Introduction

This strategy and business plan sets out in one place our strategic objectives for the next three years together with the supporting priorities and key deliverables.

It will ensure all our people have a clear sense of our mission and forms the ‘contract’ for delivery between the Executive Team and the Civil Nuclear Police Authority Board (CNPA) and the benchmark against which our performance will be judged.

We are assigning each member of the Executive Team responsibility for one of our four strategic objectives although the successful delivery of our strategy and business plan hinges on building partnerships inside and outside the Civil Nuclear Constabulary (CNC) and through cross-functional working at all levels in the Constabulary.

A public facing strategy and business plan will be published early in the new financial year, which together with this document, will increase the accountability for our performance to our Board, our customers and our key stakeholders.

Mike Griffiths CBE  
CEO and Chief Constable

Sir Philip Trousdell  
Chairman

Strategic Context

The strategic context in which the CNPA will operate over the next 3 years is influenced by the UK’s threat level (currently SEVERE), the UK’s strategy for countering terrorism, CONTEST, the regulatory and inspection regimes in which it operates and government policy on nuclear decommissioning. This context is further complicated by the Government’s review of Infrastructure Policing whose outcomes are unlikely to be known by the start of this strategic plan.

CONTEST

The Government’s CONTEST strategy remains extant and CNPA’s work to align to this will continue to be taken forward in 2016-19 and delivered through Strategic Objectives 1 and 2 and its uplifts in authorised firearms officers capacity and capability. Recent threat developments have led to a number of national level changes in armed policing which have highlighted the need for increased collaboration and interoperability to strengthen the overall UK counter terrorism capability. The CNC is very much part of the national response. The likelihood of further demands on the territorial police to deliver new capabilities makes the delivery of our DETER mission all the more relevant in the remote locations where the CNC is deployed.

Regulatory and Inspection Regimes

The Nuclear Industries Malicious Capabilities Planning Assumptions (NIMCA) remains extant. Previous application of the NIMCA and site-by-site Vulnerability Assessments have led to a programme of capability and capacity uplifts and also of withdrawals from sites. This change of our operational footprint will continue with a withdrawal from Wylfa in early 2016. Further withdrawals will be predicated on
successful completion of material consolidation. Alongside this the HM Inspectorate of Constabulary recommendations from their 2015 inspection will be delivered through Strategic Objectives 1 and 2.

**Operations and Training**

The maintenance of a 24/7 armed response policing operation coupled with a multi environment armed escort group is our raison d’être. The priority of all elements of the CNC is to work together to deliver Strategic Objective 1. Government directed material consolidation operations will focus the work of the Strategic Escort Group for much of the planning period. The CNC will also continue to support the Global Threat Reduction Initiative. A coordinated and challenging training programme focused at on-site training will be implemented over the period of this plan. Underpinning this will be a network of policies and procedures to support the recognition of vulnerability in our workforce.

**Emergency Services Mobile Communications Programme**

This programme will be replacing services provided by Airwave with a new national mobile communication service. This will provide integrated critical voice and broadband data services to all three emergency services through the emergency services network. The transition is being delivered through Strategic Objective 2.

**Government ICT Strategy**

One of the key aims of this strategy is to improve efficiency through the creation of a common information, communications and technology (ICT) infrastructure. CNPA’s current contracts for network and wider ICT services provision have been extended and are due to expire in April 2016. During 2016-19 CNPA will move to the government’s high performance network, the Public Services Network, and will procure ICT services from a wider range of small and medium-sized enterprises. This work is being taken forward under Strategic Objective 3.

**People Programme**

The CNPA must implement change in a number of key interlinked people policy areas. Drivers for change come from the College of Policing, the Home Office review of police officer and staff remuneration and conditions ('Winsor') and the government’s public service pension reforms and include:

- Implementation of fitness standards for all firearms posts;
- Modernising police pay and terms and conditions of employment;
- Reform of public service pensions and revisions to both the compulsory retirement age and pensions contributions.

These interrelated strands of work are being delivered through Strategic Objective 4 under a dedicated people programme which will extend to include organisational development and workforce planning.

**Budget Pressures**

Delivery of our 2016-19 strategy and business plan has been shaped by the challenging spending review settlements and tough trading conditions facing the nuclear operating companies. Horizon scanning of budget risks has identified increases in employer national insurance contributions from April 2016 and likely increases to employer pension contributions from April 2017. As pay costs represent some 75% of our operating budget, these changes will have a significant impact to our cost base over the next 3 years. We have set ourselves the challenge to absorb these cost increases and fund our new investment programmes through savings found across all areas of the business, but with no compromise to our operational capability.
Our ambition
To be recognised as the leading UK authority on the armed protection of civil nuclear facilities and material in transit.

