

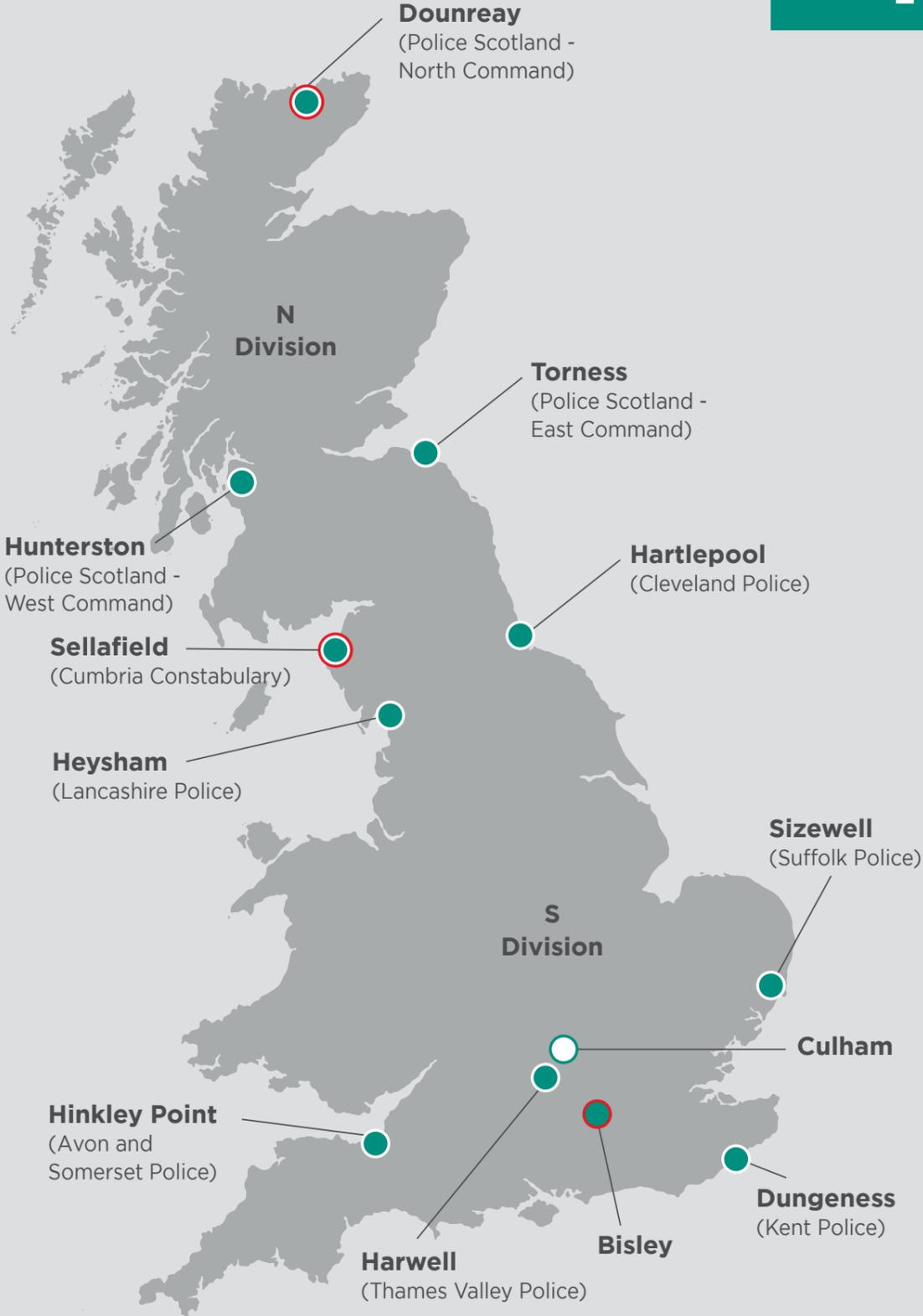


Civil Nuclear Constabulary

Annual Policing Plan
2022/23



CNC Protected Sites in the UK



○ Civil Nuclear Police Authority, Constabulary Headquarters and Centre for Learning and Development

● Operational Policing Units ● Firearms Training Units

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Chief Constable's Foreword



SIMON CHESTERMAN QPM
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“As an armed infrastructure police force, we are proud to be part of the wider policing family and carry out our duty to protect the public. Whether this is while we perform our core role, patrolling the communities around our sites, or as part of the national armed surge capability our highly trained Authorised Firearms Officers carry out their critical role 24/7, 365 days a year to the highest standard.”

The Civil Nuclear Constabulary (CNC) is a unique armed police force, trained to College of Policing standards and based at civil nuclear sites throughout England and Scotland. Our core role is the security of the nation's civil nuclear material and failure to deliver this is not an option.

The Constabulary Ambition is to be recognised nationally and internationally as the leading organisation for armed protective security within the critical national infrastructure of the UK. Whilst the CNC's core mission will always remain the protection of civil nuclear sites and nuclear material, we want to become more agile in helping other police forces to protect the public. As a result, the Department for Business, Energy and Industrial Strategy (BEIS) carried out a full consultation last year which gave our stakeholders and others the chance to respond to our plans to widen our remit. The response was positive and we will continue to work with BEIS throughout the 2022/23 financial year to take these proposals forward.

We are currently undergoing a full, independent cultural review which I announced last year and is being led by experienced HR Consultant Angela O'Connor. The review will examine the culture, people practices and approaches to gender difference within the CNC and how this is addressed across the organisation. Alongside this full independent review, we continue to work with the ongoing Home Office inquiry into the murder of Sarah Everard, led by Dame Elish Angiolini and in the spring, we also have Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFS) coming

to inspect the CNC as part of its wide-reaching inquiry into vetting standards across UK policing. I am committed to ensuring we have a full overview of what our culture is at the CNC and to learning any lessons and making changes where applicable throughout 2022/23.

Our annual policing plan aligns with the Civil Nuclear Police Authority (CNPA) three-year Strategic Plan 2021/24, which was authored and agreed in consultation with our stakeholders to set the operational direction of the CNC until 2024. The annual policing plan is underpinned by the four Strategic Goals set out in our three-year Strategic Plan.

This plan focuses on our operational priorities for the year 2022/23 and outlines how we plan to achieve them, alongside how the Constabulary will be held to account to ensure we do. This year will again see the CNC delivering its Mission and priorities against the backdrop of the ongoing Covid-19 pandemic. Despite the many challenges posed by Covid-19, I am proud of the way we have retained our resilience and supported our officers and staff as an organisation over the past two years and am confident we will continue to meet our Mission throughout 2022/23.

In order to deliver on the priorities set out in this annual plan, every member of the Constabulary should recognise the individual contribution they make towards us achieving our Mission to safeguard nuclear material and the public from acts of terrorism that threaten our way of life.

It is only through the hard work and dedication of our police officers and police staff that enables us as a collective to fulfil our unique and challenging role.

Chief Constable
Simon Chesterman QPM

Our Mission, Ambition and Values

Our Mission

In partnership with the civil nuclear industry, national security agencies and regulatory bodies, the CNC will deter any attacker whose intent is the theft or sabotage of nuclear material, whether static or in transit, or the sabotage of high consequence facilities. If an attack occurs, CNC will defend that material and those facilities and deny access to them. If material is seized or high consequence facilities are compromised, the CNC will recover control of those facilities and regain custody of the material.



Key Mission components:

- Maintain 24/7 armed response at civil nuclear sites
- Enhance and sustain AFO deployment
- Provide armed escorts for movements of nuclear material
- Support the Strategic Armed Policing Reserve and spontaneous surge requirements





CNC Specialisms

Authorised Firearms Officers (CT)

We currently have just under 1,100 Authorised Firearms Officers (AFOs) who are trained to the National AFO Counter Terrorism (CT) standard in line with the National Police Firearms Training Curriculum. CNC AFOs provide 24/7 protection to licenced nuclear sites, employing a robust range of counter terrorism measures. We conduct unpredictable high visibility armed patrols to deter and/or disrupt the activity of those with malicious intent.

Command and Control Centre

The CNC have a well-established Command and Control Centre (CCC) which delivers a range of functions. The CCC ensures that operational incidents involving the CNC are subject to effective command and control. The CCC operates from Culham HQ where 24x7 Initial Tactical Firearms Command (ITFC) capability is provided by the Force

Incident Manager (FIM). Each operational policing unit (OPU) has a Police Control Room (PCR) or Site Security Control Room (SSCR) with dedicated control room operators who work alongside the Civilian Guard Force in delivering site control room capability.

