



Civil Nuclear Constabulary



Annual Business Plan 2023/24

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CNC protected sites in Great Britain



- Civil Nuclear Police Authority, Constabulary Headquarters and Centre for Learning and Development
- Operational Policing Units
- Firearms Training Units



Chief Constable's Foreword



Simon Chesterman
OBE, QPM

“ As an armed police force dedicated to the protection of critical infrastructure, 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) plays a unique role in the wider police family and we carry out our duty to protect the public - both in our core role, patrolling the communities around our sites, and as part of the national armed surge capability.

Our Authorised Firearms Officers (AFOs) are highly trained to College of Policing standards and based at civil nuclear sites throughout England and Scotland, carrying out their critical role 24/7, 365 days a year. Our core role is the security of the nation's civil nuclear material and failure to deliver this is not an option.

Our Ambition remains to be recognised nationally and internationally as the leading organisation for armed protective security within the critical national infrastructure of the United Kingdom. Whilst our core Mission will always remain the protection of civil nuclear sites and nuclear material, we want the CNC to become more agile in helping other police forces to protect the public. The Department for Business, Energy and Industrial Strategy (now the Department for Energy Security and Net Zero) carried out a full consultation in 2021 on service expansion and the bill is currently passing through the machinery of government. I look forward to working with our new sponsoring government department in 2023/24 to ensure we are providing our unique protective services as widely as we can.

The last two years have been extremely difficult for policing and the cases coming to light involving serving and former police officers have shocked us all. It is clear that the police service as a whole cannot keep blaming it on a 'few bad apples' and we must recognise the need for cultural change and improvements to the police disciplinary and vetting systems across England and Wales. This feels like a watershed moment, not just for misogyny and violence against women and girls, but also for policing as a whole.

The CNC is working closely with the ongoing Home Office inquiry into the murder of Sarah Everard, led by Dame Elish Angiolini and took part in Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFS) inspection of eight forces to examine misogyny, vetting standards and disciplinary procedures across policing. Along with all other police forces, we must now implement its recommendations and findings to make the changes necessary to regain public trust.

This Annual Business Plan aligns with the CNPA three-year Strategic Plan to set the direction of the CNC until 2026. The annual business plan is underpinned by the three Strategic Goals set out in our three-year Strategic Plan.

This plan focuses on our priorities for the year 2023/24 and outlines how we plan to achieve them, alongside how the Constabulary will be held to account to ensure we do.

In order to deliver on the priorities set out in this annual plan, every member of the Constabulary must 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.

I look forward to working with our dedicated police officers and police staff throughout 2023/24 to deliver our Mission and achieve our Ambition with our service expansion plans.

Simon Chesterman OBE, QPM
Chief Constable

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



Specialisms



Authorised Firearms Officers (CT)

We currently have just under 1,100 Authorised Firearms Officers (AFOs) who are trained to the National AFO 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 required 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 dedicated 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.

In addition, the CCC supports the Strategic Escort Group during Road, Rail and Marine Escorts both nationally and internationally.

Commanders and Advisors

The CNC maintains officers in sufficient numbers to provide 24x7 capability in all levels of firearms command. All of these commanders are trained and accredited in line with national College of Policing standards and undergo both annual training and re-accreditation at the appropriate time.

Strategic Firearms Commander (SFC)

The CNC maintains a cadre of operationally competent Strategic Firearms Commanders who maintain a 24x7 on call rota to provide continuous cover in the event of a firearms deployment.

Tactical Firearms Commanders (TFC)

The CNC maintains Initial Tactical Firearms Commanders (ITFC) whose role is to undertake the role of the FIM in the CCC. These commanders provide the initial command for armed operations and manage the Constabulary's response to other incidents which also required command and control.

The CNC also has a number of Cadre Tactical Firearms Commanders (CTFC). These commanders take tactical command of planned firearms operations and spontaneous firearms operations which then become prolonged. Many of the CTFCs work in the Strategic Escort Group and at Sellafield.

Operational Firearms Commanders (OFC)

The CNC has a large number of Operational Firearms Commanders (OFC) to maintain 24/7 capability at each of our 10 sites. These commanders provide the on scene operational command of incidents, reporting to the ITFC.

Firearms Tactical Advisors (FTA)

The CNC maintains a team of FTA's who provide 24/7 on call advice to the TFC for spontaneous firearms incidents. These FTA's are also used to provide advice for planned operations, mainly to the SEG. Our FTA's align with the national role profile and are required to maintain competence through attendance at annual command refresher training, the submission of an annual command portfolio and re-accreditation at the appropriate interval, which is achieved with an external Constabulary.

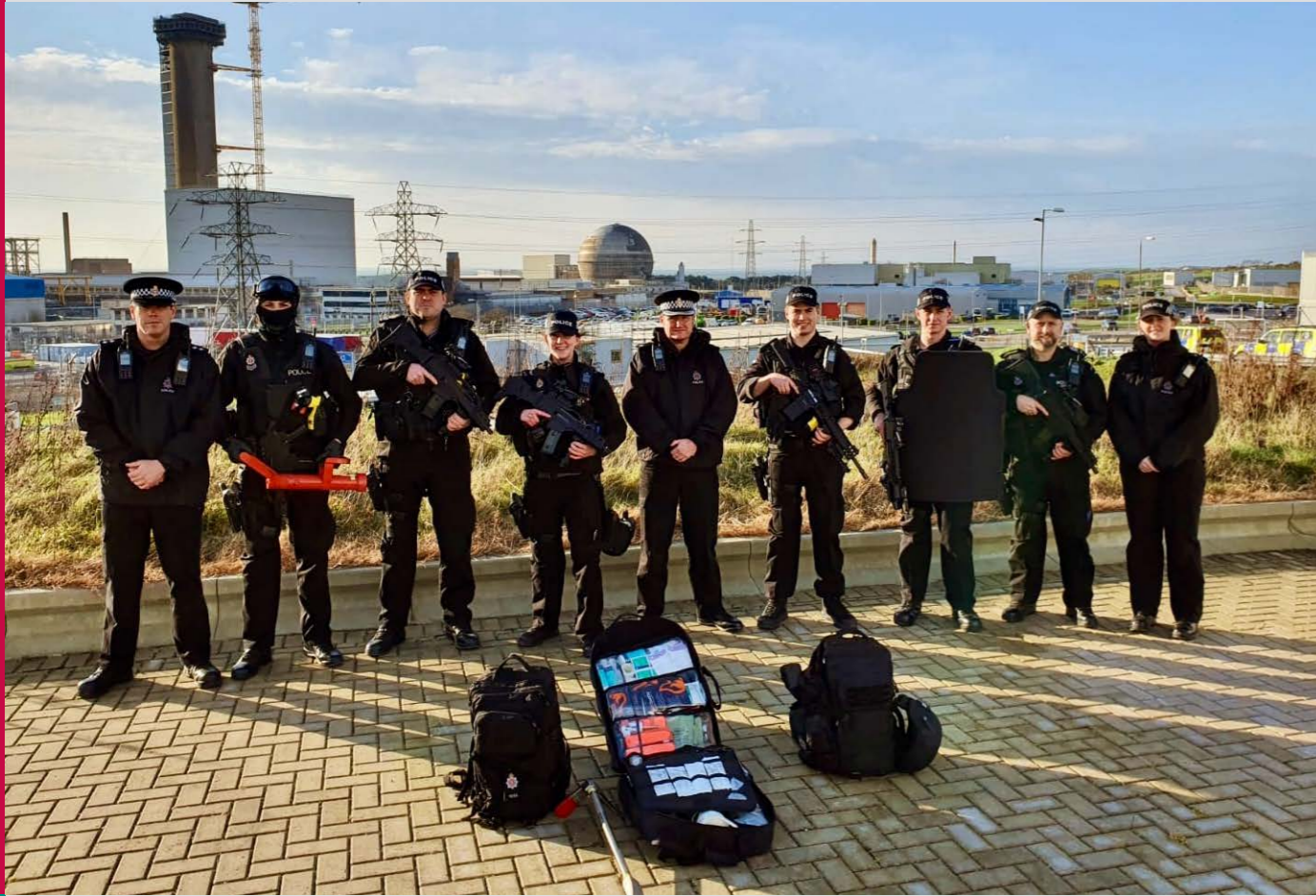
Counter Drone

The CNC has a number of counter drone capabilities and attends all national industry and policing counter drone meetings to share and receive best practice to further develop our capability as technology advances. The close links with the national policing team will see one of our current counter drone capabilities replaced by a new improved system to maximise our capability of detecting drone activity. We also now have a number of firearms instructors trained in the use of further counter drone equipment. Similar to airports, our operational environments require robust safety cases to support the deployment of new technology and we are working closely with our stakeholders to progress these. We are also exploring future options to support the national policing team in trialling other counter drone equipment to support UK policing operations.