Our mission
In partnership with the civil nuclear industry, national security agencies and regulatory bodies the CNC will deter any attacker whose intent is the theft or sabotage of nuclear material whether static or in transit. If an attack occurs, the CNC will defend that material and deny access to it. If material is seized or high consequence facilities are compromised the CNC will recover control of the facility and regain custody of the material.

Our strategic objectives

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Objective 2</th>
<th>Objective 3</th>
<th>Objective 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>- To deter and respond to NIMCA-defined threats to nuclear sites and escorted materials</td>
<td>- To develop and maintain our capability to respond to NIMCA-defined threats to nuclear sites and escorted materials</td>
<td>- To optimise the efficiency and effectiveness with which we deliver our services and earn the confidence of our stakeholders</td>
<td>- To recruit, train and deploy sufficient, capable and motivated people to the right locations at the right times</td>
</tr>
</tbody>
</table>

Operations Director

**Priorities**
- Maintain 24/7 armed response at civil nuclear sites
- Provide armed escort for movements of nuclear materials
- Complete uplift and site withdrawal programmes
- Maintain and sustain deployment levels of firearms officers

Capability Director

**Priorities**
- Develop integrated policies, doctrines and plans supported by strong assurance mechanisms
- Increase operational capability levels through our training and exercising programmes
- Implement effective command and control systems across CNC
- Provide recovery capabilities at Sellafield and Dounreay sites

Business Director

**Priorities**
- Effective delivery of business support services and transform our business efficiency
- Modernise and improve our ICT infrastructure and improve its security
- Build internal collaboration and partnership working across CNC
- Increase external stakeholder confidence and work effectively in partnership with nuclear operating companies, national and local constabularies and our sponsoring department

People Programme Director

**Priorities**
- Develop our leaders and managers
- Implement appropriate terms and conditions of employment, pension provision and talent and performance management
- Effective workforce planning that addresses changes at an industry and national level
- Integrate organisational development into the HR function supporting delivery of our people strategy to recruit, train and deploy our people resources
### Strategic Objective 1
**Deter and Respond**

**By March 2019 we will:**
- Have maintained a 24/7 armed response at civil nuclear sites
- Have continued to provide armed escorts for movements of nuclear materials
- Have completed our uplift and site withdrawal programmes
- Have maintained deployment levels of firearms officers

#### Outcome KPIs
1. Successful deployment of planned/ target numbers of firearms officers
2. Compliance with nuclear site security plans
3. Successful completion of programmed movements of nuclear materials

#### Key deliverables

<table>
<thead>
<tr>
<th>Delivering our core mission</th>
<th>Output metrics</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Armed response provided at civil nuclear sites 24/7</td>
<td>- Achievement of planned Authorised Firearms Officer (AFO) resourcing and skill levels</td>
<td>- Continuous</td>
</tr>
<tr>
<td>- Armed escorted movements of nuclear materials</td>
<td>- Compliance with nuclear site security plans</td>
<td>- Continuous</td>
</tr>
<tr>
<td>- Developed operational policing models at Sellafield and Dounreay</td>
<td>- Completion of planned escorted movements of nuclear materials</td>
<td>- To CNC/ customer agreed timescales</td>
</tr>
<tr>
<td>- Developed operational policing models at EDF Energy sites</td>
<td>- Implementation of revised policing models</td>
<td>- By July 2016</td>
</tr>
</tbody>
</table>

#### Capacity uplift/ withdrawal

- National Nuclear Laboratory (NNL) deployment
- Managed reduction of Strategic Escort Group (SEG)
- Partial withdrawal from Dounreay site
- Withdrawal from Harwell site

#### Key enablers

- Implementation of intelligence strategy
- National Common Intelligence Application (APOLLO)
- Embed operational training on-shift at all OPUs
- Integration of corporate capabilities with the delivery of operational outcomes
- Integration of Centre for the Protection of National Infrastructure-funded Project Servator at all Operational Policing Units (OPUs)

#### Key deliverables

- Implementation of patrol strategy
- Redeployment of SEG officers
- Redeployment of CNC personnel
- Redeployment of CNC personnel

#### Key enablers

- Revised MOUs with host forces
- Successful migration to APOLLO
- Reduced abstraction from operational duties to meet role-profile training requirements
- Integration strategy
- Delivery strategy
- Improved deterrence effect achieved; measure to be defined

#### Timeline

- Date to be confirmed by NNL
- Date to be confirmed
- 2017/18
- 2017/18
- By March 2017
- To programme migration schedule
- By March 2017
- By July 2016
- By July 2017
- Sellafield by June 2016
- Other OPUs by March 2017
### Strategic Objective 2

