



CIVIL NUCLEAR POLICE AUTHORITY

2007 – 2008 POLICING PLAN



Civil Nuclear Police Authority 2007 - 2008 Annual Policing Plan

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Executive Summary

This plan sets out the Civil Nuclear Police Authority's intentions for the year ahead to ensure that the policing services provided to nuclear site operators are efficient and effective. Thereby contributing a major plank in ensuring that nuclear materials and facilities are secure from parties who may wish to use them for purposes other than those for which they are intended.

The plan is a statutory requirement under the Energy Act 2004 and takes into account stakeholder views and is presented by the Constabulary to the Police Authority for comment, amendment and adoption. The plan takes on board the requirements of the update to the 2006 – 2009 National Community Safety Plan, in so far as they are relevant to the specialist duties carried out in protecting nuclear materials and facilities.

The plan sets out the work to be undertaken to maintain and improve the efficiency and effectiveness of our activities under the three key strategic priorities derived in our Policing Strategy.

2007 sees the completion of a project to extend the deployment of armed police protection to nuclear generating stations but this does not mean the finalisation of major change for the Authority. The range of changes set out in this plan will continue the building of professional policing capacity and support operations to counter the increased potential for terrorist action against nuclear materials and facilities.

The plan is published bearing in mind our responsibilities under the Freedom of Information Act and our own objectives to improve our communications with stakeholders. Inevitably as an organisation involved in protecting vital parts of the national energy infrastructure there are some aspects of our plans which cannot be divulged as details would be of use to those who would seek to exploit any opportunity to overcome the defences assigned to prevent unauthorised access to nuclear materials.



Civil Nuclear Police Authority 2007 - 2008 Annual Policing Plan

Introduction

This Annual Policing Plan is produced by the Civil Nuclear Police Authority, which is accountable to the Secretary of State for Trade and Industry as determined by the [Energy Act 2004](#). The Civil Nuclear Police Authority is an independent statutory Police Authority and is the employer of the Civil Nuclear Constabulary.

The Police Authority have undertaken a strategic review of the activities undertaken by the Constabulary taking into account the assessments and feedback of the National Audit Office, Her Majesty's Inspector of Constabulary, the Office for Civil Nuclear Security, the Independent Police Complaints Commission and the aspirations of the Constabulary itself. These assessments and the strategic review have confirmed that we will continue to maintain a clear focus on our core business of protecting nuclear material and facilities on designated civil nuclear sites, and civil nuclear material in transit.

The environment in which the Authority operates is continually changing. Society expects that policing organisations are accountable and transparent and that continuous improvement is undertaken to improve the efficiency and effectiveness of the services delivered to the community at large. The threat from terrorist attacks to the UK and UK interests abroad remains high and is not diminishing despite successful intelligence-led national policing operations leading to the foiling of terrorist activities in the planning stage. The nuclear industry is restructuring as a result of the Nuclear Decommissioning Authority's plans for competition for the management of licensed nuclear sites. Within the policing service the Home Office's plans for amalgamation of police forces have been shelved but the rationale for the amalgamations; to provide a better capability for countering serious and organised crime, including terrorism, remains valid and work is continuing to enhance collaborative working across the service. 2007 sees the completion of the Authority's project to extend the deployment of armed police protection to nuclear generating sites, a project which has been completed to a tight timescale at a lower cost than originally forecast and has involved us in establishing new partnerships with Home Office and Scottish Executive Police Forces.

This changing environment, together with the assessments and reviews, has indicated that there is still much to do to adopt practices and standards expected of a modern organisation. In considering the issues raised during the HMIC thematic inspection on terrorism we accept that the U.K. has to raise its game significantly and that we have our part to play in this to respond to the emerging threat by protecting key civil nuclear installations and transport operations.

During the past year there have been changes throughout the Constabulary; in organisational structure, in personnel, and in policing philosophy. Inevitably with such a scale of change our employees have seen a degree of uncertainty and their concerns have been reflected in some of the outturns against the performance targets set last year. Nevertheless the majority of targets and objectives were achieved and this demonstrates the commitment and dedication of our officers and staff. For the coming year we intend to build on the work done to date and to continue the process of improvement by involving our employees in identifying and implementing opportunities.

Accordingly we plan to take forward a number of themes for improvement against each of our three key strategic priorities, whilst maintaining high levels of performance for delivery of our day to day duties.

This plan takes into account the November 2006 update to the National Community Safety Plan 2006 - 2009, and includes those aspects of that plan which are judged applicable to our specialist activities.



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About our organisation and accountabilities

Civil Nuclear Police Authority

The Police Authority is a Non-Departmental Public Body whose role is to ensure that the Civil Nuclear Constabulary is an efficient and effective police force, and is responsive to the needs and priorities of the stakeholders whom it serves. The Police Authority discharges this role by setting the strategic direction for the Constabulary through defining the key strategic priorities, defining the three year strategic view through the Policing Strategy, setting specific objectives and performance targets through this annual policing plan, approving proposals for major change, and holding the Chief Constable to account for the Constabulary's performance in achieving the targets, objectives and agreed standards.

This plan is developed progressively through the preceding year taking into account stakeholders' views, including national and local policing priorities. The Police Authority has established a series of committees, with defined terms of reference, to oversee the delivery of each annual policing plan by reviewing reports on performance and challenging the progress achieved throughout the year.

Civil Nuclear Constabulary

The Constabulary aims to deliver an effective and efficient Police Service in compliance with national security requirements for the protection of nuclear material in transit and for nuclear materials on designated UK nuclear licensed sites operated by British Nuclear Group (BNG) (formerly BNFL and BNFL Magnox), United Kingdom Atomic Energy Authority (UKAEA), British Energy Group (BE), Urenco and Westinghouse Springfields Fuels Ltd. In so doing the Constabulary will provide a secure and safe environment in which the nuclear industry can carry out its business.

To undertake its role the Constabulary is authorised to deploy armed police officers to protect nuclear material and operates within the national regulations and guidelines for the control and handling of firearms.

Independent scrutiny

The Constabulary is subject to statutory regulation and scrutiny by Her Majesty's Inspector of Constabulary (HMIC), the Independent Police Complaints Commission, the Office for Civil Nuclear Security, the National Audit Office, the Health & Safety Executive (HSE), and other regulators pertinent to the nuclear sites and activities. During the currency of this plan the Office for Civil Nuclear Security and the HSE's Nuclear Installations Inspectorate are expected to be incorporated into a new nuclear industry regulatory body.

