



CIVIL NUCLEAR CONSTABULARY

Email

[REDACTED]
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The Executive Office
Civil Nuclear Constabulary
Building F6 Culham Science Centre
Abingdon
Oxon
OX14 3DB

Tel: 03303 135400

Website: <https://www.gov.uk/cnc>

20th July 2022

Dear [REDACTED]

I am writing in response to your request for information regarding the below. Your request has been handled under Section 1(1) of the Freedom of Information Act 2000. In accordance with Section 1(1) (a) of the Act I hereby confirm that the CNC/CNPA does hold information of the type specified.

Please can you provide information to the following questions:

- 1. What is your total annual training budget?**
- 2. How is your annual training budget allocated across the organisation?**
- 3. What are your training priorities for 2022/2023?**
- 4. Which public sector frameworks do you use for training, learning and development services?**
- 5. Which external providers for learning, development and training do you use?**
- 6. Please provide your organisation's learning and development strategy (or similarly titled document).**

1. £22.5m – This is the total of all of Firearms department and Corporate Learning and Development (CLD). It excludes any ad hoc/specific training a department might do as this will be within their cost centres.
2. £18.6m to Firearms & £3.9m to CLD
3. Non operational -
Leadership & Management Development including Coaching& Mentoring

Equality Diversity and Inclusion including disability, ethics & equity.

4. Crown Commercial Service (CCS)

Civil Service learning (CSL)

College of Policing (CoP)

5. We procure in accordance with Government Guidelines, CNC's Spending Limits and in accordance with CNC's Procurement Policy. We do not run a preferred supplier list.

6. Please find attached a copy of our People Strategy. Please note that a new version is due to be published by March 2023.

The Civil Nuclear Constabulary is a specialist armed police service dedicated to the civil nuclear industry, with Operational Policing Units based at 10 civil nuclear sites in England and Scotland and over 1600 police officers and staff. The Constabulary headquarters is at Culham in Oxfordshire. The civil nuclear industry forms part of the UK's critical national infrastructure and the role of the Constabulary contribute to the overall framework of national security.

The purpose of the Constabulary is to protect licensed civil nuclear sites and to safeguard nuclear material in transit. The Constabulary works in partnership with the appropriate Home Office Police Force or Police Scotland at each site. Policing services required at each site are agreed with nuclear operators in accordance with the Nuclear Industries Security Regulations 2003 and ratified by the UK regulator, the Office for Nuclear Regulation (ONR). Armed policing services are required at most civil nuclear sites in the United Kingdom. The majority of officers in the Constabulary are Authorised Firearms Officers.

The Constabulary is recognised by the National Police Chiefs' Council (NPCC) and the Association of Chief Police Officers in Scotland (ACPOS). Through the National Coordinated Policing Protocol, the Constabulary has established memorandums of understanding with the local police forces at all 10 Operational Policing Units. Mutual support and assistance enable the Constabulary to maintain focus on its core role.

We take our responsibilities under the Freedom of Information Act seriously but, if you feel your request has not been properly handled or you are otherwise dissatisfied with the outcome of your request, you have the right to complain. We will investigate the matter and endeavour to reply within 3 – 6 weeks. You should write in the first instance to:

Kristina Keefe
Disclosures Officer

CNC
Culham Science Centre
Abingdon
Oxfordshire
OX14 3DB

E-mail: FOI@cnc.pnn.police.uk

If you are still dissatisfied following our internal review, you have the right, under section 50 of the Act, to complain directly to the Information Commissioner. Before considering your complaint, the Information Commissioner would normally expect you to have exhausted the complaints procedures provided by the CNPA.

The Information Commissioner can be contacted at:

FOI Compliance Team (complaints)
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

If you require any further assistance in connection with this request please contact us at our address below:

Kristina Keefe
Disclosures Officer
CNC
Culham Science Centre
Abingdon
Oxfordshire
OX14 3DB
E-mail: FOI@cnc.pnn.police.uk

Yours sincerely
Kristina Keefe
Disclosures Officer



People Strategy 2023

To have an inclusive and engaged workforce that is agile and dynamic by attracting, developing and retaining the best people for our professions and leading them to high performance in a healthy, fit and safe environment.

Introduction

The UK civil nuclear sector faces significant change in the coming decade, driven by both the impending retirement of our existing nuclear power stations and the ongoing construction of the UK's first new nuclear power generation facility in decades, in support of the UK's objective of carbon neutrality by 2050. At the same time, the security environment and threat landscape continue to evolve in both scale and complexity. Our workforce continues to operate to meet some of the most challenging security requirements in the UK – and the world – and we must continue to respond to those demands by maintaining our effectiveness and efficiency.

We will do this by continuing to recruit the highest quality candidates and training and equipping them with the right skills and capabilities to ensure they are supported effectively.

Fluctuations in demand within the nuclear industry in future years means that, in order to maintain our efficiency and effectiveness, we must create opportunities to diversify and adapt.

If we simply flex our workforce to match demand from the nuclear industry, our establishment of police officers will reduce, only to have to recruit them again a few years later. This is highly inefficient and has a disproportionate financial impact on a smaller number of industry partners. This uncertainty also has a significant impact on the morale, wellbeing and retention of our valuable officers and staff. It also affects our ability to provide critical armed support to our Home Office colleagues when called upon to do so by UK Government.

This document sets out our strategic aims for our people.



Mission

Deter, defend, deny, recover – 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.

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.

Goals

In order to meet the challenging and evolving environment we face we have set out four strategic goals which are critical to deliver our ongoing mission and broader ambition for the CNC.

