



Civil Nuclear Constabulary

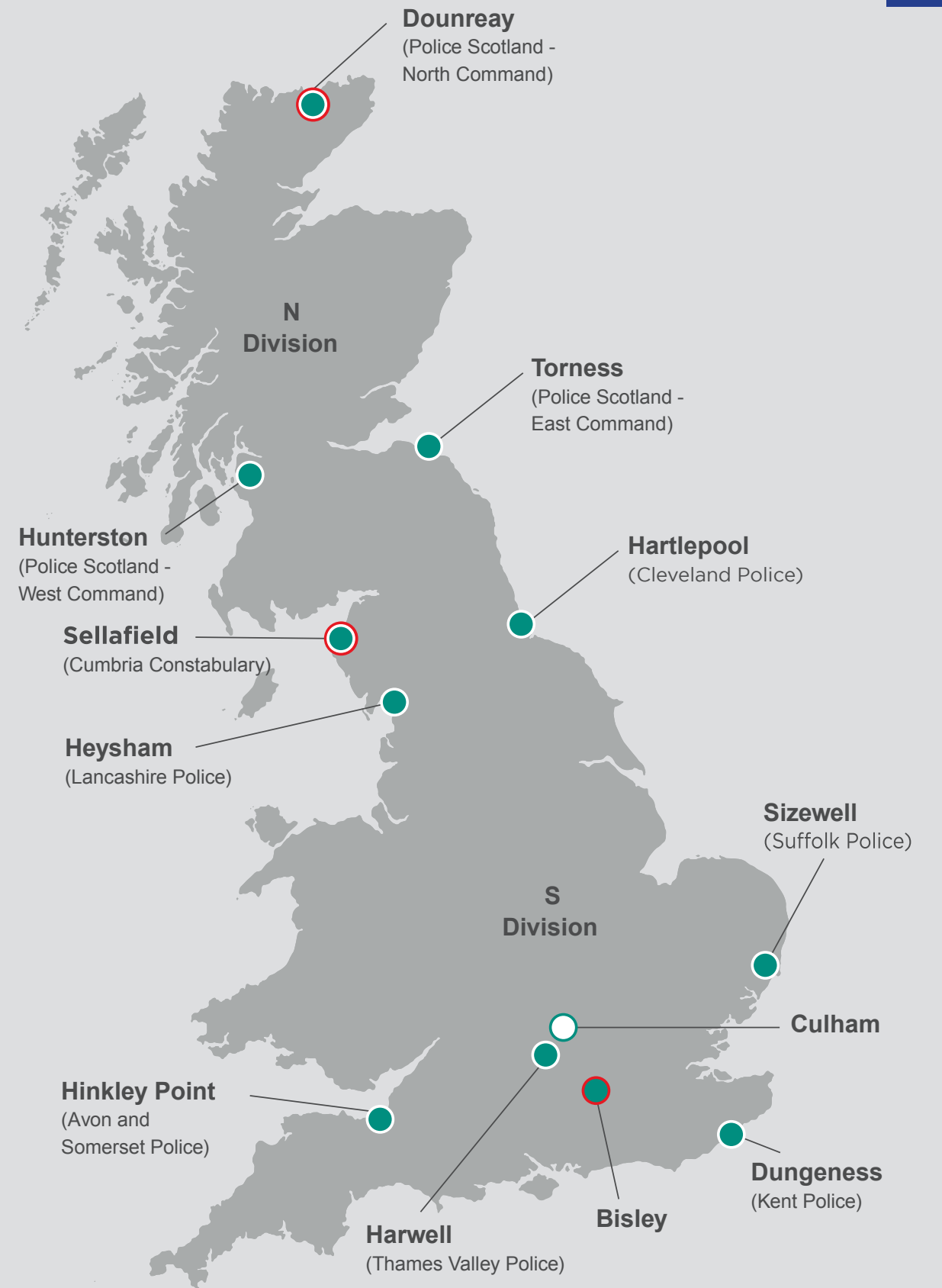


Annual Business Plan 2024/25

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CNC Protected Sites in the United Kingdom



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



Chief Constable's Foreword



Simon Chesterman
OBE, QPM

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

The Civil Nuclear Constabulary (CNC) plays a unique role in the wider police family, and we carry out our duty to protect the public - both in our core role, patrolling the communities around our sites, and as part of the national armed surge capability.

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

Our ambition remains to be recognised nationally and internationally as the leading organisation for armed protective security within the critical national infrastructure of the United Kingdom. Whilst our core mission will always remain the protection of civil nuclear sites and nuclear material, we want the CNC to become more agile in helping other police forces to protect the public. The Energy Act was updated in 2023 to reflect the changing needs of the country and provision for the CNC to deliver protective security services to infrastructure outside of the nuclear sector. During 2024 and onward, the CNC plans to make use of these new powers to offer our unique protective services to other customers.

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

The CNC continues to engage and respond to the Home Office inquiry into the murder of Sarah Everard, led by Dame Elish Angiolini and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections. We have implemented key recommendations and findings to make the changes necessary to regain public trust. We will continue to respond to any further recommendations released.

This Annual Business Plan aligns with the CNPA three-year Strategic Plan to set the direction of the CNC until 2027.

This plan focuses on our priorities for the year 2024/25 and outlines how we plan to achieve them, alongside how the Constabulary will be held to account to ensure we do. In order to deliver on the priorities, set out in this annual plan, every member of the Constabulary must recognise the individual contribution they make towards us achieving our mission to safeguard nuclear material and the public from acts of terrorism that threaten our way of life.

I look forward to working with our dedicated police officers and police staff throughout 2024/25 to deliver our mission and achieve our ambition with our service expansion plans.

Simon Chesterman OBE, 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, the 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



Ethical Policing Principles

The College of Policing published their updated Code of Ethics in January 2024, after a lengthy consultation with members of the public and serving police officers and staff. The Code reflects the expectations that the Civil Nuclear Constabulary and the public have of how police officers and staff should behave. The standards set a framework which everyone can easily understand. They enable everybody to know what type of conduct by a police officer or police staff member is acceptable and what is not.

Alongside the Code of Ethics, the CNC has four key values – one of which is Proud. We are proud to protect critical national infrastructure and play a key part in the strategic armed policing reserve. A campaign to ensure consistency of standards and practices across all the sites we police has been running for 12 months and makes it clear to all our employees what is expected of them.

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

Courage



Respect and empathy



Public service



As policing professionals, we commit to:

making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.

encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.

