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CIVIL NUCLEAR POLICE AUTHORITY



2009 – 2012

STRATEGIC
POLICING PLAN



Civil Nuclear Police Authority 2009 - 2012 Strategic Policing Plan

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Civil Nuclear Police Authority 2009 - 2012 Strategic Policing Plan

INTRODUCTION AND MISSION

This Policing Plan sets the strategic objectives for the *Civil Nuclear Police Authority* for the next 3 years. The primary focus is on 2009/2010 objectives, but also includes our main goals up to 2012. The plan complies with the statutory requirements of the *Energy Act 2004*, taking into account stakeholder views.

The threat from domestic and international terrorism is ever present. During 2008/2009 we have worked with the *Constabulary* to redefine its mission as:

***TO DEFEND AND PROTECT THOSE SITES TO WHICH IT IS DEPLOYED,
WITH A VIEW TO DENYING UNAUTHORISED ACCESS TO NUCLEAR
MATERIAL AND, IF NECESSARY, RECOVER CONTROL OF ANY NUCLEAR
MATERIAL WHICH MAY HAVE BEEN LOST TO UNAUTHORISED PERSONS.***

***THE SAFE AND SECURE MOVEMENT OF NUCLEAR MATERIAL WITHIN THE
UK AND INTERNATIONALLY***

In order to ensure that the *Civil Nuclear Constabulary* is keeping pace with new counter-terrorist measures and fully equipped to defend civil nuclear sites, the *Authority* is implementing changes to increase its operational capability. These changes form a core part of the strategic drive for 2009/2010 and focus on firearms capability, officer response, equipment and training. In order to support such changes the organisation will also undergo significant re-structure in its support services.

The *Authority* has contributed to the civil nuclear strand of *The Lord West Review of Protective Security in the Hazardous Industries*, which focuses on the security of national infrastructure and its recommendations will be reviewed with stakeholders during 2009/2010. The *Authority* will continue to support the *Counter-Terrorism Public Service Agreement*, whose aim is to reduce the risk to the UK and its interests overseas from international terror. The *Authority* will continue to utilise the *National Intelligence Model*.

With predicted growth in UK nuclear energy the *Authority* is working to ensure that the *Civil Nuclear Constabulary* is ready to respond to demand. At the same time, the *Authority* recognises the pressures arising from a challenging period in the economic cycle that impacts upon both government and stakeholders. Responsible accounting, collaborative procurement and a focus on delivering value for money will form the backbone of the *Civil Nuclear Constabulary's* cost management programme. In 2009/2010 the Balanced Scorecard approach will be introduced to improve organisational efficiency and effectiveness.

Above all the *Authority* recognises the commitment of its people, who demonstrate a sustained will to embrace and deliver on all changes needed to continue providing a fit for purpose police service, ensuring public confidence and safety.

Melvyn Smith, JP
Chairman



Civil Nuclear Police Authority 2009 - 2012 Strategic Policing Plan

SECTION 1 – VISION, MISSION, KEY STRATEGIC PRIORITIES AND VALUES

Vision

To be recognised as providers of a world class service for the protection of nuclear materials and facilities.

Mission

To defend and protect those sites to which it is deployed, with a view to denying unauthorised access to nuclear material and, if necessary, recover control of any nuclear material which may have been lost to unauthorised persons.

The safe and secure movement of nuclear material within the UK and Internationally.

Key Strategic Priorities

Key Strategic Priority 1

Defend and protect nuclear material and facilities on designated nuclear licensed sites and in transit throughout the UK / International arena and, if necessary, recover control of any such nuclear material which may have been lost to any unauthorised persons, through meeting the requirements of the Nuclear Security Regulator – *Office for Civil Nuclear Security (OCNS)*.

Key Strategic Priority 2

Ensure the *Constabulary* is managed in a way that gets the best out of all its resources, and demonstrates value for money.

Key Strategic Priority 3

Maintain, improve and demonstrate the value added to stakeholder activity, within and outside the nuclear industry.

Key Strategic Priority 4

Continue to develop and sustain a modern workforce with the required skills and competencies to deliver the Key Strategic Priorities, achieved through both individual and organisational learning, knowledge management and intellectual growth.



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Core Values

Respect

We will show respect for each other, valuing individual differences and conduct our business fairly.

Integrity

We will continue to build trust through being open, honest and transparent, taking responsibility for our actions and doing what we say.

