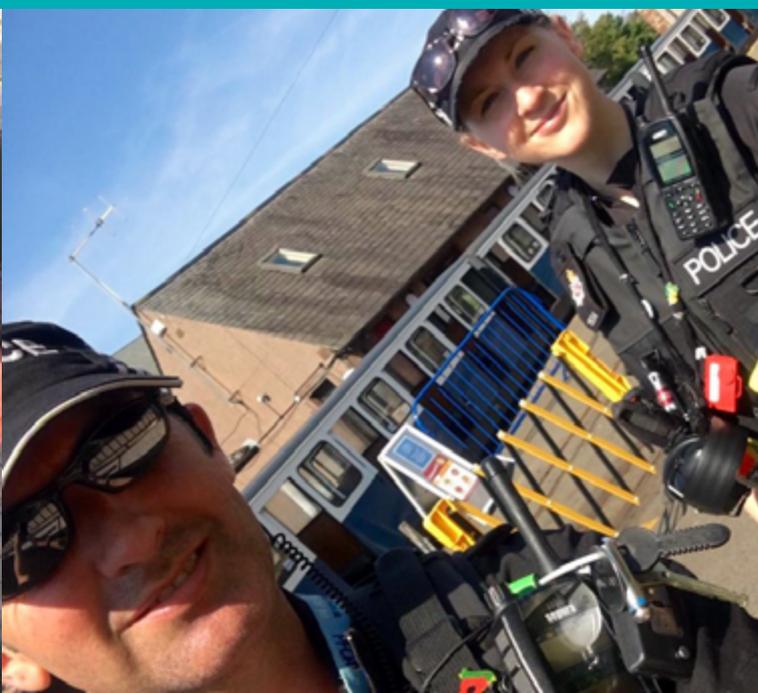


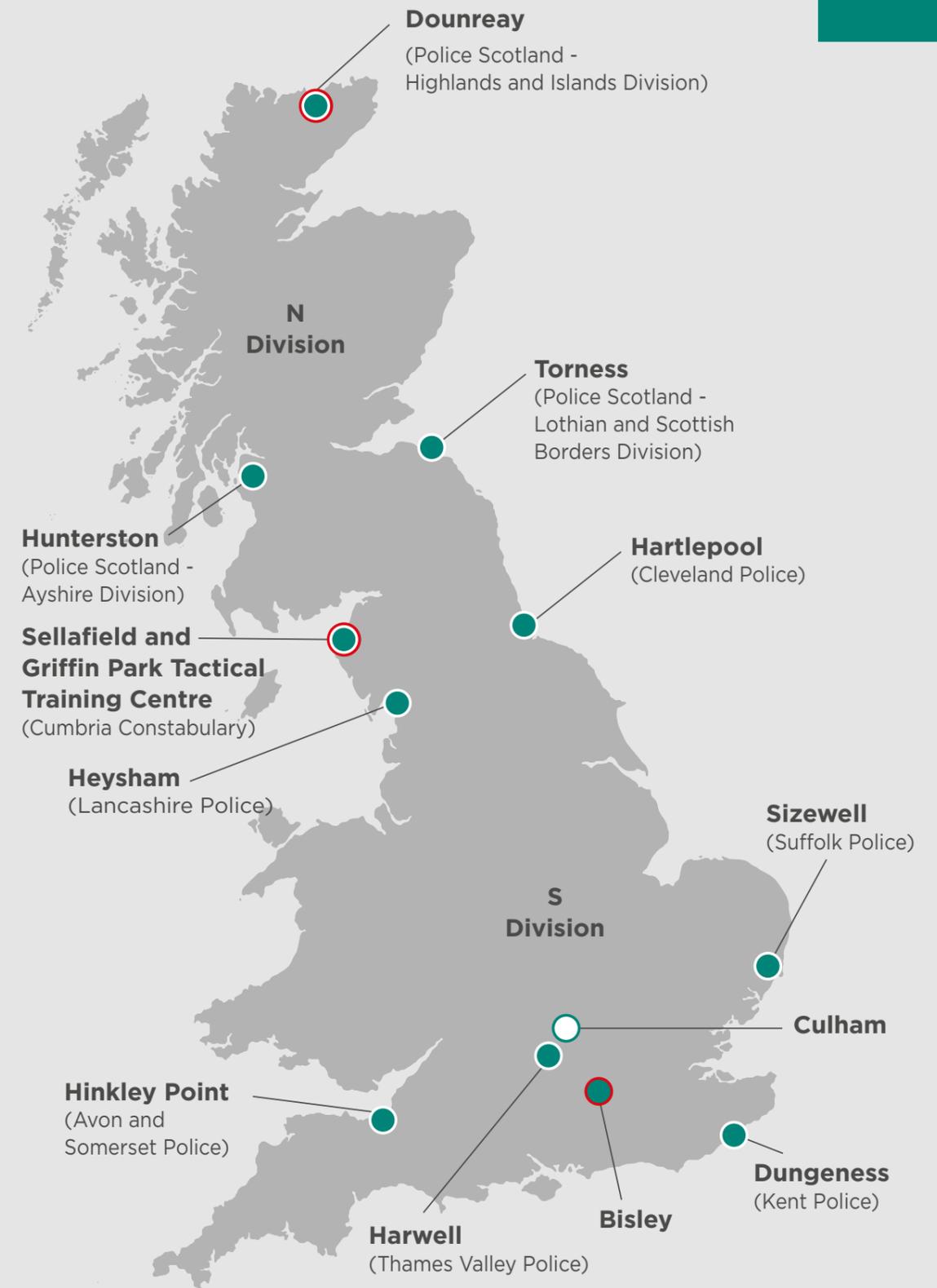


Civil Nuclear Constabulary

Annual Policing Plan
2021/22



CNC protected sites in the UK



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

● Operational Policing Units ● Firearms Training Units

Chief Constable's foreword



Simon Chesterman QPM

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Twitter: @ChestermanSimon

“As sworn police officers we are proud to be part of the wider policing family and we have a duty to protect the public, whether this is while performing our core role, patrolling the communities around our sites, or as part of the national armed surge capability.”