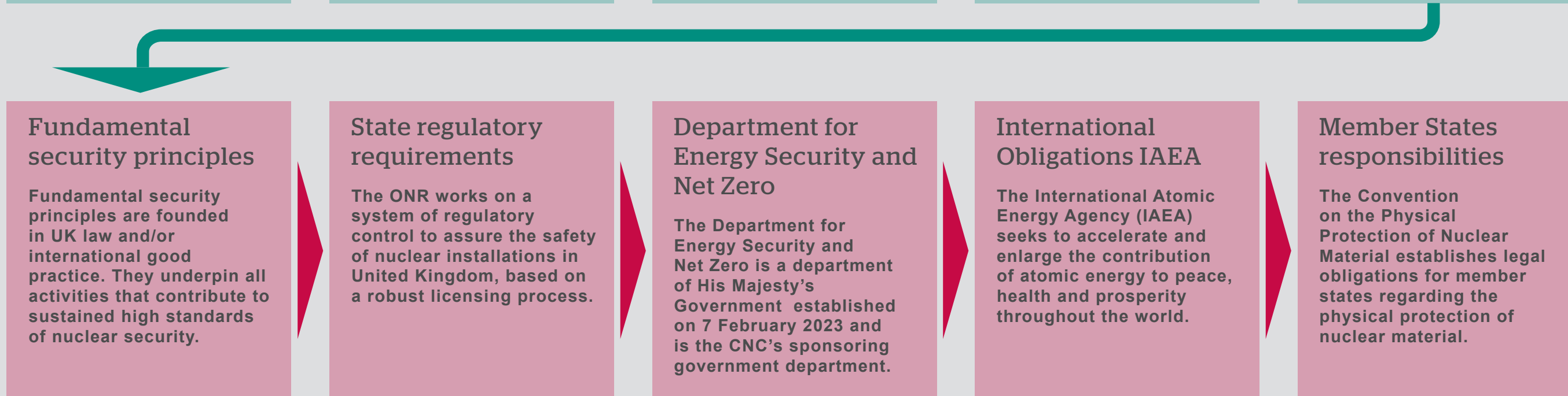
working in the public interest, fostering public trust and confidence, and taking pride in providing an excellent service to the public.

Doing the right things, in the right way, for the right reasons

CNC's role in the protection of nuclear material

The CNC

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



Physical protection of nuclear sites and materials

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

CNC achievements 2023/24

Operations and Training

The CNC has continued to deliver its critical mission throughout 2023/24 and has undertaken a range of exciting and important activities, including:

Supporting Merseyside Police with Operation Lightyear; the 2023 Eurovision Song Contest. CNC resources were in Liverpool in April and May supporting with Search Dogs and Firearms support.

The CNC also supplied dog handlers to support the Metropolitan Police with Operation Golden Orb; the Coronation of King Charles III in May.

The CNC conducted 3,450 Project Servator deployments with the vast majority being in/around the licensed nuclear sites with a small number in support of host forces. This provides valuable experience and role enrichment to our officers and demonstrates our capabilities to other forces.

Aligned closely with EDF (new-build) on a range of projects, including detailed work to identify the policing role needed at Hinkley Point C. The preferred model has been identified and agreed, and significant work continues in partnership ahead of deployment to the UK's newest nuclear power station. CNPA Board members visited Hinkley Point C in October to meet with stakeholders and see the progress being made.

CNC has continued to work closely with stakeholders at Sellafield to deliver the Main Site Command Facility. Work will continue throughout 2024 towards the transition of command-and-control capabilities at the unit to the new MSCF facility.

The Strategic Escort Group undertook sea training and successfully demonstrated their capabilities and competence to the Royal Navy during a series of demanding exercises. The team remains ready to undertake international nuclear material escort activity as required by stakeholders.

We continue to deliver firearms training to our AFOs under the full licence that we secured last year from the College of Policing. This is undertaken at our Firearms Training Unit (FTU) South training site, our FTU Scotland Training site and our state-of-the-art centre at Griffin Park in Cumbria. Another essential element is Response Model Testing which requires all AFOs to undergo tactical training on the site that they police and robustly tests the security regime.

We launched the apprenticeship scheme for new AFO recruits, which will be delivered as part of the restructured Initial Foundation Programme, offered at all three training centres with an enhanced new curriculum and delivery model. Our application to administer a Level 4 Apprenticeship was assessed and accepted by the Department for Education, with the first cohort of students commencing the new Level 4 Initial Foundation Programme in February 2024 at Culham, Oxfordshire, and at Griffin Park, Cumbria.

The Corporate Learning Department trialled pilots for a new Corporate Induction programme in 2023. These pilots covered Equality, Diversity and Inclusion (EDI) training, wellbeing, systems usage and policies; and were delivered across 2023 and will continue into 2024 for new intakes of both officers and staff.



CNC achievements 2023/24

Enabling Services

Enabling Services have gained approval of the business case and funding for a replacement of the Tactical Engagement Training Capability, which will see delivery of the replacement system during 2024. We delivered a balanced budget and unqualified audit opinion in 2023/24 and the procurement team have secured significant efficiencies and value for money, through sourcing contracts covering a range of areas across both operations and support services. This included Business and People Support System (BPSS), IT systems, occupational health, travel, weaponry and training as well as planning for commencement of 'Transforming Public Procurement' programme.

The Strategic Development team has worked with Ministry of Defence Police (MDP) and the Department of Energy, Security and Net Zero (DESNZ) on the development and submission of the Vintage proposal to the Secretary of State, with a view to CNC taking over the armed policing of the Vintage gas sites by April 2025. Enabling services has also continued to develop the Vessel Protection Project on behalf of the Home Office, which will see CNC officers deployed on cross channel ferries during 2024.

The Energy Act was published in 2023 and gives the CNC powers to provide additional police services. This is a very significant moment for the CNC and opens up exciting opportunities for service expansion through working with DESNZ on the framing and execution of this enabling legislation.

The CNC produced a Decarbonisation Roadmap, to provide the organisation,

its Board members and key stakeholders with a pathway to decarbonising towards net zero across the organisation. When developing the roadmap, consideration was given to the current carbon footprint, the main priorities for decarbonisation, and timelines for delivery. This will support the organisation as we move into the next few years, to reduce our carbon footprint and work towards the net zero target.