Counter Drone Capability

The CNC operates a counter drone capability and attend all national industry and policing counter drone meetings to share and receive best practice to further develop our counter drone capability as technology advances. The CNC is part of a tri-force evaluation of counter drone technology with the Metropolitan Police Service and Sussex Police.

Dog Unit

The CNC Operational Dog Unit (ODU) currently utilises dual handlers with both General Purpose (GP) and Explosive

Detection Dogs (EDD) at our Category 1 units – Sellafield and Dounreay Operational Policing Units (OPU). In addition Sellafield OPU has x2 dogs trained in Firearms, Cash and Drug detection, which further enhances capability. The ODU supports the patrol strategies at both OPUs with highly visible deter and detect capability which allows our handlers to track, chase and detain suspected offenders as well as detecting explosive threats to the site.

Our ODU can currently deploy 15 dog handlers and 24 police dogs. The ODU also has 7 National Dog Instructors who deliver all dog training packages in line with approved national standards. Our instructors may also be licensed police dog handlers and therefore may also keep operational police dogs, reinforcing operational resilience.

Dynamic Search Team

The Dynamic Search (DS) team focusses on the national dynamic search tactic in the National Police Firearms Training Curriculum. Dynamic search is the overarching tactic which incorporates dynamic entry and dynamic intervention elements and equips these officers with an enhanced skillset. Our DS team is nationally interoperable and can operate with other regional teams where necessary.

Interdiction Team

Our Interdiction Team (IT) provides us with the capability to generate a mobile assault, supported by the use of ballistically protected vehicles. The CNC IT is trained to carry out increased dynamic movement in order to interdict and mitigate any threat.

National Firearms Instructors

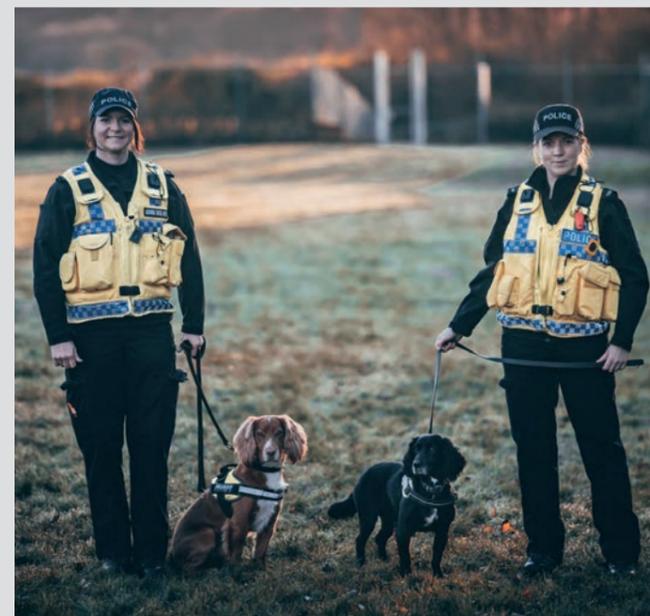
CNC National Firearms Instructors (NFIs) have all successfully completed the National Firearms Instructors Course (NFIC) in-line with the national firearms curriculum, which ensures that all of our NFIs meet the national standards. We currently have over 130 NFIs delivering training across three firearms training units based at Dounreay, Griffin Park (Sellafield), and Bisley as well our local/ operational training teams. Our NFIs provide tactical training, conduct qualification shoots and classroom-based lessons for all of our AFOs.

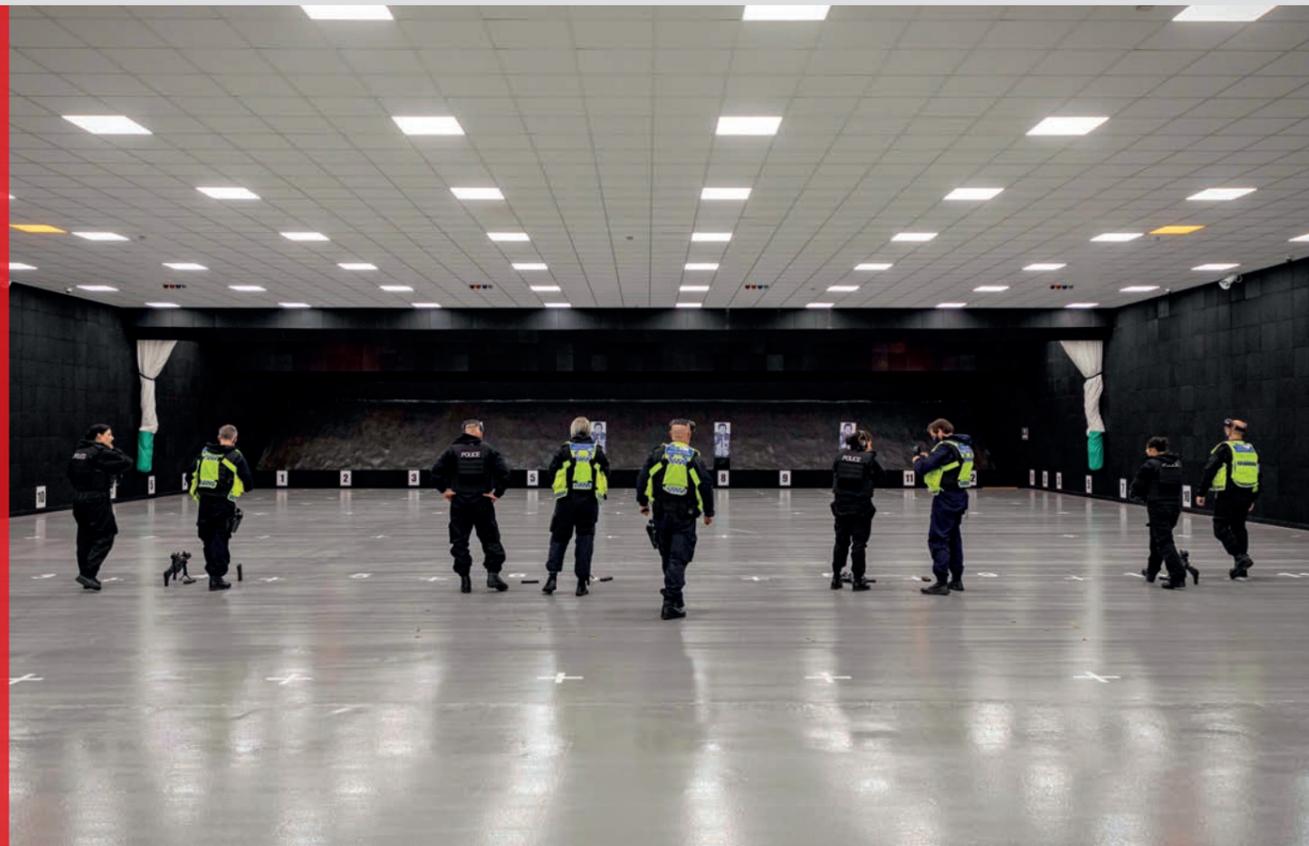
Operational Firearms Commander (OFC)

The CNC maintains a wide-reaching cadre of operationally competent Strategic Firearms Commanders and a cadre Tactical Firearms Command capability at specific units and within the Strategic Escort Group (SEG), all trained to national College of Policing standards. The CNC has also developed CNC Incident Command capability for all senior officers who do not already hold a firearms command function.

Police medics

While all of our AFO's complete general first aid training, our police medics provide an enhanced ability to treat victims within a firearms situation. They receive further training in areas such as enhanced casualty and scene management skills, enhanced breathing apparatus capabilities and are available 24/7 at all of our Operational Policing Units and training venues.





Post Incident Managers

Our Post Incident Managers (PIMs) are all nationally accredited and facilitate, manage, and ensure the integrity of any post incident procedures. The CNC maintains a 24/7 availability of occupationally competent PIMs who can act in support of Home Office/Police Scotland PIMs if required. CNC PIMs not only cover post incident procedures in relation to the discharge of police firearms, but they are also equipped to deal with any cases of death or serious injury following police contact.