The CNC is a unique armed police force, trained to College of Policing standards. Our core role is the security of the nation's civil nuclear material and failure to deliver this is not an option.

As sworn police officers, we are proud to be part of the wider policing family and we have a duty to protect the public, whether this is whilst performing our core role; patrolling the communities in proximity to our sites; or as part of the national armed surge capability. We are accountable to the Civil Nuclear Police Authority and we are bound by the regulatory requirements placed on the civil nuclear industry by the Office of Nuclear Regulation.

Our annual policing plan aligns with the CNPA three-year Strategic Plan 2021/24 and the CNC three-year Delivery Plan and was authored and agreed in consultation with our stakeholders to set the operational direction of the CNC for the upcoming year.

The plan reflects our ambition to be recognised nationally and internationally as the United Kingdom's leading organisation for the provision of protective policing for the civil nuclear industry and other critical national infrastructure, and 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 2021/22; how we plan to achieve them and how the Constabulary will be held to account. This year will again see the CNC delivering its Mission and priorities against the backdrop of a global pandemic, which has changed the way our support services function and has meant our frontline has had to adapt to working with increased risk and virus-safety measures. 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 last 12 months. I remain confident that the ongoing health crisis will not impede our ability to fulfil our critically vital national role in 2021/22.

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

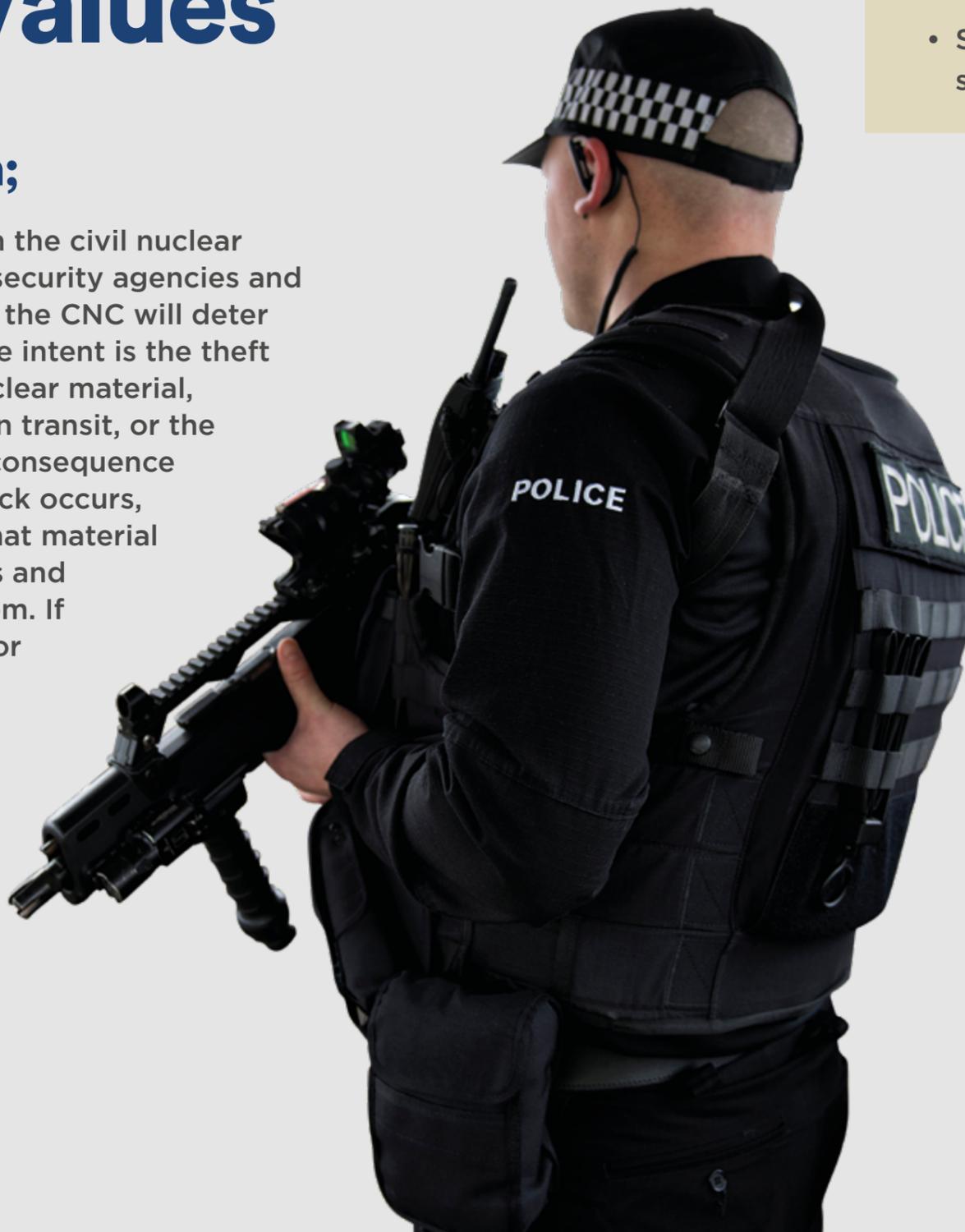
It is only through the hard work and dedication of our police officers and police staff that enables us as a collective to fulfil this challenging role.