Commitment to Excellence

We will do the right things, deliver on our promises and strive to provide service excellence in all we do.

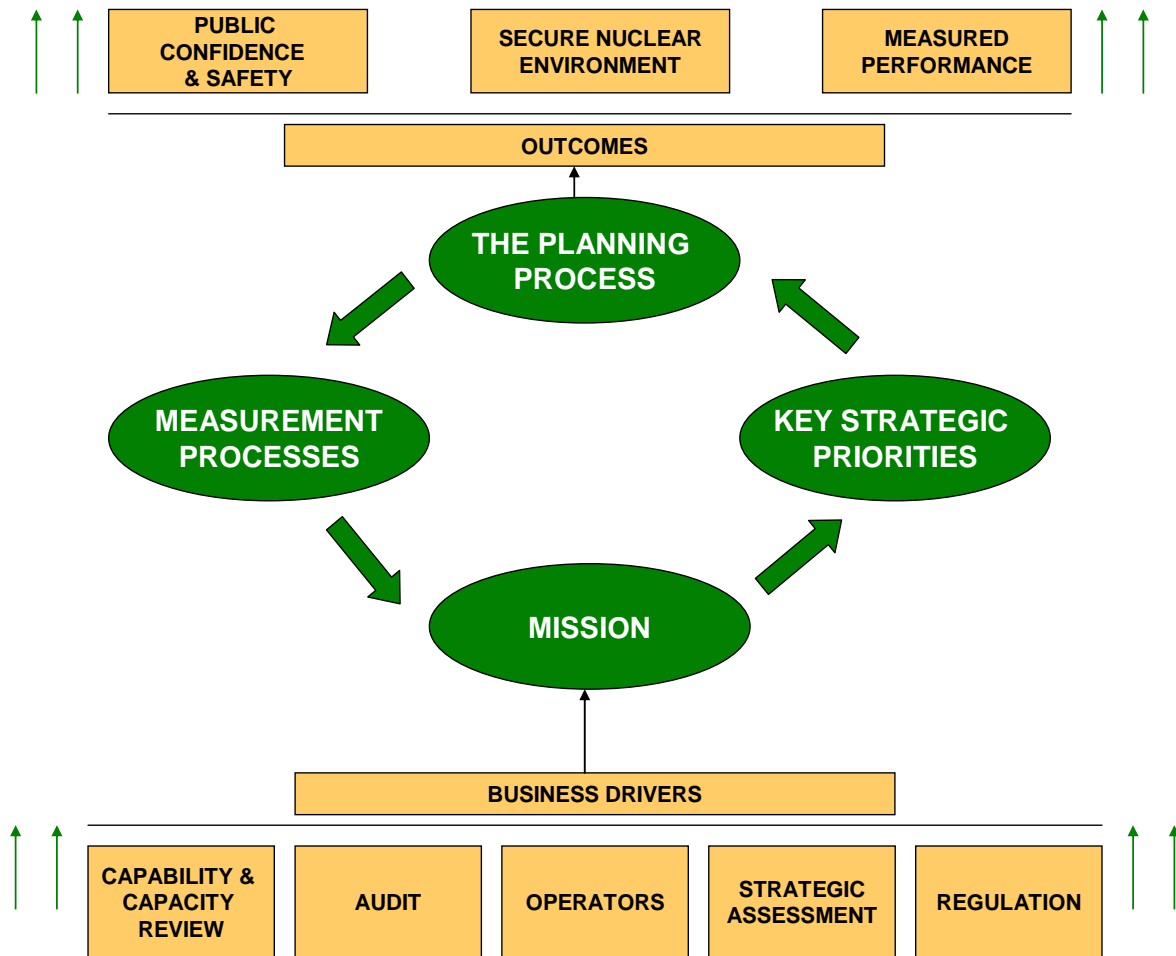
Investment in People

We will invest in people as our most valued resource, creating opportunities to develop potential and learning from our experiences.



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SECTION 2 – STRATEGIC PLANNING FRAMEWORK



The Constabulary seeks to build and deliver the best service possible to its communities and stakeholders through the implementation of effective strategic management arrangements throughout the organisation.

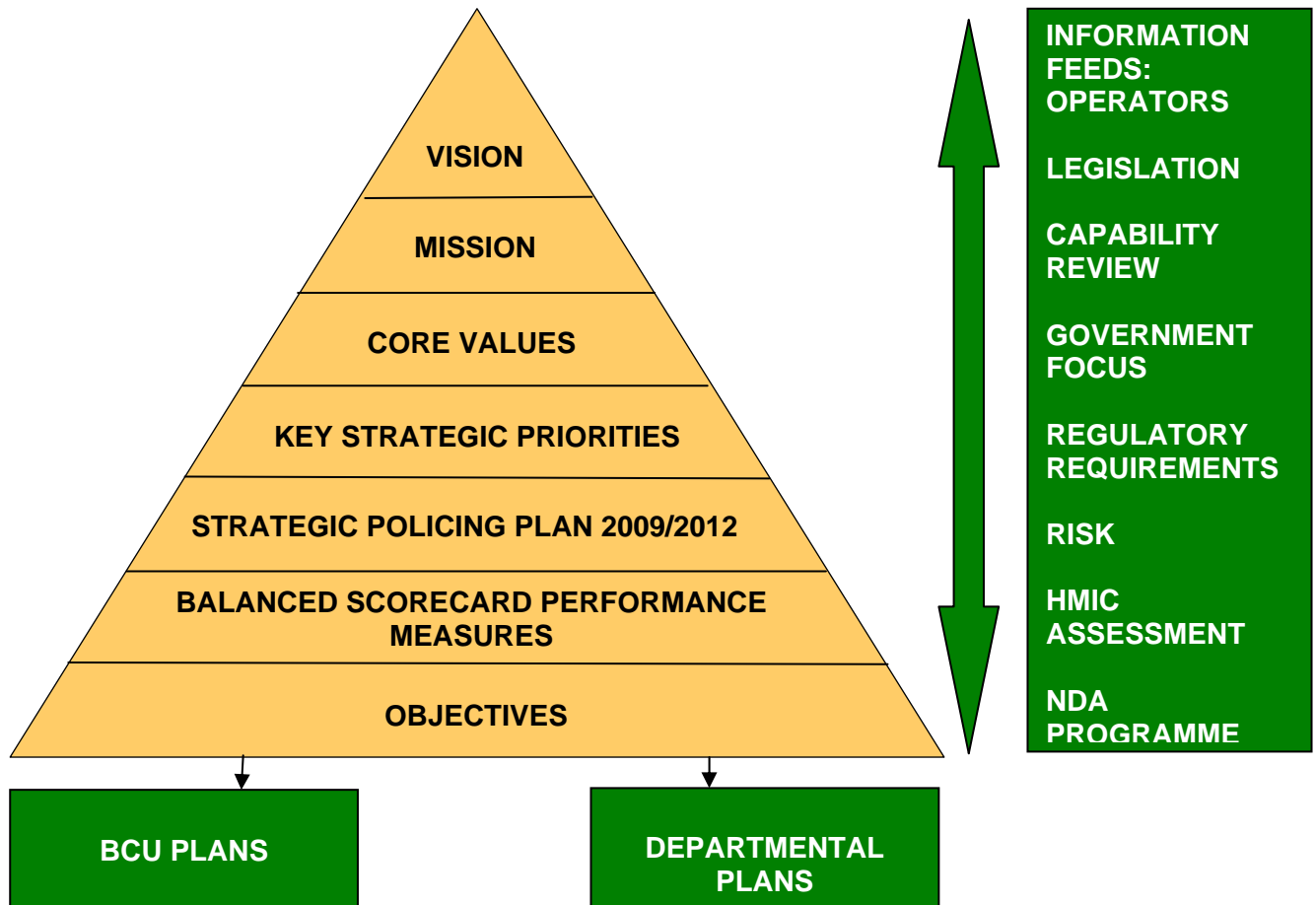
The Strategic Planning Framework above has been designed to support the commitments made within the Strategic Management Policy “Clarity of vision and commitment to quality of service, with chief officers’ lead on strategic plans and policy, supported by well managed plans of action, and robust monitoring and evaluation processes”.



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SECTION 3 – STRATEGIC PLANNING PROCESS

External drivers are fully integrated into the strategic planning framework. The unifying Vision and Mission Statements are at the core of the Civil Nuclear Constabulary's organisational structure and development



A continuing process of intelligence and data collection quickly identifies changing risks.

The annual strategic planning process is undertaken ensuring that the Vision, Mission, Core Values and Key Strategic Priorities are translated into the Strategic Level Objectives and Performance Measures, contained within the Strategic Policing Plan.

More detailed delivery plans and performance measures are written for each Basic Command Unit and Department, helping to ensure that all key elements fit together to achieve the required outcomes. These plans are also utilised to inform the individual level Performance Development Review objectives set for all staff.



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SECTION 4 – CROSS REFERENCE TO NATIONAL PRIORITIES

The *Civil Nuclear Police Authority* and *Civil Nuclear Constabulary* are sponsored by the *Department of Energy and Climate Change*, and works with the *Office for Civil Nuclear Security*, in direct support of the United Kingdom's Strategy for Countering International Terrorism, CONTEST, led by the *Home Office*.

The *Department for Energy and Climate Change (DECC)* has policy responsibility for the security of the UK's civil nuclear sites. *DECC* participates in the international debate about standards of physical protection and ensures, through our national regulations, that UK civil nuclear material and facilities meet international obligations and guidance on security measures for them, taking into account the likely level of the threat against them.

In December 2008 the Home Secretary announced the National Strategic Policing Priorities for 2009-2010, and the Energy Act 2004 requires that the *Civil Nuclear Police Authority's* objectives have regard for these national priorities. The two *Home Office* priorities detailed below are those which the *Civil Nuclear Constabulary* makes the greatest contribution towards:

- Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (*CONTEST*) and *Public Service Agreement 26*.
- Work in all of the above, in line with the *Efficiency and Productivity Strategy* for the Police Service, to ensure the best use of resources to deliver: defined cashable savings; more effective deployment of the workforce; and to realise benefits of new technology.

Relevant elements of these two priorities have been factored into all main work stream areas identified for completion in 2009-2010. Further detail on all of the National Strategic Policing Priorities may be found at:

www.police.homeoffice.gov.uk/publications/national-policing-plan/strategic-policing-priorities

Public Service Agreement 26 requirements have been reviewed and incorporated, where appropriate, within the recent *Capability and Capacity Review* and are also a fundamental part of the counter-terrorism plans. The development of associated performance measures, which is being led by the *Association of Chief Police Officers Terrorist and Allied Matters*, will be monitored and implemented as appropriate.

Public Service Agreement 15 requirements have been reviewed and incorporated, where appropriate, within the Equality and Diversity Scheme 2007-2010. Associated performance measurements are included in the balanced scorecard of the 2009-2010 Policing Plan.



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SECTION 5 – STRATEGIC THEMES

2009 – 2010

Following a full strategic assessment undertaken in 2008/2009 and taking account of government policing priorities and budgetary constraints, the following objectives have been identified for 2009/2010:

- **Implement the required actions from the *Capability and Capacity Review* ensuring revision of existing Memoranda of Understanding;**
- **Implement the required recommendations of the *Putting People First Review* undertaken in 2008/2009;**
- **Prepare for, facilitate and track progress against outcomes for all areas of audit and inspection activity;**
- **Continue to implement the IT strategy and network project ensuring related user education and training requirements are incorporated;**
- **To set up and initiate a Futures Programme to co-ordinate the development and modernisation of the Constabulary;**
- **Review and develop governance arrangements to support the delivery of Authority and Constabulary business.**

More details on implementation plans and performance indicators appear from page 13 of this report, along with the Balanced Scorecard measures.

2010 – 2012

The strategic assessment and environmental scanning processes have also highlighted the following areas, which will be taken forward by the *Authority's* Policing Plans in 2010/2012 where appropriate:

- **Continue implementation of *Capability and Capacity Review* and *Putting People First Review***
- **Nuclear energy development and security requirements will continue to be monitored**
- **Outcomes of the *Lord West Review* and of the Critical National Infrastructure protection proposals**
- **Provision for an integrated solution to command and control**
- **Withdrawal from the Chapelcross site anticipated in 2011/2012**



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2010 – 2012 continued

- The confirmation of regulatory requirements for policing and security at the Springfields and Capenhurst sites
- Extension of electricity generation at Oldbury and Wylfa
- Ongoing community engagement requirements and joint collaboration with Home Office forces
- Supervisory training, training systems support and key post succession planning
- Improved records management
- To implement the required outcomes of the Futures Programme work



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**2009 - 2010
POLICING PLAN**

The remainder of this document relates specifically to
2009/2010 objectives and targets



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KEY STRATEGIC PRIORITY 1

OPERATIONAL CAPABILITY & STAKEHOLDER ENGAGEMENT	
Strategic Objective: To deliver year one of the implementation plan relating to operational capability.	
Actions	Key Performance Indicators
Implementation of an IT records management system to enable recording of training and skills, ensuring that training is maintained to the correct standards by 30 th June 2009	Availability of accurate auditable training and skills records
Achievement of the required uplift in firearms accommodation and training provision by 30 th September 2009	Availability of firearms ranges and training facilities to undertake planned training requirements The required trainers recruited and in-post by 30 th September 2009
Maintenance of provisional NPIA licence accreditation along with achievement of NPIA recommended progress towards full licence requirements	NPIA reassessment against requirements to obtain full licence by December 2010
To have drawn up a costed year 2 implementation plan including defined actions required to achieve full NPIA accreditation by 31 st December 2011	Publication of the year 2 implementation plan and inclusion of costed elements into 2010/2011 budget Achievement of budget forecasted performance against approved project plan



**Civil Nuclear Police Authority
2009 - 2012 Strategic Policing Plan**

KEY STRATEGIC PRIORITY 1

OPERATIONAL CAPABILITY & STAKEHOLDER ENGAGEMENT	
Balanced Scorecard Measures	
Areas	Measure
Exercise programme Develop criteria to evaluate the success of exercises	Annual programme delivery Competency assessment of required areas Debriefing and associated recommendations implementation
Contingency planning	Plans up to date Testing and knowledge checks
Skills availability Future skills requirement	Training plan delivery Training records analysis Compliance measures
Counter-terrorist plans	Implementation testing Knowledge checks
Briefing delivery	National Briefing Model requirements National Intelligence Model product issued and appropriate tasking and co-ordination meetings held
Escorts	Availability of teams Operational delivery



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KEY STRATEGIC PRIORITY 2

MATERIAL ASSETS MANAGEMENT	
Strategic Objective: Continue implementation of the IT strategy and network project	
Actions	Key Performance Indicators
Review existing risk management accreditation document sets throughout all networks using a CLAS consultant by 30th June 2009	Completion of security accreditation using a CLAS consultant within specified timescale
To provide access for all sites to the Criminal Justice eXtranet (CJX) via main network terminals by 31 st August 2009	To provide a live CJX service across all sites
To provide the capability for all sites to have a live CONFIDENTIAL separated network by 31 st October 2009	To provide a full CONFIDENTIAL network to all required sites
Establish user training requirements and develop/deliver the required education and training programme by 31 st December 2009	To have trained all officers and staff in use of the new systems
To comply with the ACPO/ACPOS Information Systems Community Security Policy (CSP) target of 80% by 31 st March 2010	Achievement of the CSP target of 80% compliance
To have agreed the SLAs with major suppliers and implement a monitoring system and targets based upon the existing performance measurement processes	Service delivery measures as detailed in the contract
Monitoring of budget performance against approved project plan throughout 2009/2010	Delivery of budget forecast report against approved project plan



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KEY STRATEGIC PRIORITY 2

MATERIAL ASSETS MANAGEMENT	
Balanced Scorecard Measures	
Areas	Measure
Financial	Actual spend within budget % overtime target against budget Delivery of financial accounts to required timescales Payment of invoices within required timescales Cashflow management
Forecasting	Outturn to be within 5% of quarter 2 forecast of final expenditure Outturn to be within 3% of quarter 3 forecast of final expenditure.
Productivity and Efficiency	Target of 3% efficiency savings
Procurement	Tender process measurement
Vehicles	Availability of Fleet Contract service level measurement
Estates	Completion of estate survey, including a health & safety assessment and associated recommendation progression



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KEY STRATEGIC PRIORITY 3

CORPORATE SYSTEMS

Strategic Objective: Review and develop governance arrangements to support the delivery of Authority and Constabulary business.

Actions	Key Performance Indicators
<p>Review and assess CNPA governance arrangements taking account of NAO and other sources of good practice</p> <p>Conduct a legal and regulatory impact assessment</p>	<p>Evidence based governance model in place by 30th September 2009</p> <p>Legal and regulatory requirements assessed and incorporated into performance and risk management registers by 30th November 2009</p>

Strategic Objective: Prepare for, facilitate and track progress against outcomes for all areas of audit and inspection

Actions	Key Performance Indicators
<p>Review all HMIC Areas for Improvement (previous & current)</p> <p>Implement and track all National Audit Office recommendations</p> <p>Implement and track all KPMG audit recommendations</p> <p>Implement recommendations from Investors in People action plan</p>	<p>Publication on management system by 31st May 2009</p> <p>% of inspection programme conducted throughout the year</p> <p>Delivery of Areas for Improvement (AFI) tracking records for KPMG</p> <p>By 31st December 2009 re-accreditation outcome by Investors in People</p>



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KEY STRATEGIC PRIORITY 3

CORPORATE SYSTEMS	
Strategic Objective: To undertake a Futures Programme which will co-ordinate the strategic development of the Constabulary	
Actions	Key Performance Indicators
Consolidate the initial phase objectives into a programme plan	Provide a programme plan to the Police Authority by 31 st May 2009
Conduct a holistic review of the Constabulary workforce mix and policing model	Provide a formal proposal to the Police Authority by 30 th June 2009
Initiate a review of the terms and conditions for Constabulary staff	Provide an implementation plan to the Police Authority by 30 th September 2009
Research funding models to support Constabulary business	Provide a formal proposal to the Police Authority by 31 st December 2009

CORPORATE SYSTEMS	
Balanced Scorecard Measures	
Areas	Measure
Public complaints	Numbers and tracking of required delivery and resolutions. Trend analysis if required
Strategic Planning and Legislative Requirements	Production of annual strategic plan, annual accounts and the Chief Constable's annual review by agreed dates
Policies and procedures	Audit findings Quality Management Review % policies and procedures in place and in date Knowledge check via internal inspection
Achievement of Areas for Improvement	% of improvement action plans implemented within agreed timescales



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KEY STRATEGIC PRIORITY 4

PEOPLE MANAGEMENT	
Strategic Objective: Implement the required elements of the <i>Putting People First Review</i>	
Actions	Key Performance Indicators
To issue revised policy and procedural documentation relating to local recruitment and improvements to initial firearms assessments by 31 st July 2009. Full implementation to be achieved by 31 st March 2010	Policies and procedures published by 31 st July 2009. Implementation by 31 st March 2010
To draw up and provide formal proposals for the future of foundation training to the Police Authority including possible collaborative arrangements, by the 30 th September 2009	Formal proposal and budget submission for 2010/2011 by 30 th September 2009
To implement the approved structural changes relating to human resources and training by the 31 st December 2009	Individuals recruited and in-post by 31 st December 2009
Deliver project plan to approved budget	Budget forecast performance against approved project plan for the <i>Putting People First Review</i>



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KEY STRATEGIC PRIORITY 4

PEOPLE MANAGEMENT	
Balanced Scorecard Measures	
Areas	Measure
Establishment and Strength	Maintain complement within 5% of establishment
Recruitment	Measurement and analysis of success rates and associated trends at each recruitment stage
Retention rate	<p>Less than 5% of officers leaving, due to unplanned circumstances, as a proportion of the numbers employed as at 31st March 2009</p> <p>Less than 13% of staff leaving, due to unplanned circumstances, as a proportion of the numbers employed as at 31st March 2009</p>
Female Officers recruited	15% of new officers recruited
British Minority Ethnic Officers recruited	4.5% of new officers recruited
Officer Sickness absence	<p>Reduce overall sickness absence levels by 10% on year end outturn (2008/2009)</p> <p>Reduce Short term sickness absence levels by 10% on year end outturn (2008/2009)</p> <p>Reduce Long term sickness absence levels by 10% on year end outturn (2008/2009)</p>
Police Staff Sickness absence	<p>Reduce overall sickness absence levels by 15% on year end outturn (2008/2009)</p> <p>Reduce Short term sickness absence levels by 15% on year end outturn (2008/2009)</p> <p>Reduce Long term sickness absence levels by 15% on year end outturn (2008/2009)</p>
Personal Development Reviews	To have completed 70% of reviews by 30/6/2009 and 90% by 31/7/09
Training Plan Delivery	Approved training plan measures
Drug & alcohol testing	Numbers attending and attendance records



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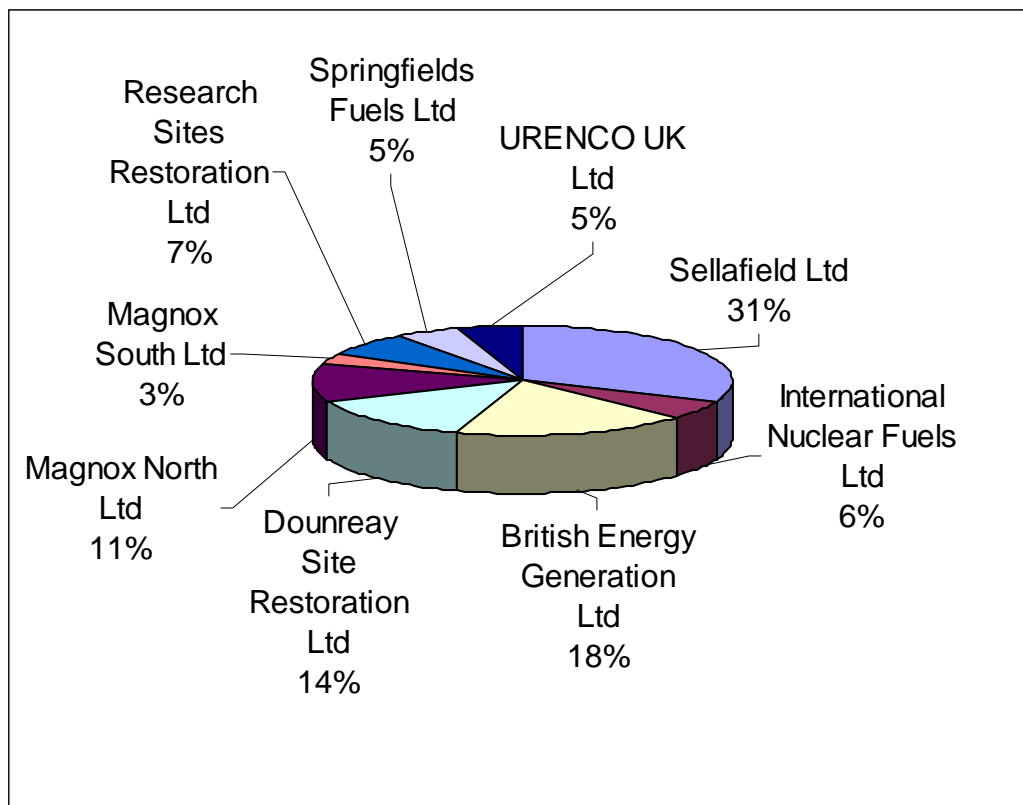
SECTION 7: PERFORMANCE STATISTICS

2008/2009 Performance Statistics are not available prior to publication of this document. Full statistical data will be presented in the *Annual Report* to be published in June 2009.

SECTION 8: FINANCIAL SUMMARY

Budget and resources

The total revenue budget for the *Civil Nuclear Police Authority* for the year 2009/2010 is £57,484,000 and the total capital budget is £2,110,000. This will be supplied by the organisations requiring policing by the *Civil Nuclear Constabulary* as detailed in the chart below:



Expenditure

The planned breakdown of expenditure will be defined in the financial year.



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SECTION 9: STRATEGIC RISK AND CONTROL STRATEGY LINKS

The planning process has utilised the *Control Strategy* and *Risk Register* to inform and prioritise the objective setting for 2009/2010.

Detailed below are the current six strategic risks with an indication of the direct links to the objectives where appropriate, along with further details of mitigation strategies extracted from the *Risk Register*.

1. Failure to provide police officers with the right equipment and training to meet the regulatory standards and threat.

Directly linked to the *Capability and Capacity Review* objective.

2. Failure to retain/recruit sufficient officers and staff.

Directly linked to the *Capability and Capacity Review* objective.

3. Failure to train officers and staff to the appropriate levels and/or standards.

Directly linked to the *Capability and Capacity Review* objective and *Putting People First Review*.

4. Failure to discharge the duty of care owed to employees.

Directly linked to the *Capability and Capacity Review* objective and *Putting People First Review*. Maintenance on Health and Safety policy requirements will continue.

5. Poor or uncertain governance standards leading to unclear lines of accountability.

Directly linked to Governance objective.

6. Failure to support the provision of critical business infrastructure.

Directly linked to the IT project. Contingency planning and business planning activity is also continuing.

The Risk Management Framework

Civil Nuclear Constabulary risks are managed through a hierarchy of risks from local through tactical to executive levels and are recorded through a risk register database. To provide a focus for strategic risk overview each risk is assigned to one of six strategic risk categories. Such categories are not in themselves recorded on the risk register, but are used by the Chief Constable to ensure that mitigation of risks is balanced across the areas of potential vulnerability.

The *Civil Nuclear Police Authority* maintains a Strategic Risk Register that is kept under regular review.