Professional Development Units (PDUs)

Professional Development Units are locally driven teams providing additional learning and development solutions to supplement and make best use of our local assets. PDUs allow us to provide additional tailored training to address local learning needs. Unit leads will link in with our embedded firearms instructors, mentors and the corporate centre for learning and

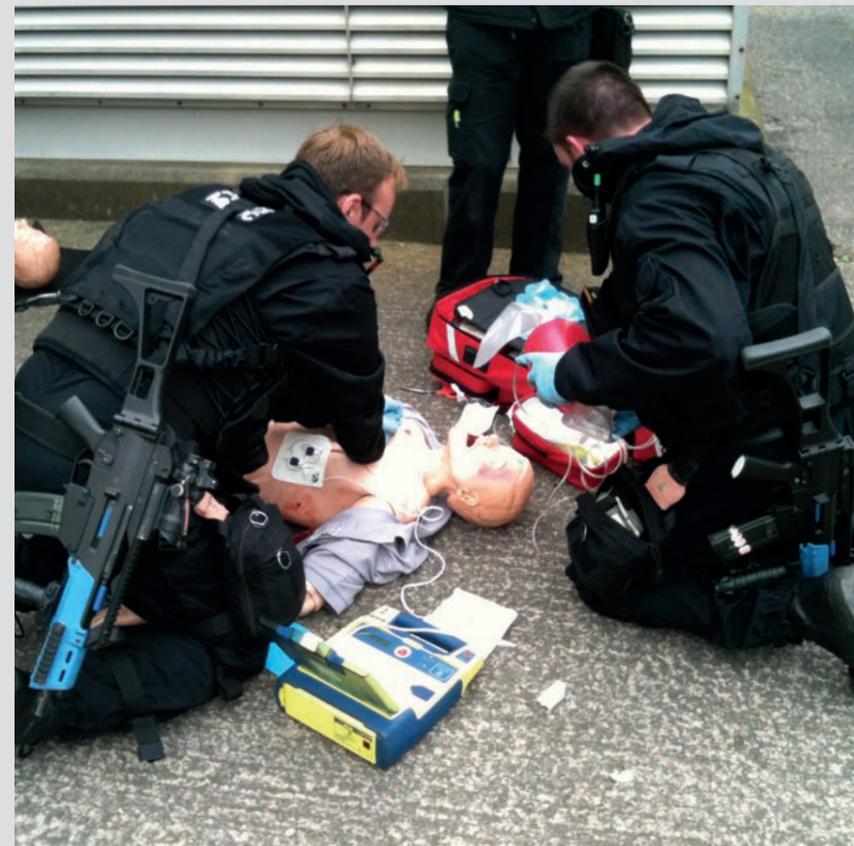
development to develop local delivery plans with quality standards and governance in place.

Project Servator

Project Servator is a policing tactic that aims to disrupt a range of criminal activity, including terrorism, whilst providing a reassuring presence for the public. Our Project Servator deployments are highly visible and unpredictable and can happen at any time, anywhere. They are made up of a range of resources including armed police officers, police dogs, vehicle checkpoints and CCTV. We work closely with local police, security staff, CCTV operators, local communities, and local businesses to carry out our deployments.

Special Branch

Supporting the delivery of CNC protective policing, our Special Branch resources are embedded within and collaborate with the Counter Terrorism Policing Network. Our



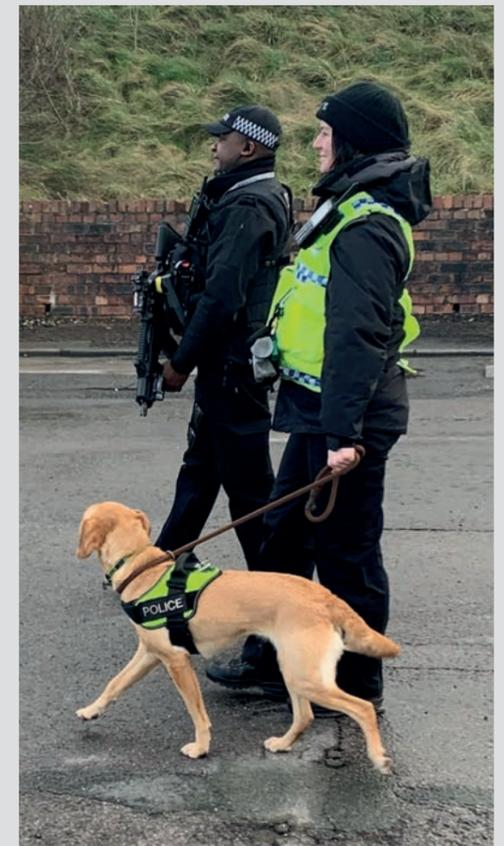
officers and staff work with colleagues in a range of specialist fields such as investigations, forensics, digital exploitation, financial inquiries, and community liaison.

Strategic Escort Group

The Strategic Escort Group (SEG) provide world class armed escort protection for category 1 and 2 nuclear material when it is in transit nationally and internationally - by road, rail, air or sea. Our SEG officers have sailed the equivalent of seven times around the world on escort missions and the CNC is recognised internationally as the leading organisation in this field. Our SEG officers are highly trained and undergo enhanced fitness and training to allow them to carry out this challenging role.

Tactical Advisors

The CNC maintains a cadre of Tac-Ads who provide 24/7 on call advice for spontaneous and pre planned firearms incidents. Our Tac-Ads align with the national role profile



and are required to maintain competence through attendance at annual command refresher training and the submission of an annual command portfolio containing evidence of attendance and participation as a Tac-Ad.

World class training facilities - Griffin Park

Griffin Park Tactical Training Centre (GPTTC) is the most advanced and sophisticated firearms training facility in Europe, including live fire capability. The facility is designed on the principles of 'mission rehearsal' allowing CNC officers to train in environments that replicate our operational circumstances. GPTTC houses 50m and 100m indoor ranges, a live fire tactical training area offering 360 degree shooting capability, and an external tactical training area with site gate mock-ups, open areas, tubular transport, as well as substantial road network for vehicle related tactics.

CNC Connected

Over **47,400** followers on social media

Our tweets make around **123,500** impressions a month

17 Twitter accounts

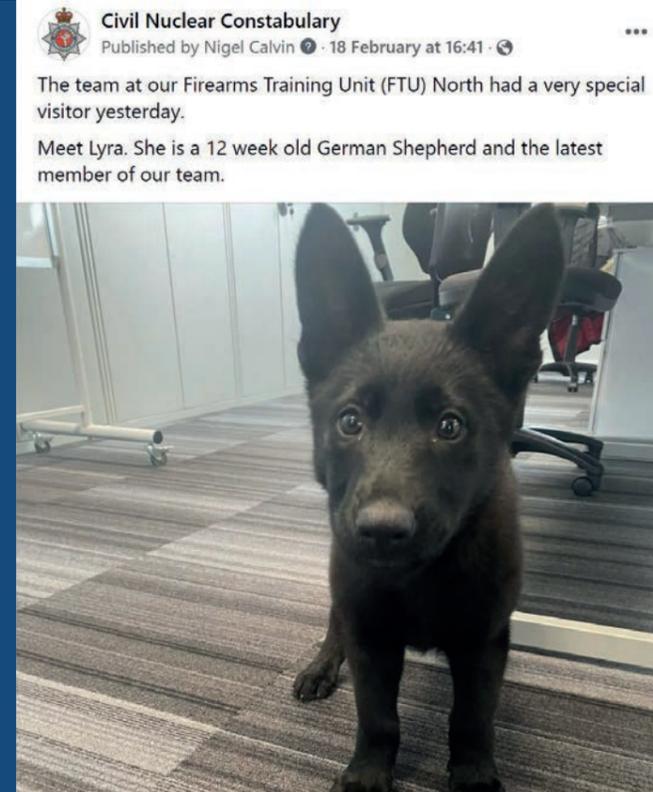
Our Twitter accounts have **31,400+** followers



We have **2,670** followers on Instagram (a 104% increase on the previous year)

Our posts reach an average of **8,426** people a month

We use **#hashtags** to amplify our content and grow our network



Our Facebook page has **7,400+** followers

Our posts received **125,784** engagements over the last year

Our audience spent **18,100** minutes viewing our Facebook videos over the last year

Our content reached **270,218** people over the last year

Our highest reaching post was seen by **56,900** people



Our YouTube videos were viewed **23,000** times last year

Our audience watched **546.4** hours of our videos

967 subscribers to our YouTube channel



Our LinkedIn account has **4,896** followers (a 94% increase on the previous year)

Our LinkedIn audience is interested in what we have to say, with an engagement rate of **9.24%** (To put into perspective, 2% is considered a 'good' LinkedIn engagement rate)

Professionals are discovering the CNC through LinkedIn every day with **54,908** clicks on our content in a year

We love having a conversation with our community. Our posts generated **591+** comments in a year

CNC Operations Division



T/ACC MICHAEL VANCE

Michael.vance@cnc.police.uk
Twitter: @MichaelCmdr

As Temporary Assistant Chief Constable (Operations), I am proud to work alongside the command team in the North and South Divisions, whose focus continues to be on our people who ensure that we deliver the CNC Mission.