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
Anti-UAV capability	Improve our ability to mitigate against the threat posed by unmanned aerial vehicles, to strengthen the effectiveness of our core mission
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
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
GOAL 2	Build resilience and flexibility to navigate the changing face of civil nuclear energy
Integrated protection offering	Develop an integrated security offering for UK nuclear sites, including both armed and non-armed protection to provide a superior and more efficient protection model
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
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	Develop an IT strategy 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	Foster a unified, open and inclusive culture, working together to execute the CNC mission, our policing responsibilities and achieve our ambition
Job enrichment	Deliver further job enrichment through development of a centre of excellence for Learning & Development allowing our employees 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, so our core mission can be safely and effectively fulfilled

Introduction from Director of People and Organisational Development

People are at the heart of the CNC mission. Our workforce is our best asset and maintaining it requires careful attention. 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 with the right training, behaviour, skillset, and equipment. Our employees need to be supported, appropriately recognised and empowered in order to be successful. Crucially, we must achieve a culture whereby we are all working together to bring out the best of each individual and team to achieve our mission of protecting the civil nuclear sector and the UK public.



This People Strategy supports and enables all 4 strategic goals and is designed to be utilised throughout the whole organisation to feed into all directorate level delivery plans, highlighting the need for a consistent people focus.

Building upon our People Strategy 2020, our People Strategy 2023 supports our strategic intent to have an inclusive and engaged workforce that is agile and dynamic. This consolidates core effectiveness and ensures the CNC has solid foundations to build upon for future development of our business and the operational services we provide to our customers.

We will resource CNC with a diverse range of people by attracting, developing, training and retaining the best for our professions. We will lead them to high performance in-service delivery in an inclusive, healthy, fit and safe environment.

Our people specialists, leaders, managers and staff throughout the Civil Nuclear Constabulary will implement our People Strategy.

Prioritisation and Resourcing

There is a combination of significant change and business as usual / continuous improvement delivery elements throughout this ambitious strategy. It is the CNCs aim to achieve as much as possible within resource constraints. Prioritisation of the deliverables will therefore be key and will be managed through the People Management Group for business as usual and continuous improvement activity and through the Constabulary Change Board for major projects and initiatives. Resources are allocated to the People Directorate directly in many areas with others, particularly within the project and programmes space, requiring cross departmental and directorate collaborative working. Where any additional resource allocations are required an appropriate level case for change or business case will be prepared and submitted for approval via the Constabulary Change Board.

Richard Saunders,
Director of People and Organisational Development

Covid19 and New Ways of Working

The Covid19 Pandemic has presented some significant challenges, however it is clear from the lessons learnt that there have been many positive experiences from the remote working arrangements that have been put in place. This now provides us with opportunity to support the cultural changes with a fundamental re-look at the flexibility that can be afforded to the non-front-line workforce. The Delivery Objectives and Measure (Appendix 3) of this strategy identifies a number of specific initiatives to develop long term solutions that provide greater workforce flexibility and other organisational benefits.



People Strategy Aims

Our People strategy sets out four aims, which support the delivery of our Vision and Mission and embed the Code of Ethics in all that we do.

Culture

Inclusive and Engaged: We will continue to build a unified, open and inclusive culture, working together to execute the CNC Mission and Ambition. We will actively develop a culture of engagement and inclusivity promoting belonging and recognising the strengths of a diverse work force.

Leading: We will demonstrate excellence in leadership and management. Our mutually supportive team of leaders and managers will create an environment where our people are able to reach their professional potential and achieve success. We will be ambitious for our future and demonstrate agility through innovation and change.

Job enrichment

Developing: We will demonstrate excellence in leadership and management. Our mutually supportive team of leaders and managers will create an environment where our people are able to reach their professional potential and achieve success. We will be ambitious for our future and demonstrate agility through innovation and change.

Reward and recognition

Rewarding and Recognising Performance: We are a number of professions and we will embrace the rigours of high performance required to deliver an exemplary professional service. We will retain and reward our employees through recognition of their professional contribution, achieving outstanding results and in aligning their conduct, behaviour and

commitment in accordance with our Core Values and the Code of Ethics.

Resourcing: We will forecast our people resourcing needs through comprehensive workforce planning, enabling us to attract and recruit the required capability against the changing demands in delivering our Mission. We will continue to build the CNC's employer brand towards becoming an Employer of Choice.

Mental health and wellbeing

Healthy, Fit and Safe: We will provide an environment which continues to support the growth of a wellbeing culture and embraces the physical and mental health, safety, well-being and fitness of all employees.

Desired outcomes

Clear progression towards a more unified, open, and inclusive culture, which upholds transparency, clarity of communication, and accountability.

Empower our workforce, ensuring everyone feels engaged in both key decisions within the organisation, and as a vital part of this three-year strategy.

Build on the pride of our workforce, to improve morale, utilising job enrichment and diversification of roles to increase motivation.

We value inclusivity and engagement with a focus on health, safety and wellbeing that enables all employees to trust, flourish and feel valued and involved in the workplace. We will promote and support a culture of learning that values Continuous Professional Development (CPD).



CNC Values and the Code of Ethics

In 2014, the College of Policing developed and published the Code of Ethics for the Policing Profession. The nine Policing Principles at the heart of the code guide the CNC in all that we do. In 2019 the CNC revised its values.

- **Honesty** – you are truthful and trustworthy
- **Integrity** – you always do the right thing
- **Accountability** You are answerable for your decisions, actions and omissions
- **Fairness** – you treat people fairly
- **Leadership** – you lead by good example
- **Objectivity** – you make choices on evidence and your best professional judgement
- **Openness** – you are open and transparent in your actions and decisions
- **Respect** – you treat everyone with respect
- **Selflessness** – you act in the public interest

Competency and Values Framework (CVF):

The CVF sets out and aligns closely to the nationally recognised behaviours, values and principles within the code of ethics. It provides a consistent, transparent foundation upon which the Civil Nuclear Constabulary can continue to strengthen and develop all its people related activities.

This framework ensures that there are a set of clear expectations for everyone working across all ranks and grades within the CNC, which will lead to recruitment, retention and development of the right skills knowledge and behaviours required to deliver our mission.



Proud

We are proud to deliver high-quality armed policing, and we are committed to protecting the public and to our core role in keeping the nation's civil nuclear material safe.