The Police Authority, as a Non-Departmental Public Body is also subject to regulation by a number of other government agencies including the Information Commissioner's Office, the National Archives, and the Office of Government Commerce.

The reports of these bodies on Police Authority / Constabulary performance are published on the websites of the appropriate regulatory body.



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Key Strategic Priorities

National Key Strategic Priorities for policing

The [National Community Safety Plan 2006-2009](#) sets out five key strategic priorities for the police service.

The Government's key strategic priorities are:

Reduce overall crime, focussing on more serious violent crime, drug-related crime and alcohol-related crime and disorder.

Enable people to feel safer in their communities by embedding a dedicated, visible, responsible and accountable neighbourhood policing team in every area by 2008.

Continue to bring offences to justice in line with the Government target through improved sanction detections, especially in relation to more serious crime.

Strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular tackling serious and organised crime

Protect the country from both terrorism and extremism.

The number of crimes that occur on nuclear sites is small and it is important that the Civil Nuclear Constabulary concentrates on maintaining and improving its core duties to protect nuclear material and facilities. Hence the first and third of the above national priorities will be addressed through continuing to conduct investigations of such crime as does fall within the CNC's remit diligently but without setting a specific target.

The Police Authority proposes to contribute to the other three key strategic priorities by adopting them into this plan. Accordingly we will contribute to the neighbourhood policing priority through our own high profile patrolling of the neighbourhoods around and upon nuclear sites. We will contribute to the strengthening public protection and protection against terrorism and extremism priorities through our own key strategic priority on protecting nuclear materials and facilities.

Appendix 2 cross references where the applicable requirements of the National Community Safety Plan have been taken up in this plan.

Police Authority Key Strategic Priorities

The Police Authority reviewed the strategic challenges facing the Constabulary in October 2006 and as a result decided to continue with the priorities established previously. The Strategic Priorities, which determine the shape of the 2007-2010 Policing Strategy and this Policing Plan, are:

Police Authority Key Strategic Priority 1

Protect nuclear material and facilities on designated nuclear licensed sites and in transit throughout the UK and international arena, meeting the requirements of the Nuclear Security Regulator (OCNS).



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Police Authority Key Strategic Priority 2

To ensure that the Constabulary is managed in a way which gets the best from all its resources, especially staff, and demonstrates value for money, whilst maintaining the confidence of the public.

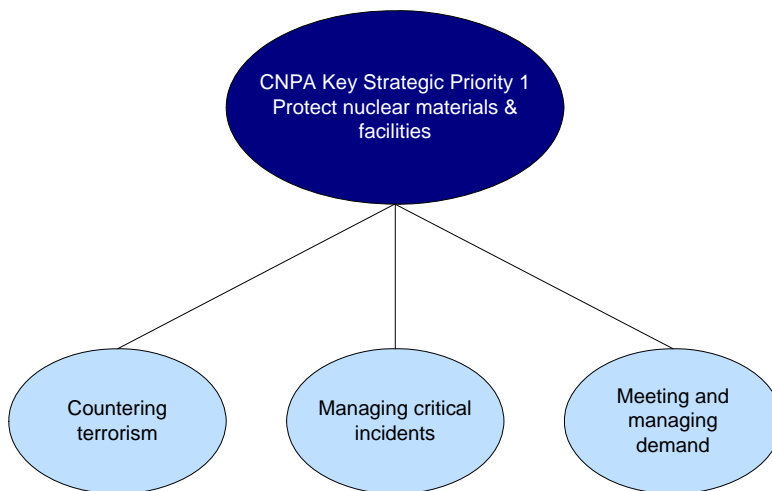
Police Authority Key Strategic Priority 3

Maintaining and improving understanding between the Constabulary, its nuclear customers, the public, and stakeholders.

Delivering on the key strategic priorities

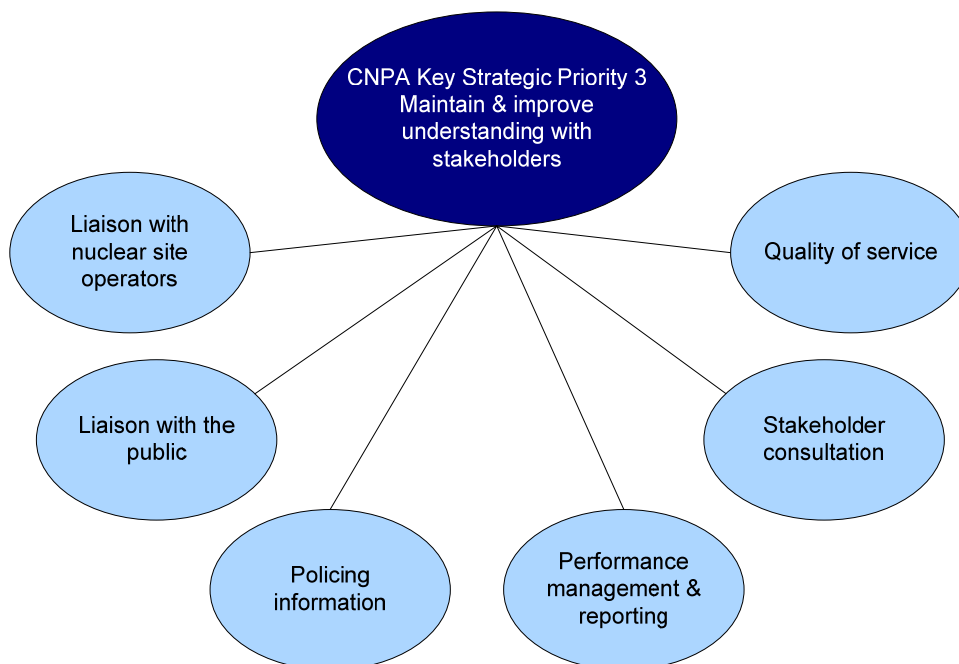
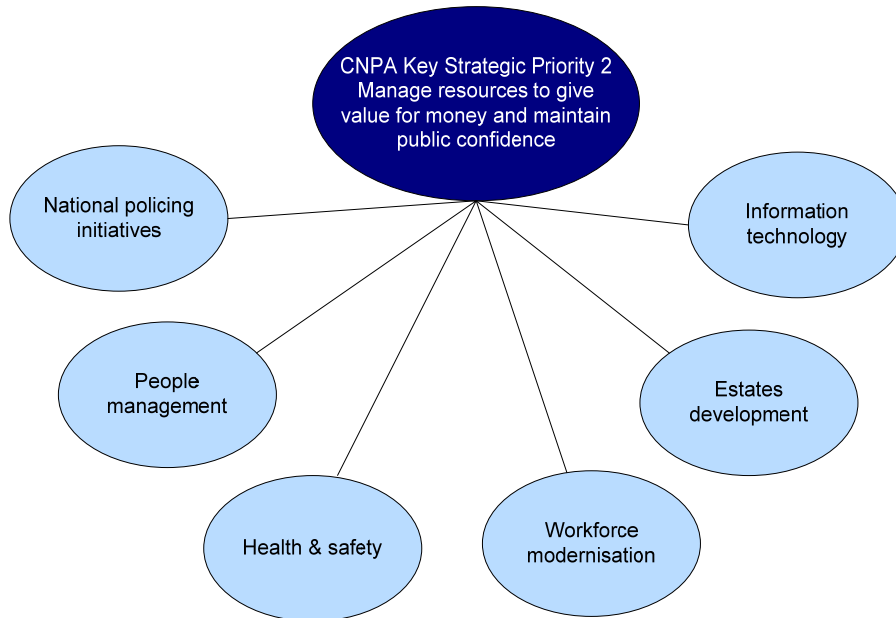
In the succeeding sections of this plan each Police Authority Strategic Priority is taken in turn and the key objectives for improving the service to stakeholders during 2007 – 2008, the improvement targets planned, and the standards of performance to be achieved are defined.