Our key enduring requirement is to maintain a 24/7 provision of Authorised Firearms Officers (AFOs) with appropriate training, skills and capabilities to meet each Duty Holder's Regulatory requirements set by the Office for Nuclear Regulation.

In partnership with key stakeholders, we will continuously improve how we deter and respond to threats facing the sites to which we are deployed by maintaining our effectiveness through joint training, response model testing, and counter terrorist exercises.

In 2022/23 we will continue to seek opportunities to upskill our staff to enable us to play our role in supporting our wider policing family. We will continue to consolidate our existing collaborative working arrangements and will seek to maximise the potential of our staff and our capability, meeting our operational requirements here in the UK and abroad when required.



N Divisional Commander



Ch Supt Tim Needham

Tim.needham@cnc.police.uk
Twitter: @TimNeedham10

“Within N Division we are proud to protect the public by safeguarding nuclear material both on our sites and in transit in the UK and internationally. Our officers and staff are committed to delivering a high quality and credible specialised policing function in those areas where we are deployed.”

N Division—Areas of Focus 2022/23

- Deliver the Main Site Command Facility at Sellafield in 2022/23
- Continue to deliver high levels of AFO deployability across the Division
- Work closely with partners to enhance our integrated security solutions in the areas we operate
- Deliver best value for the public and our stakeholders
- Continue to deliver escort operations to support the work of Nuclear Transport Solutions

Shared goals

- Maximise officer deployability levels
- Minimise regulatory non-compliance
- Maximise officer availability through effective management of officer absences
- Minimise officer attrition through maintaining a proud and engaged workforce
- Support for the Strategic Armed Policing Reserve and spontaneous sure requirement
- Continuing to roll out CNC Project Servator in support of the national Project Servator team
- Develop and enhance operational collaboration opportunities with our host forces

S Divisional Commander



Ch Supt Graham Bell

Graham.bell@cnc.police.uk

“In addition to the operational units within S Division, we also are proud to have responsibility for a number of key departments that are all crucial to effective delivery of the Mission. All officers and police staff understand the importance of ‘what they do’, but of equal importance to me is ‘how they do it.’”

S Division—Areas of Focus 2022/23

- Maintain and conduct regular reviews on plans for unit cessation, ensuring at all times ‘people focus’ is the priority
- Actively support the development of the Integrated Policing Model for Hinkley Point C
- Full integration of key police staff functions into the Division, ensuring the operational requirements of the Constabulary are met

CNC Firearms Training Unit



Supt Keith McCarthy
Force Firearms Officer



Ch Insp Tim Ferris
Chief Firearms Instructor



Ch Insp Jo Peake
Firearms Operations,
Policy and Integration

The CNC Firearms Training Unit (FTU) delivers world class firearms training across an array of specialisms in its three training delivery centres based at Bisley, Dounreay and in Griffin Park, Sellafield. Our flagship facility at Griffin Park Tactical Training Centre has attracted significant third party interest from top capability teams in UK armed policing and the Ministry of Defence (MOD) and they are using it regularly, which is opening exciting collaborative opportunities. There is a renewed focus on securing future proof training estate for FTU South in the coming year. The firearms training CNC delivers to the Metropolitan Police Service at Bisley has been secured until April 2024. Firearms training delivery for 2022/23 will continue to integrate operational learning feedback and the latest College of Policing curriculum content to reflect the operational requirement. Further developments in locally delivered training and specialist capabilities will be efficient and cost effective. In 2022/23 our AFOs will undertake 102 hours of training. This will consist of 90 hours contact time plus 12 hours of personal safety training. AFOs at non-Category 1 OPUs will receive 16 hours of tactical training at their units and all AFOs will receive eight hours of Response Model Training which will allow them to conduct tactics within their area of policing operations so they can mission rehearse tactics in their area of responsibility.



Firearms operations and policy

The Chief Inspector - Firearms Operations, Policy and Integration is the designated manager of the CNC Armed Policing Strategic risk assessment (APSTRA) on behalf of the Executive Firearms Portfolio Holder. They are responsible for the management, review and publication of all firearms policy and procedures and liaise with front-line operations and internal/external stakeholders to manage the development and integration of new capability or equipment. They are responsible for external stakeholder liaison within the national police firearms community and attend forums/working groups, reporting to the Force Firearms Officer on all relevant Firearms matters.



CNC Strategic Development



T/DCC LOUISE HARRISON

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Twitter: @ALouHarr

As the Deputy Chief Constable (DCC), my role is to have strategic oversight and responsibility for the way in which the CNC performs, and this includes delivering our three-year strategy efficiently and effectively through the CNC's delivery plan. I am responsible for ensuring we are an ethical diverse and inclusive organisation that upholds the standards and values expected of a policing service, holding ourselves to account.

Additionally, through my Directorate, myself and the team seek to continually review how we do our business and seek opportunities to improve our operations and assets utilising good practice, technology and innovation. The Strategic Development and Change Directorate ensures that operational officers and staff are properly trained, equipped and supported to deliver our Mission and protect the public. We achieve this by utilising the talents of subject matter experts in firearms training delivery, project management, operational support, health and safety and capability integration, alongside established links into national armed policing, intelligence agencies and internal organisational support functions.

Every initiative that is developed within the CNC enables us to be forward thinking and build and develop operational capability, deliver value for money and ensure that as a force we are positioned and prepared to mitigate emerging threat and risk with new technology and tactics – and always with the safety of the public and our people as our raison d'etre.

Strategic Development Commander



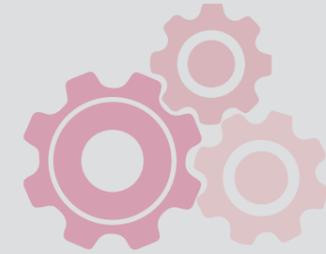
Ch Supt Kevin Carter

Kevin.carter@cnc.police.uk

“I am excited to be taking over the responsibility for Strategic Development. This function provides an analytical and horizon scanning capability to support the development of operational capabilities and emerging business areas. Myself and my team will work with all functions of the organisation to inform and influence future corporate strategy, planning and delivery.”

My key focus areas for 2022/23 will be:

- Embedding the new structure and developing the necessary processes and interfaces
- Continue to identify and develop emerging opportunities for service expansion
- Continue to develop the Hinkley Point C policing model
- Development of the Southern training estate requirements
- Production of a business case for a new weapon engagement simulation system to improve the quality and efficiency of training and assurance exercises
- Working with other national agencies to develop a suite of tactical options to counter the threat posed by drones
- Further development of our management processes that support capability development, thereby improving the operational focus
- Support the implementation of a revised business planning process



CNC Business Functions

Our frontline operations are supported by a wide-reaching network of support functions, departments and specialisms which are spread across the Constabulary. The Constabulary Headquarters can be found at Culham Science Centre in Abingdon, Oxfordshire and acts as a central hub from which our support network is organised and managed.

The 2022/23 year will see these departments support the delivery of frontline operations, alongside the development of new capability which will further enhance our delivery and allow the CNC to fulfil our ambition to be the leading organisation for armed protective security within the critical national infrastructure of the UK.



CNC Diversity, Inclusivity and Wellbeing



KHALID MEHMOOD
Equality, Diversity and Inclusion
Manager

The Civil Nuclear Constabulary strives to be an inclusive organisation in which every individual is valued and respected, where ethics, diversity, and inclusion (EDI) responsibilities are shared by all. My role as the EDI Manager is to support building a unified, open, and inclusive culture, and we are committed to develop our engagement and inclusivity promoting belonging and recognising the strengths of a diversely represented work force. I continue to work closely with the Executive Team to support the ongoing independent cultural review, the HMICFRS inquiry into police vetting and culture and the Home Office commissioned Dame Elaine Angiolini inquiry to ensure we have a culture we can be proud of that supports and empowers our employees.

This year our focus continues to be on encouraging equity, reasonability, respect, fairness, integrity, and care for all our employees; with particular emphasis upon due regard for the needs of individuals with protected characteristics to ensure

protection for them against any potential bullying, harassment, and discrimination. We will deliver this by:

- Ensuring CNC complies with the main equality duties and publishes annual reports and analysis to show progress
- Developing our ethics policy and procedure to implement solutions for emerging modern, complex ethical and inclusion dilemmas and establish CNC as an inclusive employer
- Improving mechanisms designed to increase workforce diversity and secure percentage increase in terms of gender and ethnicity and monitor pay gap reduction targets for both areas to ensure better outcomes
- Celebrate diversity, promote equality, and inclusion across all business areas of CNC
- Having governance processes that hold CNC to account to deliver ethics, diversity and inclusion including an Ethics and Integrity Board



EMMA ALDRED
Head of Occupational Health
and Wellbeing

As Head of Occupational Health and Wellbeing, I am very fortunate to have the wholehearted support from the organisation in helping to develop a wellbeing culture within the CNC. It is apparent that this is an area that is fundamental to the success of the CNC and its importance is appreciated by all. This is demonstrated by the commitment of the members of the Healthy Workplace Group, its various sub-groups and the relevant Equality Support Groups; the hundreds of employees who have volunteered to be wellbeing champions, supporting one or more of the workstreams and those that have opened up to the CNC to share their stories with a view to helping others who have had (or are having) similar experiences.

