



CIVIL NUCLEAR POLICE AUTHORITY

2008 – 2011 STRATEGIC POLICING PLAN

Revision 1 – June 2008



Civil Nuclear Police Authority 2008 - 2011 Strategic Policing Plan

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Civil Nuclear Police Authority 2008 - 2011 Strategic Policing Plan

INTRODUCTION

This three year Strategic Policing Plan provides the strategic framework for the Civil Nuclear Police Authority, enabling us to deliver our mission and make progress in a difficult and challenging operating environment. The plan complies with statutory requirements of the Energy Act 2004 and is drafted by the Constabulary taking into account stakeholder views and presented to the Authority for comment, amendment and adoption.

The environment in which the Authority operates is continually changing. International Terrorism is likely to become the number one threat to global security. There is ample evidence that Al Qaeda seeks to hurt the economic interests of its primary opponents, considered as the UK and the USA, by targeting key economic and business sectors such as gas, oil, telecommunications and nuclear power. In short, there is a persistent, enduring threat to the UK national interest, our economy and consequently our critical national infrastructure. The role of the Civil Nuclear Constabulary is essential in protecting the UK's nuclear installations and preventing the theft of nuclear materials.

The nuclear industry continues to restructure to facilitate the Nuclear Decommissioning Authority's (NDA) competition process. This will result in an increase in the number of Site Licence Companies in the form of Parent Body Organisations. We support the future decommissioning programme as outlined in the NDA's Business Plan 2008-11 and look forward to contributing to the provision of a safe and secure environment for decommissioning in the future. Meanwhile, the Health and Safety Executive and Environment Agency continue to work together on the Generic Design Assessment of new nuclear power stations.

The UK's counter terrorism capability continues to be strengthened. Within the police service, the Home Office has been restructured in order to provide a greater strategic focus on countering terrorism. This is coupled with Government's pledge to increase its investment on countering terrorism and Lord West's overview of how best we can protect the national infrastructure. The most recent Government initiative is the implementation of the national security committee and the publication of a new national security strategy. We will continue to work together with Government and other police forces, focussing on the Home Secretary's key strategic priorities for the Police Service for 2008/09, outlined in the National Community Safety Plan 2008-11 and Home Office Strategy 2008-11. We will support, in particular, the Counter-Terrorism Public Service Agreement (PSA) – whose aim is to reduce the risk to the UK and its interests overseas from international terrorism. This plan takes account of these important issues and we will ensure that we continue to monitor these developments in our operating environment so that we continue to contribute to the security of the UK's nuclear sites.

During the past year we have conducted a fundamental review of our policing philosophy and our capability and capacity to meet the changing terrorism environment. This will in turn require us to review and revise our mission statement and associated arrangements to ensure that we continue to develop in line with the Government's counter-terrorism strategy.

In the past year there have also been changes throughout the Constabulary in organisational structure and in personnel. Nevertheless the majority of targets and objectives were achieved and this demonstrates the commitment and dedication of our officers and staff. Over the coming years, we will continue to embed the National Intelligence Model (NIM) within the organisation in order to deliver an effective and efficient police service. The adoption of the Balanced Scorecard approach will ensure the organisation remains focussed on the objectives and performance indicators which underpin our mission. The plan sets out the work to be undertaken to maintain and improve the efficiency and effectiveness of our activities. It is a living document and will be updated throughout the year using an appropriate change control framework.



Civil Nuclear Police Authority 2008 - 2011 Strategic Policing Plan

SECTION 1: VISION, MISSION & VALUES

Vision Statement

The Authority's vision is for the Constabulary to provide a world class service for the protection of nuclear materials and facilities.

Mission Statement

The Authority's mission is for the Constabulary to deliver an effective and efficient police service complying with National Security Requirements for the protection of nuclear materials on designated UK nuclear licensed sites and in transit, and to provide a secure and safe environment in which the nuclear industry can carry out its business.

Civil Nuclear Constabulary's Mission Statement

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 any unauthorised persons.

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

Statement of values

The Civil Nuclear Constabulary will carry out its role using the following guiding principles which are intended to underpin the operation of a modern professional police force:

- Determination to uphold the law, fairly but firmly and with integrity;
- Accountability for delivering best value for its core business;
- Communication through openness and transparency;
- Achievement of excellence and professionalism in all that it does;
- Knowledge of, and respect for, diversity and human rights;
- Application of empowerment and leadership.

Continuous Improvement

The key principles driving Authority and Constabulary business are:

We have the confidence and active support of all stakeholders including the Government, the nuclear operating companies, our staff and the general public to whom we are responsible and accountable.

We maintain appropriate and proportionate levels of security in accordance with our responsibilities.