These objectives, targets and standards are then taken up in Basic Command Unit and Department Plans and, where appropriate, other organisational unit and personal objectives, to ensure that there is a clear consistency of purpose to meet requirements and deliver improvements throughout the Constabulary.





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2007-2008 Key Objectives, Objectives, Improvement Targets and Performance Standards

To progress each of the Police Authority Key Strategic Priorities we set Key Objectives which give the main themes that we will progress, we also set targets for improvement in many areas, and also aim to achieve defined standards of performance for day to day activities.

Key Objectives for the Constabulary

1. Review and implement the appropriate recommendations of the HMIC Thematic Inspection on counter terrorism.
2. Increase the resilience of the Constabulary to respond to critical incidents.
3. Develop arrangements to improve the ability to command and control, including the commissioning of the new Constabulary Communications Centre.
4. Implement the new duty management system.
5. Recruit, train and deploy sufficient officers to meet the requirements of the Constabulary's patrol strategy.
6. Update and implement policies and procedures for a flexible workforce.
7. Deliver 2007-2008 plans for changes under the agreed IT strategy.
8. Demonstrate efficiency savings.
9. Develop a community engagement strategy.

These objectives have been built into the activities and targets against each key strategic priority in the succeeding sections.

KSP 1 Protecting nuclear material and facilities

Countering terrorism

Countering terrorism is a fundamental aspect of the our activities, and is done by a combination of maintaining personnel and equipment capability; gathering, analysing and communicating intelligence; and deploying resources to planned duties which are varied to limit the predictability of our response to an incident.

We will adopt the following objectives and targets to improve our capability to counter terrorism:

Key Objective	Measurements / Targets
Review and implement the appropriate recommendations of the HMIC Thematic Inspection on Counter Terrorism, including the review of the Government arrangements for the management of protective policing services.	Action plan with target dates to address recommendations within three months of publication of the report / vision for improvement. . Completion of action plan to target dates.



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Objective	Measurements / Targets
Improve the analytical capacity of the intelligence function within the Constabulary.	<p>Decision on case for additional resources to be taken once the outcome of the modernisation review of HQ functions is known.</p> <p>Recruitment action (if appropriate) or re-allocation of duties within one month of decision.</p>

During the year we will maintain the following standards to ensure that we are ready to counter terrorist threats.

Activity	Performance Standard
Maintain appropriate firearms capability	% of police officers qualified as Authorised Firearms Officers (see glossary) to specified target.
Deploy armed officers to planned duties.	100% of those planned.
Deploy police dog patrols to planned duties.	100% of those planned.
Attend alarm indications.	100% attendance within specified time.
Conduct offsite duties to programme.	100% of programme completed within specified times.
Confirm fence integrity.	100% of specified checks to programme each day.
Test security equipment functionality.	100% of programme completed within specified times.
Search vehicles and personnel.	100% of planned programme achieved each day.
Exercise regularly to maintain skills to deal with a variety of terrorist incidents based on relevant risk analysis.	Completion of exercise programme to schedule.
Analyse Level I, II and III intelligence daily and circulate relevant intelligence to relevant parties.	Regular provision of Routine Intelligence Briefings and dissemination of other appropriate intelligence products to relevant officers / Departments, meeting the requirements of the Government Protective Marking Scheme.
Consider strategic security issues at each Police Authority meeting.	Receive security briefing and CNC intelligence update at each meeting.



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Managing Critical Incidents

The term 'critical incident' is defined differently in the nuclear industry and in the national policing service. Nuclear Site Operators have statutory duties to manage safety, environmental impact and security. This includes preventing nuclear materials from reaching a critical reaction.

The Constabulary will continue to provide a co-ordinating service where required on nuclear sites to manage any incident whether radiological, safety, environmental or security in accordance with the Nuclear Site Operator's defined emergency arrangements for the particular site. Such arrangements may include the mobilisation of site emergency response teams and support from local and if necessary, national emergency services in line with defined protocols using national terms. We will continue to train and exercise our employees to ensure that this capability is maintained.

We respect an individual's rights under the law, including the right of peaceful protest. However in order to maintain the public's safety, access to nuclear sites is controlled to those having legitimate business on those sites, and appropriate arrangements are established to prevent a potential public order issue being used as a cover for a terrorist attack.