**Capability to Respond**

**By March 2019 we will:**

- Have a full set of integrated policies, doctrines and plans that drives our operation and supports our people, supported by strong assurance mechanisms
- Have increased our operational capability through our training and exercising programmes
- Be utilising effective command and control systems across CNC
- Have provided recovery capabilities at Sellafield and Dounreay sites

**Outcome KPIs**

1. Full interoperability with UK armed policing
2. Improving operational assurance, training and exercise results
3. Fit-for-purpose command and control systems and recovery capabilities
4. Improved resilience and business continuity

<table>
<thead>
<tr>
<th>Key deliverables</th>
<th>Output metrics</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational support and development</strong></td>
<td>Submission of STRA to College of Policing (CoP)</td>
<td>By March annually</td>
</tr>
<tr>
<td>✓ Firearms licence and Strategic Threat and Risk Assessment (STRA)</td>
<td>Renewed CoP firearms licence</td>
<td>December 2018</td>
</tr>
<tr>
<td>✓ Develop and embed post-incident management arrangements with partners</td>
<td>Implementation of recommended improvements arising from HMIC inspection and CT exercises</td>
<td>2016/17</td>
</tr>
<tr>
<td>✓ Integrate policy, doctrine and plans with Site Licence Companies</td>
<td>Tri-partite MOUs, joint response, emergency and business continuity plans</td>
<td>2016-18</td>
</tr>
<tr>
<td>✓ HQ ‘out of hours’ resilience support and casualty bureau arrangements</td>
<td>Operations of HQ ‘out of hours’ resilience support, casualty bureau arrangements</td>
<td>2016-17</td>
</tr>
<tr>
<td><strong>Training and exercising</strong></td>
<td>Firearms instructor numbers to agreed workforce planning levels</td>
<td>March 2017</td>
</tr>
<tr>
<td>✓ Recruit firearms instructors to agreed resourcing levels</td>
<td>To agreed annual exercise timetable</td>
<td></td>
</tr>
<tr>
<td>✓ Enhanced volume and quality of exercising and testing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Operational training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ On-site and on-shift training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Firearms training facilities in the south of England</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Sellafield firearms training facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Firearms Forward View 2015-30</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Command and control</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Design and implement enhanced command and control strategy</td>
<td>Approved strategy</td>
<td></td>
</tr>
<tr>
<td>✓ Incident Management System (IMS) IT solution</td>
<td>Delivery of strategy</td>
<td></td>
</tr>
<tr>
<td>✓ Transition to Emergency Services Network (Airwave replacement)</td>
<td>Implementation of IMS</td>
<td></td>
</tr>
<tr>
<td>✓ Dynamic search capability</td>
<td>Implementation of Emergency Services Network</td>
<td></td>
</tr>
<tr>
<td>✓ Operating in a smoke-filled environment capability</td>
<td>Full capability deployed at Sellafield and Dounreay sites</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Capability deployed at Sellafield and Dounreay sites</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Command and control</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Dynamic search capability</td>
<td>April 2016</td>
</tr>
<tr>
<td>✓ Operating in a smoke-filled environment capability</td>
<td>March 2018</td>
</tr>
<tr>
<td></td>
<td>Go live in December 2016</td>
</tr>
<tr>
<td></td>
<td>From January 2018 in line with Home Office roll out schedule</td>
</tr>
<tr>
<td></td>
<td>September 2016</td>
</tr>
<tr>
<td></td>
<td>March 2017</td>
</tr>
</tbody>
</table>
Strategic Objective 3  
Effectiveness and Efficiency

By March 2019 we will:
- Have delivered our support services more effectively
- Have transformed our business efficiency
- Have modernised and improved our ICT infrastructure and its security
- Have increased stakeholder confidence in CNC and be working effectively in partnership with SLCs, national and local constabularies and our sponsoring department
- Have improved internal collaboration and partnership working across CNC

Outcome KPIs
1. Reducing percentage of support services’ cost per operational officer
2. Successful and on-time delivery within budget and achieving best value
3. Improving stakeholder satisfaction

Key deliverables

<table>
<thead>
<tr>
<th>Business as usual</th>
<th>Business directorate transformation</th>
<th>IT modernisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Deliver support services in line with service standards and regulatory requirements</td>
<td>➢ Embedding new planning and performance framework</td>
<td>➢ Deliver Information, Communications and Technology (ICT) strategy</td>
</tr>
<tr>
<td></td>
<td>➢ Transaction processing delivered by shared service provider</td>
<td>➢ New ICT service and network provider</td>
</tr>
<tr>
<td></td>
<td>➢ Restructured Finance, Planning and Performance and Procurement and Estates departments</td>
<td>➢ Electronic Data Records Management System</td>
</tr>
</tbody>
</table>