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 over 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 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 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.

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). The ODU supports the patrols 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 13 dog handlers and 21 police dogs. The ODU also has five 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.

Firearms Commanders

The CNC maintains a cadre of strategic, tactical and operational firearms commanders, all trained to national College of Policing standards. The CNC has also developed a CNC incident command capability for all senior officers who are not accredited firearms commanders.

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 Interdiction team is trained to carry out increased dynamic movement in order to interdict and mitigate any threat.

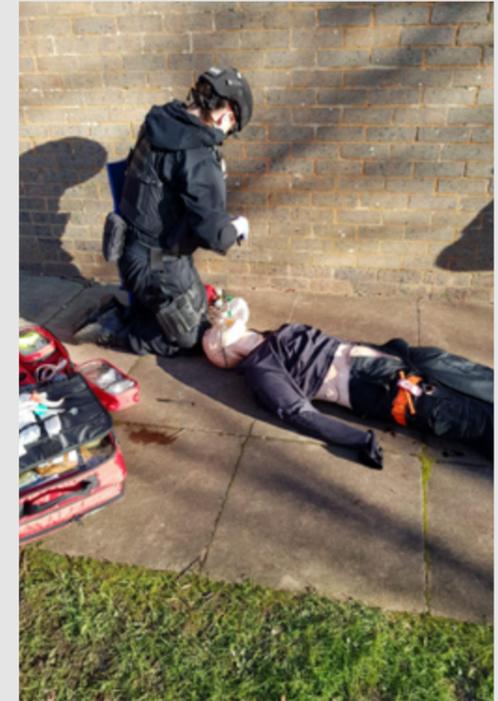
National Firearms Instructors

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 160 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.

Police medics

While all of our AFOs 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 maintain 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 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 (buses and trains) as well as substantial road network for vehicle related tactics.

CNC Operations Division



ACC L HARRISON

Louise.harrison@cnc.police.uk
Twitter: @ALouHarr

As Assistant Chief Constable (ACC) and Director of Operations, I am proud to lead alongside the professional command team in the North and South Divisions, whose focus is sat squarely on our people who ensure that we achieve the CNC Mission. Our key enduring requirement is to maintain a 24/7-armed response at civil nuclear sites through the provision of Authorised Firearms Officers (AFOs) with appropriate training, skills and capabilities to meet the regulatory requirements set by the Office for Nuclear Regulation. This is achieved through the development of nuclear site security plans devised by each site licensed company in accordance with Security Assessment Principles. 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 2021/22 we will consolidate existing collaborative working arrangements and seek to maximise the potential of our staff and our capability sustaining our preparedness to respond. We will continue to seek to upskill our staff to enable us to play our role in supporting our wider policing family and providing a critical national armed surge capability.



N Divisional Commander



Ch Supt M Vance

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

“The protection of the public is at the heart of what we do. It makes me proud as Divisional Commander to see my officers and staff working with partners to deliver our operational requirement on each of our sites on a 24/7 basis.”

N Division—Areas of Focus 2021/22

- The operational roll out of the Main Site Command Facility in conjunction with Sellafield Ltd
- Enhanced tactical firearms command arrangements at the Sellafield Operational Policing Unit (OPU)
- Delivery of the revised Operating Capability at Dounreay OPU in support of Dounreay Site Restoration Ltd
- Planning for and delivery of escort operations in support 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
- Ensure preparedness for deployment as the Strategic Armed Policing Reserve is maintained and effectively delivered if required
- Continuing to roll out CNC Project Servator in support of the national Project Servator team
- Continuing to develop collaborative and role enrichment opportunities with host force colleagues and government departments

S Divisional Commander



Ch Supt G Bell

Graham.bell@cnc.police.uk

“In addition to the operational units within S Division, we also are proud to have taken 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 2020/21

- Maintain and conduct regular reviews on plans for unit cessation, ensuring at all times ‘people focus’ is the priority
- Continue to engage collaboratively with stakeholders with regard to the Hinkley Point C policing model
- Full integration of key police staff functions into the Division, ensuring the operational requirements of the Constabulary are met

CNC Capability Division



DCC C ARMITT

Christoper.armitt@cnc.police.uk

As the Deputy Chief Constable (DCC), my role is to have strategic oversight and responsibility for the Capability and Change Directorate and the CNC three-year Delivery Plan. I also deputise for the Chief Constable and may discharge the same powers and duties in their absence.

The Capability and Change Directorate ensures that operational officers and staff are properly trained, equipped and supported to deliver our mission and protect the public. This is achieved 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'être.

Additionally, the Capability Directorate will oversee and support the delivery of the CNC three-year Delivery Plan that mobilises the CNPA Strategy and drives activity across key programmes and projects.

Capability Division Commander



Ch Supt D Worsell

Duncan.worsell@cnc.police.uk

Twitter: @duncanworsell

“I want us to continue to offer our frontline teams the training and other solutions they need to overcome the diverse and dynamic challenges that our complex operating environment offers.”