We will adopt the following objectives and targets to improve our capability for managing critical incidents:

Key Objectives	Target
Increase the resilience of the Constabulary to respond to critical incidents.	Senior Officers to consider the findings of the resilience review in April 2007. Submit case to Police Authority for permission to recruit any additional employees to increase resilience by July 2007. Recruit any additional employees needed by March 2008. Complete specialist training for the additional employees by December 2008.
Develop arrangements to improve the ability to command and control, including commissioning of the new Constabulary Communications Centre.	Commission new Communications Centre in HQ by June 2007. Procure consultancy support to specify the requirements for an integrated command and control system by November 2007. Submit business case to Police Authority for procurement of an integrated command and control system by February 2008.



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Objective	Measurements / Targets
Develop, maintain and evaluate resilience in our ability to manage critical incidents through training and exercising, including with partners, to fulfil chemical, biological, radiological and nuclear (CBRN) requirements.	<p>Identify numbers and locations of officers needing to be utilised to meet the national requirements by April 2007.</p> <p>Complete procurement of additional clothing and equipment by June 2007.</p> <p>Train the required numbers of officers in the use of CBRN equipment by March 2008.</p> <p>Undertake one exercise per appropriate BCU which includes CBRN issues during 2007/08 to confirm appropriateness of arrangements.</p>

During the year we will undertake the following activities to maintain our capacity to minimise, limit, and manage any disorder or other incident which might occur on sites that we protect.

Activity	Performance Standard
Conduct regular co-ordinating meetings with site operators and appropriate other security organisations.	<p>Issue monthly reports to site operators for co-ordinating meetings.</p> <p>Invite OCNS to each Police Authority meeting.</p>
Utilise key national intelligence products at strategic and tactical levels to analyse indicators for disorder thus allowing an intelligence-led policing response.	Production of key national intelligence products with dissemination to relevant staff, meeting the requirements of the Government Protective Marking Scheme.
Maintain capability for managing incidents safely.	95% of officers at sites to be currently qualified for officer safety training.

Meeting and managing demand

To discharge our statutory duties we need to have sufficient resources available to meet the specified requirements in site security plans, any additional demands from the nuclear site operators, and to have an effective system for predicting demands and managing the attendance of individuals to ensure that requirements are met.



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We also intend to improve our capability to manage demand by the following:

Key Objectives	Measurements / Targets
Key Objective: Implement the new duty management system for police officers.	Implement duty management system procured in 2006 – 2007 at first unit by April 2007. Completion of roll out to all units by September 2007.
Key Objective: Recruit, train and deploy sufficient officers to meet the requirements of the Constabulary's patrol strategy.	Recruit additional officers agreed by the Police Authority to a phased programme during 2007-2008. Complete deployment of additional officers to specified programme

Objectives	Measurements / Targets
Train Marine Escort Group for operations with the new ship on order for international nuclear fuel transport.	Formulate training strategy by September 2007. Deliver training against the targets set in the training strategy by March 2008.
Enhance capacity for training due to increases in the numbers of officers employed.	Produce business case for submission to Police Authority within 3 months of publication of the modernisation review of headquarters functions.
Prepare a business case for providing training to overseas clients.	Business case to be prepared and coordinated with the business case for enhancing capacity.

We predict and manage demands for our services through the following approaches.

Activity	Performance Standard
Review delivery of policing service against requirements of Site Security Plan and local policing agreement jointly with site operators.	Conduct review of performance with appropriate site operator management at least quarterly throughout 2007 - 2008.
Police officer time spent on front line duties.	70% of all police officers' time assigned to front line duties as an overall average. For those officers assigned to front line duties achieve 75% utilisation of their time on front line activities.



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Utilise the Standing Committee on Police Establishment (SCOPE) to set minimum police numbers.	SCOPE for 2008- 2009 duties completed by October 2007.
Plan for and train workforce to meet identified requirements.	<p>Submit costed training plan for 2008 - 2009 training for Police Authority approval by December 2007.</p> <p>Delivery of 95% of 2007 -2008 training courses to plan.</p> <p>90% of planned attendance at 2007 – 2008 training courses achieved.</p>

KSP2 Getting best use of our resources

People Management

Our People Management Strategy sets out the direction in which our overall framework for managing the development and contribution of our employees will be developed through our Human Resources and Training functions. Individual strands within the People Management Strategy will be developed as projects and managed to achieve the desired outcomes within the timescales set.

Objectives	Measurements / Targets
Develop and implement the electronic recruitment SAP module that interfaces with e-recruiting arrangements.	<p>Implement pilot and roll out project for police staff recruitment by July 2007.</p> <p>Implement SAP recruitment module for all police officers by March 2008.</p>
Update succession planning and career management plans in the light of any changes in strategy resulting from Police Authority strategic assessments.	<p>Implement 360° feedback for senior managers by June 2007. (Officers at Superintendent rank and above and police staff at level 6 and above).</p> <p>Implement a structured approach to career development and succession planning that ensures business continuity and which addresses succession to key business critical posts by April 2007.</p> <p>By March 2008 implement a process that enables fast track career development for officers with high potential.</p>



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Objectives	Measurements / Targets
Review leadership programme against developments within National Policing Improvement Agency.	<p>Start pilot of the Centrex (NPIA) Core Leadership Development Programme by December 2007.</p> <p>Implement Senior Leadership Development arising from the work with the National Careers Advisory Service by March 2008.</p> <p>Implement Police Leadership and Qualities Framework by March 2008.</p>

To monitor the efficiency of our people management arrangements we will adopt the following standards and seek to achieve improvements in performance.

Activity	Performance Standard
Retention of employees.	Less than 5% of police officers and 10% of police staff leaving due to unplanned circumstances (medical retirements, resignations, and dismissals) during the year as a proportion of the numbers employed at year end.
Completion of Performance and Development Reviews (PDRs).	<p>100% of PDRs complete within 2 months of the end of the reporting year.</p> <p>Review a 10% representative sample of PDRs by June 2007 and produce a report for the Police Authority on the findings.</p>

Workforce modernisation

As part of our people management strategy we intend to improve our performance by investing in our employees to maintain and develop our overall portfolio of competences and to ensure that the tasks needing to be done are carried out by appropriately knowledgeable and trained employees. Key to this will be the engagement of further police staff to carry out duties previously carried out by police officers for which there is no specific requirement for the activity to be carried out by a fully qualified police officer. We will also step up our efforts to improve the representation of minority ethnic community and female employees amongst our workforce.