People and Standards

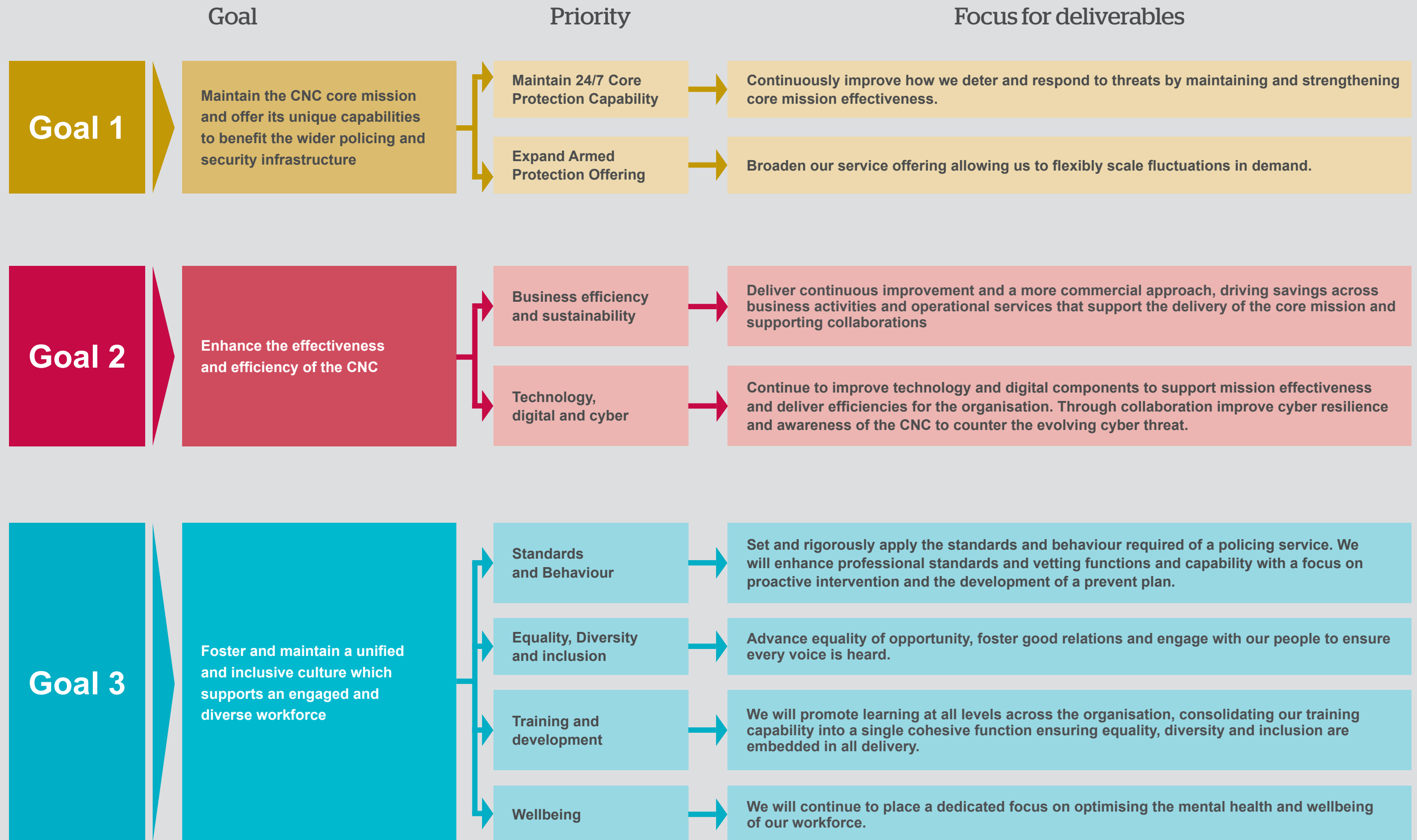
Social Media recruitment campaigns have been especially successful over the last year and we have received an increase in the number of applications to join the organisation as a result of these posts.

We have successfully onboarded the Police National Database (PND) into the internal vetting team, which has enabled us to remove our reliance on external vetting support. This year has seen a significant investment in the professional standards and vetting teams, and their work to support the CNC.

The EDI Team have published the three-year EDI Strategy, with a focus on: communications and engagement; standards and ethics; data and performance; policy and guidance; and training and development. The strategy sets the goals and ambitions for the CNC over the next three years and outlines specific activities to support these ambitions. Alongside this, we continue to deliver against the five strands of the integrated Cultural Action Plan, with activity across the different workstreams focusing on the required improvements.



Plan on a page



2024/25 Focus Areas - Goal 1

2024/25 Annual Business Plan Deliverables: Goal 1

Strategic Goal Priority	Deliverable Activity	Target 2024/25	Measuring delivery	Lead Owner(s)
Maintain 24/7 Core Protection Capability	Commission and implement new Tactical Engagement Training Capability (TETC)	Q4	1) Equipment and system delivery (Jan 2025) 2) Acceptance testing (March 2025)	Portfolio Training
Maintain 24/7 Core Protection Capability	Continue to undertake high visibility deterrent policing options such as Project Servator deployments at unit	Quarterly	Servator deployments 1,200 a year across all sites.	Ops
Maintain 24/7 Core Protection Capability	Demonstrate compliance with Nuclear Security Plans at each site annually	Quarterly	Key Components: 1) Deployability Vs Strength against target 2) Deployability Vs Establishment against target 3) Regular Evaluated Demonstration Exercise-required standards met 4) Core Capability shortfalls against target.	Ops HR
Maintain 24/7 Core Protection Capability	Command and Control Centre Incident Management System (C3IMS2) Project - contract in place	Q3	Signed contract in place by 31 December 2024	Portfolio IT
Maintain 24/7 Core Protection Capability	Attraction strategy for AFO resources, national and local to each priority location	Q4	95% IFC Allocation Fulfilment	HR
Maintain 24/7 Core Protection Capability	Improve vetting timelines for new employees	Quarterly	– Officer Police Clearance Completion Vetting, 23 working days	Vetting
Expand Armed Protection Offering			– Staff Police Clearance Completion Vetting, 45 working days – Officer Baseline Clearance Completion Vetting, 27 working days	

2024/25 Focus Areas - Goal 1

2024/25 Annual Business Plan Deliverables: Goal 1

Strategic Goal Priority	Deliverable Activity	Target 2024/25	Measuring delivery	Lead Owner(s)
Maintain 24/7 Core Protection Capability	Develop a weapons replacement outline business case and identify capital funding requirements	Q2	Initial proposal prepared/ approved (OBC)	FTU Portfolio
Maintain 24/7 Core Protection Capability	Commence replacement of less lethal option (Taser)	Q4	Number of new units purchased/ replaced	FTU Portfolio
Maintain 24/7 Core Protection Capability	Produce a Stakeholder Engagement Strategy and Mapping document	Q2	Delivery of Stakeholder Mapping document and Strategy	Governance & Assurance
Maintain 24/7 Core Protection Capability	Delivery against project and planning milestones for Hunterston site cessation timeline	Q1	Commence cessation plans	Portfolio
Maintain 24/7 Core Protection Capability	Collaborate closely with EDF on project and planning milestones for Hinkley Point sites to manage resource requirements	Q4	Develop Integrated Policing and Guarding Model for HPC	Strategic Development Portfolio
Expand Armed Protection Offering	Delivery against the initial project milestones for Vintage	Q1	Commence delivery phase end of Q1	Strategic Development Portfolio
Expand Armed Protection Offering	Delivery against key project milestones for the Vessel Protection Project	Q3	1) Complete operational delivery of Pilot by Q2 2) Delivery of formal review Q3	Strategic Development Portfolio
Maintain 24/7 Core Protection Capability	Implement CNC requirements for 'Transforming Public Procurement' legislation; policy, procedure, process, template and staff professional development	Q4	CNC fully compliant with statutory obligations & staff fully trained	Commercial