Agile

We are match-fit and ready to respond whilst performing our core role and in supporting the UK's armed surge capability. Remaining ready and agile is a whole team effort.

Ambitious

Our strengths lie in armed policing and world-class firearms training. Our ambition is to be recognised nationally and internationally as the United Kingdom's leading organisation for the provision of armed policing protective services.

Inclusive

We value everyone's contribution as equally important, with every individual playing a vital part in helping us achieve our ambition. Equality, inclusivity, transparency and fairness are at the heart of everything we do.

How we will deliver our aims

Culture

INCLUSIVE AND ENGAGED

We will continue to build a unified, open and inclusive culture, working together to execute the CNC Mission and Ambition. We will actively develop a culture of engagement and inclusivity promoting belonging and recognising the strengths of a diverse work force.

- Culture review with a resulting action plan
- Establish CNC as an inclusive employer
- Improve workforce diversity including the pay gap
- Develop our disability inclusivity
- Promote equality of opportunity
- Develop our staff engagement and feedback

LEADING

We will demonstrate excellence in Leadership and management. Our mutually supportive team of leaders and managers will create an environment where our people reach their professional potential and achieve success. We will be ambitious for our future and encourage innovation and change.

- Leadership, management and coaching development and training opportunities
- Advocate Code of Ethics in all we do
- Develop workforce understanding of managing risk
- Deliver the Non-home office police officer apprenticeship

Job Enrichment

DEVELOPING

Through the development of a centre of excellence, we will promote learning at all levels across the organisation, developing diverse talent through mature succession planning, career pathways and high-quality learning opportunities, enabling our response to changing organisational needs. We will engage stakeholders to define learning requirements and use a blend of learning solutions to set, maintain and raise the capability and performance of our people.

- Attract and encourage talent
- Undertake a full skills audit
- Develop IT systems to support delivery of L&D
- Develop self-study, mentoring
- Develop PDUs on units
- Work closely with other organisations such as CoP, IIP and CMI to deliver this strategy

Reward and Recognition

REWARDING AND RECOGNISING PERFORMANCE

We are a profession and we will embrace the rigours of high performance required to deliver an exemplary professional service. We will retain and reward our employees through recognition of their professional contribution, achieving outstanding results and in aligning their conduct, behaviour and commitment in accordance with our Core Values and the Code of Ethics.

- Develop fair and flexible approach to reward and recognition
- Implement police staff pay and grading review
- Implement pension reform changes
- Job enrichment initiatives



- Competency values framework
- Managing performance
- Develop reporting systems to support delivery of this strategy

RESOURCING

We will forecast our people resourcing needs through comprehensive workforce planning, enabling us to attract and recruit the required capability against the changing demands in delivering our Mission. We will continue to build the CNC's employer brand towards becoming an Employer of Choice.

- Develop our workforce plans and forecasting in line with BEIS's futures work
- Predict and meet changing demands of AFO requirements
- Environmental scanning to inform our planning
- Be responsive in our recruitment activities to make sure they are specific and local
- Develop our annual resourcing plans for each department
- Manage officer strength and establishment

Mental Health and Wellbeing

HEALTHY, FIT AND SAFE

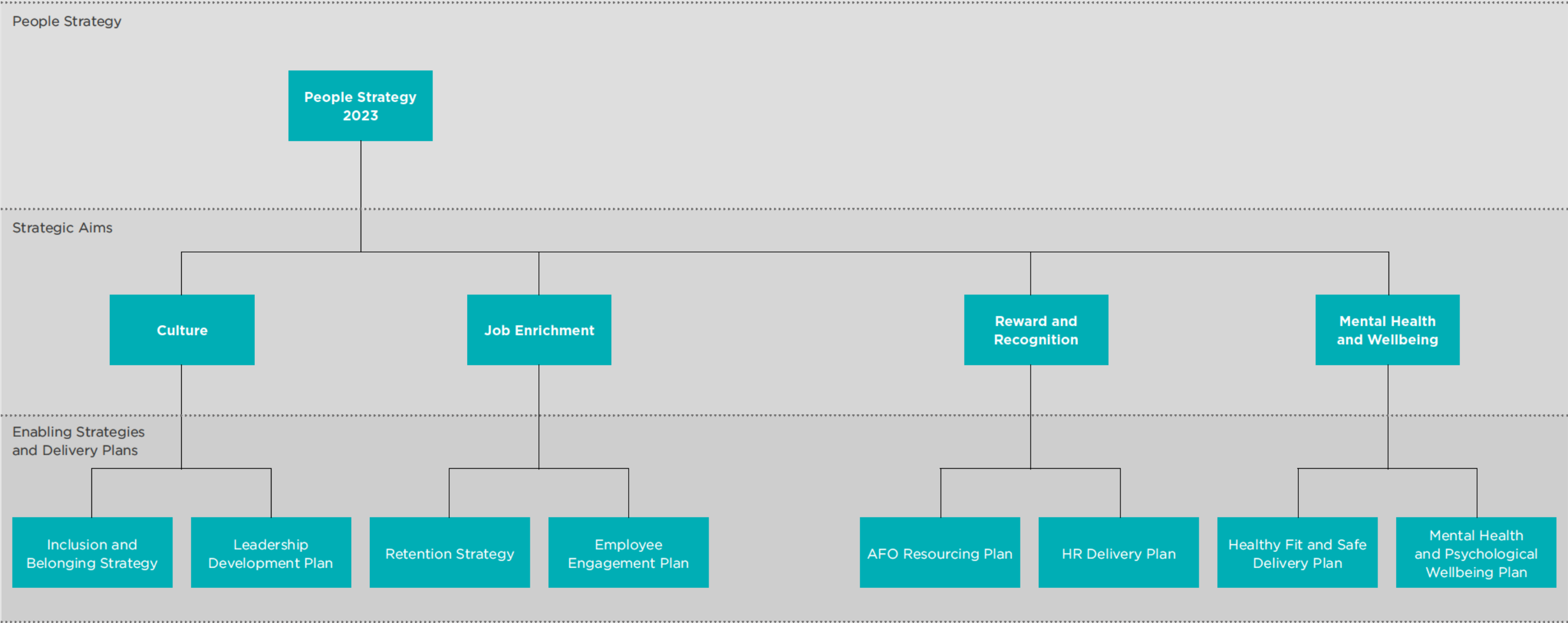
We will provide an environment which continues to support the growth of a wellbeing culture and embraces the physical and mental health, safety, well-being and fitness of all employees

- Develop high quality internal and external holistic services
- Support leaders and managers to assess, manage and support staff health, safety, wellbeing, fitness and attendance
- Support managers to actively manage attendance and sickness absence
- Actively support inclusive practices
- Monitor and review the impact of wellbeing services
- Functional cross department complex case management and targeted interventions
- Support the psychological wellbeing of the workforce
- Create a neurodiverse workforce and review health and wellbeing champions framework

Supporting Appendices

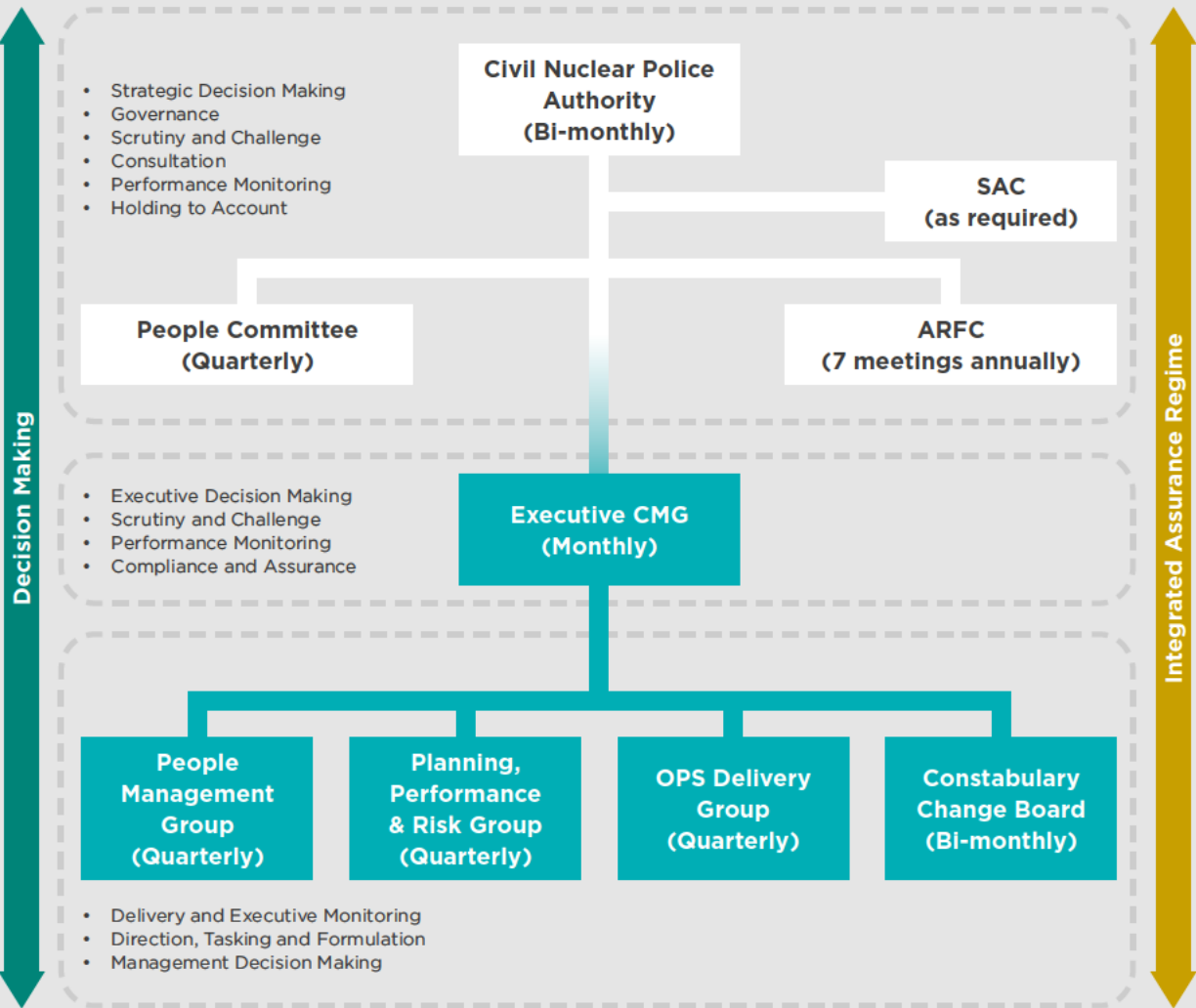
Appendix 1 – People Strategy – Strategic Delivery Framework

The chart below details the Enabling Strategies and Delivery Plans that translate the People Strategy into deliverables for the CNC. This framework is managed through the People Management Group and assured through the People Committee.



Appendix 2 – Governance

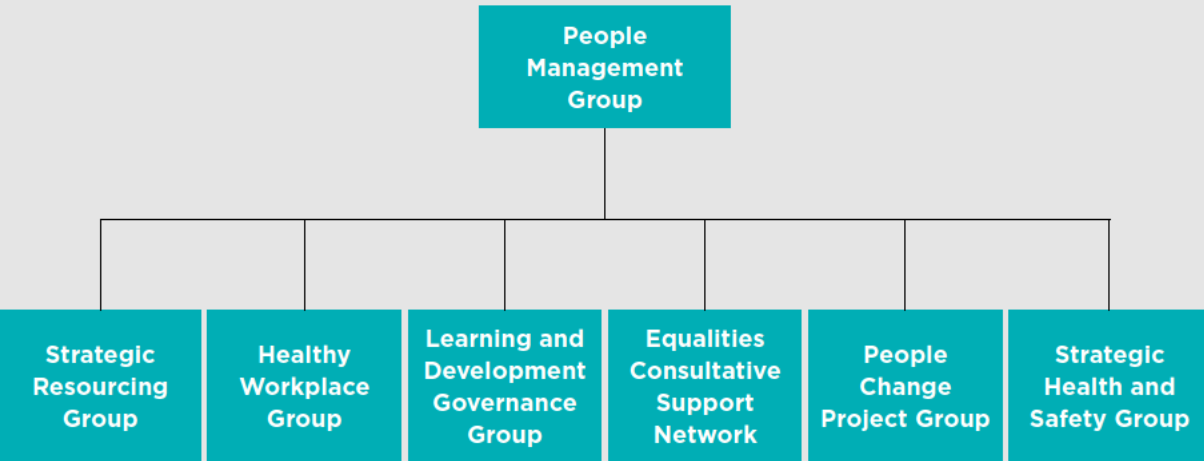
The chart outlines the Governance Structures through which our People Strategy 2023 will be directed and implemented:



People Management Group

This group oversees and governs the implementation of the People Strategy. It is the key strategic people management meeting. It is responsible for all people management matters and will routinely consider Leadership, Performance Management, Diversity and Inclusion, Resourcing, Learning and Development, Health, Safety and Wellbeing matters.

Underneath the People Management group sits the following set of sub-group meetings which help direct and inform delivery throughout the People Directorate Teams and wider organisation:



Appendix 3 – Delivery objectives and measures

The following tables explain how our four aims will be delivered and measured;

Culture Inclusive and engaged

Delivery Objectives	Measures	Target Date
Conduct a culture review, evaluating against a cultural maturity framework.	• Review undertaken and results utilised to define the target culture aims.	• 30th June 2021
Articulate and determine appropriate target culture for the CNC.		• 30th September 2021
Develop an action plan, promoting the shift from our current cultural state to the defined target state.	• Action plan delivery and future comparisons against cultural review framework chosen.	• 30th September 2021
Develop and implement the New Ways of Working hybrid model to provide greater choice and flexibility in deliver supporting services to the front line.	• Levels of remote working and productivity	• Recovery linked return elements 30th September 20 (subject to Covid19 restrictions lifting)
	• Estates usage	• Longer term systems and estates usage changes 30th Sept 2022
	• Talent pool attraction levels	
	• Employee engagement levels and motivation	
Establish CNC as an Inclusive Employer.	• Publish Inclusion and Belonging Strategy 2023	• Q3 2020/21
	• Increase workforces' sense of belonging by upholding and fully implementing the Corporate Equality Standards within all functions of CNC to establish Inclusivity as golden thread across people and services.	• Q2 2023/24
	• Value Equality, Disability and Inclusion (EDI) by clearly allocating designated budget and increasing human resources to secure better outcomes.	• Q2 2021/22
	• Improve attendance rate to the ECSN meetings and enhance EDI support mechanisms to secure better outcomes via Equality Support Groups (ESGs) and Inclusive Practice Delivery Projects (IPDPs).	• Q2 2021/22
	• Enhance EDI awareness overall by supporting manager's further/ professional development (CLD's annual EDI Training and Development Programme).	• Q2 2021/ 22/ 23

Delivery Objectives	Measures	Target Date
Improve mechanisms designed to increase workforce diversity in terms of ethnicity and gender and monitor pay-gap trends for both areas to secure better outcomes.	• Support HR to evaluate and impact assess their Workforce Diversity Programme to secure % increase from established baseline in terms of Ethnicity and Gender.	• Q2 2021/22
	• Provide support to enhance and fully implement actions under Workforce Diversity Programme.	• Q2 2022/23
	• Support development of annual pay-gap analysis cycle and reduction action plans for ethnicity and gender.	• Q2 2022/23
	• Monitor and evaluate progress on ethnicity and gender in terms of increase in workforce diversity and pay-gap reduction targets annually to secure effective internal/ external reporting.	• Q2 2023/24
Deliver key objectives under Disability Equality Programme.	• Address accessibility issues identified within the Culham Access Audit and fully deliver Disability Equality Programme for the site.	• Q2 2021/22
	• Complete Access Audit for the Sellafield site and initiate a comprehensive disability equality programme for the site.	• Q2 2022/23
	• Identify other units for access audit and fully implement Disability Equality Programme	• Q2 2023/24
Celebrate diversity and promote equality of opportunity in all areas of the CNC.	• Establish effective celebrations calendar within "INCLUSION" intranet pages and encourage ESGs to list national/ international celebrations they intend to hold locally.	• Q2 2021/22
	• Secure financial and human resources and hold regular celebration/ promotion events across CNC.	• Q2 2022/23
	• Negotiate and implement unit-based EDI Champions in partnership with the CNPF.	• Q2 2021/22
	• Initiate partnerships and develop mechanisms to hold Annual Diversity Conference.	• Q2 2022/23
	• Consult, plan and hold CNC Diversity Conference during summer every year.	• Q2 2023/24
Offer family friendly, flexible working options to support work-life balance.	• Review Home Working Policy.	• Q4 2020/21
	• Continue to review the new Flexible Working policy and procedure.	
Develop and implement new staff engagement initiatives to ensure all our people have a voice and new ideas can be heard.	• New staff survey developed and implemented.	• Q3 2020/21
	• Continue to review location action plan progress.	• Ongoing
Put in place clearly defined procedures for staff to feedback.	• Improved Engagement Scores (Staff Survey).	• Annually

Delivery Objectives	Measures	Target Date
Continue to develop and evolve our approach to staff engagement and communication.	<ul style="list-style-type: none"> Active participation in the Engagement Survey working and advisory groups. Deliver the Corporate Engagement Action Plan. 	<ul style="list-style-type: none"> Ongoing
Engage and listen to all staff to understand and consider the views of the organisation and actively seek to make improvements.	<ul style="list-style-type: none"> Re-run the staff engagement survey and compare results. 	<ul style="list-style-type: none"> Ongoing
Support Managers to fully engage with staff at regular meetings and through the PCD process.	<ul style="list-style-type: none"> New Staff Engagement initiatives implemented. 	<ul style="list-style-type: none"> Ongoing

Leading

Delivery Objectives	Measures	Target Date
A selection of Leadership, Management and Coaching development and training opportunities to be defined and sourced to enable appropriate training and development throughout the rank and grade structures. Where appropriate this needs to be aligned to accredited frameworks.	Increase access to tools and development information for all leadership roles	Q2 2021/22
	Improve technological abilities of our managers and leaders to maximise efficiency.	Q4 2021/22
	Increased engagement and participation on leadership programmes and development opportunities.	Q1 2021/22
Provide access and opportunities that encourage continuous Professional Development.	Undertake skills audit and record roles/ qualifications with CPD requirements. Amend record management systems and provide visible reporting via People Dashboard as soon as viable.	Q1 2021/22
Ensure that leaders advocate the Code of Ethics and have the courage to challenge and address issues where colleagues are not acting in line with our values to ensure professional and inclusive practice.	Evidence effective performance through PDR/PCDs.	Q1 2022/23
	Deliver talent development programmes for all levels of managers.	Q2 2022/23
Investigate and impact assess leadership and management best practice available from key stakeholders and related delivery partners including where appropriate into CNC delivery learning and development work streams.	Increase opportunities for managers to receive feedback on management styles	Q2 2021/22
	Increase and promote good practice.	

Delivery Objectives	Measures	Target Date
Encourage the proactive management of risk and appropriate levels of risk tolerance within a managed framework.	Comprehensive risk management records as evidence of risk awareness and Behaviours.	Strategic Risk Review Q3 2020/21
		Full directorate risk review and update Q4 2020/21
	Demonstrates a commitment to the policing transformational programme.	Q2 2023/24
	Increased expenditure of levy.	
Deliver the Non-Home Office Police Officer Apprenticeship.	Promote and increase work-based learning in the workplace.	
	Adopt modernised Police Training methodology for the future demographic workforce.	

Job Enrichment Developing

Delivery Objectives	Measures	Target Date
Attract manage and encourage talent by identifying potential and existing employees. Continue to support all employees to reach their career aspiration and meet organisational goals through talent management programmes that incorporate the CVF.	Implement managers' toolkit.	Q1 2021/22
	Continue engaging with the workforce through survey mechanisms to identify and respond to L&D needs.	Q1 2021/22
	Establish programmes for industry placements and apprenticeships in all areas of the organisation.	Q2 2022/23
	Implement National Home Office Policing (NHOP) apprenticeship standard for Police Officers recruits.	Q2 2023/24
Undertake a full Skills audit throughout the organisation.	A comprehensive record of skills and capabilities	Q1 2021/22
Work in partnership with IT to provide ongoing digital and technological enabled L&D opportunities, designed in conjunction with key stakeholders and SME's to support the CNC Mission, Vision and strategic objectives.	Launch newly procured e-portfolio records system.	Q3 2021/22
	Continue with developing the capability of resources to fully use the IT provision.	
Promote and support a culture of learning and development in the flow of work, using self-study, mentors and coaches, tutors and trainers for continuous professional development underpinned by rigorous QA processes.	Continue to strengthen the QA and Governance function to enable sustained standardisation and controls of increased Tutors/Assessors/IQA resources and delivery of learning in the workplace.	Q3 2021/22
	Increase tutors Assessors/Trainers /IQA capability organisationally.	

Delivery Objectives	Measures	Target Date
Continue the process of defining and structuring Professional Development Units (PDU's) at operating units and utilise this resource nationally to deliver ongoing professional development programmes and apprenticeships within the organisation.	<ul style="list-style-type: none"> • Further partner and increase engagement with Operational Policing Unit's (OPU's) on the introduction of PDU's and their subsequent resourcing and effectiveness of service provision. 	<ul style="list-style-type: none"> • Q2 2021/22
Appropriately respond to change by meeting continuously evolving organisational needs through L&D interventions for new projects, programmes and initiatives through comprehensive evaluation mechanisms.	<ul style="list-style-type: none"> • Introduce change management programmes into the L&D offering in response to organisational change in direction. • Further develop to maturity, an evaluations mechanism for increased accountability and Return on Investment (ROI). 	<ul style="list-style-type: none"> • Q2 2021/22
Progress partnering relationships with professional bodies such as College of Policing (CoP), Institute for Apprenticeships, Investors in People (IIP) and professional educational awarding bodies such as the Chartered Management Institute (CMI) and SFJ Awards to build a framework that promotes talent and responds to change using apprenticeships and professional qualifications.	<ul style="list-style-type: none"> • Continue developing strong working relationships with professional and external awarding organisations for benchmarking, standardisation and accreditation of qualifications and subsequent delivery. 	<ul style="list-style-type: none"> • Q3 2021/22
Engage and work with internal and external stakeholders to build lasting partnerships underpinned by best practise that informs the development of new provision.	<ul style="list-style-type: none"> • Establish promotions programmes for all appropriate ranks and staff grades in line with the CVF framework. • Continue working with CoP to align CNC policing model with national policing standards. 	<ul style="list-style-type: none"> • Q3 2022/23

Reward And Recognition

Delivery Objectives	Measures	Target Date
Develop a fair and flexible approach to reward and recognition which supports the strategic aims of the CNC.	<ul style="list-style-type: none"> • Reward and Recognition Policies, ensuring a robust and compliant Reward and Pay framework is in place. 	<ul style="list-style-type: none"> • Q4 2020/21 (Reviewed in line with Police Staff Pay and Grading Review)
	<ul style="list-style-type: none"> • Audit of Reward and Pay decisions. 	<ul style="list-style-type: none"> • Q3 2021/22
	<ul style="list-style-type: none"> • Ensure that our people are rewarded for the work that they do, financially and non-financially through a fair and open reward process. 	<ul style="list-style-type: none"> • Q4 2020/21 (Reviewed in line with Police Staff Pay and Grading Review)
	<ul style="list-style-type: none"> • Embedded revised Pension provision. 	<ul style="list-style-type: none"> • April 2022 (earliest – projected April 2023)
	<ul style="list-style-type: none"> • Gender Pay Gap and BAME Annual Reporting. 	<ul style="list-style-type: none"> • March 2021
	<ul style="list-style-type: none"> • Benchmarking Panels. 	<ul style="list-style-type: none"> • Q4 2020/21
	<ul style="list-style-type: none"> • Audit outcomes and recommendations. 	<ul style="list-style-type: none"> • Q3 2021/22
	<ul style="list-style-type: none"> • Retention of police staff and police officers. 	<ul style="list-style-type: none"> • Q3 2021/22
Implement the Police Staff Pay and Grading Review project	<ul style="list-style-type: none"> • Fit for purpose terms and conditions, agreed with Prospect and implemented, that enable the agility and flexibility to deliver the future ambition. 	<ul style="list-style-type: none"> • January 2022-January 2023 (Implementation)
Implement required pension reform changes	<ul style="list-style-type: none"> • Adopt pension scheme reform changes pending Ministerial decisions, including Pension Age'. 	<ul style="list-style-type: none"> • April 2022 (earliest – projected April 2023)
	<ul style="list-style-type: none"> • Employee Self Service – Enhance the use of Employee's access to pension data by means of proving monthly data to the Pension Administrators via an interface link. 	<ul style="list-style-type: none"> • Q4 2020/21

Delivery Objectives	Measures	Target Date
Support job enrichment initiatives. Job enrichment has been a key element of the CNC Retention.	• Retention Strategy delivery.	• Q1 2021/22
	• Staff Engagement Delivery plan.	• Ongoing
	• Exit Interview process and sharing of intelligence.	• Q4 2020/21
	• Job enrichment opportunities incorporated in job/role design.	• Ongoing
	• Recognition by Reward.	• Q4 2020/21
	• Monitor and report on Police Staff Retention.	• Ongoing
Continuation of the implementation and development of the CVF ensuring clear linkages through to individual level reflecting the strategic objectives.	• Increased evidence within the employee engagement of evidence of the core competencies and Behaviours along with the links between individual and strategic objectives.	• Q4 2021-22
Manage performance proactively, fairly and recognising where support is required to improve performance to an acceptable standard.	• Adopting Practice Requiring Improvement and wider reflective practices as part of the performance management processes.	• Q4 2021/22
Maintain and develop appropriate reporting systems to enable efficient and effective People Directorate delivery.	• Sourcing systems solutions for recruitment, case management and Occupational Health.	• Q2 2021/22 – Q1 2022/23

Resourcing

Delivery Objectives	Measures	Target Date
Generate business intelligence products and management information on the future requirements for people and skills to inform operational, capability and support planning to have a sufficient flow of talent.	• Production of workforce plans reviewed regularly for both short term and long-term resourcing forecasts, providing critical information for robust business modelling.	• Ongoing (live reporting)
To provide the organisation with forecast impact based on Futures work and BEIS 'timeline' for new work.	• Production of current and 'futures', 3 months to 30 year plans to enable effective decision making, continuing to mitigate the risk and meet resourcing demand..	
Ability to predict and meet the changing demands of Police Officer Authorised Firearms Officer requirements across the CNC to meet our mission.	• Ongoing Authorised Firearms Recruitment and key locations.	• Q4 2020/21
	• Performance against Key Strategic Risk SRR12.	• Ongoing
	• Corporate dashboard – Initial Foundation Course fulfilment.	• Ongoing
	• Corporate dashboard – Applicant Pool numbers.	• Ongoing

Delivery Objectives	Measures	Target Date
Undertake systematic environmental scanning using the strategic and operational insights from across the organisation to develop flexible, short, medium and long-term workforce plans for both Police Officers and Staff.	• Annual resourcing plans for all areas of the business in terms of their police staff resourcing requirements. Ensuring establishment compliance.	• Q1 2021/2022 and annually thereafter.
	• Annual resourcing plans for all internal police officer specialist resourcing requirements. Ensuring establishment and FIRM compliance.	• Q1 2021/2022 and annually thereafter.
Recruit Authorised Firearms Officers on a site-by-site basis, understand local complexities, utilise national and local recruitment activities and where possible conduct assessment centres near to our locations to maximise community representation and inclusion and diversification and reduce internal transfers in early service.	• Monthly review of AFO resourcing plans via Tactical Workforce planning. Ensuring SCOPE compliance. Recruitment Policy.	• Q3 2020/21.
	• Authorised Firearms Recruitment Attraction Strategy.	• Q1 2021/22.
	• Annual assessment plan.	• Q4 2021/22.
	• Annual candidate engagement plan, covering Military, University, Job Fairs.	• Q4 2020/21.
	• Assessment Centre attendance rates.	• 6 monthly Q4 2020/21
	• Assess the impact of utilising the College of Policing online assessment centre process minimising travel/cost for candidates with bespoke CNC additions.	• 6 monthly March Q4 2020/21 onwards
	• Delivery against annual Police Officer Transferee Programme assessment centre process minimising travel/cost for candidates with bespoke CNC additions.	• March 2021 – annually thereafter.
	• Delivery against annual Police Officer Transferee Programme.	• March 2021 – annually thereafter.
	• Unit/Department Annual Resourcing Plans devised by end of March 2021.	• Q1 2021/22
	• Reduced time to hire for police staff, and success rates of offers to acceptance rates.	• Q2 2021/22
	• Develop and implement a Direct Hire Methodology as part of Police Staff attraction strategy.	• Q2 2021/22
	• Utilise social media and lessen dependency on agencies to place vacancies	• Ongoing
To ensure the People Directorate can meet the resourcing needs of the business, HR will work with each area of the business in devising annual resourcing plans to cover all non-SCOPE (Standing Committee on Policing Establishment) roles.	• Utilise agencies for scarce skills sets and hard to fill vacancies.	• Q1 2021/22 onwards.
	• Corporate Dashboard performance – include police staff recruitment.	• Q2 2021/22 onwards.

Delivery Objectives	Measures	Target Date
Manage Police Staff establishment and strength. Ensure that robust mechanisms are in place to enable the CNC to meet its agility with its police staff resourcing needs through transparent, professional, timely and effective processes.	• Attraction Strategy for Police Staff.	• Q1 2021/2022
	• Recruitment Policy for Police Staff Resourcing.	• Q4 2020/21
	• Established baseline for any changes to be agreed against.	• 2022/2023
	• Promote Total Reward.	• In place – develop further April 2021.
	• Management of Police Staff establishment - Report performance into People Management Group (PMG).	• Ongoing.
	• Business Cases for growth are considered by PMG and linked to corporate and departmental strategy.	• In place.
	• Workforce planning to own police staff establishment and strength – provide management information on growth per department for review at PMG	• Q1 2021/2022
Establish the CNC as an Employer of Choice.	• Track conversion of application rates from social media activity.	• Q1 2021/2022
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.	• Corporate Performance dashboard – applicant pool.	• Q1 2021/2022
	• Improved representation of candidates in the candidate pool and in new starters - Corporate Performance dashboard - % of applicants from minority groups.	• Q1 2021/2022
	• Corporate Performance Dashboard - Meet optimum time to hire range.	• Q4 2021/2022
	• Utilise the ideal candidate profiling, demographic and engagement in utilising more diverse images and messages in our attraction.	• Q1 2021/2022
	• Increased application rate.	• Q2 2021/22.
	• Implementation of phase 2 of the attraction strategy including the “Gear up” messaging.	• Q1 2021/22 onwards.

Delivery Objectives	Measures	Target Date
Develop opportunities for apprenticeships across the business as a key element in our resourcing plans. Annual resourcing plans will be introduced in 2020 which will also promote and encourage the use of apprenticeships.	• Integrated apprenticeships established across CNC that meet Government targets.	• Q4 2021/2022.
	• Annual Resourcing Plans should in all cases review all roles which could operate as an apprenticeship.	• Q3 2021/2022.
	• Attraction literature and web site to include Apprenticeship opportunities.	• Q3 2021/2022.

Mental Health And Wellbeing

Delivery Objectives	Measures	Target Date
Embed a health and wellbeing strand in our employee brand, by continuing to develop high-quality holistic services, including those provided by external suppliers, to achieve excellence in service provision and to enable all employees to trust, flourish and feel valued and involved in the workplace.	Monitoring of external departmental reputation:	• Q4 2022/23
	• Involvement in national work.	
	• Provision of services / advice to other organisations.	
	• Achieve awards.	
	• Demonstrating success in meeting KPI's.	
	• OH audit demonstrates consistent service delivery.	
Enable leaders and managers to proactively assess, manage and support staff health, safety, wellbeing, fitness and attendance within their teams and beyond. Adapting to new ways of working and increased remote delivery models	• Increase in participation of EAP service and other external interventions remain well utilised.	• Q4 2021/22
	• Annual medical passes remain consistent or improve.	
Ensure that managers are appropriately managing attendance / sickness absence, including providing appropriate support to reduce risk of absence whilst avoiding developing a culture of presentism, where possible enabling people to stay in work whilst managing health conditions, fairly, consistently and efficiently.	• Sickness absence levels remain consistent (improvements noted).	• Q4 2021/22
	• Reduction in the length of time taken to manage cases where there is a correlation with targeted interventions.	
Actively support the inclusive practices, health, safety and fitness of all staff through appropriate interventions and strengthened infrastructure, procedures and systems throughout the CNC.	• Analysis demonstrates appropriate levels of usage of CNC services.	• Q4 2021/22

Delivery Objectives	Measures	Target Date
Proactively monitor and review the impact of services by developing and providing appropriate and accurate data analysis to the organisation taking particular account of Equality, Diversity and Human Rights.	• Comprehensive monitoring via Corporate performance dashboards	• Q4 2022/23
Carry out cross functional complex case management analysis to ensure sustained deployability levels and provide resilience i.e. advice and support during the health assessment process to reduce the risk of absence (whilst avoiding development of a presentism culture).	• Deployability levels are sustained / improved.	• Q4 2021/22
Deliver targeted interventions in each workstream to reduce further number / length of cases and assess impact of wellbeing interventions and monitor ROI.	Wellbeing survey demonstrates:	• Q3 2021/22
	• 'Employees believe that the wellbeing support available matches their requirements'.	
Maintain continuous improvement cycle for fitness infrastructure to ensure it best meets organisational requirements.	• Fitness pass levels remain consistent or improve.	• Q4 2021/22
Continue to promote and support the psychological wellbeing of our people by the continuous development, review and consolidation of the mental health area within the CNC to ensure mental health support is fit for purpose and adapts to organisational developments / changes.	Wellbeing survey demonstrates:	• Q4 2022/23
	• Reduction in work-related stress.	
	• Increase in wellbeing.	
	• Increase in employee morale, engagement, understanding and involvement.	
Create a neurodiverse workplace, developing a framework to embrace neurodiversity in the CNC.	• Neurodiversity screens / referrals are well-utilised.	• Q4 2022/23
Continuously review CNC 'Health and Wellbeing Champions' framework ensuring appropriate champions to support employees in all areas. High quality training is available, peer support networks are developed and supported in a fit for purpose way and appropriate Continuing Professional Development is provided to all champions.	Wellbeing survey demonstrates:	• Q3 2021/22
	• Employees have a good level of knowledge of services available.	
	• Employees report the presence of a wellbeing culture within CNC.	