Capability Division Focus Areas 2021/22

- Delivery of high quality training to Authorised Firearms Officers (AFOs), Specialist AFOs and Commanders in our world class Griffin Park Tactical Training Centre
- Development of the wider training estate
- 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
- The deployment of body-worn video to give greater accountability and officer protection
- Increased police driver training availability at all operational locations to improve the effectiveness of our response
- Continued development of specialist team capabilities
- Fully engaged end-user involvement in the testing and selection of vehicles and equipment
- Further development of our management processes that support capability development, thereby improving the operational focus

CNC Firearms Training Unit



Supt A Cole

Force Firearms Officer



Ch Insp T Ferris

Chief Firearms Instructor



A/Ch Insp J Peake

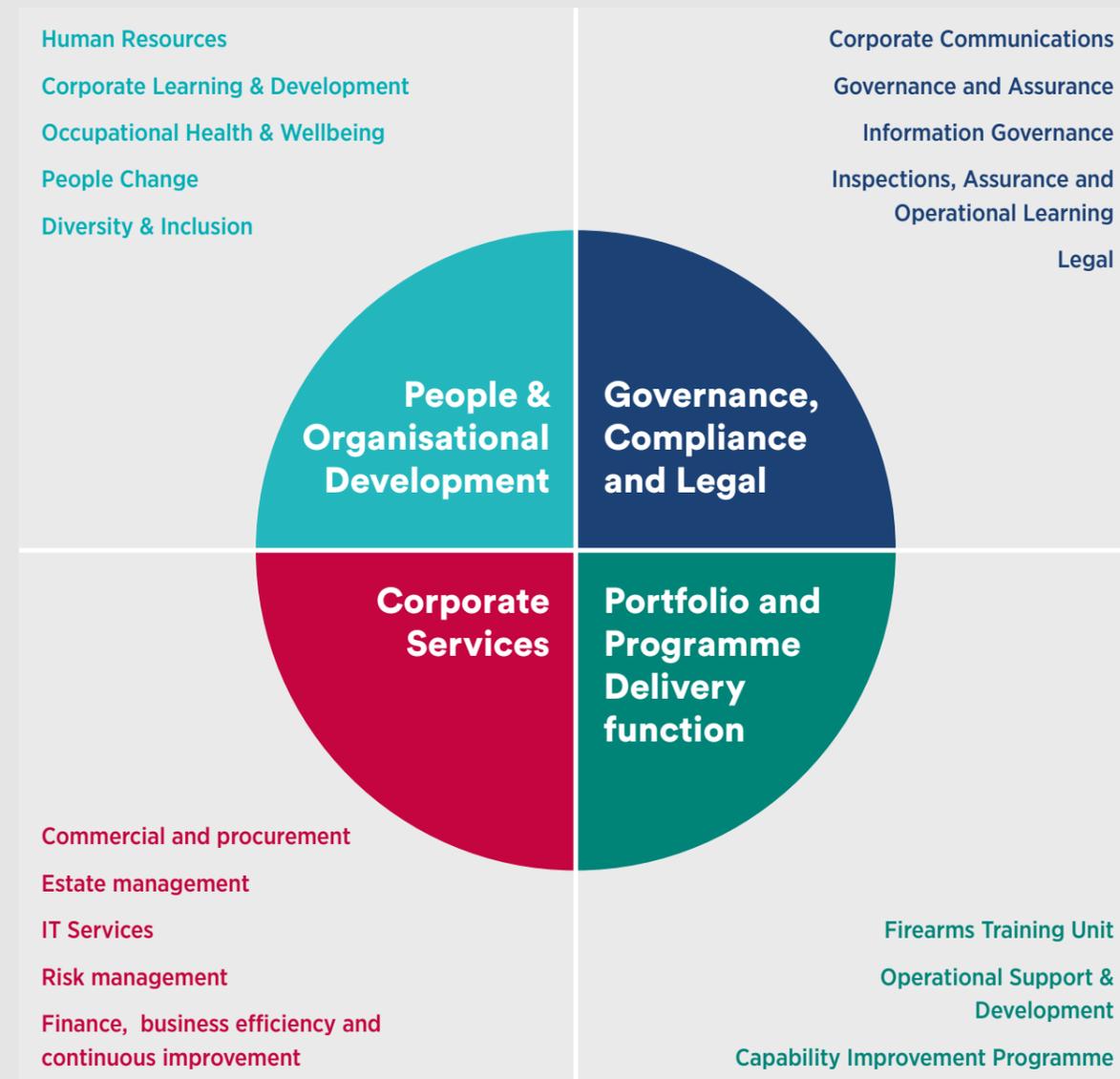
Firearms Operations,
Policy and Integration

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. We will continue to grow into the flagship facility at Griffin Park which is attracting interest from top capability teams in UK armed policing and the MOD; opening exciting collaborative opportunities for the future. There is a renewed focus on securing future proof training estate for FTU South in the coming year. In 2021/22 our AFOs will undertake 102 hours of training - 89 hours contact time plus 12 hours of personal safety training and an hour of fitness testing. AFOs at non-Category 1 OPU will receive 16 hours of tactical training at their units and all AFOs will receive six 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. The Chief Inspector - Firearms Operations, Policy and Integration is the designated manager of the CNC Armed Policing Strategic risk assessment (APSTRA) and is responsible for the management, review and publication of all firearms procedures, compliance and policies.