Key Objective	Measurements / Targets
Implement terms and conditions / policies and procedures for a modern / flexible workforce.	<p>Implement terms and conditions of service that reflect a flexible organisation by May 2007.</p> <p>Update policies and procedures and implement by May 2007.</p>



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Objectives	Measurements / Targets
Evaluate progress in the civilianisation of posts not requiring police powers.	Report on deployment to the Police Authority by July 2007.
Review the new 'Standards of Professional Behaviour for Police Officers' document and associated procedures due for publication in 2007 and implement appropriate changes to CNC practices.	<p>Publish CNC documentation to implement by the national date for implementation. (Currently expected as 1 July 2007).</p> <p>Training to implement the Code delivered by the national date for implementation.</p> <p>Implement arrangements applicable for CNC Police Officers in Scotland for coverage of non-criminal complaints by the Police Complaints Commissioner for Scotland.</p>

Objectives	Measurements / Targets
Update and implement the diversity strategy developed in 2005/2006 including implementing Public Authority duties under the 2006 Equality Act .	<p>Produce Race Equality scheme by July 2007.</p> <p>Increase % of minority ethnic group personnel from 0.5% to 7 % of new recruits during 2007 - 2008.</p> <p>Increase % of female recruits from 9% to 18 % of new recruits during 2007 - 2008.</p> <p>Compliance with the requirements of the Equality Act within three months of publication.</p> <p>Implement arrangements to comply with the Gender Equality Duty in April 2007.</p>
Implement the agreed recommendations of the modernisation review of HQ functions.	Produce action plan within 4 weeks of publication of the review.



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Health, safety and welfare

Objectives	Measurements / Targets
Implement year 1 of the three-year Health & Safety Plan.	Delivery of plan to schedule. Quarterly reports to the HRPSC.
Review health & safety management arrangements against the national standards and guidance for policing.	Review to be completed within three months of publication of the guidance. Health & Safety Plan to be updated within four weeks of completion of review.
Improve 'Near-miss' safety incident reporting.	Predictions based on near-miss data. Identifications of causal factors. Evidence of closure of findings from analysis.
Improve management of workplace safety inspections.	90% of management inspections carried out in the year (1 management inspection per quarter per management unit). 1 safety audit by the CNC Health & Safety Section per unit per annum.
Introduce testing of police officers for substance abuse.	Submit proposals to Police Authority to implement national policing protocols by Sept 2007.

To monitor the efficiency and effectiveness of our processes for managing health safety and welfare we will adopt the following standards:

Activity	Performance Standard
Sickness.	Reduce average sickness per officer from 75 hours per year to 72 hours per year by March 2008. Reduce average sickness per police staff member from 67 hours per year to 61 hours per year March 2008.
Incident reporting	Major incidents to be reported to CNC Health & Safety Section within 24 hours of occurrence. Incidents analysed by line management and reported to Health & Safety Section within 5 days of occurrence.



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Incidents (continued)	Quarterly safety reports produced by Health & Safety Section within 10 working days of quarter end.
Accidents.	<p>Establish accurate accident data gathering system by June 2007.</p> <p>Benchmark accident data with most similar police forces by December 2007.</p>

Facilities and Equipment

Our infrastructure of buildings, equipment and IT systems provide essential support to delivery of our core services. The numbers of officers and support staff have grown over the last two years to respond to threats and as a consequence of separation from UKAEA. It is appropriate therefore that we take stock of our assets, ensure that they are being used to the best advantage and put plans in place to make changes where needed. The estates strategy has been updated during 2006-2007 and we propose to progress the projects and actions identified in the strategy.

Our infrastructure for information technology, the applications mounted on it, and the familiarity and competence of our employees who need to use the applications are key factors to providing appropriate and effective information to support our operational activities. Traditionally this has been provided through the nuclear site operators' networks but a strategic review has identified that the existing Constabulary network is not fit for future operations. Accordingly the IT Strategy has been updated during 2006-2007 and a major programme of IT infrastructure improvement is scheduled to take place during the currency of this plan.

Key Objective	Measurements / Targets
Delivery of 2007-2008 plans for changes under the agreed IT strategy.	<p>Implement proposals for IT projects to time and budget.</p> <p>Duty management system implemented at all locations by September 2007.</p> <p>Secure network infrastructure landline access to be installed by December 2007.</p> <p>Start defining requirements for an integrated business system specific to Police Authority/CNC for implementation after mid-2009.</p>



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Objectives	Measurements / Targets
Implement the 2007-2008 actions of the Estates Strategy.	<p>By April 2007 to have an agreed method of resolving estates issues with Operating Companies resulting from the condition surveys undertaken in 2006.</p> <p>All priority 1 actions resolved by September 2007 and priority 2 items resolved by March 2008.</p> <p>Submit 2007 – 2012 Estates Strategy to Police Authority for approval post the modernisation review and in any case no later than July 2007.</p> <p>Finalise arrangements for estates partnership with NDA, including agreements on licences /leases, by March 2008.</p>
Anticipate suppliers' inabilities to deliver the required services.	<p>Hold service reviews to schedule.</p> <p>Analyse suppliers' plans for infrastructure and applications against Constabulary stated requirements.</p> <p>Contingency plan in place and costed for identified risks.</p>

Managing Information

During 2006-07 the essential prerequisites (strategy, policies and information stocktake) have been put in place to enable the selection, procurement and installation of an appropriate system for managing information electronically. Nationally policing information and intelligence sharing capability is being enhanced through the [IMPACT programme](#) and we will review the developments in the programme to identify systems and practices that will enhance our ability to conduct the core functions.

To develop the systems for managing information to provide business benefit and comply with legislative requirements we intend to:

Objectives	Measurements / Targets
Review strategies, policies and procedural controls against the national standards for the policing information infrastructure, policy, processes and procedures.	Assessment of compliance against national standards by December 2007.



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Objectives	Measurements / Targets
Review developments under the national IMPACT programme to identify specific actions for the projects on IT infrastructure and introduction of an appropriate solution to manage documents electronically.	<p>Adoption of Policing metadata standards by December 2007.</p> <p>Take decision on implementation of an electronic document management solution by May 2007.</p> <p>Procurement of appropriate document management solution by July 2007.</p> <p>Implementation of document management solution by December 2007.</p>
Begin proactive dissemination of Environmental Information concerning our activities.	Compliance with the Environmental Information Regulations 2004 by July 2007.

Performance Management and Reporting

The Authority will develop its system for reviewing performance of the Constabulary through its Committees. In so doing it will take on board feedback from audits and reviews to be carried out by independent organisations, as well as that generated through internal inspections, audits and reviews.

Key Objective	Measurements / Targets
Demonstrate efficiency savings.	<p>Use the applicable components of the Home Office guidelines on Police Force Efficiency to target efficiency savings for 2007 – 2008 resulting from the modernisation review of Headquarters functions.</p> <p>Develop scheme for calculating efficiency gains of 3% to be demonstrated in the submissions of the 2008-2009 budget and annual policing plan.</p>

Objectives	Measurements / Targets
Implement agreed recommendations of the 2006 - 2007 HMIC Baseline Assessment.	Completion of agreed actions in response to areas for improvement within stated timescales.
Implement agreed recommendations from 2006 - 2007 National Audit Office audit.	Completion of agreed actions in response to recommendations within stated timescales.



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Objectives	Measurements / Targets
Regular reviews of risk register at Audit Performance Review and Risk Management Committee meetings.	Quarterly Report to Committee. Assessment of risk management system against Government requirements by July 2007.
Assess impact of national Assessment of Policing and Community Safety (APACS) performance management regime on CNC performance management processes.	Assessment to be completed by June 2007. Adoption of appropriate Statutory Performance Indicators and Key Diagnostic Indicators for 2008-2009 year by November 2007.

To maintain an overview of our progress in managing performance we set standards for achievement of the programme of improvements within the allocated funding for the year.

Activity	Performance Standard
Compliance with approved budget.	Year end outturn within approved budget. Outturn to be within 5% of quarter 2 forecast of final expenditure. Outturn to be within 3% of quarter 3 forecast of final expenditure.

KSP 3 improving the understanding of our role

A key thrust behind the creation of the Civil Nuclear Police Authority was to improve the openness and transparency of Constabulary activities, whilst preserving the integrity of information which needs to be protected for security reasons to those who have a need to know. In so doing we are mindful of our Freedom of Information Act responsibilities which need to be balanced with the need to ensure the appropriate security of nuclear sites to prevent terrorist acts being carried out. Accordingly, as part of its response to the Government's agenda of citizen focussed policing, we will enhance the content of our web site to publish those documents that do not need protection from disclosure so that those with an interest can access appropriate information. We will also ensure that consultation and liaison are maintained and improved as defined below.

Liaison with nuclear site operators

Under the [Nuclear Industries Security Regulations 2003](#), nuclear site operators are required to produce a site security plan and are legally accountable for maintaining security of the licensed sites and transport operations. As an essential component of the site security infrastructure, we need to understand the operator's plans, our roles within those plans, and to deliver on those roles. We will continue to work with site management to meet demands for policing services arising from



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day to day operations, movements of nuclear materials, decommissioning, new construction, exercises or changes to security status and to report on performance and other matters of interest.

Activity	Performance Standard
Conduct regular meetings with site management to confirm adequacy of our response to the site operator's requirements and to determine stakeholder inputs to site policing activities.	Basic Command Unit (BCU) Commander / Commander's nominee to attend 100% of scheduled site meetings. Review stakeholder input at Unit management review meetings.
Confirm arrangements for liaison with any new management teams should such be the outcome of the NDA competition for nuclear site clean up or result from management decisions for disposal of activities.	BCU Commander to establish working relationships for the new nuclear operator and the CNC Commander at the site within one month of change of organisation.

Liaison with the public

Unlike Home Office Police Forces, there is limited opportunity for the public to come into contact with Constabulary officers because our work is largely carried out on, or very close to, the civil nuclear sites. Nevertheless our enhanced patrol strategy applied from the Autumn of 2006 means that the likelihood of contact with members of the public has increased. We also have an important role to provide reassurance to the public that the UK's civil nuclear facilities and materials are properly secured. Accordingly we will enhance the process of consultation and publication of information on our activities. We will continue to monitor how our policing services perform in day to day contacts with those who visit nuclear sites, or who contact it by other means, to ensure that those needing information or assistance are helped as far as possible within the overall need to protect certain information on the details of security measures employed. We will also encourage members of the public to contact us or the national anti-terrorism hotline with any information they may have on unusual occurrences around nuclear sites which may give an indication of some form of action being planned against the nuclear site.

Key Objective	Standard / Target
Develop a community engagement strategy.	Assess results and applicability to Police Authority of APA research on enhancing accountability in local policing by May 2007. Produce community profile to assess previous engagement activities by July 2007. Define groups to be targeted by September 2007. Define means of formally gathering community feedback by November 2007.



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Activity	Performance Standard
Hold Police Authority meetings in public.	One Police Authority meeting to be open to the public during the year.
Attend stakeholder fora to establish national and local site consultation.	Attend all national NDA stakeholder meetings. Attend at least two NDA local stakeholder meetings a year for each NDA owned site. Attend at least two site stakeholder group meetings per year for each British Energy plc nuclear site.
Implement the Welsh Language Scheme	Translate and publish appropriate documents in Welsh as defined in the scheme to the agreed timetable. Develop the competence of appropriate officers to conduct their duties using the Welsh language.
Provide timely information to the public.	Publish Police Authority minutes on the internet within one week of approval. All requests for information to be responded to within 20 days (Freedom of Information requests) or 40 days (Data Protection Act requests).
Expand the content of Police Authority web pages.	Review Police Authority and CNC documents against openness and transparency policy by September 2007. Review publication scheme for Police Authority and CNC and update by Feb 2008. Develop mechanism for tracking webpage usage by September 2007 and report usage six monthly to the Consultation and Policing Plans Committee thereafter.
Make available news of Police Authority and Constabulary activities.	Publication of CNC News ten times per year.

Stakeholder consultation

There is a great deal of interdependency between the Constabulary and those organisations which operate civil nuclear sites to ensure that the business objectives of each organisation are achieved and that regulatory requirements are met. We therefore seek to understand site operators' plans in devising our own plans, and to provide drafts of our plans for comment to those operators through the integrated planning and budgeting cycle. Our arrangements for liaison with the management



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teams on nuclear sites referred earlier cover the acquisition of views to feed into the Authority's plans.