2024/25 Focus Areas - Goal 2

2024/25 Annual Business Plan Deliverables: Goal 2				
Strategic Goal Priority	Deliverable Activity	Target 2024/25	Measuring delivery	Lead Owner(s)
Business Efficiency and Sustainability	Identify and report efficiency savings during 2024/25	Quarterly	Reporting actual savings and performance against target of 1% reduction of non-staff costs	Finance Commercial
Business Efficiency and Sustainability	Progression of HQ relocation project in line with agreed milestones	Q2	Full business case by Q2	Portfolio, Estates IT
Business Efficiency and Sustainability	Deliver a balanced budget	Quarterly	Within 1% of quarterly forecast	Finance
Business Efficiency and Sustainability	Deliver an unqualified audit opinion on previous year accounts	Q2	Delivery of unqualified audit opinion	Finance
Business Efficiency and Sustainability	Implement refreshed contract management regime to drive efficiencies, effectiveness, value for money and meet supplier cyber security requirements	Q4	Contract management arrangements established and operational for key contracts	Commercial
Business Efficiency and Sustainability	Produce a full business case and options appraisal for the replacement of the tactical training facilities in the South	Q1	Full Business Case by Q1	Estates Training Portfolio
Business Efficiency and Sustainability	Development of a Commercial Strategy which embeds consistency in commercial practice in CNC	Q3	Published Strategy	Commercial
Business Efficiency and Sustainability	Review and update Chiltern Transport Agreement	Q4	Updates reviewed and changes published	Commercial

2024/25 Focus Areas - Goal 2

2024/25 Annual Business Plan Deliverables: Goal 2

Strategic Goal Priority	Deliverable Activity	Target 2024/25	Measuring delivery	Lead Owner(s)
Business Efficiency and Sustainability	Complete obligations Stemming from Government Security Centres (GSeCs) Building Security Review	Q4	Completion of all required obligations	Estates
Business Efficiency and Sustainability	Commence reduction in energy use or emissions - implement initial activities from Fleet Strategy	Q4	Reduction in emissions through electrification of some of the fleet in accordance with Fleet Strategy	Commercial
Business Efficiency and Sustainability	Commence reduction in energy use or emissions - Create business case for installing Solar Panels at Griffin Park	Q2	Business case established and approved in readiness for available funding	Estates
Business Efficiency and Sustainability	Commence reduction in energy use or emissions - create business case for installing charging points at Griffin Park	Q2	Business case established and approved in readiness for available funding	Estates
Technology & Digital	Deliver the first phase of a drone trial Determine operational requirements	Q3	Delivery and evaluation of first phase trial	Strategic Development Portfolio
Technology & Digital	Replacement of WAN/LAN Services (Future Network Delivery- FuNDs project)	Q4	Delivery of FBC by Q4	IT
Cyber Security and Awareness	Review and update Cyber Security Strategy	Q3	Review of Strategy and published updates	IT

2024/25 Focus Areas - Goal 3

2024/25 Annual Business Plan Deliverables: Goal 3				
Strategic Goal Priority	Deliverable Activity	Proposed target 2024/25	Measuring delivery	Lead Owner(s)
Standards and Behaviours	Continue to embed National Intelligence Model (NIM) Compliance	Q4	Embed NIM Compliance: Updated Strategic Assessment and Progress against Control Strategy	PSD and Vetting
Standards and Behaviours	Ensure all recommendations for forces as set out in the HMICFRS report into vetting, misconduct, and misogyny in the police service are embedded and implemented or appropriate control measures are in place	Q2	Completion of all remaining recommendations or evidence of appropriate control measures embedded	PSD and Vetting
Standards and Behaviours	Develop and deliver a structured education and training programme for PSD and vetting matters	Q4	1) Input delivered on all induction and sergeants development courses 2) Every site visited by PSD staff to deliver face to face briefings	PSD and Vetting, Training
Standards and Behaviours	Respond to recommendations resulting from the Angiolini Inquiry	Q4	1) Develop an appropriate action plan 2) Monitor and report delivery	PSD and Vetting, Training
Standards and Behaviours	Deliver a performance dashboard representing progress made against the Cultural Action Plan	Q1	Agreed dashboard that provides quarterly updates on progress	Governance and Assurance
Equality, Diversity and Inclusion				
Equality, Diversity and Inclusion	Implement the revised Equality Impact Assessment process across all policies	Q4	100% of new policies complete by the end Q4 existing policies subject to new process at scheduled time of review	EDI
Equality, Diversity and Inclusion	Impact of the 'Safe to Say' Campaign in improving protected characteristics data	Quarterly	Percentage of staff and officers who have updated their data (report on actuals through the year)	EDI Comms Training

2024/25 Focus Areas - Goal 3

2024/25 Annual Business Plan Deliverables: Goal 3				
Strategic Goal Priority	Deliverable Activity	Proposed target 2024/25	Measuring delivery	Lead Owner(s)
Training and Development	Deliver EDI training to all employees through corporate inductions for new starters, the Initial Foundation Programme for recruits, online learning, all leadership and management training and the new Code of Ethics in 2024	Q4	Percentage of staff receiving EDI and Code of Ethics training via following routes: Corporate induction IFP Online training Leadership and Management Training	EDI Training
Training and Development	Implementation of AFO Apprenticeship programme	Quarterly	1) Number of AFO apprentices 2) Number of mentors	HR Training
Training and Development	Create and consult on a Talent Development Strategy	Q1	Feedback collated May 2024	HR
Training and Development	Deliver Upstander Training to all staff and officers	Q4	Percentage of staff and officers completing training (report on actuals through the year)	Training
Training and Development	Establishment of PDU capability	Q2	1) Interim capability by end of Q1 2) full capability by end of Q2	Training
Wellbeing	Ensure annual resourcing plans are created to capture resourcing requirements for police staff	Q1	All resourcing plans completed for each enabling service	HR
Wellbeing	Implement total reward statements	Q4	Development of total reward statements	HR Finance Comms

Governance Framework

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

- The Office for Nuclear Regulation (ONR) - responsible for regulating nuclear safety and security across the UK. ONR uses Security Assessment Principles (SyAPs) to guide regulatory judgements and recommendations when undertaking assessment of duty holders' security submissions, such as Nuclear Site Security Plans (NSSPs).
- Site Licence Companies (SLCs) - CNC uses NSSPs to ensure the safety of nuclear facilities and nuclear material.
- College of Policing – License us to ensure we are a fit for purpose, effective, armed police force.
- His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) - responsible for the independent inspection of the effectiveness and efficiency of the CNC.
- National Police Firearms Training Curriculum standards – to ensure highly and appropriately trained officers, regularly tested through our site exercise regime and are dedicated to protecting the sites to which we are deployed, 24 hours a day, 365 days a year.
- Civil Nuclear Police Authority (CNPA) - responsible for maintaining an efficient and effective CNC, determining its policing objectives, appointing members of the Executive Team, and accounting for the CNC's operational and managerial performance. Both the CNC and the CNPA are Non-Departmental Public Bodies of the Department for Energy Security and Net Zero. The CNPA set out a three-year strategy that defines the goals and priorities for the CNC to deliver against. The strategy can be found on our [website](#).