CNC Business Functions

CNC frontline operations are supported by a wide-reaching network of support functions, departments and specialisms which are spread across and linked into the entire 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 2021/22 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 connected

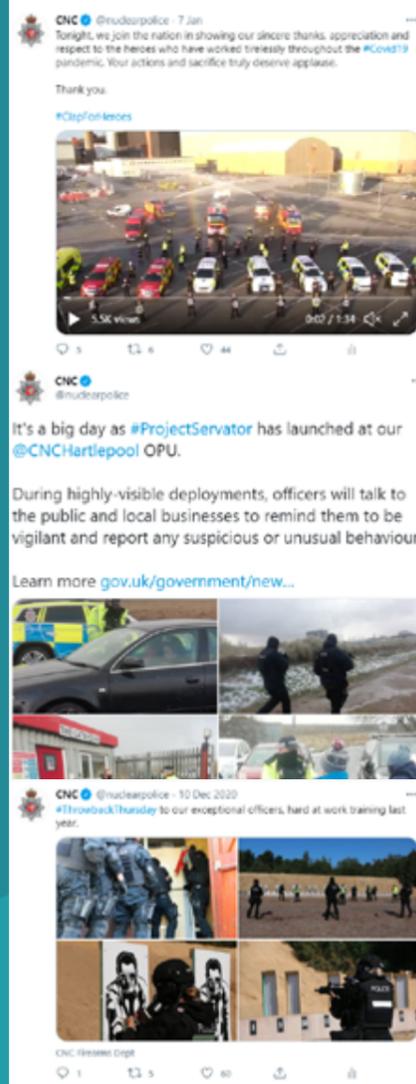
Over **43,600** followers on social media

Our tweets make around **207,900** impressions a month

18 Twitter accounts



Our Twitter accounts have **33,000+** followers



f

Our Facebook page has **6,000** followers

Our Facebook page is liked by **5,580** people

Our audience spent **77,700** minutes viewing our Facebook videos over the last year

Our content reached **632,880** people over the last year (a 97.6% increase on the previous year)

Each post reaches on average **1,203** people, with the highest reach being **89,156**

Our photos were viewed **57,509** times over the last year

Our posts received **383,514** engagements over the last year

▶

Our YouTube videos were viewed **44,269** times last year

850 subscribe to our YouTube channel

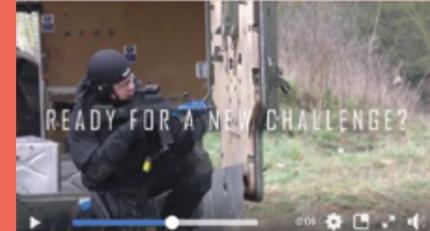


We have **1,312** followers on Instagram

LinkedIn

Our LinkedIn account has **2,529** followers

Our LinkedIn audience are engaged in what we have to say, with an engagement rate of **8.92%**



CNC Diversity, Inclusivity and Wellbeing

<p>CNC People Strategy 2020/23</p>	 <p>Award-winning Occupational Health Department employing experienced doctors, nurses and technicians</p>	 <p>Healthy, fit, and safe plan launched to support a wellbeing culture and embrace the physical and mental health, safety, wellbeing and fitness of all employees</p>	<p>health assured</p> <p>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.</p>
<p>Fast track physiotherapy service for all officers and staff</p>	 <p>2 Health and Wellbeing Fitness Managers</p>	 <p>49 fitness instructors</p>	 <p>Our own dedicated Clinical Psychologist and 101 trained mental health first aiders</p>
<p>21 TRiM practitioners 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</p>	<p>Access to 2 Police Treatment Centres, providing police specific treatment for any on or off duty injury</p>	<p>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</p>	<p>Workplace Adjustment passports available for all employees in line with Equality Act 2010</p>
<p>7 Corporate Equality Standards (CES)</p>	 <p>12 Equality Support Groups (ESGs) provide active employee support</p>	<p>Higher than national average of female police AFOs – 11% compared to 6.8% nationally</p>	<p>Disability Equality Programme to enhance and improve disability access to buildings and services for all</p>

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 & Development; allowing our employees to fulfil their potential.

We will mature our current reward & 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 & wellbeing across business activities and services that support the delivery of the operation and core mission.

Annual Policing Plan Priorities 2021/22



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 & develop an inclusive, forward-thinking and engaged workforce that is agile & 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—2021/24

GOAL 1

In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector

GOAL 2

Build and develop capabilities to navigate the changing face of civil nuclear energy

GOAL 3

Improve effectiveness and efficiency of our enabling services

GOAL 4

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

Delivery Plan Priorities—Year 2

Training and civil nuclear collaboration anti-UAV capability



Cyber resilience and awareness
Policing collaboration

Integrated protection offering



Service expansion and demand resilience

Business effectiveness

Digital strategy

Sustainability



CNC culture

Job enrichment

Reward and recognition

Mental health & wellbeing



Portfolio Focus Areas—2021/22

The operational roll out of the Main Site Command Facility in conjunction with Sellafield Ltd

Enhanced tactical firearms command arrangements at the Sellafield Operational Policing Unit (OPU)

Delivery of the revised Operating Capability at Dounreay OPU in support of Dounreay Site Restoration Ltd

Planning for and delivery of escort operations in support of Nuclear Transport Solutions

Maintain and conduct regular reviews on plans for unit cessation, ensuring at all times 'people focus' is the priority

Continue to engage collaboratively with stakeholders with regard to the Hinkley Point C policing model

Full integration of key police staff functions into the Division, ensuring the operational requirements of the Constabulary are met

Delivery of high quality training to Authorised Firearms Officers (AFOs), Specialist AFOs and Commanders in our world class Griffin Park Tactical Training Centre

Development of the wider training estate

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

The deployment of body-worn video to give greater accountability and officer protection

Increased police driver training availability at all operational locations to improve the effectiveness of our response

Continued development of specialist team capabilities

Fully engaged end-user involvement in the testing and selection of vehicles and equipment

Further development of our management processes that support capability development, thereby improving the operational focus

Continue to deliver high quality enabling services working collaboratively across CNC to drive business efficiency and continuous improvement

Through our digital strategy maximise the use of our assets and technology to support business and operational effectiveness