Dog Unit

The CNC Dog Training Unit (DTU) currently utilises dual handlers, primarily with both General Purpose Dogs (GPD) and Explosive Detection Dogs (EDD) at our Category 1 units – Sellafield and Dounreay. In addition, Sellafield Operational Policing Unit (OPU) has two Cash, Drugs and Firearms Detection Dogs – further enhancing its detection and prevention capability. The DTU supports the patrol strategies at both OPUs with a highly visible deter and detect capability, mitigating against potential explosives threats and allowing our dog handlers to track, chase and detain suspected offenders. There are plans to further increase the Firearms Support Dog capability, upskilling GP dogs - allowing the dogs and handlers to work dynamically alongside teams of AFOs - further enhancing our capabilities.

Our DTU can currently deploy 17 dog handlers and 32 police dogs. The CNC currently has seven National Dog Instructors who can deliver training packages in line with national standards. Some of our instructors are also licensed dog handlers, with operational dogs available to enhance our resilience.



Dynamic Search Team

The primary role of the Dynamic Search Team (DST) is to enhance the CNCs ability to safeguard nuclear material at Sellafield Nuclear Licensed Site. DST officers are able to conduct a dynamic search in the form of dynamic intervention, dynamic entry or when it's necessary to intervene due to other exceptional circumstances. This final objective is particularly relevant to CNC DST officers as they may need to protect, deny access to, or recover critical national infrastructure. DST officers have an enhanced skillset above the AFOCT role profile that includes kinetic Method of Entry, use of ladders, the ability to operate on buses, coaches and trains, and deliberate search. The DST is nationally interoperable and can operate with other regional CT teams if necessary.

Interdiction Team

The CNCs Interdiction Team (IT) is comprised of a group of officers selected and trained to a more advanced level in order to mitigate a threat in an open area. In particular, the tactics of cover/fire and movement and containing fire. This team routinely carries out team assaults during training with live ammunition. This specialist team further enhances the CNC's ability to intercept and deal with a threat before it reaches the boundary of a site. This can be further supported by the use of handheld smoke and ballistically protected vehicles.



National Firearms Instructors

CNC NFIs have all completed the National Firearms Instructors Course (NFIC). The NFIC is a national course and is derived from specific modules within the National Police Firearms Training Curriculum (NPFTC) and in line with the requirements of the College of Policing. There are 165 NFIs (both warranted officers and police staff) delivering tactical training, range qualifications, classroom training, practical training for example enhanced first aid and command training. Many NFIs have taken on extra training and responsibility in a variety of specialisms including live fire exercises in the Tactical Training Facility at Griffin Park, on military ranges and at sea. There are three training venues, Dounreay in Scotland, Griffin Park at Sellafield, and Bisley in the South East. The NFIs take part in their own continued professional development to ensure they remain current and competent.

Police medics

All CNC AFOs complete general first aid training, but our police medics provide an enhanced ability to treat victims/casualties. Currently the police medic instructors are working towards achieving a FREC (First Response Emergency Care) Level 4 qualification, enabling them to instruct our police medics working towards achieving a FREC Level 3 qualification. Our Medics carry out Advanced CPR using adjuncts and enhanced casualty and scene management skills. We have medics available on duty at all sites nationwide 24/7, 365 days a year.



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 maintain a 24/7 capability of operationally competent PIMs who perform the function internally within the CNC and can act in support of Home Office/ Police Scotland PIMs if required. CNC PIMs not only manage post incident procedures in respect of the discharge of police firearms, but they are also trained to deal with any cases of death or serious injury following police contact, in line with the relevant Authorised Professional Practice.

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 policing 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 specially trained armed and unarmed 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 our deployments.



Special Branch

In partnership with the British civil nuclear industry, national security agencies and regulatory bodies, CNC Special Branch will gather, assess, and develop information in support of the Constabulary's Mission and Concept of Operations. We will respond to threat intelligence to detect and prevent any attacker whose intent is the theft or sabotage of nuclear material, whether static or in transit. If an attack occurs, we will pursue those responsible as part of the CTP network response.

Strategic Escort Group

The Strategic Escort Group (SEG) is a specialist team of officers who travel by road, rail and sea to defend and protect nuclear material in transit around the UK and internationally. SEG officers are multifaceted and are trained in all three elements of the role profile. They undertake bespoke training courses with the Royal Navy, other police forces and specialist agencies to operate specialist weapon systems and tactics within unique environments, this will

include the use of Binocular Night Vision Devices (BNVD's). In its current format, the CNC SEG has been providing armed escort services to the international nuclear industry since 1997, safely escorting Category 1 NM and occasionally categories 2 & 3, as directed by the Office for Nuclear Regulation (Security).

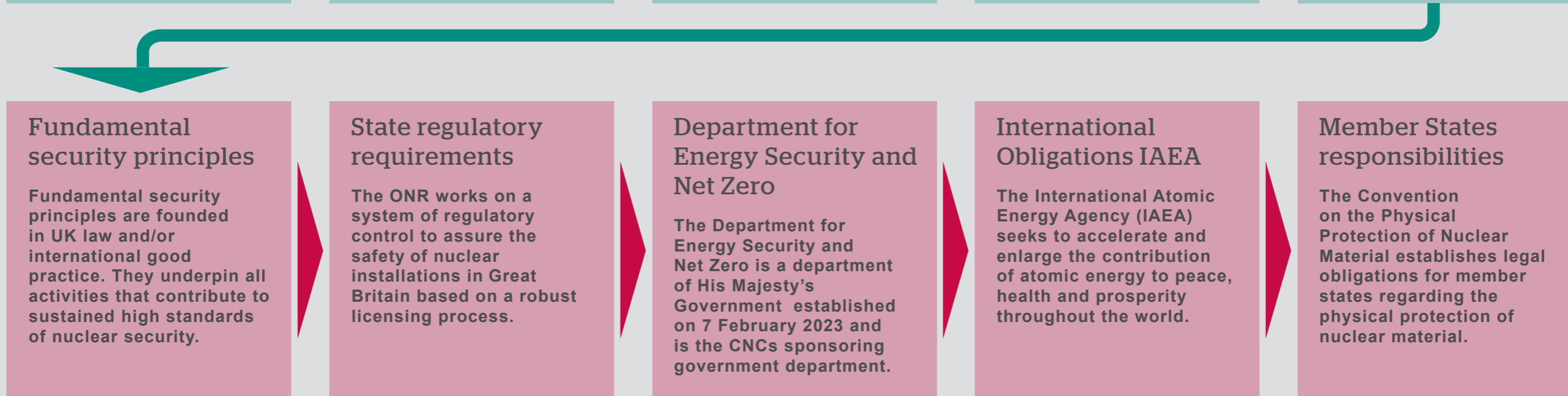
World class training facilities - Griffin Park

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's role in the protection of nuclear material

The CNC

The CNC is an infrastructure police force dedicated to the protection of civil nuclear sites across England and Scotland and nuclear material when in transit around the world. We must abide by site regulations, nuclear site security plans and licensing conditions and are regulated by the Office for Nuclear Regulation (ONR).



Physical protection of nuclear sites and materials

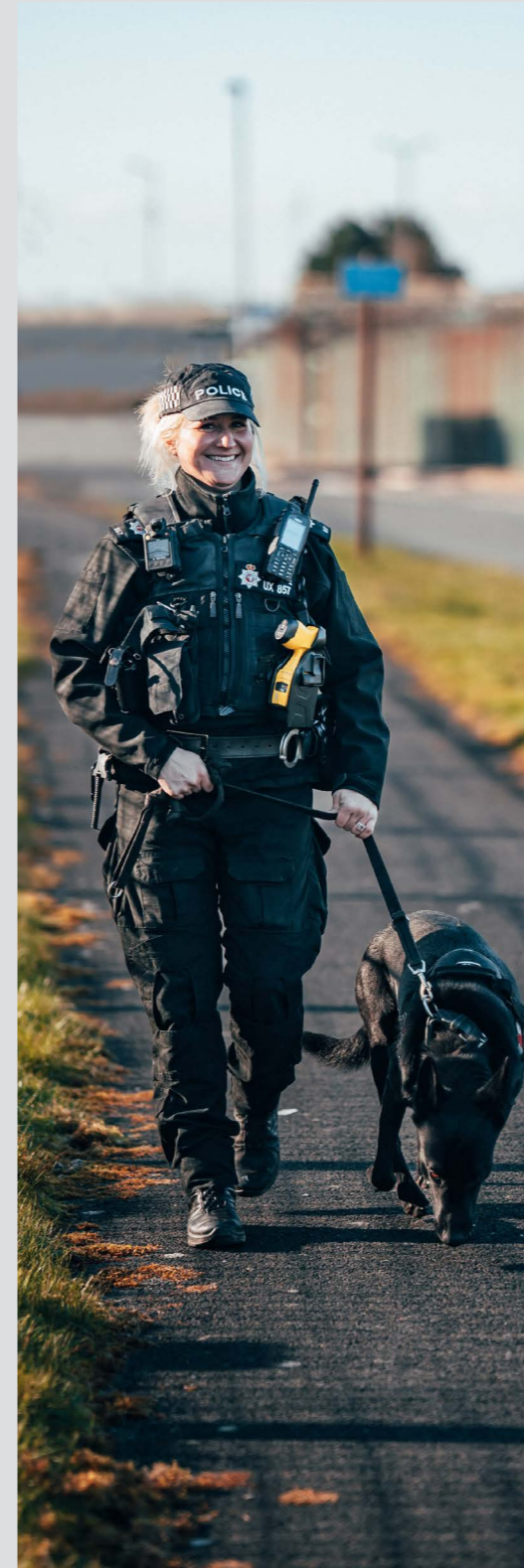
Member states must meet the IAEA requirements for safeguarding of nuclear facilities and material. The state assign physical protection responsibilities to relevant competent authorities.