To find out more about our governance, performance and budget, read our Annual Report and Accounts at www.gov.uk/cnc

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



Leadership, Performance and Standards



DCC Stephen Martin
OBE, QPM

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

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

The DCC has strategic oversight and responsibility for organisational performance, including delivering our three-year corporate strategy effectively and efficiently through the CNC's delivery plan. He is also responsible for the vital area of 'Equality, Diversity Inclusion' (EDI), leading our EDI Governance Group to ensure we are an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form. With the launch of the new EDI strategy, a delivery plan and performance framework has been developed to track the progress against the strategy. The EDI team has developed a new approach to Equality Impact Screening and Assessment to ensure our policies do not disproportionately affect underrepresented groups. The EDI team also work closely with the training division, assessing their products to ensure that EDI is a golden thread that runs through everything we do.

With the high number of Authorised Firearms Officers in the CNC, training is always a priority area. We are accredited by the College of Policing with a National Firearms Training Licence and use our expertise to train not just our own officers but also those from some other forces. A comprehensive review of training, led by the DCC, is at a mature stage with the different training functions having been restructured into one Training Division. A Training Strategy has been developed which clearly sets out our vision and key training objectives. Professional Development Units are being

set up across the Constabulary to support our new apprentices, and also offer further local training and development to all our officers and staff in key policing skills. This work has led to a more effective structure and training delivery, and also provides greater quality assurance and evaluation.

Professional Standards and Vetting are two other areas of responsibility resting with the DCC and both are of critical importance. We are fully committed to rooting out corrupt and criminal officers from our ranks and have uplifted both the capability and capacity of our Professional Standards Department, including developing a new counter corruption capability. Policing can only legitimately exercise its functions with the confidence, trust, and co-operation of the public, and we are determined to do all we can to secure it.

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



Operations



T/ACC Michael Vance

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

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

We will continue to support our wider policing family with mutual aid deployments and at significant events, and we will continue to play our role keeping the public safe. Policing needs to rebuild its reputation and confidence with the public, and as part of our commitment to this important work, we continue to promote our Proud to Protect initiative.

This force-wide programme of work is being delivered during the period of this annual plan. This work focuses on the force's collective responsibilities to improve standards and create an environment where our officers can thrive and be confident enough to challenge any inappropriate, unacceptable, or unwanted behaviour. It also enhances our approach to onsite and offsite tactical taskings, making best use of our resources.

We will further develop our Continuous Professional Evaluation to ensure we are consistently and continuously evaluating ourselves and our activity, taking prompt steps to address any issues and to learn from experience.

The introduction of the Non-Home Office Police Force Apprenticeship Scheme will help make us a more attractive employer, providing professional qualification opportunities to our officers.



Governance and Enabling Services



Richard Cawdron
Director of Governance
and Enabling Services

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

Our Directorate is responsible for a wide variety of departments who provide support services, ranging from Estates, who manage the CNC's built environment; IT, who secure our IT infrastructure and support our users; and Security, who provide guidance and specialist advice to the CNPA, CNC officers, staff, including contractors and third-party suppliers.

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

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

The Strategic Development function provides an analytical and horizon scanning capability to support the development of operational capabilities and emerging business areas. The team works with all functions of the

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

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

The Senior Management team for Governance and Enabling services underpins and ensures the delivery of the back-office functions that enable the front-line services to operate effectively. The subject matter experts in the Directorate work across all functions of the CNC.



People



Karen Sanders
Interim People Director

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

As a Directorate we cover all things people related, including Human Resources, Occupational Health Safety and Wellbeing and Organisational Change. We create the conditions for success through forward thinking organisational design. We champion fairness, respect, equality, diversity, inclusion and belonging.

The Directorate acts as a strategic partner enabling the CNC to deliver its ambition and is the driver in building an inclusive and engaged workforce that is agile and dynamic. We will do this by being an 'employer and career destination of choice' attracting, developing and retaining the best people for our profession and leading them to high performance in a healthy, fit, and safe environment.

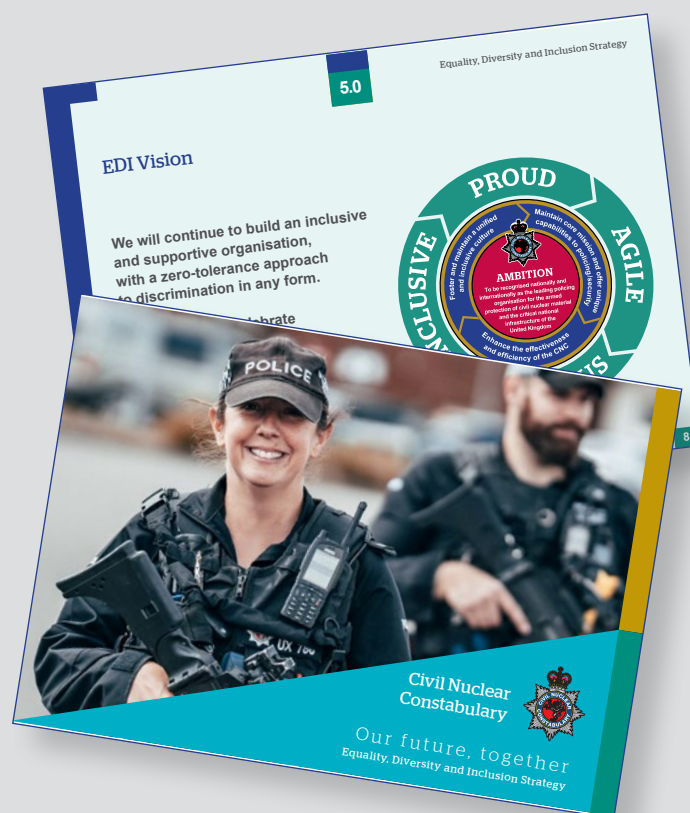
We provide an award-winning Occupational Health and Wellbeing provision to all employees, including access to physiotherapy for both officers and staff, access to a 24/7, 365 days a year Employee Assistance Programme, tailored lifestyle and fitness support, access to Mental Health First Aiders, and a network of fitness and wellness champions across the Constabulary. We host a range of employee networks which support our people from different backgrounds, cultures and lived experiences to thrive at the CNC.

The CNC is also recognised by the College of Policing, as the 'most improved force' for its work on reducing the Gender Pay Gap.

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



Diversity, Inclusivity and Wellbeing



The Civil Nuclear Constabulary strives to be an organisation in which every individual is valued and respected and where equality, diversity, and inclusion (EDI) responsibilities are shared by all. Our EDI Strategy was launched in 2023, and includes our EDI Vision: ‘To continue to build an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form.’

We actively celebrate difference and encourage diversity and equity across the organisation. We recognise that our commitment towards EDI is integral to everything we are trying to achieve as an organisation going forward and is the golden thread that runs through all that we do.