We ensure that the Constabulary delivers a policing service that is effective and efficient, ethical and professional, and responsive to the needs of all our stakeholders

We are positive about diversity and aim to maximise the contributions of all employees.

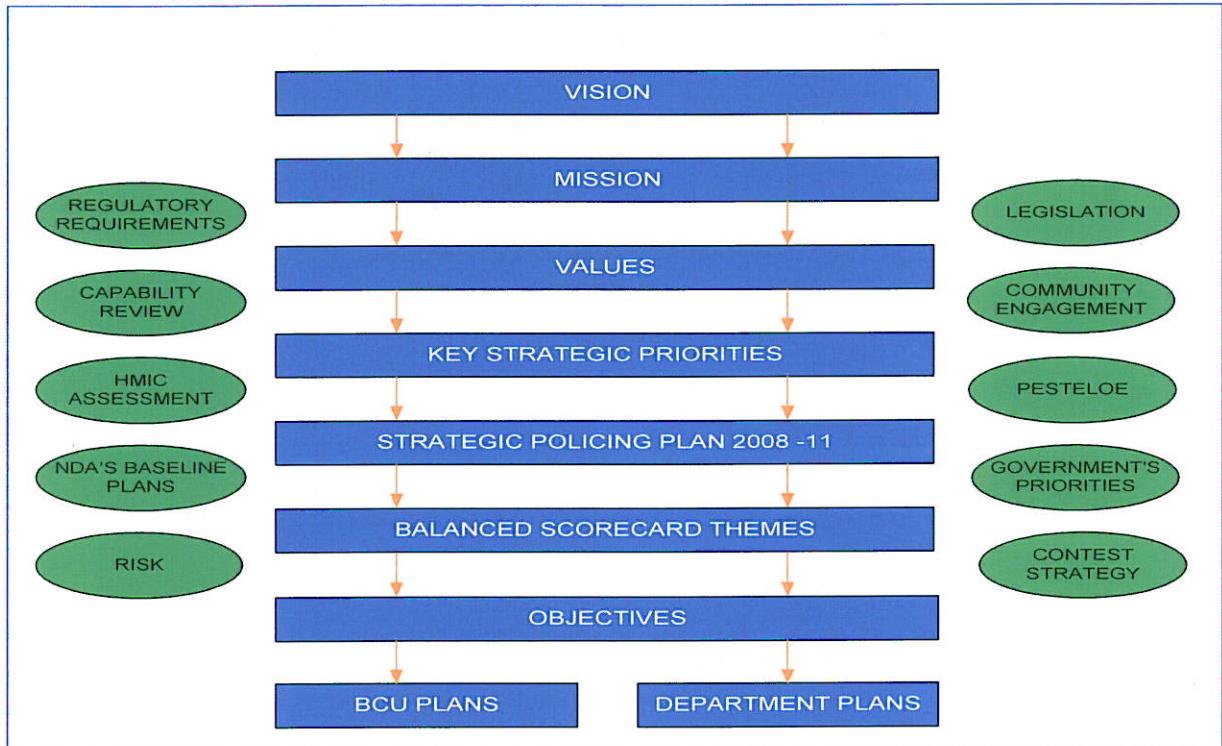
We ensure that the Constabulary recognises the rights and fundamental freedoms of individuals and communities, aiming at all times to act proportionately, reasonably and in a way that is justified by the circumstances and in pursuit of a legitimate objective.



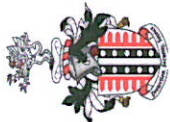
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SECTION 2: PLANNING FRAMEWORK

Our planning framework outlines essentially the key steps in the strategic planning process, illustrated by the blue rectangles. Furthermore, it outlines the key external/internal drivers, illustrated by the green ovals, which underpin this process.

