the long-standing work of our Counter-Terrorism Internet Referral Unit (CTIRU). The CTIRU works proactively with the 'Big Tech' companies to identify and remove extremist, toxic and illegal content from the online and social media space on an industrial scale, preventing it being more widely shared or viewed.

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In the digital age, it may be easier than ever before for individuals to be turned towards political violence in a relative vacuum in order to avoid detection. When individuals can access radicalising material online it often portrays graphic violent acts designed to have a traumatic effect on the viewer and their mental health. To address this shift and better understand the national security risk posed by individuals who are or have been subject to national security investigations,

****S24/S31****

CT Policing will continue to enhance its digital media capability, to put our authoritative and trusted advice directly in the hands of those who need it and can use it most. Our award winning multi media campaign Action Counters Terrorism (ACT) has, amongst other topics, focused specifically on 'safeguarding', aimed at friends and family who may be concerned about someone close to them. ACT makes it easier to find advice online to understand how to spot signs of radicalisation, providing advice on how to obtain further help by signposting the police role in safeguarding and the assistance of partner agencies. In the first few months of the ACT App being launched to the public, over 7,500 people registered to access the content by May 2021 this has increased to 250,000 people. ACT e-Learning has reached over 8,000 companies with over 500,000 learners having successfully completed the training.

ACT Awareness e-Learning provides nationally recognised corporate CT guidance to help people and businesses better **understand, and mitigate against, current terrorist methodology**. Devised by CT officers and security experts, the ACT Awareness e-Learning package was previously only available to staff working in crowded places like shopping centres and entertainment venues. Now, CT Policing has opened up the training to anyone who wants to become a CT Citizen so they can learn how to spot the signs of suspicious behavior and understand what to do in the event of a major incident.

CT Policing, through our National Digital Exploitation Service (NDES), will continue to deliver effective, agile 'mission agnostic' capabilities, ****S24/S31****

to jointly exploit digital technology and deny, hostile states, terrorists and other criminals investigated by the CT Network the ability to operate.

****S24/S31****

To keep pace and address future threats and challenges, **CT Policing is working to further enhance our mission critical data and analysis capability**, which will support the entire Network and partners in advanced applications of data integration and analytics. Success will mean we can develop focused capability in areas where CTP has a unique role and will enable us to invest in joint data initiatives with partners to better position the UK to meet the national security challenges of the 21st Century.

Managing the acute and volume threat

We will use our CONTEST pillars ****S24/S31****

The pillars will provide the framework for our activity, but we will increasingly need to use them in combination against the full spectrum of terrorism, ****S24/S31****

****S24/S31****

****S24/S31****

This will:

- improve and streamline existing processes and their interface with the wider system and beyond. In doing so we will
- strengthen our ability to operate coherently and improve our collective ability to spot and mitigate threat and touchpoints with the state.

A significant amount of work is already underway to develop a

****S24/S31****

which will cover the various routes someone can enter the system and we need to continue at pace in developing this approach.

****S24/S31****

We will:

- maximise information sharing across partners to ensure that - at all stages - there is an appropriate and proportionate management plan in place based on the principles of identification, assessment, intervention and evaluation.
- use our Pursue, Prevent and Protect as toolkits of tactical options to manage the risk across this broader scale,

STRATEGIC MISSIONS AND THE CAPABILITIES REQUIRED TO DELIVER THEM

The way in which we confront terrorism and other homeland security threats are underpinned with a series of **enabling strategies**, which, in the following sub-chapters, detail our ambition over the next 5 years.

Policing terrorism requires a law enforcement response that is increasingly data-driven, and one that adopts a more preventative, rather than reactive posture, with greater emphasis on anticipating potential harm before it occurs. The significant increase in volume and complexity of digital data will necessitate the use of more sophisticated technologies.

Data and Technology Planning Assumptions and Principles

We will improve data quality; police efficiency and effectiveness; ****S24/S31****

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We will plan strategically and long term, ****S24/S31****

We will ensure that all technology designs must be future-proofed as standard, ****S24/S31****

- **Our investments will keep pace with the world.**

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****** ******

We will secure the most appropriate information ****S24/S31****

The security and integrity of CT information across platforms is a fundamental consideration. So is integrating local intelligence with national systems. We shall work with the

****S24/S31****

Our Strategic Data Objectives - what we want to look like in 2025

The Data Strategy has identified **five key cross-cutting priorities** with supporting aims to deliver the Data & Analysis Vision and Mission:

Strategic Objective One:

Transform our approach to discovering, synthesising and exploiting data

- Deliver against our Integrated/Spending Review (ISR) commitment to establish a national CTP Data Science and Analytics capability to deliver services enhance exploitation, integration and sharing of data;
- Engage with the National Security and Law Enforcement community on data to enable collaboration with the wider community on data analytics; improved accessibility and sharing of partner data; and the adoption of joint capability and skills transfer through partnered resourcing;

Develop agile delivery and commercial models to maintain pace with technology ****S24/S31****

Strategic Objective Two:

Develop our national Analysis Function

****S24/S31****

- Improve our ability to recruit and retain talent as well as investing in our existing staff to develop specialist skills (including data science); enable greater integration with cross-government functions and professions and successful interchange with other departments and industry partners.