Performance and Governance

The CNC play a vital counter terrorism role in denying unauthorised access to civil nuclear sites and material. As an armed police force dedicated to the protection of critical infrastructure, 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 – License us to ensure we are a fit for purpose, effective, armed police force.
- His Majesty's Inspectorate of Policing and Fire and Rescue Services (HMICFRS) - responsible for the independent inspection of the effectiveness and efficiency of the CNC.
- 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 Energy Security and Net Zero'. To find out more about our governance, performance and budget, read our Annual Report and Accounts at www.gov.uk/cnc

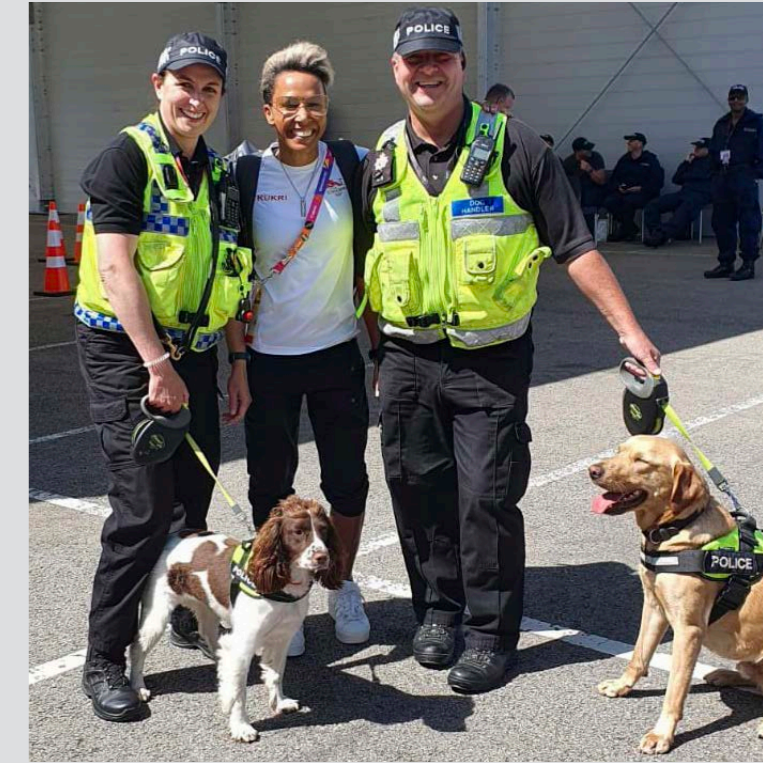
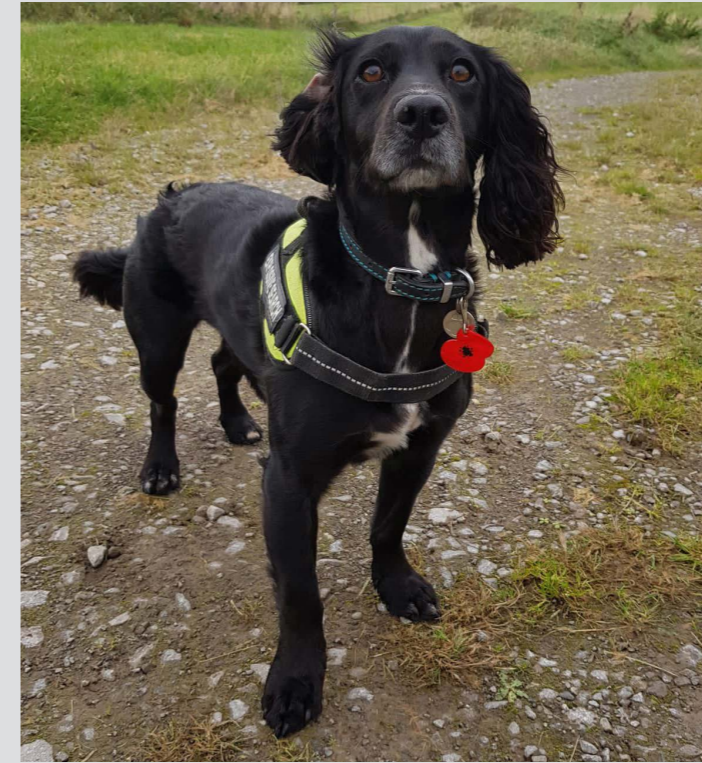
The CNC collects a wide range of metrics across the organisation that inform managers of the performance within their own teams, and how their performance feeds into the four goals of the CNC as defined in the three-year strategy and the Annual Business Plan.



CNC achievements 2022/23

The CNC has continued to deliver its critical Mission throughout 2022/23 and have seen a number of successes, including:

- Proud to take part in Operation London Bridge, the largest ever policing operation which ensured Her Majesty Queen Elizabeth II was laid to rest peacefully. CNC deployed nearly 300 officers over five days to locations in London and Windsor, including two officers to line the route of the Funeral Cortege
- Six CNC dog handlers and their Explosive detection Dogs were deployed to various venues in Birmingham to keep the Commonwealth Games safe. Seven CNC officers were also provided to work as weapons issuers for the event
- We provided nearly 40 officers over eight days to support West Midlands Police in their operation to police the Conservative Party Conference. As well as guarding the venue, CNC officers carried out foot patrols in and around the conference venue
- The College of Policing were able to confirm our Firearms Training Licence with no development plan and on day one of a two-day inspection visit. This speaks volumes about how far the CNC has come as an organisation, which is now recognised internationally as a leading armed police force. The College licence process is robust and intrusive, and the majority of forces are granted a licence with an associated development plan. The CNC remains fully licenced and with no development plan.
- Our Strategic Escort Group supported by PNTL and NTS have undertaken one international escort operation, Operation Ceorl was a Category 1 Nuclear move between France to Japan, the fuel was collected and successfully delivered by the Pacific Egret, escorted by the Pacific Heron. The Operation lasted a total of 85 days covering a total distance of 24,000 miles, this is only 901 miles short of the circumference of the earth
- Since opening in 2020 over 2,000,000 rounds have been fired at Griffin Park Tactical Training Centre (GPTTC) and over the last year, over 8,000 people trained or visited the facility. Training has been provided to those working in organisations including the Police National Training team, West Midlands Police, Greater Manchester Police, Lancashire Constabulary, Cumbria Police, Police Scotland, and the Mitie Guard force. GPTTC also hosted visitors from the Northumbria Constabulary, Staffordshire Police Rifle Team, College of Policing, Sellafield Ltd, NDA, Netherlands and New Zealand police and military staff, and the Royal Navy
- We have fully rolled out Body Worn Video to all front-line police officers, ensuring we remain compliant with the national curriculum and providing officers with invaluable support when interacting with the public or dealing with incidents. Officers have produced nearly 5,000 video files, the vast majority of which are deleted, with the ones that are needed for evidence passed to the Home Office force investigating



- CNC introduced a new Business and People Support System (BPSS) to replace the Multi Force Shared Service (MFSS), which ceased to operate in October 2022. We worked throughout the year 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
- Underwent an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2022 as part of the wide-reaching review into police vetting and misconduct procedures. Along with all other police forces in England and Wales, we continue to implement the recommendations from the report and will do so throughout 2023/24.

Leadership, Performance and Standards



DCC Stephen Martin
OBE, QPM

The role of the Deputy Chief Constable (DCC) is to support the Chief Constable in leading the Constabulary. He assists in creating a vision, direction and culture for the force that builds public, stakeholder and organisational confidence and trust, all of which are vital in enabling the delivery of an effective policing service.

The DCC holds direct operational accountability for the delivery of the Constabulary's core role in protecting the nation's nuclear interests, as well as the CNC response to general policing duties in support of Home Office police forces. Of particular focus is the protection afforded by the vigilance of our role as an armed police service and in providing counter terrorism firearms support to Home Office forces at times of mutual aid, whilst always sustaining CNC's core strategic responsibilities to energy sector stakeholders.

The DCC has strategic oversight and responsibility for organisational performance, including delivering our three-year strategy efficiently and effectively through the CNC's delivery plan. He is also responsible for the vital area of Equality, Diversity and Inclusion (EDI), leading our EDI Governance Group to ensure we are an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form. The EDI team looks forward to working with colleagues to deliver on the objectives set out in our new EDI Strategy published this year.

Professional Standards and Vetting are two other areas of responsibility resting with the DCC and both are of critical importance. We are fully committed to rooting out corrupt and criminal officers from our ranks, and are in the process of investing in both the capability and capacity of our Professional Standards Department. Policing can only legitimately exercise its functions with the confidence, trust, and co-operation of the public. We are determined to play our part in securing it.

With the high number of Authorised Firearms Officers in the CNC, training is always a priority area. We are accredited by the Police College with a National Firearms Training

Licence and use our expertise to train not just our own officers but those from some other forces. Currently, The DCC is leading on a review of our training departments to bring them under a more unified structure with greater quality assurance and ongoing evaluation. A new Training Strategy is being developed which will encompass not just our Firearms requirements but all other necessary training and professional development of our officers and staff. Our 'Initial Foundation Course' for new officers is being modified to meet the requirements of a Level 4 Apprenticeship, and a strategic partnership with an academic partner is being actively considered.

The CNC continually reviews how it does its business and seeks opportunities to improve utilising good practice, technology, and innovation. It is essential that our operational officers and staff are properly trained, equipped, and supported to deliver our mission. Every initiative that is developed enables us to be forward thinking, building and developing operational capability, delivering value for money and ensuring we are positioned and prepared to mitigate emerging threat and risk, keeping the public safe and placing our people at the heart of all that we do.



Operations Division



ACC Louise Harrison

The Operations directorate consists of the North and South Divisions and the Firearms Training Unit. We are tireless in our pursuit of delivering an excellent service to our internal and external stakeholders and the community. As well as ensuring we are protecting our sites, we are focussed on continually improving our service provision by ensuring our officers and staff have the capabilities and capacity required to excel in their roles.

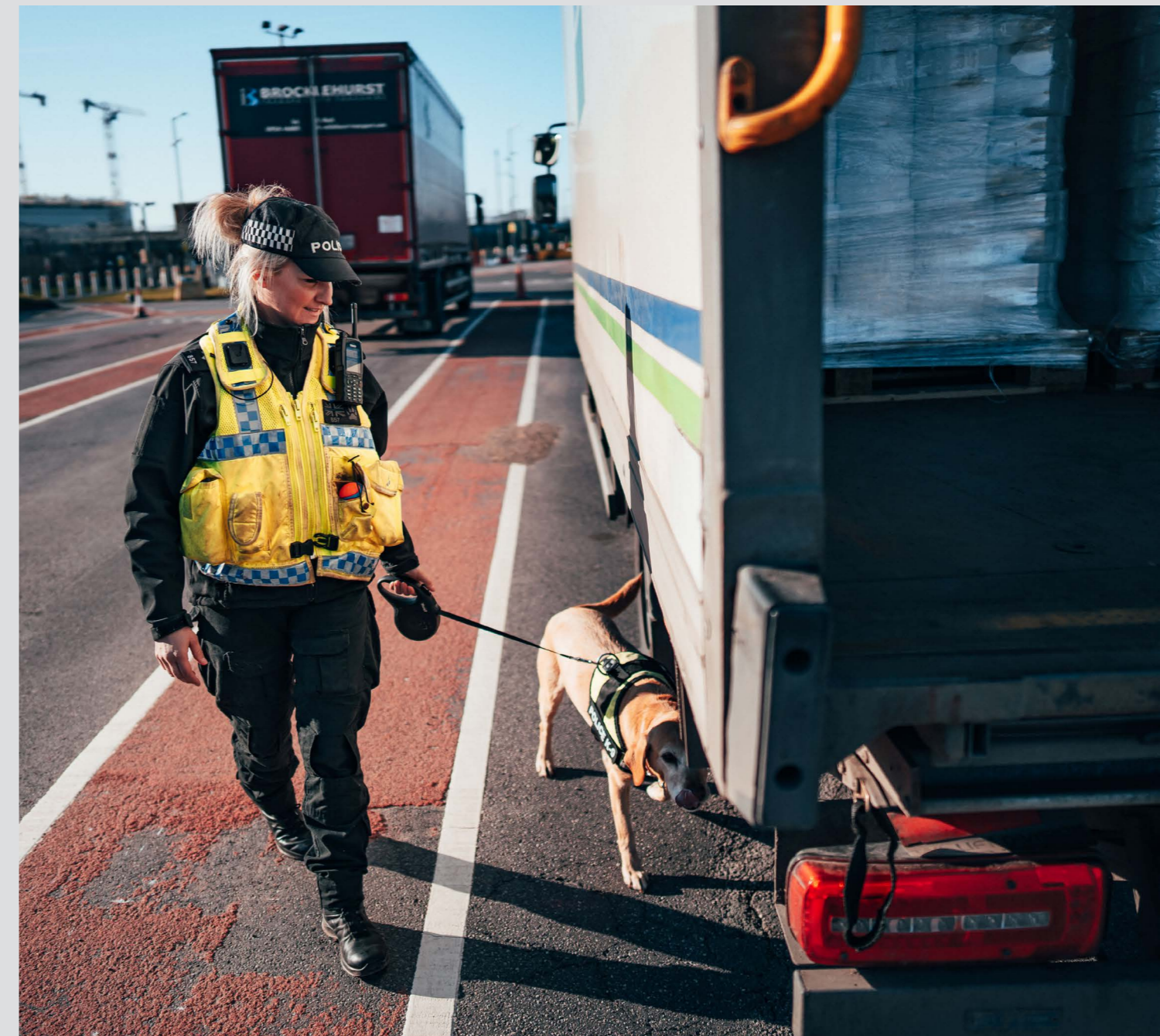
The year ahead will continue to see us meeting the challenges of policing in a nuclear environment head-on with exciting projects for service expansion such as Hinkley Point C. In partnership with key stakeholders, we will continuously improve and adapt to deter and respond to threats facing the sites to which we are deployed. We will maintain our effectiveness through joint training, response model testing, and counter terrorist exercises. We will continue to maintain our strategic escort group capabilities in preparation for escorting nuclear materials.

Last year we had the privilege of supporting our wider policing family with mutual aid deployments and at significant events such as Operation London Bridge, and we will continue to play our role keeping the public safe.

Policing needs to rebuild its reputation and confidence with the public, and as part of our commitment to this important work, we have launched our Proud to Protect initiative. This force-wide programme of work will be delivered during the period of this annual plan. This work will focus on the

Force's collective responsibilities to improve standards and create an environment where our officers can thrive and be confident enough to challenge any inappropriate, unacceptable, or unwanted behaviour.

It will also enhance our approach to onsite and offsite tactical taskings, making best use of our resources. We will further develop our Continuous Professional Evaluation to ensure we are consistently and continuously evaluating ourselves and our activity, taking prompt steps to address any issues and to learn from experience.



Governance and Enabling Services



Richard Cawdron
Director of Governance
and Enabling Services

The Directorate of Governance and Enabling Services (G&ES) encompasses many of the support functions that are essential for our frontline officers to carry out their vitally important role in protecting critical national infrastructure.

Our Directorate is responsible for a wide variety of departments who provide support services, ranging from Estates, who manage the CNC's built environment including strategic planning, leases and licenses, minor works and maintenance, and building related service contracts; to IT, who support our objectives by fulfilling technical requirements, securing IT infrastructure, enabling data and supporting our users; to Security, who are responsible for the provision of security guidance and specialist advice to the CNPA, CNC officers, staff, including contractors and third party suppliers.

We are also responsible for all Governance and Assurance, including portfolio assurance for programmes and projects; Information Governance including Data Protection and Freedom of Information; Inspections, Assurance and Organisational Learning, who perform their role to ensure that internal processes and procedures are in place to manage risk; and the Risk department, who identify, assess and monitor risk at various levels of the organisation.

The Finance Department is led by Rob Poole, Chief Finance Officer and is an important part of the G&ES Directorate. They are responsible for providing sound advice and guidance on financial planning at all levels; ensuring that the Constabulary's financial affairs are conducted in accordance with government policies and all relevant statutory and legal requirements; providing support across the organisation in the management and control of risk and are heavily involved in ensuring that CNPA employees and suppliers are paid correctly and in a timely manner. Departmental objectives are geared towards improved financial, performance and risk information flow and increased stakeholder involvement.

Strategic Development also became part of the G&ES Directorate in 2022. This function provides an analytical and horizon scanning capability to support the development of operational capabilities and emerging business areas. The team works with all

functions of the organisation to inform and influence future corporate strategy, planning and delivery and is responsible for delivering extensive projects, such as Hinkley Point C and developing emerging opportunities for service expansion.

Finally, we also have responsibility for Legal Services covering claims and tribunals and professional legal advice; Procurement, who locate, acquire and buy goods, services or works; and Corporate Communications, who are responsible for the Constabulary's internal, external and stakeholder communication and the CNC's branding.

As one of the largest Directorates and portfolio areas in the organisation, the Senior Management Team ensures we are maximising our effectiveness and efficiency at every opportunity, while still making it possible for our frontline to carry out their Mission keeping the public safe and protecting nuclear sites and materials.



People and Organisational Development



Nicola Bacon
Director of People and Organisational Development

The People Directorate is vital to the success of the organisation and provides people management, organisational development, people change and learning and development services to the CNC.

As a Directorate we cover all things people related, including Human Resources, Occupational Health and Wellbeing and People Change.