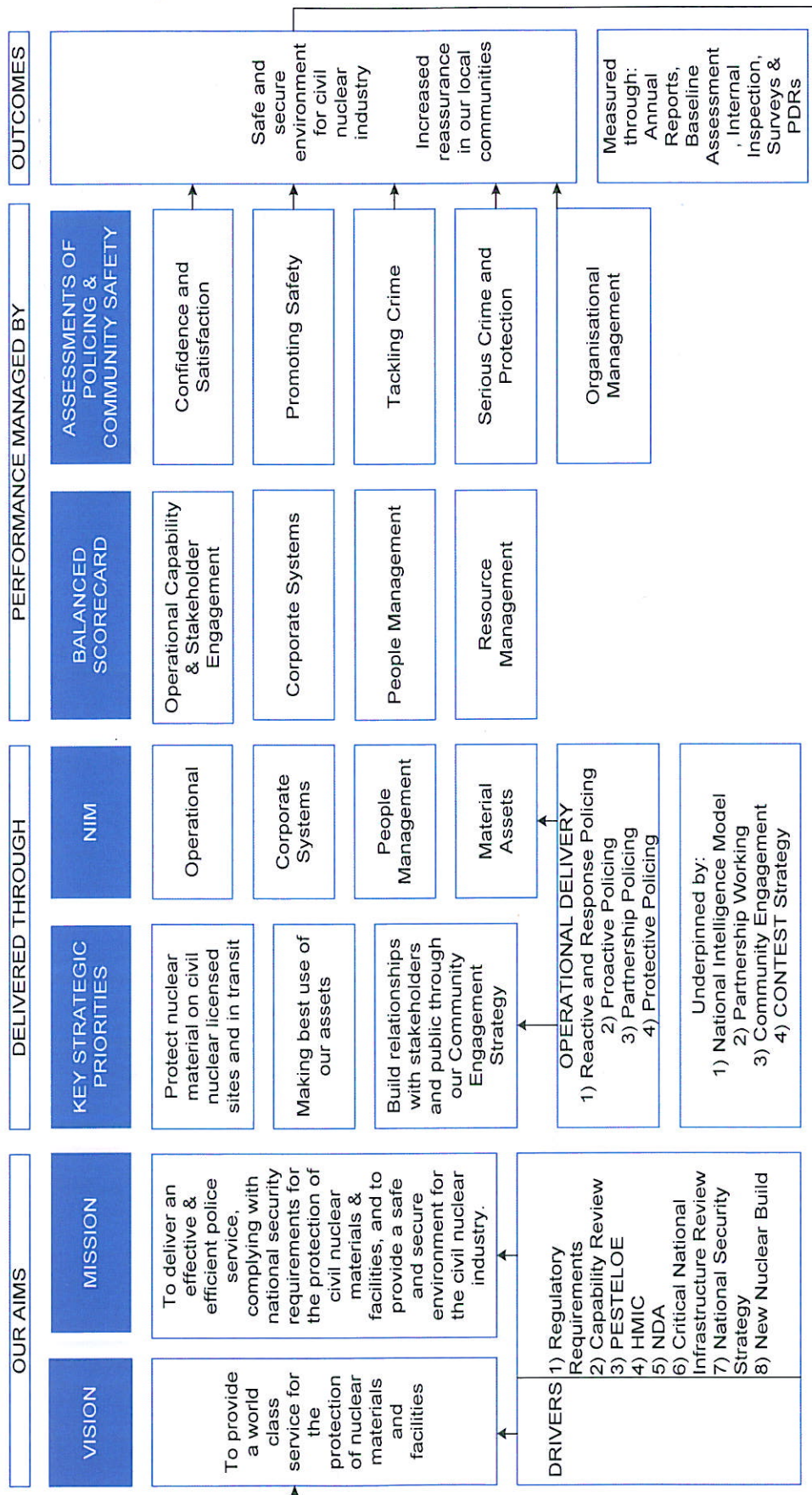


The three year rolling plan sets out the objectives for 2008-11 and overarching proposals. Each year the plan will be updated to respond to emerging threats, opportunities and outline proposed key strategic priorities.



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SECTION 3: STRATEGIC MANAGEMENT FRAMEWORK





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SECTION 4: BALANCED SCORECARD 2008 -11 PERSPECTIVE SUMMARY

Our Vision

To provide a world class service for the protection of nuclear materials and facilities.

OPERATIONAL CAPABILITY & STAKEHOLDER ENGAGEMENT

- 1.1 Protection of nuclear sites and material in transit:** To report on the Constabulary's capability to achieve its mission.
- 1.2 Ensuring effective capability:** To increase the resilience of the Constabulary to respond to critical incidents in accordance with the findings of Capability Review and national standards.
- 1.3 Intelligence-led policing:** To employ a proactive and intelligence-based policing approach to respond to emerging threats.
- 1.4 Understanding stakeholder perceptions and needs:** To engage in wider consultation with site operators and communities with regard to service delivery.

CORPORATE SYSTEMS

- 2.1 Open and effective communication:** To ensure effective internal and external communication.
- 2.2 Quality of Service:** To deliver a professional policing service in accordance with the National Quality of Service Standards.
- 2.3 Policy Formulation:** To ensure all required policies and procedures are in place to meet the needs of the organisation.
- 2.4 Information Management:** To improve the information management effectiveness of the organisation.
- 2.5 Security Systems:** To effectively manage the security systems within the Constabulary.

Mission
Deliver an effective & efficient police service, complying with national security requirements and to provide a secure environment for civil nuclear industry.