Strategic Objective Three: **Reinforce our approach to data compliance, standards and ethics**

- Enhance our data compliance and oversight, with regional data compliance business partners, a refreshed policy framework; embed compliance activity more deeply in our operating processes, organisational culture and into a tools and systems, ensuring all are fundamentally 'compliant-by-design'.
- Establish a national Data Capability Assurance Framework to support design, development and deployment of our new data capabilities, and provide a single consistent method for assessing a capability's level of validation, confidence, accuracy and compliance.

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****S24/S31****

Strategic Objective Four: **Accelerate the adoption of Science, Technology and Innovation in CTP**

- Deliver our ISR commitment to create a new innovation, technology and architecture authority around the Chief Scientific and Technical Officer to enhance horizon scanning and exploitation of scientific and technological developments;
Recruit and develop our technical staff across Science & Technology, Innovation, **S24/S31******

• ****S24/S31****

- establish a dedicated innovation fund and access

****S24/S31****

Strategic Objective Five: **Revolutionise our Data Tools and Services**

- Through the Chief scientific and Technical Officer, establish a central function to provide technical assurance on technology development and to ensure an effective Network 'demand signal' for technology development to support ICT;
- Deliver common and improved tools and data services to the whole Network to support cross-mission activity and national-level objectives, enhance decision-making and automate performance monitoring and measurement;
- Increase the availability, integrity and accuracy of data to improve compliance, realise efficiencies and reduce errors caused by poor data management;

****S24/S31****

Our Strategic Technology Objectives - what we want to look like in 2025

The Technology Strategy has identified **five key cross-cutting priorities** with supporting aims to deliver the Technology Vision and Mission:

Strategic Objective One:

****S24/S31****

Strategic Objective Three:

****S24/S31****

Strategic Objective Two:

****S24/S31****

Strategic Objective Four:

****S24/S31****

Strategic Objective Five:

****S24/S31****

The CTP Network has grown exponentially since 2006

****S24/S31****

CTP is reliant on mainstream policing for recruiting officer roles. Because of this dependency, HMG's commitment to recruit an additional 20,000 police officers provides opportunities that we much capitalise on in support of CTP interests. There is considerable experience and depth of expertise in the CTP Network. CTP must harness the power of its people, to deliver business priorities today and in to the future.

There are four principal areas that will have the greatest impact on readying Counter Terrorism Policing's workforce to respond to the challenges we will face immediately, and in the years to come:

1. CTP must do all we can to attract and retain people of talent and experience from a range of sectors;
2. CTP must build career paths that encourage a breadth of experience and depth of expertise;
3. CTP must develop world-class leaders and managers, who are inspiring, confident and empowering;
4. CTP must be an inclusive collaboration.

These four areas form the basis of our Strategic objectives and deliverables contained within the People Strategy.

PEOPLE - Planning Assumptions and Principles

- The CTP Network will have to work under an FTE cap (imposed by HMT) unless alternative funding streams can be secured e.g. through the Police Uplift Programme (PUP);
- CTP will be considered in Years 2 & 3 of the PUP;
- CTP will continue to need a combination officer and staff roles;
- Equality, Diversity and Inclusion will underpin all aspects of this Strategy;
- We invest in the development of our people beyond the HR provision of local forces to ensure that we have a consistently skilled, supported and flexible CT workforce.

Our Strategic PEOPLE Objectives - What we want to look like by 2025

Strategic Objective 1:

Being an Attractive Place to Work - CTP is place where talented people choose to work and stay

- CTP staff are energised by, connected to and derive fulfilment from their work and are valued for the contribution they make;

Teams are engaged, managed and well led to deliver a high level of performance;

- There is a culture of continuous learning and development for staff and a greater accessibility and opportunities through virtual environments;
- Equality, diversity and inclusion will be at the front and centre of our approach to make the composition of CTP more representative of the communities we serve;
- Wellbeing of the individual and positive work life balance is a key feature in the workforce;
- Discrimination and prejudice will be robustly addressed, equality, diversity and inclusion is promoted and human rights protected;
- Career Pathways will facilitate individual career development, expand skills and experience, and provide variety and opportunities for staff. We will explore career opportunities as part of the wider National Security community and public and private sectors;
- Initiative is recognised and our people are supported to allow for devolved decision making where appropriate;
- Variety, complexity and value of the work of CTP is recognised and promoted both internally & externally (including raising the profile of CT in forces) and translates into strong recruitment, retention & engagement levels.

Strategic Objective 2:

Building a Skilled Workforce - CTP has the right people with the right skills in the right places at the right time

- Developing a CTP workforce plan aimed at delivering a consolidated forecasting resource requirement, identifying the people and or skills (traditional and emergent) where and when they are required;
- Developing an overarching recruitment plan that considers how we might diversify recruitment streams and strike the right blend and balance for officer and staff roles and an augmented workforce of agency, contractors and external partners;
- Ensuring contractual models, resourcing and recruitment processes are flexible, agile and respond to evolving business needs;
- Strategically aligning and using performance and management information, mobility, talent management, diversity, promotion, recruitment, learning and development as well as other relevant HR policies to facilitate the matching of skills, expertise and experience to roles;
- Improved corporate expertise through the professionalisation of career streams;
- Enhancing data analytical capability to support data driven workforce planning, resourcing, knowledge management & succession planning;
- Learning, training and exercising is better integrated into strategy setting and business planning cycles;
- Our People possess the skills and equipment to fulfil their roles and add value to the organisation. This will include, in certain roles, developing omnicompetent staff with the necessary skillset to empower decision making and increase productivity;
- More opportunities for movement across CTP. This will allow our People to gain a more diverse and broad **range of experiences from working across a number of different departments, **S24/S31**** in the wider public and private sector;
- For operational roles, a strong centralised training academy with regional arms that can deliver locally and act as a link to training delivered at force level.