In implementing our sustainability strategic plan, work collaboratively with stakeholders and partners to reduce carbon emissions, waste and use of finite resources

New working arrangements - deliver the recovery phase of our response to the pandemic and integrate the new working arrangements model into organisational changes and developments

Police staff pay and grading reform - developing options for reform of the pay and grading structures through a business case for change and commencing implementation

Employer of Choice - Establish the CNC as an Employer of Choice, continue to grow the reputation of the CNC as a dynamic, professional, policing organisation that values diversity and promotes health and wellbeing. Utilise the CNC employer brand in both external and internal messaging

Inclusion and belonging - Developing and launching our Inclusion and Belonging Strategy, undertaking a cultural audit to establish our 'as is' position and 'to be' requirements, and further developing our data collection and reporting frameworks

Mental health - continue to develop our mental health and psychological wellbeing initiatives through the provision of extended services, training for managers and staff and implementation of our Mental Health and Psychological Wellbeing Delivery Plan

CNC Performance & Governance

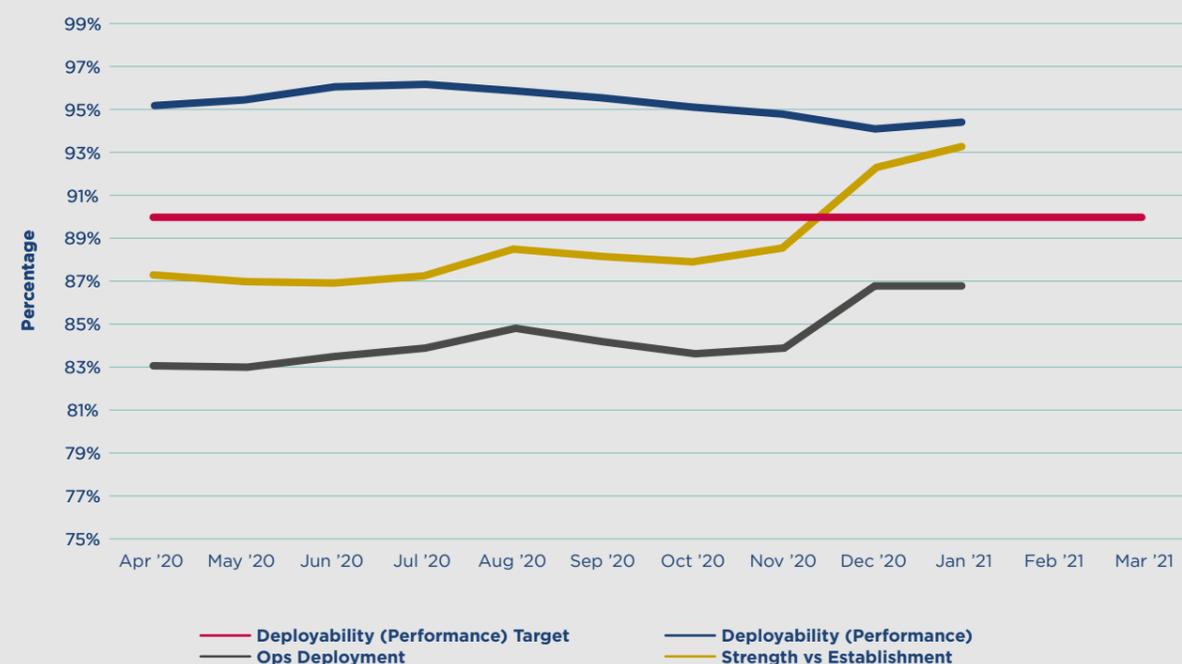
The CNC play a vital counter terrorism role in denying unauthorised access to civil nuclear sites and material. As a national infrastructure armed police force, we work with several different organisations to fulfil statutory responsibilities in protecting nuclear material and facilities.

The Office for Nuclear Regulation (ONR) is 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).

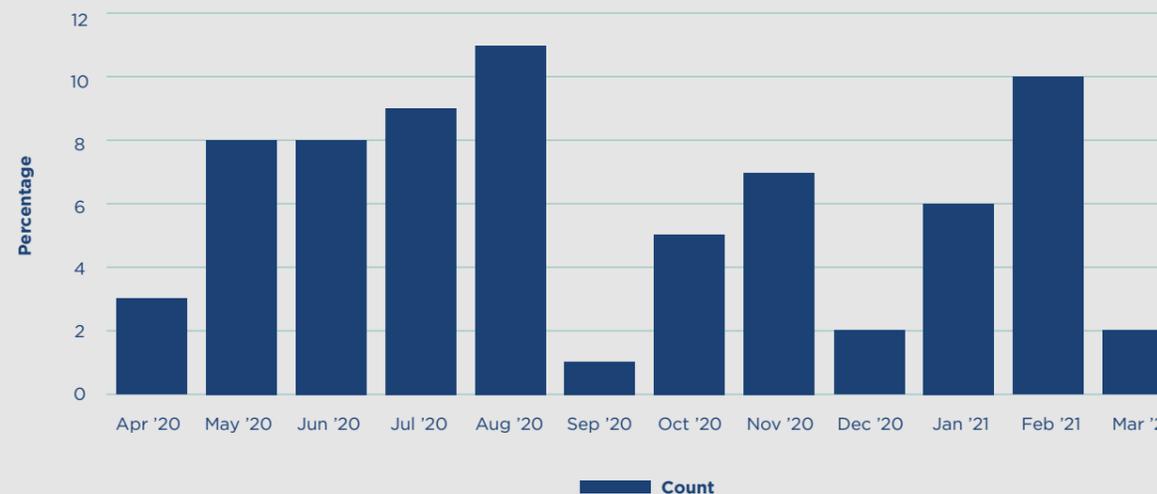
Our core role is to work closely with these organisations to provide a response that meets the requirements for Site Licence Companies (SLCs) and NSSPs to ensure the safety of nuclear facilities and nuclear material. We are licensed by the College of Policing to ensure we are a fit for purpose, effective, armed police force. Our officers are highly trained to National Police Firearms Training Curriculum standards, 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.