The Healthy Fit and Safe plan 2023 underpins the work that we do in Occupational Health and Wellbeing. It sets

out the infrastructure in place to provide health and wellbeing services and the governance structures that support, oversee and assure the delivery of these services as well as the detailed plans against which our commitments will be measured to March 2023. A Wellbeing survey ran during March 2022 with a view to seeking the perspectives of CNC employees in terms of any areas which may affect their wellbeing at work, opinions on the services provided and suggestions for improvement. The results of this survey will help inform future developments in the area.

The CNC has invested significantly in our in-house Occupational Health and Wellbeing Services over the past ten years or so and I am really proud to be part of an organisation that is so committed to supporting the wellbeing of its employees.

CNC People Strategy 2020/23



Award-winning
Occupational
Health Department
employing
experienced
doctors, nurses and
technicians



Healthy, fit, and safe plan
launched to support a
wellbeing culture and
embrace the physical and
mental health, safety,
well-being and fitness of
all employees

health assured

24/7 365 Employee
Assistance Programme
with Health Assured.
A confidential and
independent programme
to help officers and
staff with personal and
professional problems
in home life or work
life, health and general
wellbeing.



2

Health and
Wellbeing Fitness
Managers and
2 dedicated
advisors



61

fitness instructors



Our own dedicated
Clinical Psychologist and
131 trained mental health
first aiders, with a further
200 receiving dedicated
mental health training

2 Health, Fitness and Wellbeing Managers

trained in Suicide
First Aid as part of
nationally accredited
training



15

trained workplace
needs assessors

48 TRiM practitioners, plus 4 managers

TRiM is the CNCs chosen
method of minimising that
risk through instigation of
a proactive, post traumatic
peer group delivered
management strategy
which aims to keep CNC
employees functioning after
traumatic events

Access to 2 Police Treatment Centres, providing police specific treatment for any on or off duty injury

36 employee reps for the Civil Nuclear Police Federation and 16 Prospect reps for police staff

Inclusion and
Belonging Strategy
2023, setting out
our long-term
goal to achieve
the status of an
Inclusive Employer
for the public and
our employees

7 Corporate Equality Standards (CES)



12 Equality Support
Groups (ESGs) provide
active employee support

Higher than national average of female police AFOs – 14% compared to 6.8% nationally

Disability Equality Programme to enhance and improve disability access to buildings and services for all

CNC Achievements 2021/22

Despite the ongoing backdrop of the global Covid-19 pandemic, the CNC has continued to deliver our critical Mission and have seen a number of successes, including:

- Our Strategic Escort Group have undertaken two international escort operations, covering a total distance of 45,000 miles around the globe. Further international operations are planned for 2022/23.
- Our Griffin Park Tactical Training Centre (GPTTC) became fully operational for training, seeing almost 50,000 live rounds fired and over 10,000 people visiting the facility for training or to see what we can offer, including 25 visits from other police forces and agencies.
- Body Worn Video has been introduced across our sites, ensuring we remain compliant with the national armed policing curriculum. This vital piece of technology provides our officers our stakeholders and our communities with confidence when interacting with the public or dealing with incidents and provides corroborative best evidence and learning.
- We provided support to the Guernsey police force, sending eight CNC officers on a three-month deployment there, where they carried out frontline operational uniformed duties as part of 24/7 Response Teams. To undertake the posting, the officers had to be trained and accredited response drivers, and in date with their fitness testing, Officer Safety Training and First Aid training. Our officers are finding their secondment interesting and a change from their day-to-day duties protecting critical national infrastructure.
- CNC is introducing a new Business and People Support System (BPSS) to replace the Multi Force Shared Service (MFSS), which will cease to operate in October 2022. We have worked throughout 2021/22 procuring and implementing our own arrangements for these services, which will be managed by us, so we can ensure high quality services are provided for our vital core functions, including payroll, travel bookings, requisitions and some HR functions.
- Following an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2020, their report was produced in 2021 and put in place seven recommendations for us to achieve by the end of the financial year 2022. All seven of these recommendations have been implemented and closed, with a full report being made back to the HMICFRS on progress.



CNC Performance and Governance

The CNC play a vital counter terrorism role in denying unauthorised access to civil nuclear sites and material. As a national infrastructure armed police force, we work with several different organisations to fulfil statutory responsibilities in protecting nuclear material and facilities. These are:

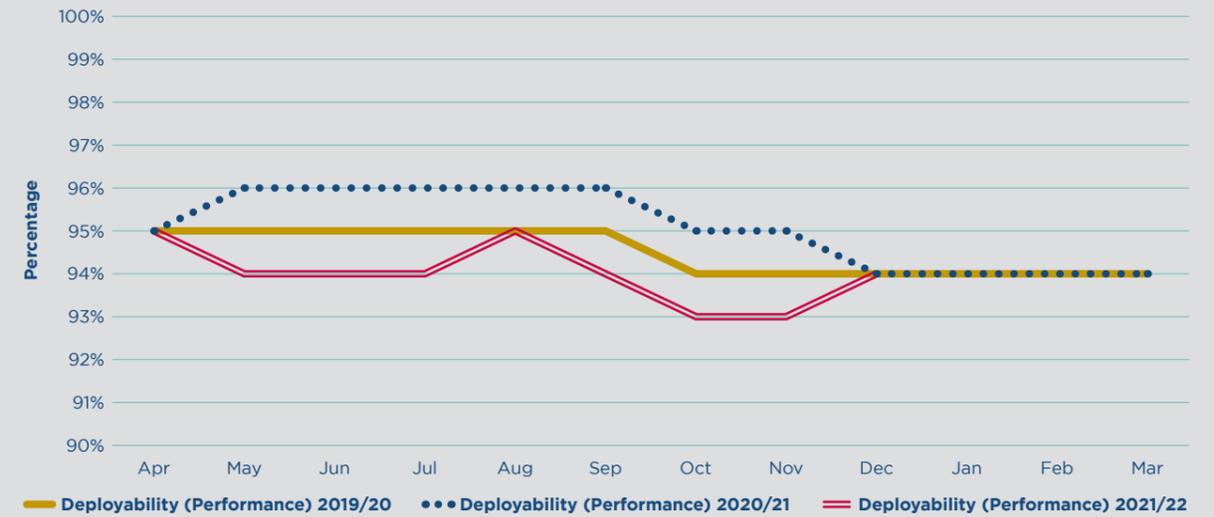
- The Office for Nuclear Regulation (ONR) - responsible for regulating nuclear safety and security across the UK. They use Security Assessment Principles (SyAPs) to guide regulatory judgements and recommendations when undertaking assessment of duty holders' security submissions, such as Nuclear Site Security Plans (NSSPs).
- Site Licence Companies (SLCs) - CNC uses NSSPs to ensure the safety of nuclear facilities and nuclear material.
- College of Policing - licence us to ensure we are a fit for purpose, effective, armed police force.
- National Police Firearms Training Curriculum standards - to ensure highly and appropriately trained officers, regularly tested through our site exercise regime and are dedicated to protecting the sites to which we are deployed, 24 hours a day, 365 days a year.
- Civil Nuclear Police Authority (CNPA) - responsible for maintaining an efficient and effective CNC, determining its policing objectives, appointing members of the Executive Team, and accounting for the CNC's operational and managerial performance. Both the CNC and the CNPA are Non-Departmental Public Bodies of the Department for Business, Energy and Industrial Strategy (BEIS). To find out more about our governance, performance and budget, read our Annual Report and Accounts at www.gov.uk/cnc

The CNC collects a wide range of metrics across the organisation that inform managers of the performance within their own teams, and how their performance feeds into the four goals of the CNC as defined in the three-year strategy and the Annual Policing Plan.