To be delivered jointly with our closest partners where possible and draw from specialist expertise from the private sector;

- A strong national training curriculum which benefits from the very best of our current expertise and external specialists.

Strategic Objective 3:

Supporting and Developing our People – CTP has great people leaders and managers that enables CTP staff to be supported and perform to the highest levels and fulfil their potential

- Develop a culture of mentoring and coaching;
- Know and develop the skills and behaviours of those required to fulfil their leadership and people management role
- Optimise individual & team performance tackling underperformance and supporting high performance;
- Be supported in that role by having access to high quality advice, guidance and expertise as well as learning and development initiatives;
- Take an active interest in the welfare of our staff;
- Encourage staff to share their ideas take initiative and have the authority and confidence to make decisions and;
- Foster a culture of learning and development by seeking out & supporting staff to find the right development opportunities and facilitating continuous professional development.

Strategic Objective 4:

Positioning HR as a Strategic Driver - HR in CTP is strategically focussed and supported by valued professional HR expertise

- HR needs to adapt and respond to the evolving demands from the business and deliver on the three strategic priorities. To meet these challenges there is a need to build on existing HR experience and become more strategically focussed on organisational performance. This will require enhancements to the HR operating model - the HR capabilities needed and associated roles, policies/

processes and technology. This will enable the changes required to deliver the HR Priorities by strengthening HR capability across Counter Terrorism Policing;

- CTP would benefit from a single strategic HR function and governance that bridges the gap between the existing and future HR requirement with strong links to the HR service provided in Forces and regions. A lot of the objectives and deliverables contained within this strategy will require investment in specific functions. The enhancement of three pillars of the HR operating model - HR Roles, HR Polices and HR Technology will enable the changes required to deliver the HR Priorities by strengthening HR capability across Counter Terrorism Policing. In general, this means that staff who have a role in people management should be clear about that role, be supported in that role by HR professionals and be enabled by a coherent set of HR policies, streamlined processes and complementary technology.

There has been a shift in the threat posed to the UK from terrorism from directed attacks by global cells, to low-sophistication attacks by individuals encouraged or influenced by terrorist groups. This is alongside access to high quality and quantity of terrorist propaganda available online, often in closed forums and encrypted spaces as well as an increase in the speed and ease of radicalisation and attack preparation.

There has also been a change in the communications environment with a huge growth in social media and exponential increase in the amount of content available online which has resulted in a crowded and competitive environment in which to make our voice heard. Combined with a rise in fake news and a decrease in trust and use of mainstream channels to get information this means ****S24/S31****

We therefore need to use communications to **target a range of audiences**, from friends and family, through to businesses and the general public to help counter terror and we need to ensure our messages are on the platforms they trust and use and are at the front of their minds. There is an opportunity to focus more on audiences we struggle to reach and influence but who have the most potential to positively impact on CTP's mission.

We also need to focus our efforts equally on **internal communications**, ensuring change communications and messaging to the network is invested in and people are aware of issues that impact them and they have the information they need, when they need it. The police family and government partners are crucial to our success. We can simplify and clarify how we communicate with and to them to increase our impact.

Communications is a crucial capability to deliver our mission, and a lever to promote and enhance the work done by CTP, both internally, across government and externally to the wider public. We have a proven impact in delivering communication campaigns, for both internal and external audiences and should build on this success.

Communications - Planning Assumptions and Principles

- **We will continue to operate with communications staff across the network:** in a central team in CTPHQ and colleagues located in each of the regional units;
- **Our communications will be affected by and respond to wider shifts in the network:** in terms of technology

and data which will impact and ultimately support this strategy.

- **Our communications projects have relatively low barriers to start-up and exit** allowing for test and learn, and changes to this strategy in flight.

Our Strategic COMMUNICATIONS Objectives - what we want to look like in 2025

The Communications Strategy has identified **four key priorities** with supporting aims to deliver the Communications Vision and Mission:

Strategic Objective 1:

Increase engagement - Take an audience-first approach to all communications tasks so key groups have more understanding of and confidence in how they can support CT

- Sustain an **increase in the quantity and quality** of information and intelligence received from the public, external partners and the police family, attributable to communications activity;
- Transform our approach to **social and digital communications**, in terms of capacity, capability and intent building towards a “digital first” approach to communications, with our digital operation central to everything the communications function does;

Use communications to increase the value and impact of support we receive from key target audiences that are crucial to the CT mission, ****S24/S31****

- Transform our approach to social and digital communications, in capacity, capability and intent to increase engagement across every audience group. By 2025, CTP to be recognised externally in having one of the most effective digital communications operations in the public sector. We will:
 - Optimise all CTP digital activity in line with findings from 2020 digital audit
 - Rebuild & reengineer CTP website as a one-stop location for CT guidance
 - Establish new ways of working and processes to embed digital behaviours

****S24/S31****

Commission and produce new content on an ongoing basis across all our channels to tell the story of our work in a more visual and emotionally engaging way. ****S24/S31****

- Use our operational successes for high impact communications that inform and reassure the public, the police family and key external stakeholders about the work we do to keep them safe;
- Produce & maintain a suite of customisable campaigns, using the ACT brand, focused on key target groups to increase awareness of CT risks. Including – but not limited to:
 - New national visual identity for CTP’s Prevent work and information website aimed at friends and family of vulnerable individuals;
 - Further develop and enhance “ACT for Policing” activity aimed at frontline policing to increase colleagues’ understanding of their contribution to CT
 - Digital engagement campaigns aimed at 16-24 year old gamers to increase awareness of risks of online radicalisation & what to do about them;
 - Communications campaign for business, to increase awareness and access to App, eLearning and ACT training products.