Consultation with other stakeholders is carried out at many different levels of planning, including the development and regular review of site policing agreements, contingency plans for handling incidents and emergencies, informing regulators of proposals for changes at early stages and the review of National and local Memoranda of Understanding which set out the expectations and protocols of operation between the CNC and other policing organisations, for day to day activities, for special operations and for emergencies.

The objective of the Police Authority's consultation processes is to inform the planning process so that all parties' aspirations can be taken into account in developing future Police Authority plans and budgets.

Activity	Standard
Provide timely information on Police Authority plans and projected expenditure to enable site operators to meet their budgetary and planning timescales.	Adherence to timescales for budget preparation and reporting.
Meet statutory requirements of the Energy Act and DTI management statement for submitting plans and reports to Parliament.	Delivery of 2008 - 2009 Annual Policing Plan and 2008 - 2011 Policing Strategy to Government by February 2008. Delivery of Combined Police Authority and Chief Constable's 2006 - 2007 Annual Review of Performance to Government by May 2007. Delivery of Police Authority 2006 - 2007 Annual Report and accounts to Government by July 2007.

Quality of Service

We are committed to achieving an appropriate quality of service delivery for the services that are provided to nuclear site operators and the public. Accordingly we set targets for specific services, for example the time taken to respond to an alarm indication, monitor delivery against those targets and report performance to confirm that those targets are being achieved consistently. In addition periodic surveys are carried out to determine the quality of service received by those with whom the Constabulary has come into contact.

All comments and complaints are recorded and analysed, and any complaints about the service given are investigated by an independent department. Such investigations are reported to the Police Authority and are subject to supervision and review by the Independent Police Complaints Commission.



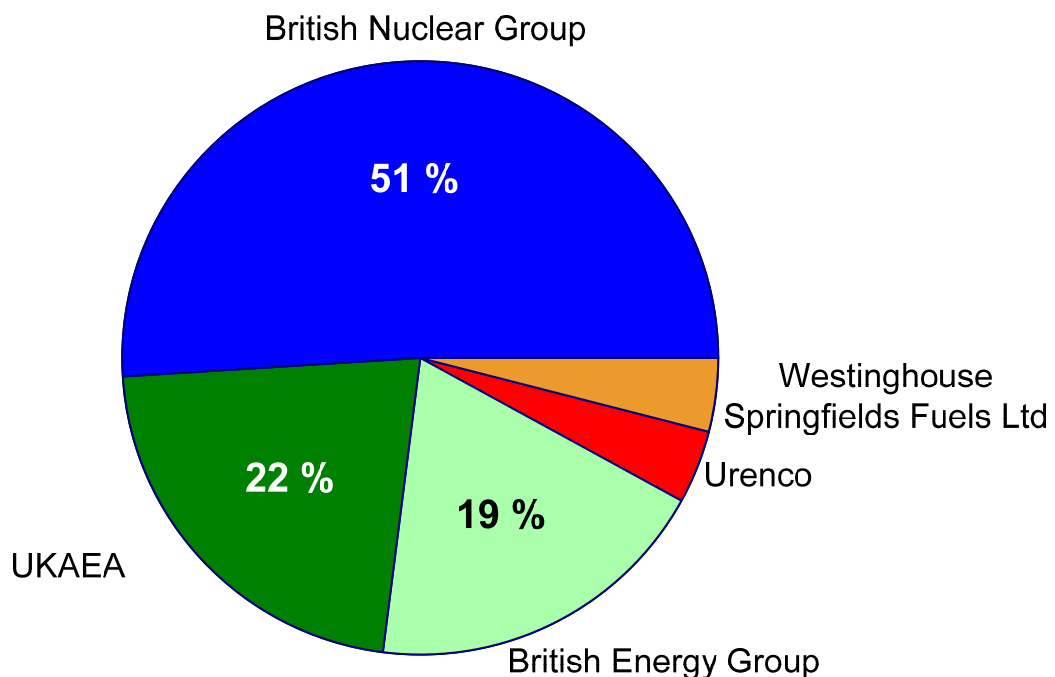
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Activity	Standard/Target
Review quality of service received from regular suppliers under Service Level Agreements and repetitive service contracts.	Achieve levels set for each service. Produce annual report to Police Authority by January 2008.
Monitor compliance with National Policing Quality of Service standards.	Implement the Witness Charter by July 2007. Produce report for Audit, Performance Review and Risk Management Committee in April 2007. Report on compliance in combined Police Authority/ Chief Constable's Review of Performance.

BUDGET AND RESOURCES

The total budget for the Civil Nuclear Police Authority for the year 2007/2008 is £ 47.5m which will be supplied by the organisations requiring policing by the Civil Nuclear Constabulary: 51% from British Nuclear Group, 22% from the United Kingdom Atomic Energy Authority, 19% from British Energy, 4% from Urenco, and 4% from Westinghouse Springfields Fuels Ltd.

2007-2008 funding proportion by nuclear site operator





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Expenditure

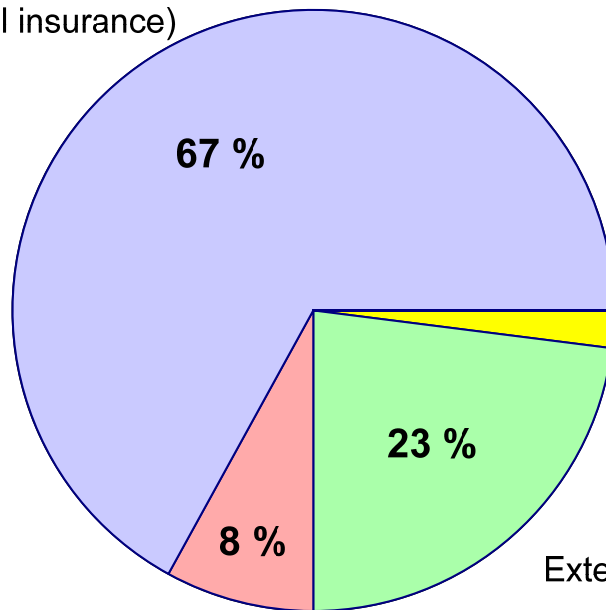
The contents of this plan give what we are setting out to achieve during 2007 – 2008. Within the overall budget the majority of expenditure will be on people related costs such as salary and pension fund contributions.