The Directorate exists to support the CNC in delivering its ambition and in building an inclusive and engaged workforce that is agile and dynamic. We will do this by attracting, developing and retaining the best people for our profession and leading them to high performance in a healthy, fit, and safe environment.

We provide an award-winning Occupational Health and Wellbeing provision to all employees, including access to physiotherapy for both officers and staff, access to a 24/7, 365 days a year Employee Assistance Programme, tailored lifestyle and fitness support, access to Mental Health First Aiders, and a network of fitness and wellness champions across the Constabulary.

As an organisation that recognises that people are at the heart of all that we do, the People Directorate delivers the services our employees need to enjoy a successful and supportive CNC career. We will ensure we are set up to meet our mission, with the right structures to attract, retain, develop and reward our people.



Diversity, Inclusivity and Wellbeing



The Civil Nuclear Constabulary strives to be an organisation in which every individual is valued and respected and where equality, diversity, and inclusion (EDI) responsibilities are shared by all. This year will see the launch of our new EDI Strategy, which includes our EDI Vision: ‘To continue to build an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form.’

We will actively celebrate difference and encourage diversity and equity across the organisation.

We recognise that our commitment towards EDI is integral to everything we are trying to achieve as an organisation going forward and must be the golden thread that runs through all that we do.

As well as the publication of our EDI Strategy, we have an established governance structure in place and a plan on what we want to deliver in this area. We will continue to go beyond equality and strive for equity to ensure everyone has the same opportunities and resources needed to reach an equal outcome. We will deliver this by:

- Ensuring the CNC complies with the main Equality Duties and publishes annual reports and analysis to show progress
- Achieving our objectives in the EDI Strategy by delivering targeted work and solutions as part of our EDI Delivery Plan
- Launch and embed four dedicated EDI Affinity Networks;

1. DAWN – the Diverse Ability and Wellness Network who provide support for matters related to mental and physical health, disability support (including physical and neurodivergent conditions), age related issues, family support and carer support

2. FAME – the Faith and Multi-Ethnic Network supporting officers and staff from Minority Ethnic backgrounds and those who follow a religious belief

3. GAIN – The Gender Affinity Inclusion Network supporting officers and staff with gender-based issues and encompassing the Women’s Equity Network, the Men’s Care Network, VAWG (Violence Against Women and Girls), New Parents Support, Endometriosis Support and Menopause Support

4. PRIDE – comprising of Griffin’s Pride and Transform and covering all LGBTQ+ issues

- Improve our data recording of protected characteristics so we achieve improved understanding of any barriers that exist preventing underrepresented groups from joining and remaining with the CNC and increased trust and confidence with our communities and our stakeholders

- Improving mechanisms designed to increase workforce diversity and secure % increase in terms of Gender and Ethnicity and monitor pay gap reduction targets for both areas to ensure better outcomes

Wellbeing at the CNC


The CNC is proud of our award-winning Occupational Health and Wellbeing department and our steps 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 Affinity Networks; the hundreds of employees who have volunteered to be 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 plans underpin the work that we do in Occupational Health and Wellbeing. They set 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 are measured. 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 10 years’, and we are proud to be an organisation that is committed to supporting the wellbeing of its employees.

Our Strategic Goals

<p>GOAL 1</p>	<p>Maintain the CNC core mission and offer its unique capabilities to benefit the wider policing and security infrastructure</p>
	<p>We will build on the progress made during the last three years, maintaining the confidence of our stakeholders.</p> <p>We will deliver a protective counter terrorist capability, integrated with partner resources, well equipped, well trained and tested.</p> <p>We will maintain our commitment to provide armed officers in support of other forces.</p> <p>We will enhance our training estate and capabilities following on from the foundations built as part of our previous Strategic Plan.</p> <p>We will continue to look for opportunities to manage the fluctuating demand for our services.</p>

<p>GOAL 2</p>	<p>Enhance the effectiveness and efficiency of the CNC</p>
	<p>We will drive greater efficiencies across all our services.</p> <p>We will develop our commercial outlook to better understand when to broaden our services and access new markets, and how our enabling services can support mission effectiveness and enhance our efficiency.</p> <p>We will continue to shape opportunities to build on our learning and ensure that technology, cyber and sustainability initiatives evolve to deliver with speed and a focus on maintaining a resilient operational capability.</p>

<p>GOAL 3</p>	<p>Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce</p>
	<p>Our workforce is our best asset. To deliver our mission successfully, we need the right people with the right attitude and aptitude to fulfil the challenging role of officers and staff; supported with the right training, equipment and motivated by value-based leadership.</p> <p>We must achieve a culture where we are all working together to bring out the best of each individual and team.</p>



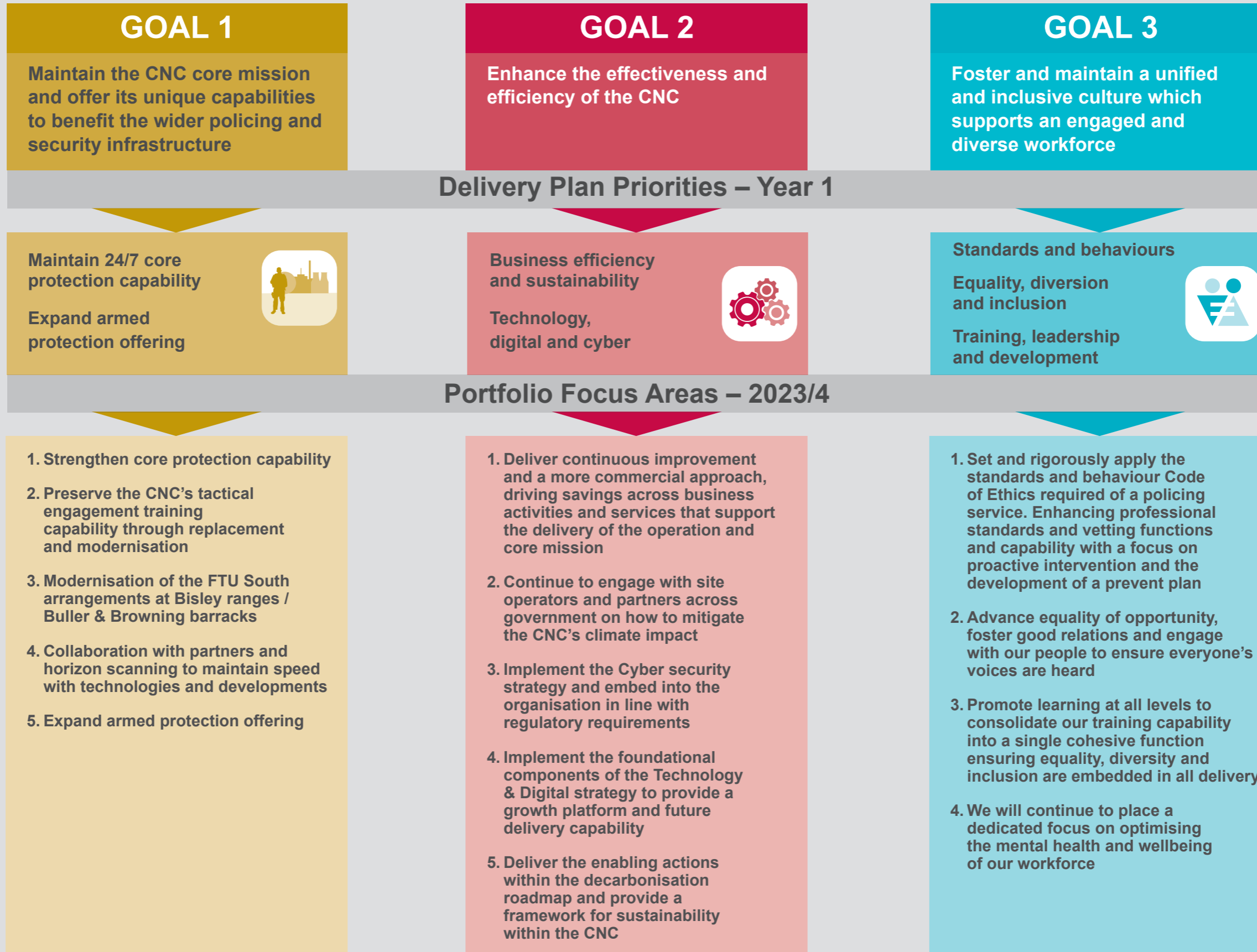
Our Strategic Goals



GOAL 1	
Maintain the CNC core mission and offer its unique capabilities to benefit the wider policing and security infrastructure	
Maintain 24/7 Core Protection Capability	Continuously improve how we deter and respond to threats by maintaining and strengthening core mission effectiveness.
Expand Armed Protection Offering	Broaden our service offering allowing us to flexibly scale fluctuations in demand.
GOAL 2	
Enhance the effectiveness and efficiency of the CNC	
Business Efficiency and sustainability	Deliver continuous improvement and a more commercial approach, driving savings across business activities and operational services that support the delivery of the core mission and supporting collaborations.
Technology, Digital and Cyber	Continue to improve technology and digital components to support mission effectiveness and deliver efficiencies for the organisation. Through collaboration improve cyber resilience and awareness of the CNC to counter the evolving cyber threat.
GOAL 3	
Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce	
Standards and Behaviour	Set and rigorously apply the standards and behaviour required of a policing service. We will enhance our professional standards and vetting functions and capability with a focus on proactive intervention and the development of a prevent plan.
Equality, Diversity and Inclusion	Advance equality of opportunity, foster good relations and engage with our people to ensure everyone's voices are heard.
Training and Development	We will promote learning at all levels across the organisation consolidating our training capability into a single cohesive function ensuring equality, diversity and inclusion are embedded in all delivery.
Wellbeing	We will continue to place a dedicated focus on optimising the mental health and wellbeing of our workforce.