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Strategic Objective 2:

Increase action - Communicate with impact to change behaviours when it matters most so more measurable, positive action is taken to protect the public from terrorism

- Deliver high quality media and consequence management with an acute understanding of audience and stakeholder sentiment to frame context for executive action and other key operational activity;

- Continuously improve our communications response to major incidents. Update our protocols regularly and run a rolling programme of training and exercising;
- Pre-prepare a range of communications assets and a ready-to-use digital media plan to encourage specific behaviour in the hours, day and weeks after an incident;
- Plan a year of activity to significantly increase awareness of Run, Hide, Tell in order to double the percentage of the UK population that know what to do in the event of a terror incident;

****S24/S31****

- Design and deliver a full suite of digital-first communications campaigns in priority locations & sectors to increase vigilance and increase the quantity and quality of usable intelligence from the public via the Anti-Terror Hotline and the ACT online reporting tool;
- Make crowded places safer by using communications to embed security-minded behaviour and encouraging business to take active steps to protect their premises, staff and customers;
- Sustain an increase in the quantity and quality of information and intelligence received from the public, external partners and the police family, attributable to communications activity.

Strategic Objective 3:

Increase collaboration - Establish stronger relationships internally and externally so more partners communicate alongside CTP in support of our mission and to extend our reach and impact

- Set and agree annual plans, refine and improve national communications guidance and produce a suite of template products so forces have clearer guidance and boundaries, but more control, over their CT messaging;
- Host regular local, regional and national training and engagement sessions with force communications teams to improve understanding and collaboration;

Provide a holistic ****S24/S31**** & support for major projects;

- Develop and build a brand library to make more ACT-branded communications assets available internally, and more easily accessible for our external partners, while increasing the control & oversight over use of the brand;
- Establish "ACT" as one of the UK's top 5 most-recognised public safety brands and generate £10m in externally audited value in kind support for CTP communications activity through a new communications partner engagement model. Build and maintain deep, strategic partnerships with organisations that best extend our reach, increase our credibility & improve the impact of our communications;
- Advocate for wider use of ACT across all public sector CT communications – including with Home Office, CPNI, Department for Transport and See it Say it Sorted partners;
- Fully integrate CTP's future communications approach with development of the ISP and ACT App to ensure we speak with one voice to business and more widely;
- Recruit a network of online ambassadors for CTP's work to support CTP's work and offer a personal perspective on our priority campaigns;
- Establish a professional development programme for CT communicators in our network, encouraging more internal and external secondments, and a more effective engagement activity across the network to share best practice and provide support;
- Call on leading private sector expertise to design a rolling digital curriculum for our CT communicators so they always have access to the latest insight into emerging digital trends and techniques;
- Design a bitesize CT communications development programme for senior officers so they have access to best-in-class training and the latest - operationally relevant - communications context. Encourage short term secondments/work shadowing by police officers into CT communications teams;
- Develop a full performance framework for communications, based on best practice public sector models. Communications should ultimately be judged by how effectively it meets operational need.
- Design in evaluation from the start into our campaigns, using new technology and automation, and develop a live dashboard for CTP communications available to all staff to increase the visibility of our work and encourage new ideas.

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Strategic Objective 4:

Increase capability - Adapt & improve as context and threats change so operational challenges are met with innovative, effective and measurable communications strategies

- Enhance our regional communications structures so communications is embedded in support of operational objectives and each region has capacity, resilience and capability to drive communications outcomes across all of CTP's work;
- Commission an expert external review into our internal communications approach and use best practice from comparative organisations to improve what we do;

Since 2005, CTP has been evolving its estate. We are collocated with our operational partners and offer workspaces that promote smarter working & collaboration across traditional boundaries. Our Estates Strategy is built on complementing our closest partnerships with integrated estate options which drives operational effectiveness and optimises how we use our estate. The Counter Terrorism Operations Centre (CTOC) for London - ****S24/S31****

- will consolidate our CT capabilities in London under one roof and be the “Iodestar” for much of the transformation outlined in this Blueprint. ****S24/S31****

terms of housing existing and new national capabilities, business resilience and collaboration with partners.

Over the next 5 years CTP’s Estate will:

1. Enable collaboration & partnership
2. Improve resilience
3. Be fit for the future
4. Ensure the safety of building users

for the development of estate options and similar workplace and technology vision to other key buildings as major refurbishments and new facilities allow.