AFO Deployability

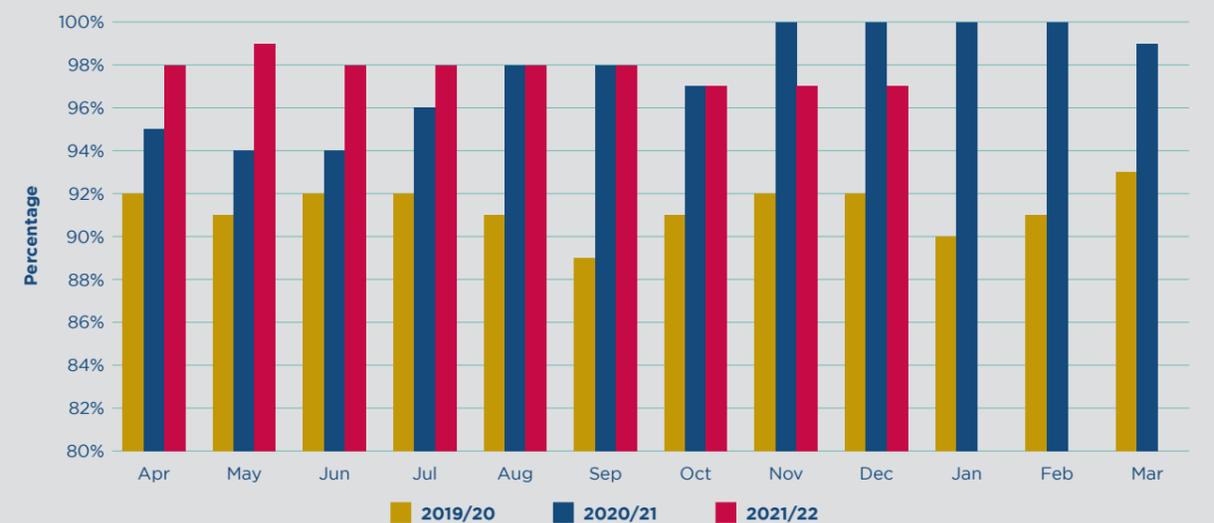
- Deployability is a measure of the CNC's ability to deliver our Mission
- The below shows that we have been able to maintain a high level of readiness across the CNC throughout the pandemic



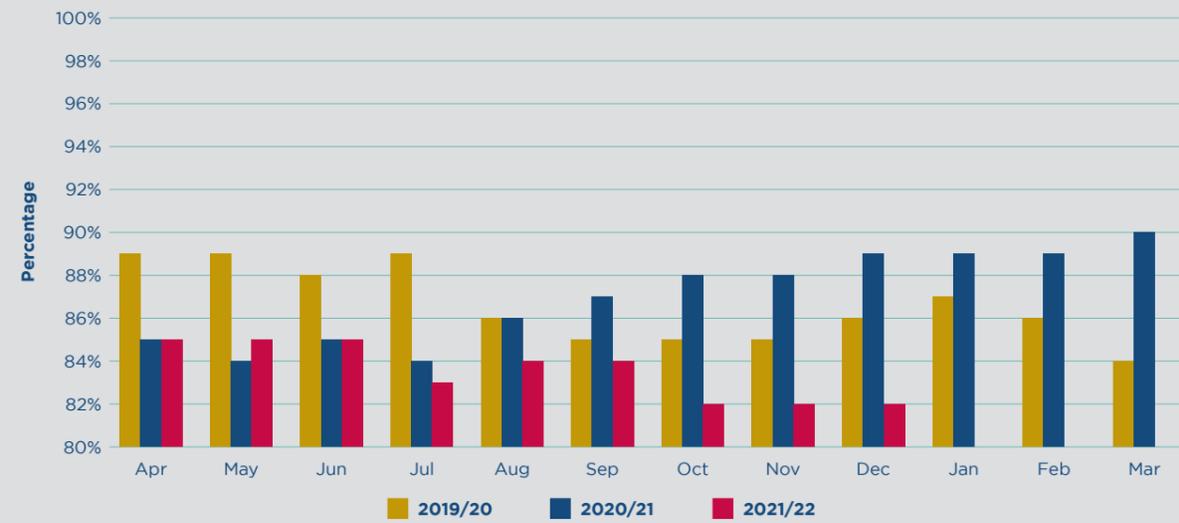
Strength vs establishment

- Strength vs establishment is important as it proves that we have the correct number of officers needed to deliver our Mission and staff in place to support them

Officer – strength vs establishment (FTE)



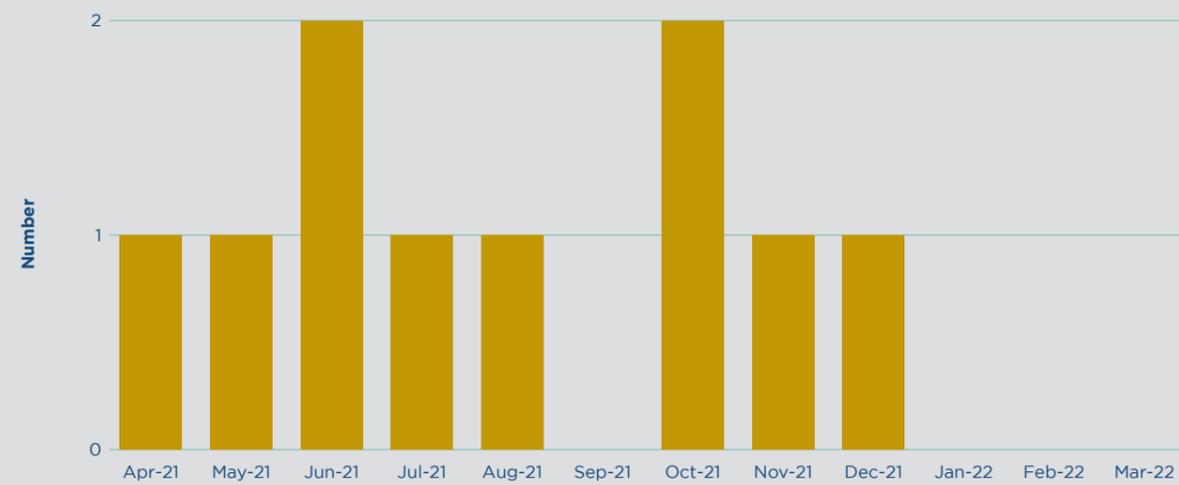
Staff – strength vs establishment (FTE)



ONR exercises

- This is where CNC participates in exercises and is assessed by the external regulator
- This engagement and assessment has continued throughout the pandemic