We have an established governance structure in place and work to a detailed plan on what we want to deliver in this area. We will continue to go beyond equality and strive for equity to ensure everyone has the same opportunities and resources needed to reach an equal outcome. We will deliver this by:

- Continuing to ensure the CNC complies with the main Equality Duties and publishes annual reports and analysis to show progress
- Working to achieve our objectives in the EDI Strategy by delivering targeted work and solutions as part of our EDI Delivery Plan
- Continuing to support the four dedicated EDI Affinity Networks:
 - **DAWN** – the Diverse Ability and Wellness Network providing support for matters related to mental and physical health, disability support (including physical and neurodivergent conditions), age related issues, family support and carer support
 - **FAME** – the Faith and Multi-Ethnic Network supporting officers and staff from Minority Ethnic backgrounds and those who follow a religious belief
 - **GAIN** – The Gender Affinity Inclusion Network supporting officers and staff with gender-based issues and encompassing the Women’s Equity Network, the Men’s Care Network, VAWG (Violence Against Women and Girls), New Parents Support, Endometriosis Support and Menopause Support
 - **PRIDE** – comprising of Griffin’s Pride and Transform and covering all LGBTQ+ issues
- Improving our data recording of protected characteristics so we achieve improved understanding of any barriers that exist preventing underrepresented groups from joining and remaining with the CNC and increased trust and confidence with our communities and our stakeholders.
- Improving mechanisms designed to increase workforce diversity and secure percentage increase in terms of Gender and Ethnicity and monitor pay gap reduction targets for both areas to ensure better outcomes

Wellbeing at the CNC

The CNC is proud of our award-winning Occupational Health and Wellbeing department and our steps to develop a wellbeing culture within the CNC.

This is demonstrated by the commitment of the members of the Healthy Workplace Group, its various sub-groups, and the relevant Affinity Networks; the hundreds of employees who have volunteered to be champions, supporting one or more of the workstreams and those that have opened up to the CNC to share their stories with a view to helping others who have had (or are having) similar experiences.

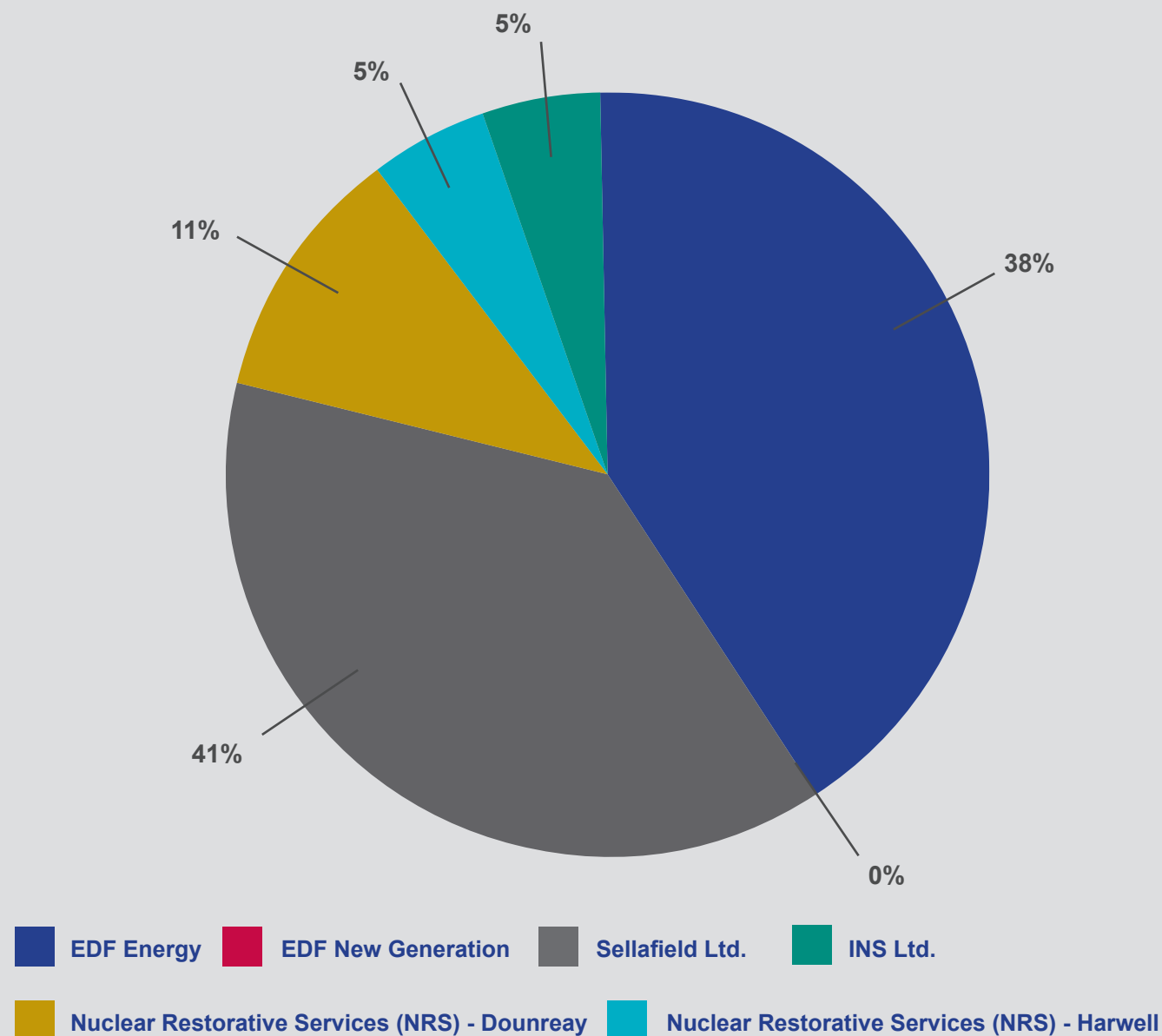
The Healthy, Fit and Safe plans underpin the work that we do in Occupational Health and Wellbeing. They set out the infrastructure in place to provide health and wellbeing services and the governance structures that support, oversee and assure the delivery of these services as well as the detailed plans against which our commitments are measured. We are proud to be an organisation that is committed to supporting the wellbeing of its employees.

Financial Outlook

The funding model for the CNC means that much of the income to deliver services is provided by a range of civil nuclear site licence companies (SLCs). This plan focuses on the specific deliverables for 2024/25 and ensures that funding is appropriately prioritised and that there is a clear focus on effective and efficient service delivery.