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ESTATES - Planning Assumptions and Principles

- We will increase building capacity by **improving space utilisation** before creating new facilities;
- A more **flexible a scalable estate** to accommodate surges in space demand in response to major incidents and to support business continuity

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Adopt Smart Working principles to support remote working and operational resilience ****S24/S31****

- **Provide working environments that encourage collaboration across CTP** and with partners through careful design and infrastructure implementation

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Our Strategic ESTATE Objectives - What we want to look like by 2025

Strategic Investment will be required to deliver the full
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and to accommodate wider national CTP, business continuity and partner's requirements. Strategic investment will also be necessary to remodel our other core buildings, with some new provision where appropriate and to provide future capacity and greater resilience/
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Strategic Objective 1:

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Strategic Objective 3:

Fit for the future - Enabling business change and the CTP/Protective Security (PS) Target Operating Model within an optimised, sustainable and value for money geographical footprint that is well-utilised and of a consistent standard that makes people feel valued

S24/S31

Metropolitan Police: above and beyond CTOC at
S24/S31

- ,potential opportunity to jointly review storage and vehicular sites jointly with the Met and rationalisation options.

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Strategic Objective 2:

Improving resilience - Supporting a more responsive CTP capability through a flexible, secure and resilient estate that is able to adapt to the changing threat over time and supports business continuity

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- An acceleration towards remote working with a greater ambition for smart working and a reduced workstation to staff ratio taking account of the lessons from the Covid pandemic;

- Remodelling of key sites to increase capacity through smart working implementation with appropriate investment in refurbishment and IT.

Strategic Objective 4:

Ensure the safety of building users

- An estate that is healthy and safe for our people and building users that meets all statutory, regulatory and HEFCE requirements in full, and meets our carbon targets, through appropriate and effective planning and investment.

Strategic Priority 5:

Building a Strategic Estates Capability

- The Estate Strategy includes an enabling priority to ensure CTP has the Estate capability to deliver the four priorities outlined above.

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- Delivery of this strategy will require additional resource and the ability to define CTP estate requirements based on operational requirements, coordinate these across regions and close working with forces on implementation.

Lifetime Nominal Management

There has been a shift in the threat posed to the UK from terrorism from directed attacks by global cells, to low-sophistication attacks by individuals encouraged or influenced by terrorist groups ****S24/S31****

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These nominals represent a range of cohorts and sit across programmes.

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****S24/S31**** across the lifetime and put in place appropriate risk management plans that are proportionate to the threat posed to the public.

Lifetime Nominal Management - Planning Assumptions and Principles

- We will follow the principles of **working collaboratively with key partners** to understand and plug any system wide gaps, handover touchpoints and to develop new and innovative ways to proactively manage the risk posed by nominal at all stages of the lifecycle;
- We will **ensure all involved have access to a greater range of tools, interventions and tactics** to manage risk and pursue disengagement as a risk management tactics across the full range of offender cohorts

We will follow the principles of identification, assessment and intervention **to achieve this; information must be shared across all partners in order to make an accurate assessment and so focus on long term management and deterrence of those risks which are less acute, but are chronic and malignant**

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Intervention planning needs to **operate across the control-change continuum** – balancing sticks and carrots to produce rehabilitative effects. We will use all of the tools at our disposal to ensure there is effective control on persons presenting a risk to themselves and will work with a range of providers to do this.

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The **scope of this work** covers:

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Our Strategic Lifetime Nominal Management Objectives - What we want to look like by 2025

The lifetime nominal management strategy has identified **three key cross-cutting priorities** with supporting aims to deliver the approach:

Strategic Objective One:

Deliver an effective model of CT Nominal Management, based on network governance principles of national coordination and local delivery

- Build a model to **deliver a national, consistent oversight and understanding** of overt Nominal Management across the entire lifecycle of this process, ensuring the

full range of options is considered at all stages. Ensure the validity of CTP's approach to Nominal Management in accordance with UK policy, legal obligations, and established effective practices by monitoring through relevant governance;

- Understand the **implications and impact** of the Terrorist Offenders (Restriction of Early Release) Act 2020, the Counter-Terrorism and Sentencing Act 2021 and the findings of the CT-MAPPA independent review, post-attack reviews and ensure all recommendations are embedded into working practices, associated policy and guidance and these are followed across the network;
- Ensure a **clear process is in place** between overt activity (CTNM, Prevent, ****** ****** and covert activity (Intelligence & Investigations) – the overt/covert hinge – to allow mutual influence on prioritisation and plans, and risk ownership is clear;
- **Influence Government decision-making**, so as to achieve our aims, including: clear articulation of an approach to delivering CT Nominal Management;
- **Deliver the agreed operating model** for Project Semper in line with agreed vision, responsibilities and timeframes and embed new processes and structures across all teams, partners and regions to time, scope and quality.

Strategic Objective Two:

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Work with partners to use the full range of tools to mitigate, manage and reduce the risk posed to the public by any individual ****S24/S31****

- Increase our **national and regional collaborative arrangements for understanding, mitigating and managing the risk** posed by individuals who pose a national security risk, ensuring information and intelligence are shared in a timely manner with key partners;
- **Coordination of CTP programmes and processes with partners** to provide consistency of approach, avoid duplication of effort and ensure all partners are playing their part in the appropriate areas and sharing information and best practise;

- Work with local partnerships to ensure there is **effective provision to meet the needs of nominals** subject to management across the intervention pathways. We will map this provision to understand gaps so that we can influence future commissioning;
- Work with national partners to ensure we **develop a CT lens** through which to deal with development of Nominal Management across the system, ensuring strategic oversight.

Strategic Objective Three: Monitor and evaluate the approach

Embed a thorough ****S24/S31****

across all activity to demonstrate effectiveness and identify areas for improvement through the analysis and monitoring of data and performance metrics across the system;

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- Deliver a **CTP Nominal Management Board** to effectively drive, review and be accountable for CTP business across the CTP network and improve the understanding of demand and resources across all CTP regions, including the impact of current/new business on their support functions;
- Through CTNM Capability, develop **working sub groups** to address ongoing iterative development of effective practices in areas such as risk assessment, effective interventions, policy and staff development;
- Through CTNM Capability develop a community of practice across the network to promulgate effective practices to improve our work and share across partners, ****S24/S31****
- Through CTNM Capability, **develop properly evaluated pilots** to test emerging practice and help support the development of global understanding of how to identify, assess, and intervene in CT risk.

Counter State Threats

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The UK is a liberal state, civil liberty is closely guarded by its citizens. In acting to combat the influence of foreign states to subvert our national, economic and democratic resilience;

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****S24/S31**** from other states will continue to be present.

****S24/S31**** UK's national security and economic prosperity.

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Our Strategic Counter State Threats objectives - What we want to look like by 2025

The CST Strategy has identified **five key cross-cutting priorities** with supporting aims to deliver the CST Vision and Mission:

Strategic Objective One:

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- **CT Policing will continue to carry out its duties where there is a legitimate policing aim.** The UK has a particularly open economy, inward investment is key to the UK's economic wellbeing and domestic priorities.

Operational sub-strategies

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Strategic Objective Two: Collaborate –

Strategic Objective Four:

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Strategic Objective Three:

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Strategic Objective Five:

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- Ongoing: An assessment and review of national requirements for technology and infrastructure changes, alongside Technology, Data and Estates strategies;
- Ongoing: Development of National Standards of Intelligence Management concerning national security related information and intelligence.

International

CT Policing has a long-established international footprint. Demand for CTP expertise overseas continues to be high, and we need to ensure we prioritise effectively to maintain maximum effectiveness for international delivery while maintaining capabilities within the UK.

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International - Planning Assumptions and Principles

- CTP will employ a holistic approach, in line with the Strategic Policing Requirement (SPR) to have the **capacity, capabilities, contributions, consistency and connectivity to counter threats**;

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- **We will maximise opportunities following our departure from the European Union**, strengthening our international network to ensure the UK and all international partners have the systems and capabilities for proactive and fast-time sharing of information required to tackle terrorism and other threats to national security;
- **We will maintain our support for capacity building with international partners, prioritising activity in line with the Government's CONTEST strategy**, which sets out a clear vision for working with international partners to support their development, reduce the impact of terrorism on British citizens and interests overseas and reduce the strength and reach of terrorist groups to threaten the UK directly;

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Operational sub-strategies

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- This will be supported by wider work to mitigate risk in key countries;
- HMG will make **greater and more effective use of Official Development Assistance (ODA) to strengthen the national security capabilities of key partners overseas**, as well as tackle key longer-term drivers of terrorism.
- **HMG will drive up international standards and make the overall environment harder for terrorists to operate through our global campaigns**, such as those we have been successfully carrying out on terrorist use of the internet and aviation security.
- CT Policing will continue to deliver the full range of effects as set out in CTP's National Security and CT Strategy; **there will continue to be a threat to National Security from terrorism from ungoverned and permissive spaces overseas**;

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Innovation will underpin future capacity building projects, ****S24/S31****

Strategic International Objectives - What we want to look like by 2025

Delivering CT effects overseas to protect the UK and UK interests, ****S24/S31****

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Strategic Objective One:

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Strategic Objective Two:

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- Develop a process to share specific learning across the CTP network and the HQ regarding international business (COVID-19, engagement, operational, innovation, training delivery, VFM etc.). Sharing wider learning with Policing and Government departments must be incorporated into this process.

Strategic Priority Three:

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**Strategic Objective Four:
Maintaining CTP’s international compliance in accordance with UK policy and legal obligations by:**

- Enhancing the process by which we monitor the compliance for overseas engagement, including the Principles, OSJAs and other relevant policies and ensure CTP are adhering to UK and International legislation; Monitoring appropriate controls and developing an escalation process in conjunction with partners, and escalated through the appropriate governance

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**Strategic Objective Five:
Maintaining CTP’s international compliance in accordance with UK policy and legal obligations by:**

- Annually reviewing the impact of CTP international activity against CTP objectives, IPOM priorities and CONTEST outcomes via an enhanced performance framework;
- Investing robust performance monitoring and evaluation methods to provide evidence for efficiency reviews;
- Analysing and rationalising all CTP International funding arrangements with HQ Finance, to refine the understanding of budget arrangements and highlight financial availability across the capability;
- Accessing wider HMG funding arrangements to identify opportunities which could be utilised by CTP.

Borders

The central tenets in the recommendations of the 2017 Operational Improvement Review by Lord David Anderson QC included a Counter-Terrorism Policing approach that was intelligence-led in the known space and analysis-led in the unknown space.

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Borders - Planning Assumptions and Principles

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- We must remain vigilant of **emerging theatres and conflict zones**;
- We will **support HMG's priorities for Prosperity, Resilience through strengthening the UK Border**;

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Our Strategic BORDER Objectives - What do we want to look like by 2025

- UNDER REVIEW AWAITS SIGN OFF OF BORDER SUB-STRATEGY

National Security Collaboration

The National Strategic Risk Assessment identifies the threat to the UK and its communities posed by both terrorism and Serious Organised Crime (SOC).

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Operational sub-strategies

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Definition

Consistency means setting standards that the network works towards to deliver highly effective operational outcomes. Standards are often set and articulated at a capability level through service levels which describe measurable outcomes we want to achieve and ensure compliance with legal frameworks. Standards are required to achieve the consistency which is a prerequisite for interoperability (both within CTP and our key partners). There are different drivers and requirements for consistent standards at capability level.

In some areas of the network, it is sufficient to define the outputs and outcomes that need to be delivered at a service level. Regional leaders will use their discretion in how they deploy their resources to achieve these outcomes. In other areas, where the network is carrying significant operational or organisational risk, it is important to be consistent down to the level of processes, levels of accreditation and specific technology or applications used.

Consistency is also important if in the future the network wants to be able to move resources to where there is greatest demand. This is often cited as both a strength of the CTP network and a key priority to responding effectively to fluctuations in demand and a diverse threat picture. The Manchester attack in 2017 highlighted the need for standard technology and working practices in order for the wider network to provide effective surge support. It is also important

from an efficiencies and resourcing perspective for example if region x delivers surveillance more efficiently than region y but they both work towards and deliver to the same standards then region y should adopt the approach of region x.

Consistency does not mean every region must have an equal amount of resources and conduct activities in the same way. There should always be consideration to variance in demand and regional nuances which sometimes justify bespoke approaches. **To uphold the integrity of the Section 22a consistency must never inhibit operational decision making and the ability of CT(I)Us to flex resources across their Forces.** However, just as consistency is a prerequisite for interoperability, interoperability is a prerequisite for being threat agnostic.

CTP will

- **Initiate work to improve standardisation and interoperability, where assessed as appropriate, across the CT Network and with our wider partners, based on evidence and organisational learning;**

Operational sub-strategies

- **prioritise achieving consistency across areas of the network where we:**
 - hold high levels of operational, legal or reputational risk;
 - deliver highly specialised or niche services, which must be delivered in a certain way to comply with standards and manage risk appropriately;
 - experience volatile demand and therefore deliver the service infrequently, and there is an increased requirement for agreed processes and protocols to ensure that the risk is managed in the right way;
 - deliver resource intensive activities which require a significant number of people, and more consistent ways of working will unlock efficiencies e.g. across Intelligence, Investigations and Digital; and have shared ***S24S31****
 - and increased consistency will enable greater operational impact, cross-agency surge and organisational resilience.

Across these areas, we will achieve consistent standards across:

- the core processes that we deliver to identify, manage and mitigate risk (for example, the receipt, assessment and recording of Intelligence);
- the skillset, levels of accreditation and training of our people and the processes that they use within capabilities;
- the core services that we deliver, and to what standard; and
- the technology platforms that we use on a day to day basis to enable the delivery of core processes and services.

Network and operational leadership will also have an important role to play in enabling this ambition. The role of the HQ will be to set strategy and policy, coordinate the delivery of effective assurance, business planning, training and performance management to enable consistent standards. Technology and data, and the strategic priorities defined by the HQ, will be important to enable regional interoperability and the shift towards moving work and not people around the network to manage demand.

Capability Leads will lead the development of clear and measurable standards as well as the identification of best practice, innovation and opportunities to work more effectively. We must ensure that innovation is enabled and not constrained by this shift towards consistency.

Operational sub-strategies

The HQ will need to facilitate the testing, assessment and implementation of innovative ways of working once they are identified by Capability Leads and regional teams.

Within the HQ, the development of an enterprise wide R&D capability would provide an opportunity for Capability Leads to test and develop new proposals where these have the potential to deliver benefits across the network. The ability to harness innovation and quickly pivot towards new ways of working will be critical to ensure that the standards we work towards can keep pace with our changing operating environment.

The role of HQ and national functions

The network operates on the principle of national direction, regional coordination and local delivery. Teams and units operating a national level have a significant role to play in the leadership, management and support of operational activity at a regional and local level.

Future delivery principles

By 2025 the HQ will have an overarching purpose to:

"Provide clear direction, support and coordination to the CTP network, enabling the efficient delivery of an effective operational and strategic response to homeland security and resilience and the protection of our national security"

As a network we will continue to work to the principle that operational risk is held by a CTP region and not by a national unit. The role of the HQ and national functions will be to support, enable and inform operational work led by the regions.

The HQ will comprise all activity being delivered at a national level across CTPHQ and CTPNOC. The HQ will oversee and govern force hosted national functions, which will continue to be based in different regions:

The effectiveness of the HQ and force-hosted national functions will be enhanced through:

- **Improved and consistent access to national services**, driven by a more formal customer and supplier relationship between corporate services and the wider network and clear service levels;
- **Improved delivery of national services**, enabled by greater collaboration between national units with interdependent or shared objectives;
- **Strategic and flexible resource management**, with opportunities for officers and staff working in HQ to move between teams where this offers development

opportunities (e.g. analysts) and strategic workforce planning to ensure there is sufficient access to specialist skill sets at a national level, to support the wider network;

- **A more diverse geographical footprint of national services** where this is appropriate and offers opportunities for more effective and efficient delivery. This could include teams delivering national services, who are line managed within the national unit, but are geographically based in different regions to ensure equal access to the services and improved understanding of the service offer across the network.