Efficiency programme

- Continuous improvement/efficiency strategy
- Benefits realisation from change programme and projects

<table>
<thead>
<tr>
<th>Key enablers</th>
<th>Output metrics</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Sound financial stewardship and accountability</td>
<td>• Compliance with agreed service standards and regulatory requirements</td>
<td>Continuous</td>
</tr>
<tr>
<td>➢ Efficient and effective financial management</td>
<td>• Benefits realised</td>
<td>2016-18</td>
</tr>
<tr>
<td>➢ Key stakeholder handling strategies</td>
<td>• Successful migration to MFSS</td>
<td>Go live in April 2016</td>
</tr>
<tr>
<td>➢ Implementation of communications strategy</td>
<td>• Implementation of HQ restructuring plan</td>
<td>Payroll go live in April 2017</td>
</tr>
<tr>
<td>➢ Amendments to Energy Act 2004</td>
<td>• Approval of strategy and implementation plans</td>
<td>December 2016</td>
</tr>
<tr>
<td></td>
<td>• Delivery of implementation plans</td>
<td>September 2016</td>
</tr>
<tr>
<td></td>
<td>• Delivery of benefits realisation plans</td>
<td>2016-19</td>
</tr>
<tr>
<td></td>
<td>• Outturn expenditure within target tolerance levels of budget</td>
<td>2016-19</td>
</tr>
<tr>
<td></td>
<td>• Design and implementation of targeted strategies</td>
<td>2016-19</td>
</tr>
<tr>
<td></td>
<td>• Design and implementation of targeted strategies</td>
<td>2016-19</td>
</tr>
<tr>
<td></td>
<td>• Amended Energy Act 2004</td>
<td>2016-18</td>
</tr>
</tbody>
</table>

Key enablers

- Unqualified accounts
- Continuous
**Strategic Objective 4**  
Sufficient, Capable  
Motivated People

**By March 2019 we will:**
- Have improved our operational and corporate leadership and management  
- Have implemented new terms and conditions of employment, pension provision and talent and performance management  
- Have a workforce planning function that addresses changes at an industry and national level  
- Have integrated organisational development into the HR function supporting delivery of our people strategy to recruit, train and deploy our people resources

**Outcome KPIs**
1. Reduction in percentage of non-deployable officers  
2. Improving results from wellbeing survey

<table>
<thead>
<tr>
<th>Key deliverables</th>
<th>Output metrics</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| **Modernisation**  
- Alignment of police officer terms and conditions of employment to Winsor  
- Fitness standards for Authorised Firearms Officers (AFOs) and non-AFOs  
- Revised public sector pension provision | - Implementation of new terms and conditions  
- Implementation of fitness standards for AFOs  
- Implementation of fitness standards for non-AFOs  
- Implementation of revised occupational pension provision | • 2016-18  
- June 2016 - initial implementation  
- December 2017 - full implementation  
- December 2018 - full implementation |
| **Organisational development and culture**  
- Revised employee performance management arrangements  
- Talent management programme  
- Leadership and management development programme  
- Employee engagement programme | • Implementation of new employee performance process  
- First full year returns and quality assessment  
- Approved programme design  
- Delivery of programme  
- Approved programme design  
- Delivery of programme  
- Approved programme design  
- Delivery of programme | • April 2017  
- July 2017  
- September 2016  
- 2016-19  
- September 2016  
- 2016-19  
- September 2016  
- April 2017  
- Annually  
- Quarterly  
- Continuous |
| **Strategic workforce planning**  
- Strategic workforce planning | • 10-year rolling strategy  
- 18-month rolling plan  
- Achievement of planned recruitment levels | •  
- •  
- •  |
| **Key enablers**  
- Comprehensive people strategy  
- Occupational health provision  
- Revised competency framework | • Approved strategy and implementation plans  
- Delivery of strategy and implementation plans  
- Provision of occupational health services to agreed standards  
- Implementation of occupational health management system  
- Implementation of new framework | • September 2016  
- 2016-18  
- Continuous  
- April 2017  
- April 2018 |
Our budgets

CNPA recharges its operating costs to the nuclear operating companies whose sites and materials that it protects.
Planned expenditure and major programmes

This section sets out CNPA’s planned expenditure between 2016/17 and 2018/19 and forecast outturn costs for the 2015/16 financial year. The budgeted costs for our major programmes in 2016/17 have been extracted.