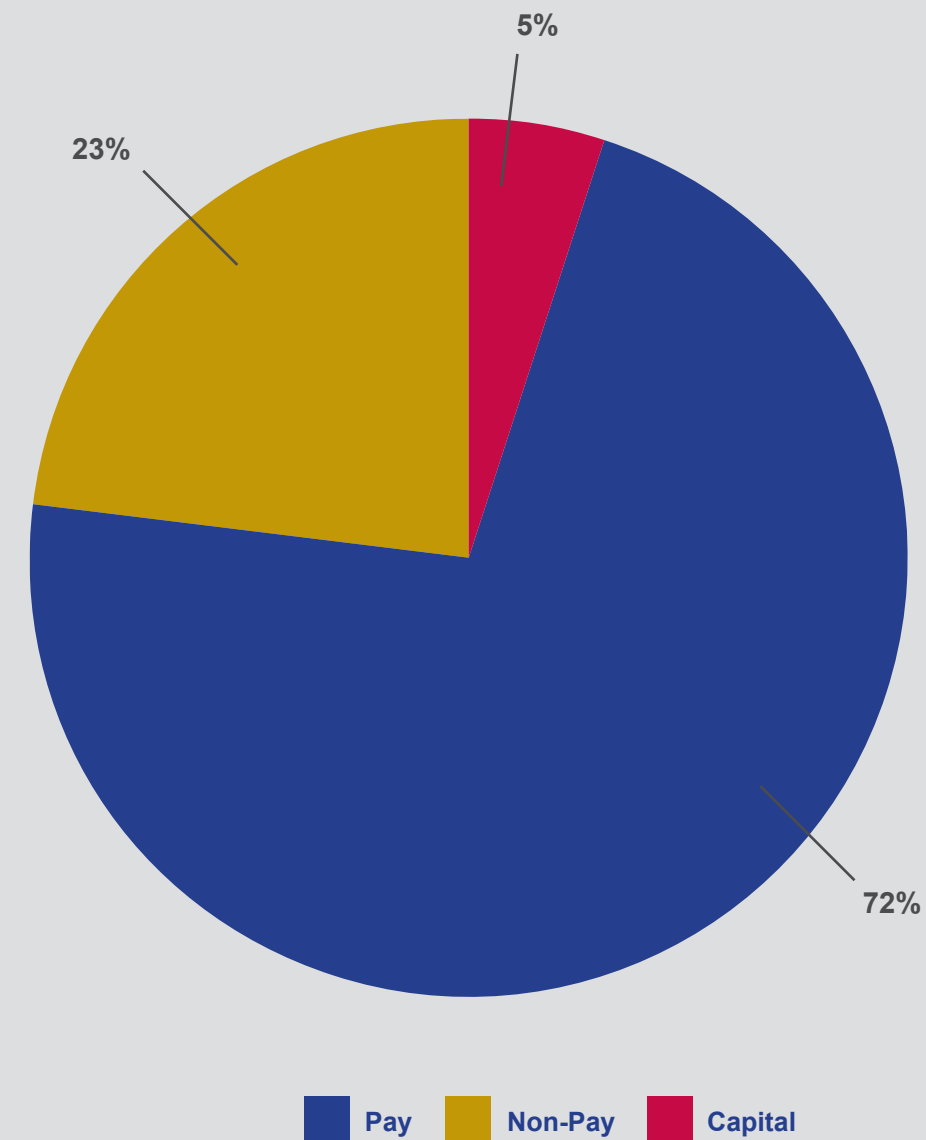
The funding provided by the SLCs is determined by the protection resources set out in the Nuclear Site Security Plans and used to deliver against the objectives in this plan. Fig 1 sets out the income from each of the SLCs.

Figure 1 - Income from SLCs £m



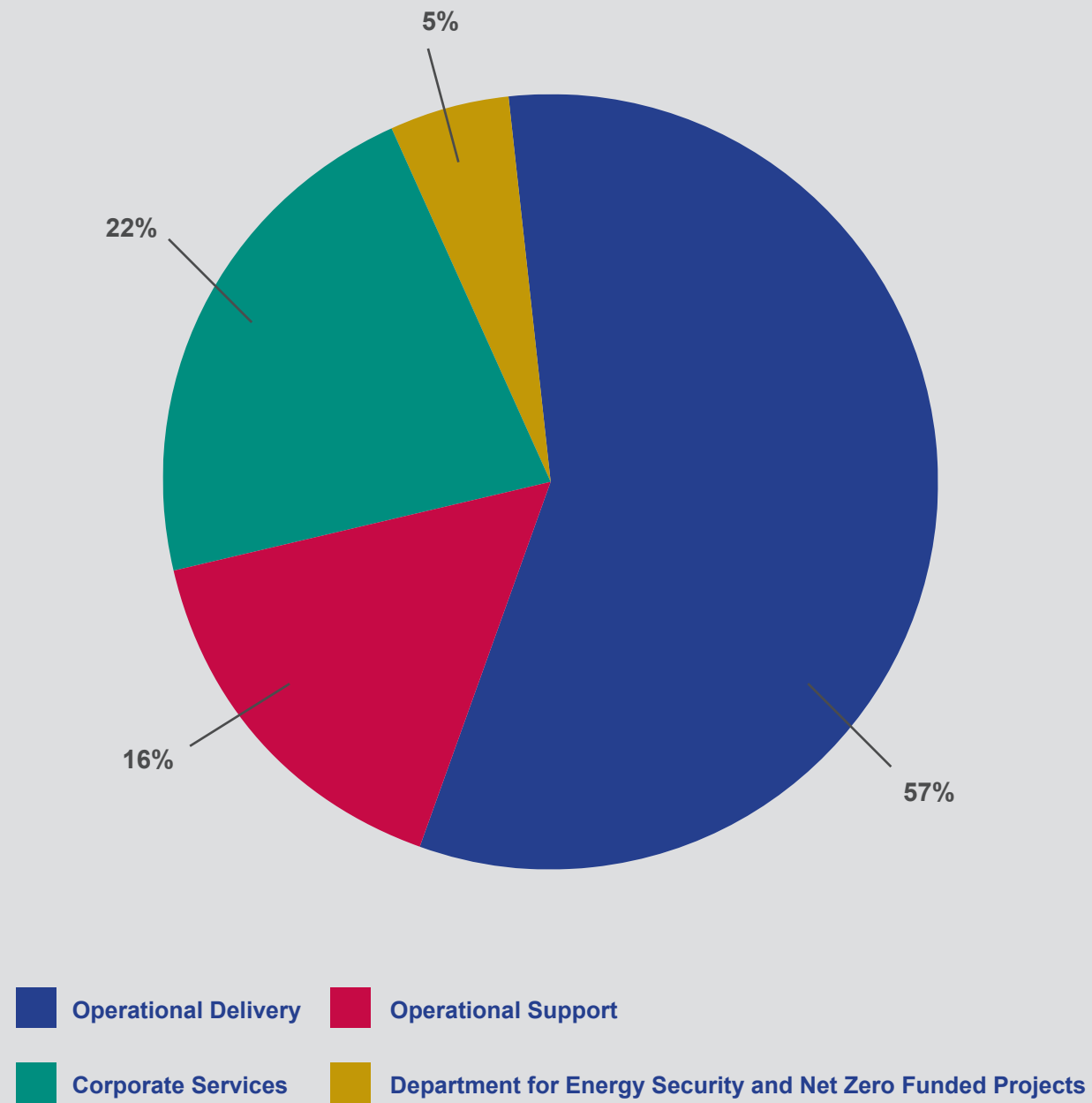
In addition to income received from the SLCs, the CNPA receives funding from the Department of Energy Security and Net Zero to fund significant capital projects over £0.5m. For 2024/25 this is estimated to be £7.7m (subject to business case approval). The total income from the SLCs and Department of Energy Security and Net Zero provides funding to deliver the business plan in 2024/25 Expenditure is grouped as illustrated in Fig 2:

Figure 2 - Expenditure Categories 2024/2025 £m



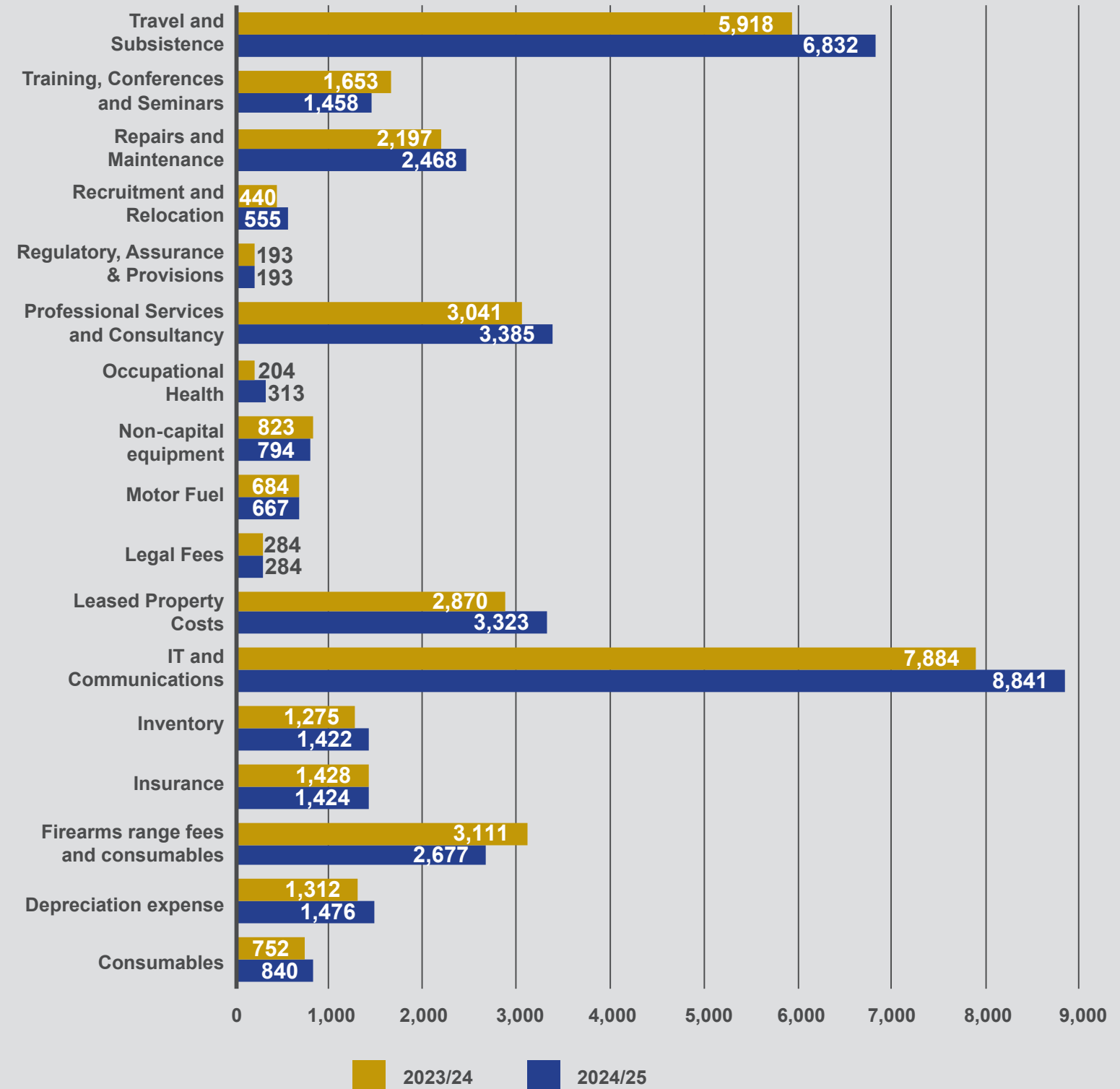
The chart in figure 3 details the summary of service delivery costs.

Figure 3 - Summary of Service Delivery £m



The chart in figure further 4 breaks down the expenditure that is not pay related.

Figure 4 - Non-pay Expenditure Summary £'000



Efficiency programme

Cost efficiencies have been identified for the 2024/25 business plan and are incorporated in the income and expenditure figures above. CNC has an internal governance group to oversee a continuous improvement programme for the full Medium Term Financial Plan (MTFP) period. This will identify invest to save options; innovations in our ways of working; areas for working in partnership and collaboration with other organisations; and opportunities to spread overhead and operational support costs thereby reducing the burden on our SLCs. The revised MTFP will be presented to the Police Authority in September 2024.

The funding above has been aligned to deliver the key priorities set out in the Annual Business Plan. The deliverables within the plan that have specific funding requirements are being managed as follows:

Goal 1

- **Tactical Engagement Training Capability (TETC) and the replacement of less lethal weapon option (Taser) is being supported by capital funding provided by Department of Energy Security and Net Zero (DESNZ).**
- **A full business case for the incident management system replacement is being produced Q1 of 2024/25. This work will set out the financial projections for delivery of the incident management system in 2024/26. This funding is assumed to be revenue and will be funded directly by the Site License Companies.**
- **The CNC is working with the Home Office to deliver the operational pilot stage of the Vessel Protection Project. All required capital and revenue funding is being provided by the Home Office.**
- **In collaboration with EDF New Generation (Hinkley C), the CNC is developing the preparatory work and outline plans to provide appropriate armed protective services to Hinkley Point C new build nuclear site. The budget for 2024/25 is agreed and the CNC will work with EDF New Generation throughout the year to determine any additional funding requirements.**
- **The CNPA is working with DESNZ to broaden its armed protection offering outside nuclear. Initial bids for new services have been made and subject to approval separate funding will be provided to support the implementation.**

Goal 2

- **The production of a full business case by Q2 2024 to relocate Headquarters. A full options appraisal will identify a suitable property, working in collaboration with nuclear stakeholders and detail the estimated funding requirements. These will be managed as part of the 2025/26 budget setting process.**
- **The CNPA has established the sustainability strategy. The CNC will work to produce an outline business case for Solar Panels and Electric Charging points at Griffin Park. This is subject to approval, DESNZ capital is sought to deliver these in 2024/25.**
- **The CNPA will be seeking the support of DESNZ to use part of the Comprehensive Spending Review (CSR) allocation for 2024/25 following the production of a full business case and options appraisal for the replacement of the tactical training facilities in the South of England.**

Goal 3

- **Additional funding has been built into the budgets for 2024/25 to enable the delivery of the non-Home Office Apprenticeship scheme programme, which includes investment in the Professional Development Unit (PDU).**
- **Additional funding has been built in to support the strengthened professional standards unit and vetting service.**
- **Funding in the budgets will continue to strengthen the delivery of the CNC's Equality, Diversity, and Inclusion Strategy.**

Civil Nuclear Constabulary



Annual Business Plan 2024/25