Office for Nuclear Regulation exercises – financial year 2021/22



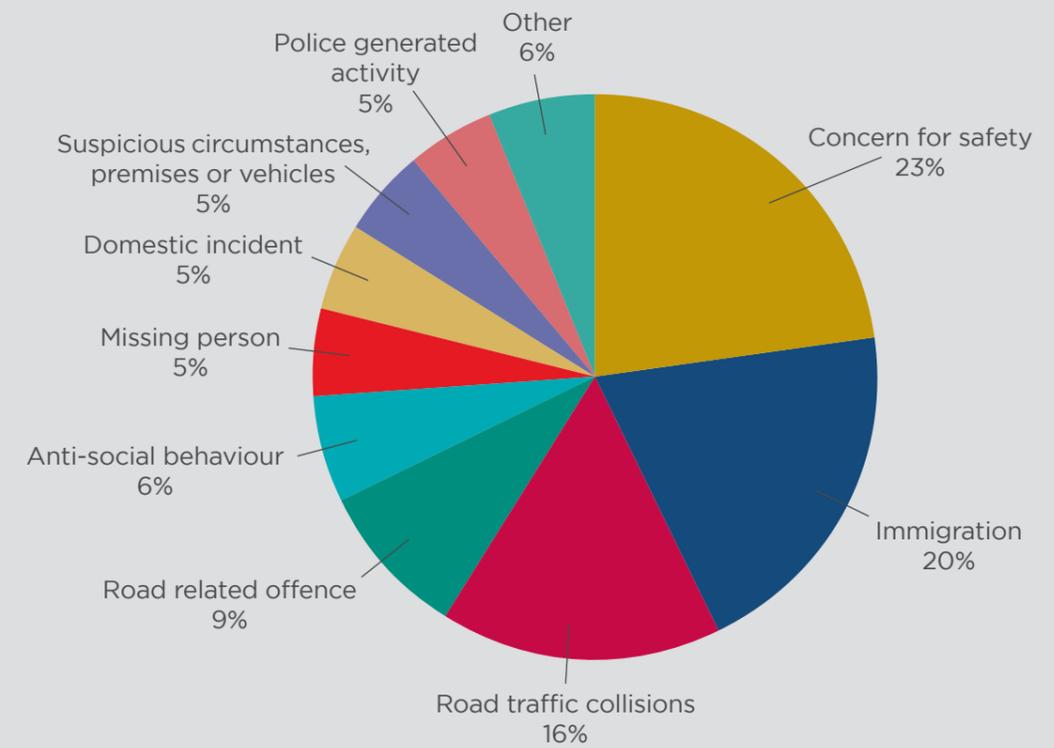
Host force assists

- This shows the continued engagement which the CNC has with the local community

Count of cases by month – financial year 2021/22



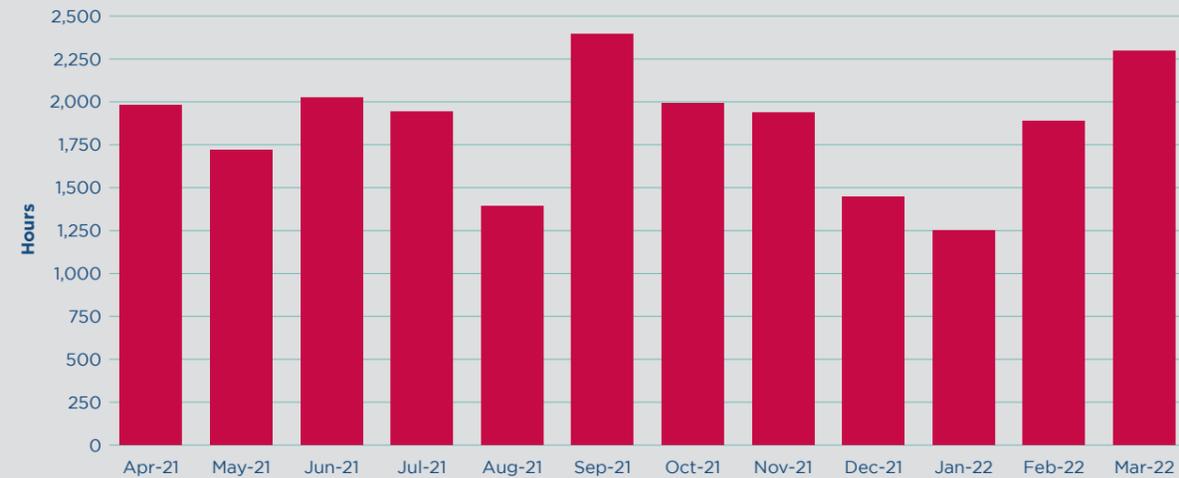
Count of cases by month – financial year 2021/22



Training

- The below shows how many hours of training our officers undertake to ensure they are highly skilled in a number of disciplines and that our commitment to being a highly trained force has continued throughout the pandemic

Training hours delivered – financial year 2021/22



Sickness

- In order to maintain and review the wellbeing of our CNC colleagues we closely monitor sickness across the CNC

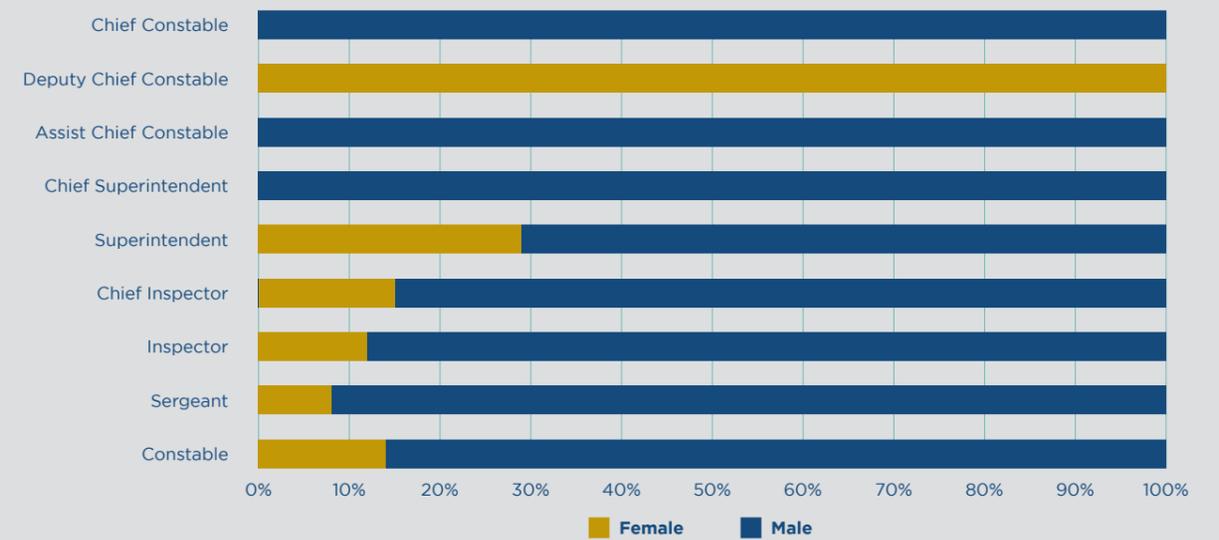
Total hours sickness per officer and staff (year on year comparison)



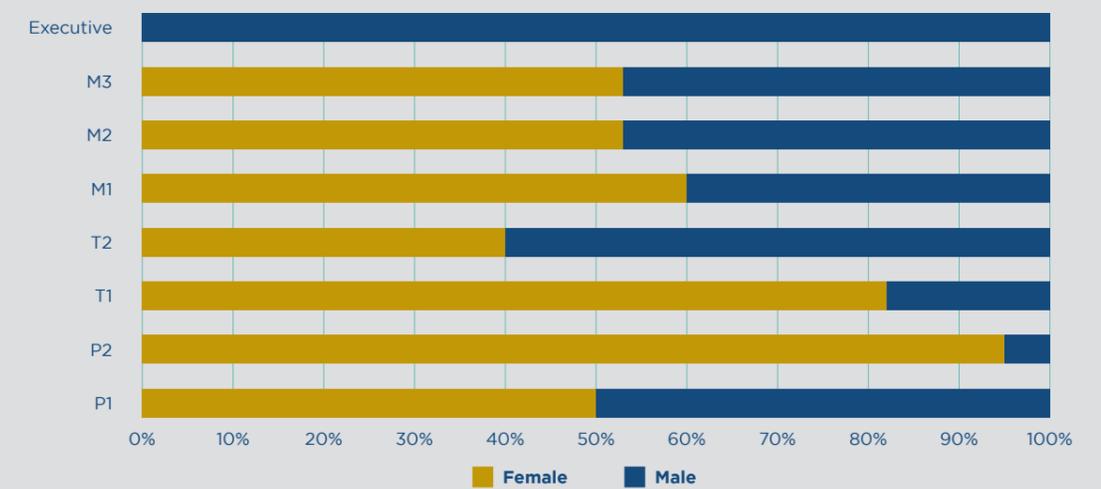
Diversity

- The CNC continues to monitor the diversity of its workforce
- We produce a gender pay gap and ethnicity monitoring report annually, which can be found on our website, www.gov.uk/cnc. The main focus of the report is a measure of the difference between the average earnings of men and women across an organisation but also includes other pay measures.

Gender split for officer roles by rank – 2021/22



Gender split for staff roles by grade – 2021/22



Our Strategic Goals

GOAL

1

In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector, by maintaining and strengthening Mission effectiveness



We will improve our effectiveness to deliver our Mission by providing a 24/7 armed response at civil nuclear sites, provide armed escort to nuclear material and support the strategic armed policing reserve.

We will collaborate effectively and make best use of new technologies by building upon our existing collaborations to increase policing experience around the sites we protect, and wider within policing to sharpen our policing skills, provide greater job enrichment and provide access to the latest policing capabilities to enhance our ability to deter attackers.

GOAL

2

Build resilience and flexibility to navigate the changing face of civil nuclear energy



We will develop and maintain our capability by appropriately training and equipping the workforce to deliver the Mission, enhancing our tactical capabilities and delivering fit for purpose command and control arrangements and building the case for an operational intelligence unit for the civil nuclear sector.

We will increase our integrated protection offering by developing an integrated security offering for UK nuclear sites, including both armed and non-armed protection to provide a superior and more efficient protection model.

We will expand our service and demand resilience by broadening our services to protection of non-nuclear energy sites, allowing us to flexibly scale fluctuation in demand for protection of the UK civil nuclear sector.

GOAL

3

Improve effectiveness and efficiency of our enabling services



We will build a target operating model for our enabling services.

CNC will develop a digital strategy to support mission effectiveness and deliver efficiencies for the organisation.

We are committed to supporting the UN Sustainable Development Goals and the UK carbon neutral target of 2050.

We will enhance business effectiveness by delivering continuous improvement across business activities and services that support the delivery of the operation and core Mission.

GOAL

4

Maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic



We commit to further job enrichment opportunities through the development of a centre of excellence for learning and development; allowing our employees to fulfil their potential.

We will mature our current reward and recognition framework, creating a fit for purpose scheme, which supports the full employee life cycle.

We will place a dedicated focus on CNC culture, preserving the mental health and wellbeing of our workforce, so our core mission can be safely and effectively fulfilled.

We will improve mental health and wellbeing across business activities and services that support the delivery of the operation and core Mission.

Annual Policing Plan Priorities 2022/23



GOAL 1	In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector, by maintaining and strengthening Mission effectiveness
Training and civil nuclear collaboration	Work closely with our industry operators and regulating bodies to optimise training to ensure we are mission ready and protecting the interests of the UK civil nuclear sector
Drone/counter-drone capability	Improve our ability to mitigate against the threat posed by drones, to strengthen the effectiveness of our core mission and consider how drone capability can support Mission delivery
Cyber resilience and awareness	Through collaboration with government and industry partners, improve the cyber resilience and awareness of the CNC, to counter the evolving cyber threat
GOAL 2	Build resilience and flexibility to navigate the changing face of civil nuclear energy
Policing Collaboration	Build upon our existing policing collaboration, to increase policing experience and sharpen Mission-critical skills, whilst providing access to the latest policing capabilities
Service expansion and demand resilience	Broaden our service offering to protection of non-nuclear energy sites, allowing us to flexibly scale fluctuations in demand for protection of the UK civil nuclear sector, providing improved career stability for our workforce
GOAL 3	Improve effectiveness and efficiency of our enabling services
Business effectiveness	Deliver continuous improvement across business activities and services that support the delivery of the operation and core Mission
IT strategy	Continue to improve IT to support mission effectiveness and deliver efficiencies for the organisation
Sustainability	Supporting the UN Sustainable Development Goals, and the UK's 2050 carbon neutral target
GOAL 4	Maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic
CNC culture	Continue to build a unified, open and inclusive culture, working together to deliver the CNC Mission, our policing responsibilities and achieve our ambition
Job enrichment	Drive further job enrichment through broader learning and development opportunities and more flexible working patterns, giving our employees a greater say in their development pathway and helping them to fulfil their potential
Reward and recognition	Mature our current reward and recognition framework, creating a fit for purpose scheme, which supports the full employee lifecycle
Mental health and wellbeing	Place a dedicated focus on preserving the mental health and wellbeing of our workforce, through development of our working environment and capabilities of our managers and leaders so our core mission can be safely and effectively fulfilled

CNC Plan on a Page

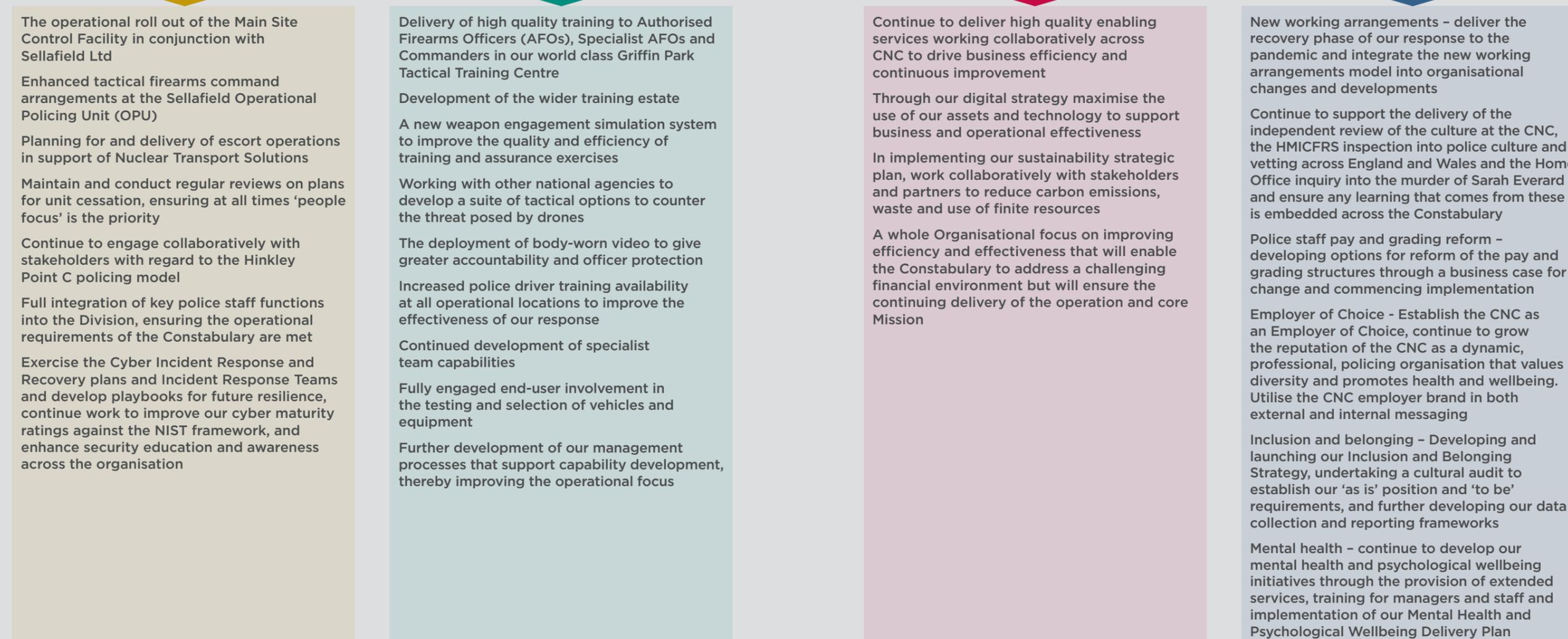
Overarching Strategic Goals—2022/25



Delivery Plan Priorities—Year 3



Portfolio Focus Areas—2022/23



The Code of Ethics

The Code of Ethics gained Royal Assent in 2014 and was adopted across the CNC in January 2015.

The standards set out in the Code of Ethics, produced by the College of Policing, reflect the expectations that the Civil Nuclear Constabulary and the public have of how police officers and staff should behave. The standards are not intended to describe every situation, but rather set a framework which everyone can easily understand. They enable everybody to know what type of conduct by a police officer or police staff member is acceptable and what is not.

Public confidence in the police is crucial in a system that rests on the principle of policing by consent and depends on police officers and staff demonstrating the highest levels of personal and professional standards of behaviour.

Leadership

We lead by **good example**



Objectivity

We make **choices on evidence** and our **best professional judgement**



Accountability

We are **answerable** for our **decisions, actions** and **omissions**



Fairness

We treat people **fairly**



Openness

We are **open** and **transparent** in our **actions** and **decisions**



Respect

We treat **everyone** with **respect**



Honesty

We are **truthful** and **trustworthy**



Integrity

We **always** do the **right thing**



Selflessness

We act in the **public interest**




We **live** by the Code of Ethics

#ProudtoProtect

PROJECT
SERVATOR

Over
3,100
Project Servator
deployments in
last 12 months

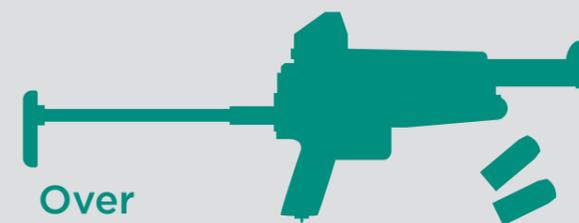
228
Operational
Firearms
Commanders



3
firearms
delivery
centres



Nearly
140
officers
trained in
dynamic
search and
interdiction



Over
500
officers trained in enhanced
carbine and launcher

Over
10
weapons
systems



Nearly
1,110
Authorised
Firearms
Officers

Over
40
SEG officers



Over
25,000
hours of firearms
training delivered



Nearly
50,000
live rounds fired
at our Griffin Park
Tactical Training
centre in 485
training events



100%
spent ammo
cases recycled

167
National
Firearms
Instructors



18
dog handlers and
six nationally
trained instructors



Over
60
recruits
graduated
as AFOs



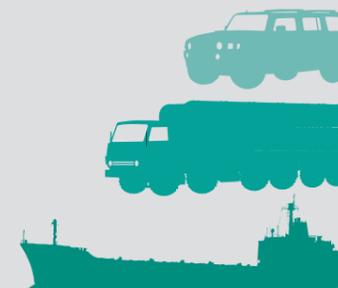
Over
200
Police
Medics


Home Office
Over
400
Home Office
assists

Over
10,000
people trained or
visited Griffin Park
Tactical Training Centre,
including **25** agencies
and police forces



10
Counter Drone
Operators



Our Strategic Escort Group
has escorted nuclear material
on **two** international
operations, covering over
45,000 miles in total