PEOPLE MANAGEMENT

- 3.1 People Management:** To ensure effective and efficient recruitment, development and deployment of personnel within the organisation to satisfy findings of Capability review and deliver our core business.
- 3.2 Training & Development:** To provide the workforce with the training & development opportunities they need to fulfill our statutory obligations & develop their potential.
- 3.3 Professional Standards -** To maintain standards, security & discipline throughout the organisation.
- 3.4 Health & Safety:** To ensure Health & Safety and Environmental Policy is implemented, and performance metrics are monitored to deliver continuous improvement.

RESOURCE MANAGEMENT

- 4.1 Financial Management:** To exercise budgetary control and undertake transparent financial planning.
- 4.2 Estates & Procurement:** To ensure the effective procurement and management of all resources.
- 4.3 IT:** To implement and maintain a fit-for-purpose IT Network.



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SECTION 5: 2008 -11 SCORECARD OBJECTIVES

CORPORATE SYSTEMS			
Objectives	Targets 2008-09	Targets 2009-10	Targets 2010-11
By 31st March 2011, to have implemented the appropriate electronic document management system.	Preparation of Business case	Procurement of solution	Implementation
PEOPLE MANAGEMENT			
Objectives	Targets 2008-09	Targets 2009-10	Targets 2010-11
By 31st March 2011, to have implemented a programme of change within CNC, aimed at ensuring the most effective skills mix in all areas, whilst ensuring robust contingency arrangements.	Implement relevant recommendations from Sir Ronnie Flanagan's review of policing	Develop the role and competence of first line managers by implementing recommendations made within HMIC review of 24/7 supervision.	
RESOURCE MANAGEMENT			
Objectives	Targets 2008-09	Targets 2009-10	Targets 2010-11
By 31st March 2011, to have completed stage 6 of IT Network project. (Project Closure)	Procurement Phase end by May 2008. Implementation & Transition phase begins by June 2008	Stage 5 - Operational Handover Stage 6 - Project Handover	



Civil Nuclear Police Authority 2008 – 2009 Policing Plan



2008-2009 POLICING PLAN

The remainder of this plan relates to the specific objectives and targets for the organisation this year.



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SECTION 6: OPERATIONAL CAPABILITY & STAKEHOLDER ENGAGEMENT

Operational Capability & Stakeholder Engagement

Scorecard Theme 1.1 – Protection of nuclear sites and material in transit: To report on the Constabulary's capability to achieve its mission.

Objectives	Targets	Actions
1.1.1 By 30 th December 2008 to have developed and agreed a Memorandum of Understanding between the Authority, Constabulary, nuclear site operators, BERR and regulatory bodies to clarify authorities, roles, responsibilities and applicable standards for the Constabulary.	Draft Memorandum by September 2008	Clarify governance issues Define authorities Draft document Consult and resolve issues
1.1.2 By 31 st March 2009, to have delivered at least 95% of agreed operational regulatory taskings.	Delivery of at least 95% of agreed taskings	Minimum standards delivered as stated in BCU plans.
1.1.3 By 31 st March 2009 to have produced and implemented operational plans for the marine escort group.	Operational Plan produced by May 2008 Training conducted in accordance with standards	Planning Training

Scorecard Theme 1.2 – Ensuring Effective Capability: To increase the resilience of the Constabulary to respond to critical incidents in accordance with the findings of the Capability Review & national standards.

Objectives	Targets	Actions
1.2.1 By 31 st March 2009, to have performed a gap analysis against ACPO Protective Services Minimum Standards and national review of critical national infrastructure.	Gap Analysis completed by August 08 Improvement Plans drafted by November 08	
1.2.2 By 31 st March 2009, to have implemented new exercise strategy in parallel with existing exercise programme.	% of programme achieved Conduct one location specific vulnerability assessment per BCU	Revise programme Implement programme



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1.2.3 By 31 st March 2009, to have implemented the principles of the Multi Agency Threat and Risk Assessment (MATRA) and to have undertaken a pilot in line with other partner agencies.		
Scorecard Theme 1.3 – Intelligence-led policing: To employ a proactive and intelligence-based policing approach to respond to emerging threats.		
Objectives	Targets	Actions
1.3.1 By 31 st March 2009, to have reviewed CNC information sources, supplementing them where necessary, and to implement procedures regarding accessing the sources.	Review information sources by May 08. Supplement information sources by September 08 Produce procedures for access by January 08	Business case if required Procurement if required Training if required
Scorecard Theme 1.4 – Understanding stakeholder perceptions and need: To engage in wider consultation with site operators and communities with regard to service delivery.		
Objectives	Targets	Actions
1.4.1 By 31 st March 2009, to have implemented year 1 of Community Engagement Strategy.	Year 1 of implementation plan completed	Monitor developments Update if required



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SECTION 7: CORPORATE SYSTEMS

Corporate Systems

Scorecard Theme 2.1 – Open and effective communication: To ensure effective internal and external communication

Objectives	Targets	Actions
2.1.1 By 31 st March 2009, to have implemented appropriate communications programme	Internal communications responsibilities and routes established	

Scorecard Theme 2.2 – Quality of Service: To deliver a professional policing service in accordance with the National Quality of Service Standards

Objectives	Targets	Actions
2.2.1 By 31 st March 2009, to meet appropriate Policing National Quality of Service Standards.	90% compliance with standards	Provide equality of access to services and information, based on consultation as to the needs of users. Follow procedures when dealing with initial enquiry from a member of public. Identify a range of ways to obtain feedback from public.

Scorecard Theme 2.3 – Policy Formulation: To ensure all required policies and procedures are in place to meet the needs of the organisation.

Objectives	Targets	Actions
2.3.1 By 31 st March 2009, all policy owners to have up-to-date policies and procedures in their areas.	% of required policies published % of policies reviewed to schedule % of required procedures published % of procedures reviewed to schedule	Monthly reports given at CSTTCG

Scorecard Theme 2.4 – Information Management: To improve the information management effectiveness of the organisation.

Objectives	Targets	Actions
2.4.1 By 31 st March 2009, to have implemented an improvement programme and revised procedures for information management to assist in meeting our obligations.	Progress against improvement programme	Programme for improvement to be written which includes DBERR exercise, DPA, FOI, MOPI and PSFP

Scorecard Theme 2.5 – Security Systems – To effectively manage the security systems within the Constabulary

Objectives	Targets	Actions
2.5.1 By 31 st March 2009, to have updated security policies and procedures in line with industry (NISR), government (MOPS) and ACPO (CSP) standards and ensure CNC compliance.	Security inspections of CNC sites carried out against submitted policy and procedures Ensure that all CNC personnel are security cleared in line with Personnel Security Policy/Procedures	Biennial inspection of each CNC location Monthly reports and stats produced at PSD NIM meetings



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SECTION 8: PEOPLE MANAGEMENT

People Management		
Scorecard Theme 3.1 – People Management: To ensure effective and efficient recruitment, development and deployment of personnel within the organisation to satisfy findings of the Capability Review and deliver our core business.		
Objectives	Targets	Actions
3.1.1 By 31 st March 2009, to have maintained approved establishment levels.	By 31 st March 2009, to have ensured levels of police officer strength are within 5% of established posts.	Recruitment
3.1.2 By 31 st March 2009, to have managed our personnel effectively to deliver the outputs of the organisation.	By 31 st July 2008, to have completed 85% of Performance Development Reviews. (PDRs). By 31 st March 2009, to have reduced police officer sickness to 85 Hours per officer. By 31 st March 2009, to have reduced police staff sickness from 61 hours to 56 hours per person.	Absence Management Stress Audits Staff Surveys
3.1.3 By 31 st March 2009, to have delivered 90% of actions as outlined in Equality & Diversity Scheme 2007-10.	Increase % of minority ethnic group personnel from 1% to 3% of new recruits during 2008 - 2009. Increase % of female recruits from 9 % to 11 % of new recruits during 2008 - 2009	Implement and review a 'positive action' recruitment programme Race, disability and gender equality training for recruitment managers by 31 st July 2008.
3.1.4 By 31 st March 2009, to have retained requisite personnel to deliver core business.	By 31 st March 2009, to have less than 5% of police officers leaving per annum due to unplanned circumstances as a proportion of the numbers employed at year end. By 31 st March 2009, to have less than 13% of police staff leaving per annum.	Succession Planning Exit Interviews Corporate Bonus IIP
3.1.5 By 31 st March 2009, to have retained IIP accreditation.		



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Scorecard Theme 3.2 – Training & Development – To provide the workforce with the training & development opportunities they need to fulfil our statutory obligations & develop their potential.		
Objectives	Targets	Actions
3.2.1 By 31 st March 2009, to have developed the skills and competencies of PCs and Police Staff.	Number of PCs & Police Staff completing CLDP training	
3.2.2 By 31 st March 2009, to have trained workforce to meet identified requirements.	Delivery of 95% of 2008-09 training courses to plan 90% of planned attendance at 2008 – 2009 training courses achieved.	Submit costed training plan for 2009-10 training for Police authority approval by December 2008.
3.2.3 By 31 st March 2009, to have trained sufficient officers to satisfy findings of Capability Review	95 % of all officers trained in PSP 70 % of all officers trained as AFOs % of officers trained as Dog Handlers.	
Scorecard Theme 3.3 – Professional Standards – To maintain standards, security & discipline throughout the organisation.		
Objectives	Targets	Actions
3.3.1 By 31 st October 2008, to have delivered necessary processes and training to all officers and relevant staff in new Police Misconduct, Performance and Absence Management Procedures	Policies and procedures published by implementation date 95% Police Officers and 100% relevant staff trained at appropriate level.	Formulate and produce necessary processes, procedures and forms - Identify appropriate level of training for different groups/ranks of officers - Formulate training delivery action plan - Deliver training at appropriate levels within timescale
Scorecard Theme 3.4 – Health & Safety – To ensure Health & Safety and Environmental Policy is implemented, and performance metrics are monitored to deliver continuous improvement.		
Objectives	Targets	Actions
3.4.1 By 31 st March 2009, to have implemented year 2 of Health & Safety Plan	Percentage of actions closed year 2 of plan implemented	Monthly reports to PMTT&CG
3.4.2 By 31 st March 2009, to have ensured workplace facilities meet relevant Health & Safety operational requirements.	1 safety audit by the CNC Health & Safety Section per unit per annum. 90% of management inspections carried out in the year	Monthly reports to PMTT&CG



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SECTION 9: RESOURCE MANAGEMENT

Resource Management		
Scorecard Theme 4.1 - Financial Management: To exercise budgetary control and undertake transparent financial planning.		
Objectives	Targets	Actions
4.1.1 By 31 st March 2009, to have complied with 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.	
Scorecard Theme 4.2 Estates & Procurement – To ensure the effective procurement and management of all resources		
Objectives	Targets	Actions
4.2.1 By 31 st March 2009, to have implemented year 2 of the Property & Estates Strategy 2007-12.	100% of Conditions Surveys conducted Engage with the SLC's to develop a lease or licence for occupied properties by Dec 08 Develop Performance Indicators in respect of the estate, which include Space Utilisation, Occupancy Costs, user satisfaction, Environmental and quality of Service by Dec 08	Assess condition of the estate and capture information in line with HMIC requirements. Compliance with Health & Safety legislation in respect of the Estate
4.2.2 By 31 st March 2009, to have implemented year 2008-09 of procurement strategy 2007-10.	Review of Supplier Base by Dec 08 Efficient Procurement Strategy by ensuring all CAPEX funding is spent.	Collaboration with public sector organisations.
Scorecard Theme 4.3 – IT: To implement and maintain a fit-for-purpose IT network		
Objectives	Targets	Actions
4.3.1 By 31 st March 2009, to have completed stage 4 of IT Network project (Implementation & Transition Phase).	Stage 3- Procurement Phase end by May 2008. Police Authority approval by May/June 08. Stage 4 –Implementation & Transition phase – June 2008-March 2009	
4.3.2 By 31 st October 2009, to have established an upgraded separate Instance of SAP.	Project & Resource Plan by 1 st June 2008 Work Starts by 1 July 2008 Testing completed and cutover Oct 31st	



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SECTION 10: 2006-07 PERFORMANCE

KSP 1 - Protecting Nuclear Materials and Facilities

Performance Indicator	Target	Achievement
Deploy armed officers to planned duties	100%	100.00%
Deploy police dog patrols to planned duties	100%	94.16%
Attend alarm indications	100%	99.98%
Conduct offsite duties to programme	100%	100.00%
Confirm fence integrity	100%	100.00%
Test security equipment functionality	100%	99.85%
Search vehicles and personnel	100%	100.00%
Officers participating in exercises in the year	95%	89.67%

KSP 2 - Getting Best Use of Our Resources

Performance Indicator	Target	2006-7
Health & Safety		
Average number of working hours lost per annum due to sickness, per officer.	75	82.3
Average number of working hours lost per annum due to sickness, per police staff member	50	74.0
% shortfall of strength	5%	2.1%
Police Staff Turnover Rate	10%	10.4%
Police Officer Turnover Rate	10%	5.4%
Diversity		
% of police officers who are female compared to overall strength.	17%	15.2%
% of police officers from minority ethnic groups	2%	0.6%
% of police staff from minority ethnic groups	2%	3.1%
Ratio of officers from minority ethnic groups resigning to all officers' resignations.	Less than 1.5:1	0
% of courses delivered against planned courses	95%	97.3%
% of planned attendance at training courses achieved	95%	98.8%



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KSP 3 - Improving the Understanding of Our Role

Performance Indicator	2006-7
<i>Publications</i>	
Annual Policing Plan published by 31 March	21 March 2007
Strategic Policing Plan published by 31 March	21 March 2007
Annual Chief Constable's Report published	9 June 2006 (2005/6 report)
Annual Report and Accounts published	17 July 2006 (2005/6 report)
<i>Freedom of information</i>	
Requests received	5
% of requested responded to within 20 working days	100%
<i>Consultation and feedback</i>	
Site stakeholder meetings attended	100%
Complaints received	5
Complaints locally resolved	5
Complaints substantiated	0



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SECTION 11: FINANCIAL SUMMARY

Budget and resources

The total revenue budget for the Civil Nuclear Police Authority for the year 2008/2009 is £51 million and the total capital budget is £3 million. This will be supplied by the organisations requiring policing by the Civil Nuclear Constabulary: British Nuclear Group, the United Kingdom Atomic Energy Authority, British Energy, Urenco, Springfields Fuels Ltd and 1% from other sources.

Expenditure

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



Civil Nuclear Police Authority 2008 – 2009 Policing Plan

GLOSSARY

ACPO	Association of Chief Police Officers
ACPOS	Association of Chief Police Officers Scotland
AFO	Authorised Firearms Officer
ANPR	Automatic Number Plate Recognition
APA	Association of Police Authorities
APACS	Assessments of Policing and Community Safety
BCU	Basic Command Unit
BERR	Department for Business, Enterprise and Regulatory Reform
BNFL	British Nuclear Fuels Limited
BNG	British Nuclear Group
BAWP	British Association of Women in Policing
CBRN	Chemical, Biological, Radiological & Nuclear
CENTREX	Central Police Training and Development Authority
CJX	Criminal Justice Extranet
CLDP	Core Leadership Development Programme
CNC	Civil Nuclear Constabulary
CNPA	Civil Nuclear Police Authority
CONTEST	Government's long term strategy for countering international terrorism
CSP	Community Security Policy
CSTTCG	Corporate Systems Tactical Tasking & Co-ordination Group
CTC	Constabulary Training Centre
DOMINO	Duties Operational Management including Overtime
DPA	Data Protection Act
EDRMS	Electronic Document and Record Management System
FOI	Freedom of Information
HMIC	Her Majesty's Inspectorate of Constabulary
HSE	Health and Safety Executive
HQ	Headquarters
ICSU	Intelligence and Crime Support Unit
IIP	Investors in People
IMPACT	Information Management, Prioritisation, Analysis, Co-ordination and Tasking
IPCC	Independent Police Complaints Commission
KSP	Key Strategic Priority
MATRA	Multi Agency Threat and Risk Assessment
MOD	Ministry of Defence
MOPI	Management of Police Information
MOPS	Manual of Protective Security
MOX	Mixed Oxide
NAO	National Audit Office
NDA	Nuclear Decommissioning Authority
NDPB	Non-departmental Public Body
NIM	National Intelligence Model
NISR	Nuclear Industries Security Regulations
OCNS	Office for Civil Nuclear Security
OGC	Office of Government Commerce
OSC	Office of Surveillance Commissioner
PESTELOE	Analysis of Political, Economic, Social, Technological, Environmental, Legal, Organisational & Ethical Issues
PDR	Performance and Development Review
PMTTCCG	People Management Tactical Tasking Co-ordination Group



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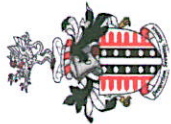
PSA	Public Service Agreement
PSD	Professional Standards Department
PSFP	Police Service File Plan
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RIPA	Regulation of Investigatory Powers Act 2000
ROSATOM	Russian Federation Atomic Agency Federation
SAP	Systems Applications and Products
SCOPE	Standing Committee on Police Establishment
SLC	Site Licensee Company
SPP	Strategic Policing Priorities
UKAEA	United Kingdom Atomic Energy Authority



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Appendix 1 - Cross reference from the activities in this plan to the National Community Safety Plan 2008-2011

Policing Plan Section	National Community Safety Plan Section
<i>Operational Capability & Stakeholder Engagement</i>	
Scorecard Theme 1.1: Protection of nuclear sites and material in transit	P6/14/15 – PSA 26 – Reduce the risk to the UK and its interest overseas from international terrorism SPP5 – Protect key sites, disrupt terrorists, deter those who facilitate terrorism & be prepared to respond to terrorist attack
Scorecard Theme 1.2 – Ensuring Effective Capability	P6/14/15 – PSA 26 – Reduce the risk to the UK and its interest overseas from international terrorism P 38 – SPP4- Protective Services
Scorecard Theme 1.3 – Intelligence-led policing:	P6/14/15 – PSA 26 – Reduce the risk to the UK and its interest overseas from international terrorism
Scorecard Theme 1.4 – Understanding stakeholder perceptions and need.	SPP5 – Work with and though local communities as appropriate to disrupt terrorists and their operations.
<i>Corporate Systems</i>	
Scorecard Theme 2.1 – Open and effective communication	SPP5 – Work with and though local communities as appropriate to disrupt terrorists and their operations.
Scorecard Theme 2.2 – Quality of Service	P35 – SPP2 - Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public.
Scorecard Theme 2.4 – Information Management	
Scorecard Theme 2.5 – Security Systems	
<i>People Management</i>	
Scorecard Theme 3.1 – People Management	
Scorecard Theme 3.2 – Training & Development	
Scorecard Theme 3.3 – Professional Standards	P35 – SPP2 -An emphasis on the quality of service provided to the public.
Scorecard Theme 3.4 – Health & Safety	
<i>Resource Management</i>	
Scorecard Theme 4.1 - Financial Management	P35 – SPP6- Make the best use of resources
Scorecard Theme 4.2 Estates & Procurement	P35 – SPP6- Make the best use of resources
Scorecard Theme 4.3 – IT	P35 – SPP6- Make the best use of resources



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Appendix 2 – New Build/ Decommissioning Programme 2008-17

YEARS	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
NEW BUILD	GENERIC DESIGN ASSESSMENT & STRATEGIC SITING ASSESSMENT	PLANNING CONSENT PROCESS	CONSTRUCTION								NEW Build
DECOMMISSIONING TIMETABLE											
BCU SCOTLAND											
Chapelcross	DEFUELLING	CARE AND MAINTENANCE PREPARATIONS									
Dounreay	HAZARD REDUCTION AND ILWM MANAGEMENT										
Hunterston	GENERATION										
Torness	GENERATION										
BCU NORTH											
Capenhurst	ENRICHED URANIUM OPERATIONS	ENRICHED URANIUM OPERATIONS	ENRICHED URANIUM OPERATIONS							DEFUELLING OR EXTENSION	ENRICHED URANIUM OPERATIONS
Hartlepool	GENERATION										
Heysham	GENERATION										
Sellafield	PASSIVATION - CLEAN UP										
Springfields	MAGNOX, HEX & OXIDE PRODUCTION	OXIDE & HEX PRODUCTION								DEFUELLING	OXIDE ONLY
Wylfa	GENERATION	DEFUELLING	CARE AND MAINTENANCE PREPARATIONS								
BCU SOUTH											
Dungeness B	GENERATION										
Harwell	WASTE OPERATIONS/DECOMMISSIONING										
Hinkley Point B	GENERATION										
Oldbury	GENERATION	DEFUELLING	CARE AND MAINTENANCE PREPARATIONS								
Sizewell B	GENERATION										

Source: NDA



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Appendix 3 - Cross reference from the objectives in this plan to the Strategic Risk Register

Strategic Risk	Objectives 2008-09
<p>Failure to deploy sufficient Police Officers with the right equipment and training to meet the threat</p>	<p>By 31st March 2009, to have implemented initial phases of integrated command and control system.</p> <p>By 31st March 2009, to have developed strategy for fixed ANPR assets within 5k of licensed sites.</p> <p>By 31st March 2009, to have implemented new exercise strategy in parallel with existing exercise programme.</p> <p>By 31st March 2009, to have developed the skills and competencies of PCs and Police Staff.</p> <p>By 31st March 2009, to have trained sufficient officers to satisfy findings of Capability Review.</p>
<p>Failure to recruit/retain sufficient, or appropriate, resources</p>	<p>By 31st March 2009, to have ensured levels of police officer strength are within 5% of established posts.</p> <p>By 31st March 2009, to have retained requisite personnel to deliver core business.</p>
<p>Failure to train Officers to the appropriate levels and/or standards</p>	<p>By 31st March 2009, to have implemented year 2 of the Property & Estates Strategy 2007-12.</p> <p>By 31st March 2009, to have trained workforce to meet identified requirements.</p> <p>By 31st March 2009, to have trained sufficient officers to satisfy findings of Capability Review.</p>
<p>Failure to discharge the duty of care owed to employees</p>	<p>Implementation of DOMINO during 2007/08 will allow corporate monitoring of work patterns.</p>
<p>Poor or uncertain governance standards leading to unclear lines of accountability</p>	<p>Implementation of balanced scorecard and new risk framework will ensure organisation remains focused on main drivers/objectives underpinning our core business.</p>
<p>Failure to support the provision of critical business infrastructure</p>	<p>By 31st March 2009, to have completed stage 4 of IT Network project (Implementation & Transition Phase).</p> <p>By 31st March 2009, to have implemented SAP integration changes.</p>