We are overseen by the Civil Nuclear Police Authority (CNPA), which is 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

AFO Deployability



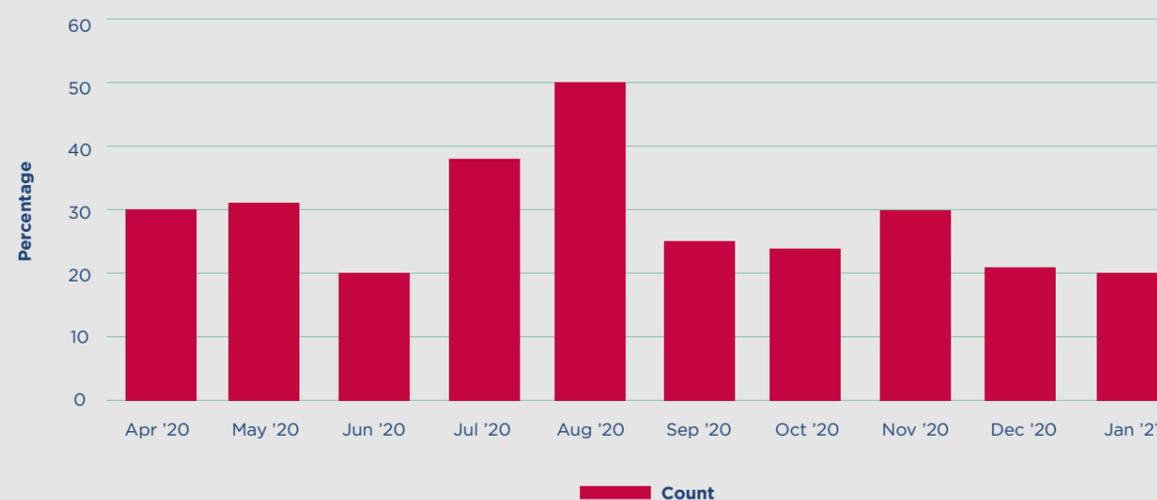
Police officers and staff leavers 2020/21



Officers graduated from our Initial Foundation Courses



Home Office Assists (Spontaneous Events)



The CNC reports performance on delivery on a balance score card to our Civil Nuclear Police Authority board every quarter.

This is further supported with each directorate having a detailed business plan and performance metrics for each goal.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) also recently carried out an inspection of the force's ability to deter threats to the civil nuclear sector and to respond swiftly and effectively to a terrorist attack.

It reported that the CNC does a good job in protecting 10 nuclear sites. That CNC is part of the UK's critical national infrastructure. It was noted that the constabulary has a good understanding of the risks it faces and has an appropriate armed security strategy and clear plans for responding to incidents at each site in collaboration with other organisations.

The report made seven recommendations. Below is the Constabulary's plan over the next year to achieve these recommendations:

CNC HMICFRS Critical Success Factors

Recommendation 1: By November 2021, the chief constable should commission a peer review of the response model training including its extent and frequency, to make an objective assessment of its effectiveness and make sure it meets the CNC's operational needs.

Owner: Ch Supt Carter

Critical success factors	Output measurement	Timeline / target
Increase exercise programme, by way of scope and participants	Revised three-year programme published with increased exercise opportunities	By November 2021
Increase use of Response Model Testing (RMT) by way of frequency and scope	Revised three-year programme of RMTs agreed and published	By November 2021
Review of exercise functions to confirm the most appropriate structure for the governance and management of CNC exercising/RMTs	Report with recommendations on structure and governance completed	By November 2021

Recommendation 2: By November 2021, the chief constable should review the training provided on general police duties to make sure operational officers are competent and capable to perform unarmed patrolling.

Owner: Ch Supt Bell

Critical success factors	Output measurement	Timeline / target
Complete a review of the General Police Duties (GPD) element of the Initial Foundation Course (IFC)	Workshops completed to capture organisational learning from patrol activities Revise the IFC GPD curriculum accordingly	Target date - implementation no later than IFC 86 (Dec 2021)
Review progress of Professional Development Units (PDUs) to provide assurance of their development and consistency in provision of learning opportunities	Internal review to be conducted to capture effectiveness of PDU delivery	Target date - no later than November 2021
Consider structural options for the effective and cost-efficient delivery of GPD training, incorporating IFC and enduring officer development	Options/recommendations paper to the Exec	Target date - September 2021, implementation to follow

Recommendation 3: By November 2021, the chief constable should make sure there are effective arrangements for recording decision-making processes during serious and critical incidents.

Owner: Ch Supt Carter

Critical success factors	Output measurement	Timeline / target
Confirm and communicate protocols and standards for use of the Incident Management System (IMS) for recording decision making	Establish policy for the use of IMS Corporate communication and relevant instruction/training over use of IMS for recording purposes	By November 2021
Secure funding for and agree Body Worn Video (BWV) delivery plan	Outline business case approved by 31 August 2021 Full business case approved by 31 October 2021 Milestone dates agreed with projected completion date	By November 2021
Implement Armed Police Vehicles (APVs) asset tracking for all operational units	All APVs live tracked by 31 October Agreed delivery plan with timescales for tracking of all AFOs	By November 2021

Recommendation 4: By November 2021, the chief constable should make sure there are protocols in place to allow local police attending a serious incident to gain access to the site, without unnecessary delays.