Further work on the role of the HQ will be completed to build on the direction of travel articulated in the sub-strategies and the capability design delivered by the SE&RR. **This will be taken forward under Network Management.**

Annex A

National Counter Terrorism and National Security Strategy 2019 – via link

Governments CONTEST Strategy 2018 – via link

Integrated Review 2021 – via link here.

Annex B

Efficiency and productivity principles

In light of the financial planning assumptions for CTP Next Generation and the government priorities for the Integrated Review and Spending Reviews we must achieve efficiencies to fund investment in the network. These efficiency and productivity principles were used in the SE&RR panels and to inform agreed service levels and improved services levels across CT capabilities. This blueprint has identified a significant number of investments required to enhance our operational effectiveness and to achieve these, all areas of the CTP network – even those that require growth – must find ways to work more efficiently and productively.

Opportunities to do this can be identified by considering:

- Our capabilities, what we deliver and to what effect;
- How we organise, coordinate and locate what we do;
- Our operational performance, and how well we achieve effects and outcomes.

These perspectives have been considered to develop the following 'check list' of priorities that the network will need to consider as part of SE&RR to increase productivity, release resources and funding. Many of these are applicable to capabilities and will need to be reflected in capability specific proposals through the SE&RR panel process. Others are opportunities for the network to consider implementing more holistically to increase productivity and efficiency.

Capability focused priorities:

1. **Develop threat agnostic capabilities and services:** ensure that we have the agility and resilience to pivot towards to different emerging threats and manage a complex, changing environment. Use our unique breath and reach (across partners, the threat spectrum, in the UK and internationally) to develop network approaches to overcome challenges in national security and beyond. Develop tasking processes, training and skills to enable flexibility across different missions.

2. **Align costs to strategic priorities and impact on the threat:** identify the network's strategic priorities and the capabilities or services which directly enable these; consider seeking efficiencies or allocating less resource to services which do not directly support delivery against strategic priorities, or where CTP has a reduced impact and there is insufficient return on investment.

3. **Enhance partnership working:**

S24S31*

4. **Enfranchise capability delivery:** enable staff and officers to work more efficiently, to make decisions and reduce demand on specialist capabilities by empowering them to deliver a certain level of capability themselves. Within each capability, define the services that can be delivered by delivered by core staff for themselves and those that require specialist staff. Enable the effective and efficient delivery of core services at volume through training and professional development.
5. **Encourage process excellence:** simplify work and minimise bureaucracy. Identify the true source of value in the delivery of a capability or service, determine which process create that value and simplify and/or eliminate other processes.
6. **Optimise spans and layers:** reduce organisational layers and management overhead where applicable to simplify decision making, improve flexibility and enhance agility within the network. For example, identify and remove areas of duplication of skills/tasks across the 4Ps, and streamline governance processes to enable quick decision making.
7. **Digitise:** use technology to automate manual processes. Reducing costs, improving quality, accelerating production, and replacing manual interventions, it applies to both internal processes (e.g. managing inventories) and interfaces with end users, suppliers and other outside parties (e.g. mobile apps).
8. **Establish greater consistency across the network: achieve consistent standards across:**
 - The core processes that we deliver to identify, manage and mitigate risk (for example, the receipt, assessment and recording of Intelligence);

- The skillset, levels of accreditation and training of our people and the processes that they use within capabilities;
 - The core services that we deliver, and to what standard; and
 - The technology platforms that we use on a day to day basis to enable the delivery of core processes and services.
9. **Organise capabilities based on cost, demand and risk:** take a 'networked' approach to organising capabilities at a national, regional and local level to ensure that they are delivered in the optimal way from an operational and an efficiencies perspective to meet demand:

S24S31*

S24S31*

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- Capabilities with high or volatile demand, where there are a limited number of specialist teams or assets available to manage this demand, should be delivered on a flexible basis with national coordination of this resource.

Network wide priorities

10. **Optimise estate footprint:** improve the effectiveness of the estates portfolio e.g. through shared facilities or resources, ensuring the estate is configured with flexibility to respond to evolving requirements. Enable collaboration between teams to use our capabilities in the most effective way, e.g. create flexible spaces for specialist capabilities to come together with generalists as small communities. Increase mobility of technology: ***S24S31****

S24/S31*

11. **Create a mobile and agile workforce:** enabled by enfranchised capability delivery, mobile technology, data-driven workforce planning and new HR practices, create an agile workforce with a mix of officer and staff - e.g. skills and experiences are matched to roles to ensure the most effective deployment of available people (blend of officers and staff), that allows for a flexible workforce, addresses key recruitment challenges and where there are options, to work flexibly across the network.
12. **Brigade and rationalise** functions and services - where appropriate into a centralised services model. Set clear roles and responsibilities for capabilities - including HQ functions and services - to eliminate duplication and de-risk inconsistency. Ensure functions and services are appropriately resourced to support Network priorities and stop services being grown and delivered outside of their agreed natural home.



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counterterrorism.police.uk
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