The planned breakdown of expenditure is shown in the table and chart below. The table includes a breakdown of the external purchases.

Staff costs 66.8%
Employer's pension costs 8.4%
Costs of accommodation and services 6.1%
Travel & subsistence 2.7%
Operating materials 4.2 %
Other external purchases 9.5%
Depreciation 2.3%

Planned expenditure 2007 - 2008

Employee staff costs
(salaries, overtime,
national insurance)



Depreciation

External purchases

Employee pension costs

The costs of running the Police Authority within these overall percentages accounts for less than 1% of the budget.



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Last year's performance

The Civil Nuclear Police Authority will publish a joint report with the Chief Constable on the Authority and the Constabulary's 2006 - 2007 performance in May 2007. The report will be published on the Police Authority website at <http://www.cnpa.police.uk>. The last report available at the time of publishing this plan covers the period up to March 2006 and is available from http://www.cnc.police.uk/latest_publications.aspx

In May 2006 the Chief Constable published a separate annual report on the activities and performance of the Civil Nuclear Constabulary last year. The report covering the year up to March 2006 is published at http://www.cnc.police.uk/latest_publications.aspx



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Glossary of Terms and Abbreviations used by the Civil Nuclear Police Authority and Civil Nuclear Constabulary

ACPO	Association of Chief Police Officers
ACPOS	Association of Chief Police Officers in Scotland
AFO	Authorised Firearms Officer (a police officer who is trained to meet national policing standards for carrying firearms and has demonstrated competence in meeting those standards)
APACS	Assessment of Policing and Community Safety
APP	Annual Policing Plan
BCU	Basic Command Unit – an organisational unit used within the CNC to define policing command and control based upon geographical grouping of nuclear sites policed.
BE	British Energy Group plc
BNG	British Nuclear Group
CBRN	Chemical, Radiological, Biological and Nuclear
CENTREX	Central Police Training and Development Authority
CNC	Civil Nuclear Constabulary
CNPA	Civil Nuclear Police Authority
CSR	Corporate Social Responsibility
DTI	Department for Trade and Industry
EU	European Union
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
HRPSC	Human Resources and Professional Standards Committee
HSE	Health & Safety Executive
ICF	Integrated Competency Framework
iiP	Investor in People
IMPACT	Information Management, Prioritisation, Analysis, Co-ordination and Tasking (national programme for police forces)
IPCC	Independent Police Complaints Commission
ISO	International Standards Organisation
IT	Information Technology
KSP	Key Strategic Priority
MEGRR	Minority ethnic group resignation ratio – the ratio of minority ethnic group employees resigning as a proportion of minority ethnic group employed compared to the ratio of Caucasian employees resigning as a proportion of Caucasians employed
NAO	National Audit Office
NCSIR	National Standard of Incident Recording
NDA	Nuclear Decommissioning Authority
NDPB	Non-Departmental Public Body
NIM	National Intelligence Model
OCNS	Office for Civil Nuclear Security
OECD	Organisation for Economic Co-operation and Development
OU	Operational Unit : a CNC organisational unit for the policing of one nuclear site (excluding nuclear generating stations)
PDR	Performance & Development Review
PESTELOE	Political, Economic, Social, Technological, Environmental, Legal, Organisational and Ethical
PPAF	Policing Performance and Assessment Framework
PS	Policing Strategy
PSA	Public Service Agreement
SAP	CNC integrated business information system (Systems, Applications, Processes)
SCOPE	Standing Committee on Police Establishment
SLA	Service Level Agreement
SIA	Strategic Intelligence Assessment
SPI	Statutory Performance Indicator



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SU

Support Unit ; a CNC organisational unit providing armed protection for a nuclear electricity generation site

UK

United Kingdom

UKAEA

United Kingdom Atomic Energy Authority



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Appendix 1 Cross reference from the activities in this plan to the [HMIC baseline assessment criteria](#)

Policing Plan Section	Baseline assessment framework criteria
<i>Police Authority Key Strategic Priority 1: Protect nuclear materials and facilities</i>	
Countering terrorism	6F National intelligence model
Managing critical incidents	3A Managing critical incidents and major crime
Meeting and managing demand	5B Providing specialist operational support
<i>Police Authority Key Strategic priority 2: Manage resources to give value for money and maintain public confidence</i>	
People management	6A Human resource management 6B Training, development and learning 6C Race and diversity 7A Leadership and direction
Workforce modernisation	6D Managing financial and physical resources
Health safety and welfare	6A Human resource management
Estates development	6D Managing financial and physical resources
Information technology	6E Information management
Performance management and reporting	7B Performance management and continuous improvement
<i>Police Authority Key Strategic Priority 3: Maintain and improve understanding with stakeholders</i>	
Liaison with nuclear site operators	1B Neighbourhood policing and problem solving
Liaison with the public	1B Neighbourhood policing and problem solving
Policing information	6E Information management
Stakeholder consultation	1B Neighbourhood policing and problem solving
Quality of service	1A Fairness and equality in service delivery 1C Customer service and accessibility 1D Professional standards 6F National Intelligence Model



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Appendix 2 Cross reference from the activities in this plan to [The National Community Safety Plan 2006-2009](#)

Policing Plan Section	National Community Safety Plan Section
<i>Police Authority Key Strategic Priority 1: Protect nuclear materials and facilities</i>	
Countering terrorism	14 -15 Preventing terrorism and countering extremism 44 Protective Services 46 -51 Protecting the country from both terrorism and extremism
Managing critical incidents	51 Protecting the country from both terrorism and extremism
Meeting and managing demand	
<i>Police Authority Key Strategic priority 2: Manage resources to give value for money and maintain public confidence</i>	
People management	
Workforce modernisation	
Health, safety and welfare	
Facilities and equipment	
Managing Information	
Performance management and reporting	
<i>Police Authority Key Strategic Priority 3: Maintain and improve understanding with stakeholders</i>	
Liaison with nuclear site operators	19 Community engagement strategies
Liaison with the public	19 Community engagement strategies
Policing information	
Stakeholder consultation	
Quality of service	19 Witness Charter and Victims of Crime Code of Practice 38 Quality of Service