Plan on a page

Overarching Strategic Goals – 2023/24



Annual Business Plan Deliverables

GOAL 1

Maintain 24/7 Core Protection Capability

Continuously improve how we deter and respond to threats by maintaining and strengthening core mission effectiveness.

Our deliverables in the year will be:

Deliverable	When
Produce a full business case to replace the current tactical engagement training capability.	Q4
Carry out no fewer than 100 Servator disruption patrols across all CNC sites each month.	Each quarter
Demonstrate compliance with Nuclear Site Security Plans at each site annually.	Q4
Produce standardised training policies and procedures for all CNC control rooms.	Q4
Complete the assessment and outline business case for the incident management system replacement.	Q4

Performance indicators:

- Results from internal inspection of control room policy and processes.
- Compliance with Nuclear Site Security Plans through Office Nuclear Regulation annual testing regime
- Participation in at least 1200 Servator deployments each year.
- Delivery of the outcomes against key milestone dates for the following projects:
 - o Tactical Engagement Training Capability
 - o Control Command Centre upgrade and Incident Management System upgrade

GOAL 1

Expand Armed Protection Offering

Broaden our service offering allowing us to flexibly scale fluctuations in demand.

Our deliverables in the year will be:

Deliverable	When
Deliver the requirements set out by Department for Energy Security and Net Zero to broaden CNC armed protection offering outside nuclear.	Q4
In collaboration with EDF develop the preparatory work and outline plans to provide appropriate armed protective services to Hinkley Point C new build nuclear site.	Q4
Develop a diverse talent acquisition plan and recruit the required number of officers and staff to deliver service change during 2024/25.	Q4

Performance indicators:

- Internal assurance gateway reviews of Hinkley Point C armed protective security plans
- Results from internal inspection into service change recruitment planning

GOAL 2

Business Efficiency and Sustainability

Deliver continuous improvement and a more commercial approach, driving savings across business activities and operational services that support the delivery of the core mission and supporting collaborations.

Our deliverables in the year will be:

Deliverable	When
Establish a process for continuous improvement. Identify cashable efficiencies for delivery during 2023/24.	Q4
Establish a plan and produce a business case to relocate Headquarters in collaboration with nuclear stakeholders to identify a suitable property.	Q4
Produce a Decarbonisation roadmap to present to the CNPA. Deliver prioritised elements of Decarbonisation roadmap.	Q2 Q4
Deliver a balanced budget and unqualified audit opinion.	Q4
Produce a revised fleet strategy. Produce an Estates Strategy.	Q3 Q2
Introduce a refreshed contract management regime to drive efficiencies and security requirements.	Q4
Produce a full business case and options appraisal for the replacement of the tactical training facilities in the South.	Q3

Performance indicators:

- Cashable procurement savings
- % of key contracts where KPIs are at or above agreed targets (VFM contract management)
- Unqualified audit opinion (annual) including efficiency opinion
- Deliver actual spend within 1% of budget
- Progress with CNC Decarbonisation roadmap

GOAL 2

Technology & Digital

Continue to improve technology and digital components to support mission effectiveness and deliver efficiencies for the organisation.

Cyber Resilience and Awareness

Through collaboration with government and industry partners, improve cyber resilience and awareness of the CNC, to counter the evolving cyber threat.

Our deliverables in the year will be:

Deliverable	When
Complete the final delivery of PROFITS.	Q1
Complete the wide area network re-compete process.	Q4
Deliver improvements in NIST assessment scores in line with the CNC Cyber Security strategy towards target of 2.86.	Q4

Performance indicators:

- % of staff and officers completing cyber awareness training
- Improvement of NIST score towards target of 2.86

GOAL 3

Standards and Behaviour

Set and rigorously apply the standards and behaviour required of a policing service. Enhance professional standards and vetting functions and capability with a focus on proactive intervention and the development of a prevent plan.

The full set of objectives and measures of success for goal three can be found in the healthy, fit and safe plan.

Our deliverables in the year will be:

Deliverable	When
Enhance the capabilities and capacity of the professional standards department in line with HMICFRS recommendations.	Q4
Complete the professional standards strategic assessment and national intelligence model complaint documentation.	Q3
Establish the onboarding of the Police National Database into the vetting department.	Q3
Complete all recommendations for forces as set out in the HMICFRS report into vetting, misconduct and misogyny in the police service.	Q3

Performance indicators:

- Response to inspection recommendations
- Evaluation of results of Stakeholder survey

GOAL 3

Equality, Diversity and Inclusion

Advance equality of opportunity, foster good relations and engage with our people to ensure everyone's voices are heard.

Our deliverables in the year will be:

Deliverable	When
Deliver improved collection of protected characteristics data in line with College of Policing national standard for recording workforce data collection.	Q4
Increase workforce awareness of four EDI priority areas through 100% of new starters and 75% of the current workforce completing a mandatory training programme in 2023/24.	Q4
Develop and deliver a dedicated internal webinar page for each affinity network, review meetings structure to ensure affinity network leads are able to attend Gold and Silver EDI working groups.	Q3
Develop and report on the ethnicity pay gap in line with national policing priorities.	Q4

Performance indicators:

- Completion of HMICFRS inspection recommendations
- Evaluation of results of Stakeholder survey
- Evaluating our progress against the staff survey and cultural maturity framework

GOAL 3

Training and Development	Promote learning at all levels across the organisation consolidating our training capability into a single cohesive function ensuring equity, diversity and inclusion are embedded in all delivery.
Leadership and Performance Management	Continue to support and develop our leadership capabilities at all levels of the organisation ensuring that clear standards and behaviours are maintained, and performance is managed proactively.

Our deliverables in the year will be:

Deliverable	When
Complete the integration of all training departments and training teams into a single division.	Q3
Complete the preparatory work to launch the delivery of the non-Home Office Apprenticeship scheme programme. Submit application to Ofsted in Feb 2024.	Q4
Develop and then publish the training delivery plan.	Q3
Complete phase 1 of the EDI learning and development plan through delivery of the revised corporate induction programme.	Q2
Complete phase 2 of the EDI learning and development plan through inclusion of EDI in management and leadership training.	Q3

Performance indicators:

- Evaluation of integration of all training departments
- % of staff and who have completed the designated EDI learning/training
- Customer satisfaction is good or better for facility users and recipients of training
- Number of development training requests delivered
- Evaluating our progress against the staff survey and cultural maturity framework

GOAL 3

Wellbeing	Continue to place a dedicated focus on optimizing the mental health and wellbeing of our workforce.
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Our deliverables in the year will be:

Deliverable	When
Actively promote and encourage usage of wellbeing services, working with the business to reduce stigma and improving awareness to maximise employee wellbeing.	Q3
Revise and embed a workplace adjustment passport with appropriate line management training to support neurodivergent employees, in addition to individuals with caring responsibilities, long term health conditions and disabilities enabling them to flourish and thrive in the workplace.	Q4
Develop and publish a policy to support officers and staff with caring responsibilities.	Q3
Continue to work collaboratively with the Department for Energy Security and Net Zero and other non-Home Office forces to embed the work of the police covenant within the CNC.	Q4

Performance indicators:

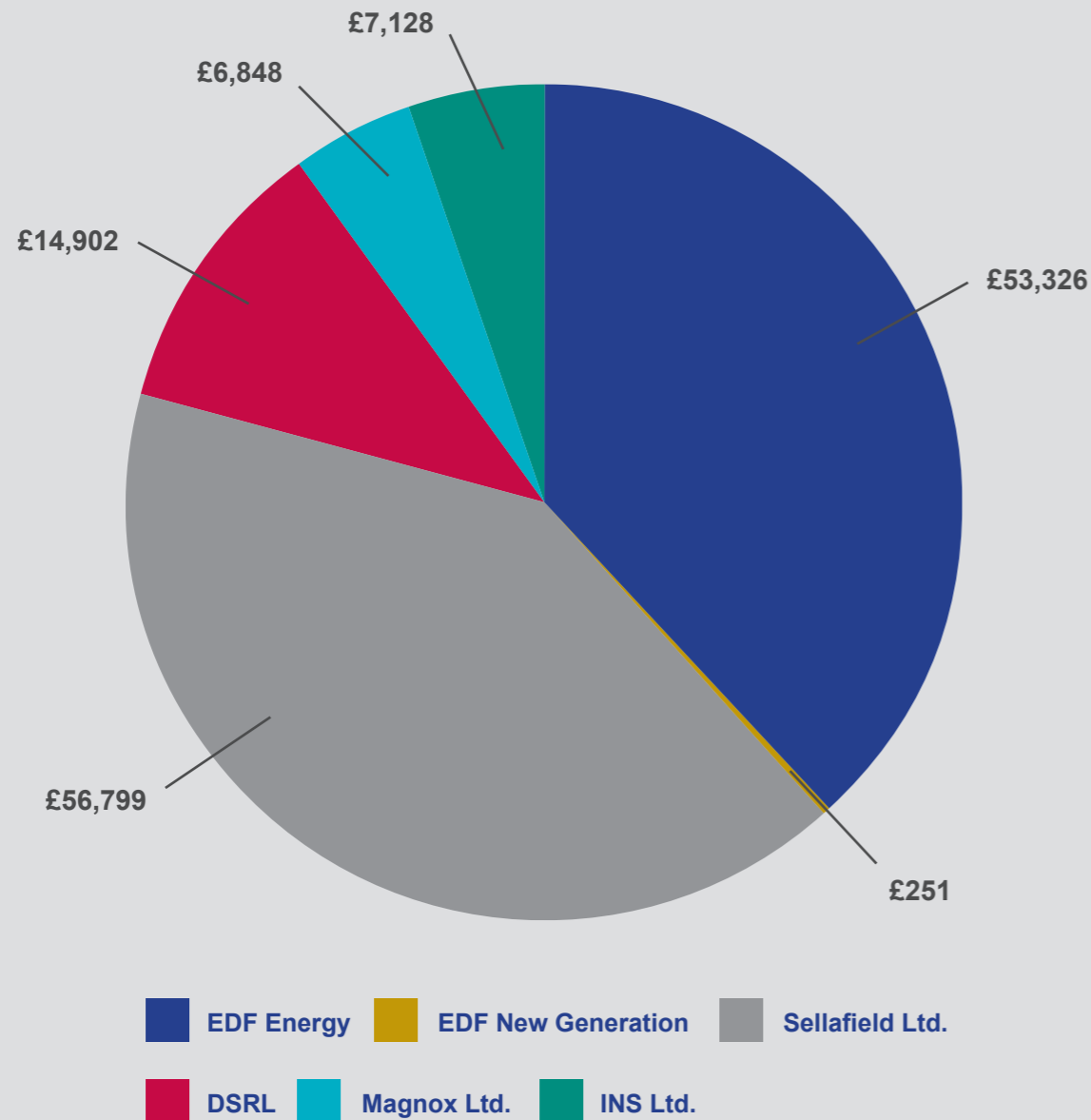
- The workplace adjustment passport is published and increased usage is demonstrated
- Evaluating our progress against the staff survey and cultural maturity framework
- Delivery of annual report to Home Office regarding delivery against the non-HO Covenant group

Financial Outlook

The funding model for the CNC means that much of the income to deliver services is provided by a range of civil nuclear site licence companies (SLCs). This plan focuses on the specific deliverables for 2023/24, which is the first year of the rolling Medium Term Financial Plan (MTFP). The financial plan ensures that funding is appropriately prioritised and that there is a clear focus on effective and efficient service delivery.

The funding provided by the SLCs is determined by the protection resources set out in the Nuclear Site Security Plans and used to deliver against the objectives in this plan. Fig 1 sets out the income from each of the SLCs.

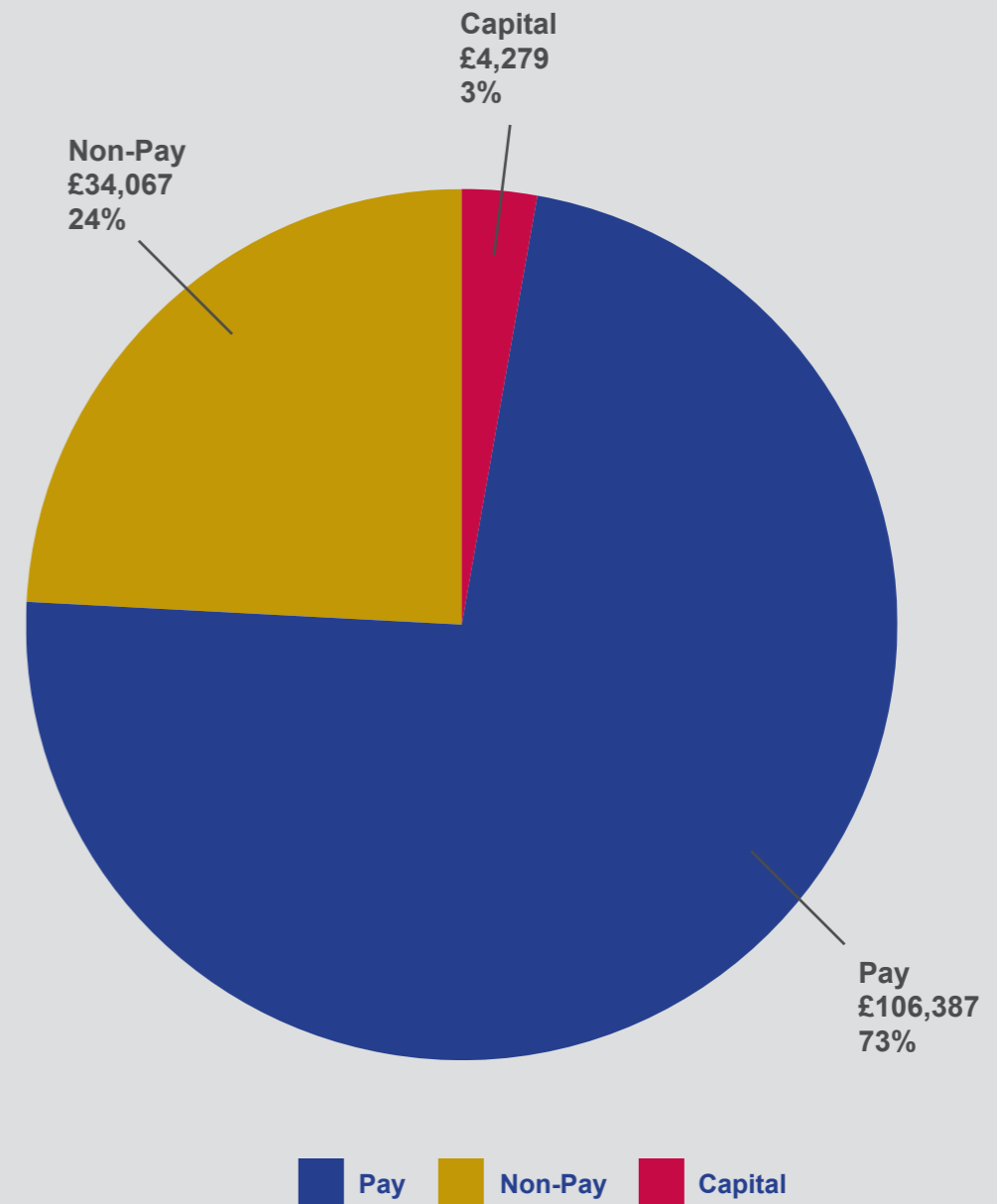
Fig 1 - Income from SLCs £m



In addition to income received from the SLCs, the CNPA receives funding from the Department of Energy Security and Net Zero to fund significant capital projects over £0.5m. For 2023/24, this is estimated to be £5.2m (subject to business case approval).

The total income from the SLCs and Department of Energy Security and Net Zero provides funding to deliver the business plan in 2023/24. Expenditure is grouped as illustrated in Fig 2:

Fig 2 - Expenditure Categories 2023/2024 £m



The table in (fig 3) details the summary of service delivery costs.

Fig 3 - Summary of Service Delivery £m

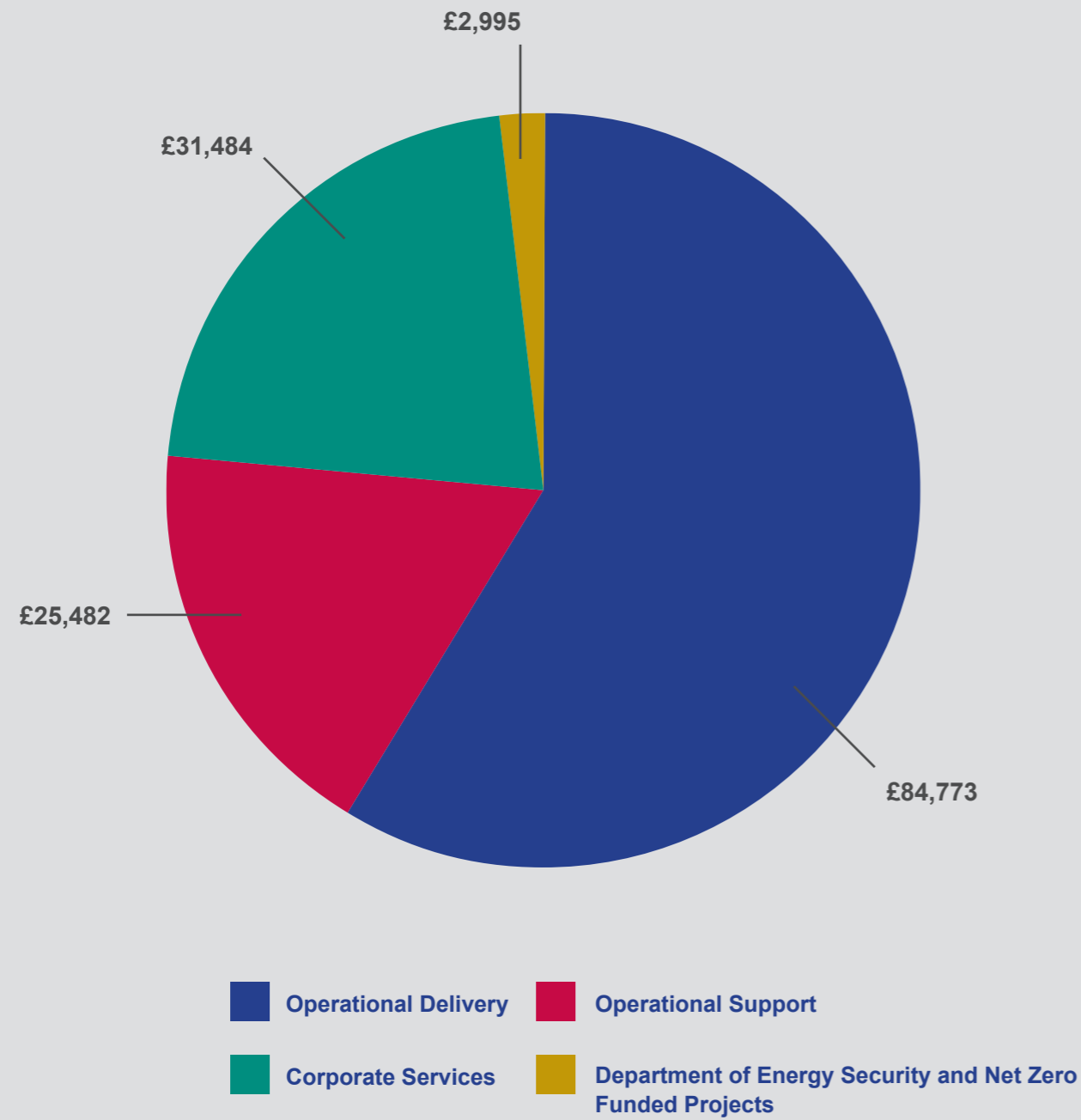
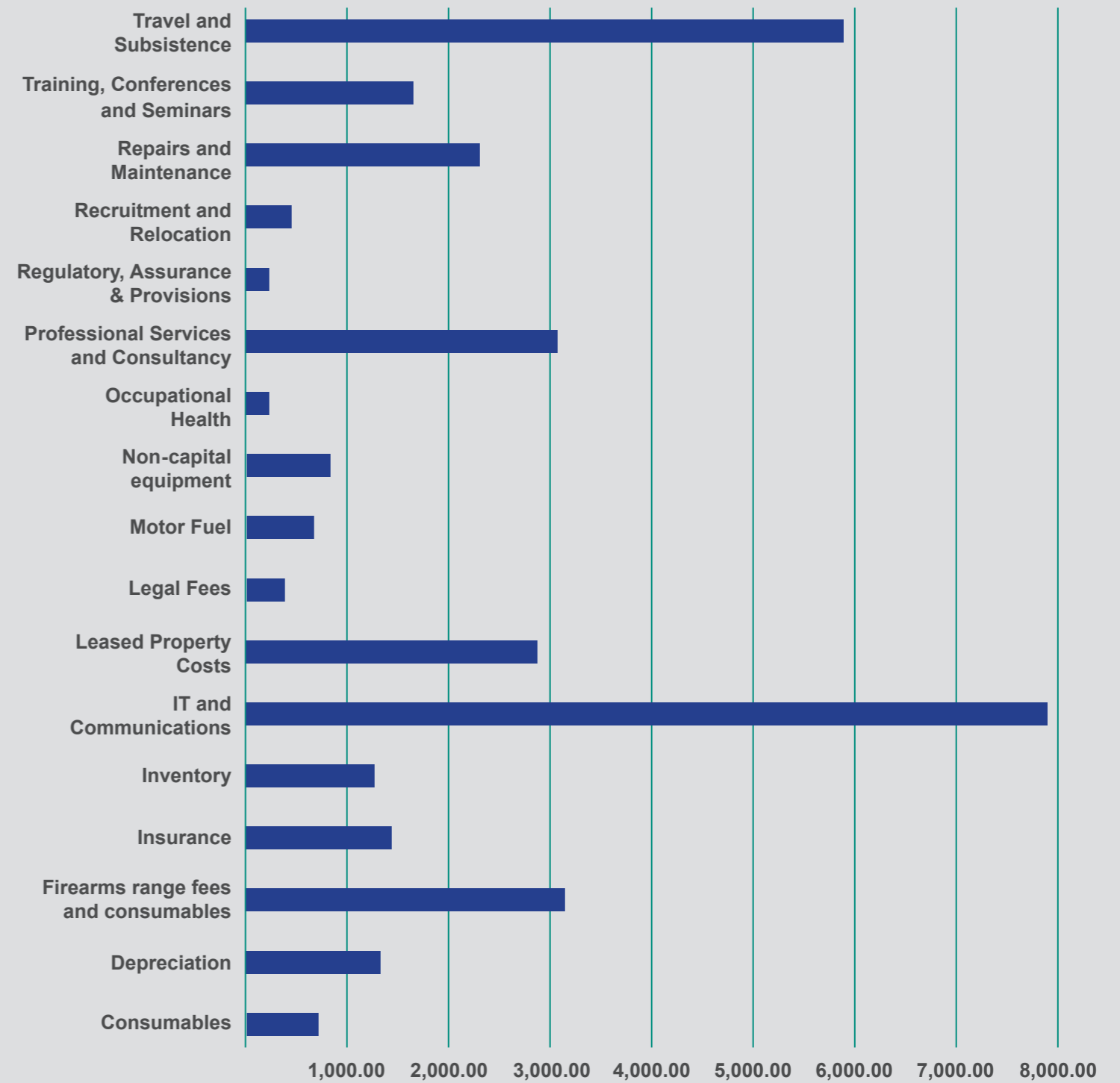


Fig 4: This table shows the non-pay expenditure summary.

Fig 4 - Non Pay Expenditure Summary £m



There are deliverables within the plan that have specific funding requirements, and these are being managed as follows:

Goal One

- The production of a full business case to the Department of Energy Security and Net Zero as part of the capital allocation in the Comprehensive Spending Review (CSR).
- An outline business case for the incident management system replacement is being produced during 2023. This work will set out the financial projections for delivery of the incident management system in 2024/25. This funding will be determined as part of the 2024/25 budget setting process.
- CNPA is working with the Department of Energy Security and Net Zero to determine the appropriate policy approach and funding that will support the CNC to broaden its armed protection offering outside nuclear. It is expected that initial project / business case funding will be in place for Q2 2023.
- In collaboration with EDF New Generation (Hinkley C) CNC is developing the preparatory work and outline plans to provide appropriate armed protective services to Hinkley Point C new build nuclear site. The budget for 2023/24 is agreed and CNC will work with EDF New Generation throughout the year to determine any additional funding requirements.

Goal Two

- The production of a full business case in Q3 2023 to relocate Headquarters. A full options appraisal will identify a suitable property, working in collaboration with nuclear stakeholders, and detail the estimated funding requirements. These will be managed as part of the 2024/25 budget setting process.
- Work to prioritise the elements of the Decarbonisation roadmap will be complete by Q3 2023. This will identify the requirements for a submission to the Public Sector Decarbonisation Scheme in 2023. The delivery plan will form part of the 2024/25 budget setting process.
- CNPA will be seeking the support of the Department of Energy Security and Net Zero to use part of the CSR allocation for 2023/24 following the production of a full business case and options appraisal for the replacement of the tactical training facilities in the South of England.

Goal Two

- Work to prepare a submission to Ofsted in Q4 2023/24 to enable the delivery of the non-Home Office Apprenticeship scheme programme will be completed in Q3 2023. If successful, the delivery of the Apprenticeship Scheme will be managed within existing resources.

Efficiency programme

Cost efficiencies have been identified for the 2023/24 business plan and are incorporated in the income and expenditure figures above. CNC has developed an internal governance group to oversee a continuous improvement programme for the full MTFP period. This will identify invest to save options; innovations in our ways of working; areas for working in partnership and collaboration with other organisations; and opportunities to spread overhead and operational support costs thereby reducing the burden on our SLCs. The first phase of these efficiency options will be presented to the CNPA for approval in Q3.

The Code of Ethics

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**

Civil Nuclear Constabulary



Annual Business Plan 2023/24