Owner: Ch Supt Vance

Critical success factors	Output measurement	Timeline / target
Review existing protocols for pre-notification of arrival and where these protocols inadvertently cause delay	Appointed tactical lead to review existing arrangements and devise tactical plan - to maximise the use of Airwave radio to gain swift access via Site Security Control Room (SSCR) (confirmation and authorisation process) Risks to be put on risk register and HMICFRS action tracker - including any interim fixes (risk mitigation) Review completed and any amendments captured within existing protocols	By June 2021
Review existing protocols in relation to the greeting/briefing/requirements of responding Home Office police officers	Engagement with duty holders to outline the HMICFRS Recommendation to agree on proposed course of action Engagement with host forces to outline the HMICFRS Recommendation Entry protocol options to be drafted, subject to individual duty holder/site requirements	By July 2021
Review existing site protocols in relation to the searching of Home Office police (vehicles and personnel) on arrival to the site	Review completed and any amendments captured within existing protocols	By July 2021
<i>Continued overleaf</i>		

Identify opportunities for removal of delay and how access can be granted by the duty holder without delay	Review completed. Agreement obtained from stakeholders to any new changes to access Amendments tested and exercised	By August 2021
	Proposed swift entry protocols to be subject to tabletop exercises with all relevant stakeholders	By September 2021
	Proposed swift entry protocols to be subject to successful live play simulation at relevant sites (to be supported by host forces where possible)	By November 2021
	Agreed swift entry protocols to be in place between the host forces and CNC	
	Agreed swift entry protocols to be routinely used in RMT to test the Force Incident Manager (FIM), Operational Firearms Commander (OFC) and SSCR operators	
	Agreed swift entry protocols to be presented to, and agreed by the Office for Nuclear Regulation (ONR) and duty holders, with a view to testing during the annual exercise programme	

Recommendation 5: By February 2022, the chief constable should introduce a structured mentoring/shadowing programme for firearms commanders, by Home Office peers.

Owner: Supt Cole

Critical success factors	Output measurement	Timeline / target
Develop proportionate, sustainable business as usual structured shadowing/mentoring programme proposal for each command area	Percentage of Tactical Firearms Commanders (TFCs) and Strategic Firearms Commanders (SFCs) who have accessed or planned in for shadowing and mentoring in financial year 2021/22 Approved through the role profile delivery group and/or Firearms Standing Committee	September 2021
Write the objective outcomes of the shadowing/mentoring programme into each command role profile as mandated annual activity for operational competence	Command profiles amended Approved through the role profile delivery group and/or Firearms Standing Committee	September 2021 for effect in financial year 2022/23
Develop a through year command portfolio of evidence review process to ensure best outcomes at the end of each command evidence reporting period. Measured through maintained operational command competence of commanders against the minima at end of year portfolio sign off, role profile delivery group and or Firearms Standing Committee	Review of profiles amended, and evaluation process completed Any findings to be captured within organisational learning	March 2022 for effect in financial year 2022/23

Recommendation 6: By April 2022, the chief constable should make sure processes are in place to promote and encourage organisational learning, to help the workforce improve.

Owner: Ch Insp Exelby

Critical success factors	Output measurement	Timeline / target
All officers and staff able to access the Organisational Learning (OL) system.	Achieve single sign on for (at least) Insight suite of software, linked to Active Directory on the CNC network.(CNC IT) Turn system 'on' in Insight	December 2021
Number of learning outcomes in the system	Number of items in OL Library in Insight growing (increasing) - each report showing an increased number available for officers and staff to view and search once single sign on is achieved	Reports to ACC in September 2021, December 2021, Mar 2022
Coverage of learning - number of learning inputs from each area; Ops North, Ops South, Legal, People, Capability, Projects and any others	Report showing maintenance of databases - Insight, Debriefing - which record our OL formally Report demonstrating maintenance of links with operations, training, capability etc (agenda items at Senior Management Team forums where OL is discussed) Agenda of organisational learning panel	Dec 2021, followed by Mar 2022

Recommendation 7: By June 2023, the secretary of state for Business, Energy and Industrial Strategy (BEIS) should review the effect of the Public Service Pension Act 2013 on the CNCs ability to perform its function in the future.

Owner: Phil Leigh

Critical success factors	Output measurement	Timeline / target
Establish government's position in retaining the current pension age for CNC operational officers. Review and presentation of key arguments in partnership with BEIS	Influence and negotiate with BEIS to establish government position	By April 2022
Explore with BEIS possible vehicles to facilitate retaining the current pension age including flexibilities within the Civil Service and Others Pension Scheme, 'alpha', to determine a viable option	Obtain agreement with BEIS	By April 2022

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Over **10** different weapons systems

165 National Firearms Instructors

112 recruits graduated as AFOs

193 Operational Firearms Commanders



Over **1,110** Authorised Firearms Officers



23 police dogs, **13** handlers and **five** nationally trained instructors



Nearly **200** Police Medics

3 firearms delivery centres



40 SEG officers



Home Office
Over **250** Number of Home Office assists



137 officers trained in dynamic search and interdiction



Over **10,000** hours of firearms training delivered

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11% of our AFOs are women



32,000 lateral flow tests purchased to help identify possible Covid-19 cases



100% spent ammo cases recycled



10 Counter Drone Operators

Our Strategic Escort Group has escorted nuclear material over **1,000** miles by rail, over **30,000** miles by road and over **150,000** nautical miles at sea