<table>
<thead>
<tr>
<th>Planned Expenditure (£million)</th>
<th>2015/16 Forecast</th>
<th>2016/17 Budget</th>
<th>2017/18 Budget</th>
<th>2018/19 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td>76.3</td>
<td>78.3</td>
<td>80.6</td>
<td>74.2</td>
</tr>
<tr>
<td>Non-staff costs</td>
<td>25.8</td>
<td>25.4</td>
<td>27.8</td>
<td>26.7</td>
</tr>
<tr>
<td>Capital spending</td>
<td>4.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major Programmes (£million)</th>
<th>2016/17 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Improvement Programme</td>
<td>5.8</td>
</tr>
<tr>
<td>Business Transformation Programme</td>
<td>1.5</td>
</tr>
<tr>
<td>People Programme and EDF Occupational Health</td>
<td>1.1</td>
</tr>
</tbody>
</table>

Definitions

*Staff costs*: spending on employing police officers and staff that include salaries, overtime and allowances, employers national insurance and pension costs

*Non-staff costs*: annual spending on all other costs apart from staff, for example travel and subsistence, IT and communications, depreciation, training, professional services

*Capital spending*: spending on assets with a lasting value, such as vehicles and equipment
## Principal risks, impact and mitigations

Our principal risks and uncertainties are as follows:

<table>
<thead>
<tr>
<th>Risk description</th>
<th>Mitigation</th>
</tr>
</thead>
</table>
| **Failure to defeat a terrorist attack** | • Recruit AFOs to establishment levels  
• Recruit officers for deployment to site security control rooms  
• Deploy initial and full recovery capability at Sellafield and Dounreay  
• Increase numbers of firearms officers qualified as operational firearms commanders  
• Rigorous exercise programme to test and improve command and control  
• Provide appropriate training to ensure that the right skills are deployed at each OPU for each shift  
• Improved response and deployment through new Incident Management System  
• Robust initial and ongoing vetting process and procedures for police officers and staff  
• Robust police officer and staff retention strategy |
| **Failure of transformation programmes** | • Managing high value and high risk programmes and projects using recognised programme and project management method  
• Monthly reporting to project and programme boards and Executive Team  
• Periodic review of project and ‘business as usual’ resources (tied to quarterly planning and forecasting)  
• Applying assurance mechanisms to high value and high risk projects and programmes (e.g. Gateway reviews)  
• Coordination of change programme to manage upside and downside risks from project and programme interfaces and interdependencies |
| **Loss of stakeholder confidence** | • Developing stakeholder handling strategies  
• Complying with the DECC/CNPA Framework Document and Memorandum of Understanding in our dealings with our sponsoring department  
• Complying with all government spending controls and approval mechanisms  
• Implementing our communications strategy and employee engagement forums |
### Failure in employer's duty of care
CNC fails in its duty of care responsibilities causing death or serious injury.
- Policies, procedures and support to recognise vulnerability within the workforce to prevent the likelihood of actions causing personal or collective harm
- Successful delivery of the annual health and safety plan and programme of audits
- Compliance with HSE safe system of work, working time directive and driving policy
- Implementation of the health, welfare and fitness policy
- Sufficient and appropriate occupational health provision

### Failure to match strategic demands with available resources
Mismatch between strategic demands and available resources leads to a shortfall in resources required (people and money) and resources available (people and money).
- Governance processes put in place for each major strategic initiative, change programme and change project
- Balancing workloads through strict prioritisation by Executive Team to match scarce resources to business needs
- Management and operational structures reviewed to ensure they are appropriate to support delivery of the strategic priorities
- Executive Team sponsorship of strategic initiatives with programmes and projects headed by an Executive level senior responsible owner
- CNPA Board input and challenge to strategy and budget

### Inability to transition to a modern workforce
CNC is unable to transition to a modern workforce and reduces its operational effectiveness and/or increases costs.
- Deliver pensions work stream of people programme
- Deliver modern police officer terms and conditions of service
- Fitness programmes to support the introduction of fitness standards
- Secure funding for capability payments

### Failure to protect our critical assets (including our critical information assets)
CNC fails to protect its critical assets including confidential or personal data leading to potential damage to its reputation and opening the organisation up to potential litigation and regulatory fines.
- Achieve Information Assurance Management Maturity level 3
- Implement CESG-recommended cyber security controls
- Cyber security awareness training for senior staff
- Network upgrades and move to Public Services Network
- Compliance with IT security policy and procedures and periodic reviews of appropriateness of security controls
Our partners

We work with a number of partners to help us deliver, including: