

Public Version

Civil Nuclear Police Authority

Strategy and Business Plan 2015-18

Introduction

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

Publication of our strategy and business plan will increase the accountability for our performance to our customers, members of the public and our other key stakeholders.

Mike Griffiths
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 strategy for countering terrorism, CONTEST, the regulatory and inspection regimes in which it operates and government policy on nuclear decommissioning. Non-operational influences include government policy on civil service reforms, including its austerity agenda, aimed at improving organisational and operational efficiency and effectiveness. The impact of these influences on CNPA's strategy and business plan are described below.

CONTEST

The Government's CONTEST strategy remains extant and CNPA's work to align to this will continue to be taken forward in 2015-18 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 discussions exploring the potential for improved collaboration and interoperability to strengthen the overall UK counter terrorism capability which may lead to changes impacting CNPA.

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 capacity and capability. This will be delivered in 2015-18 alongside HM Inspectorate of Constabulary recommendations through strategic objectives 1 and 2.

Regulatory requirements also drive areas of new business. This is leading to a new deployment of officers at some sites offset by a withdrawal from others and an uplift in escorts to support the movements of materials in line with the Nuclear Decommissioning Authority's and Dounreay Site Restoration Limited's revised decommissioning timelines. During 2015-18, CNC will continue to support the USA's Global Threat Reduction Initiative, alongside movements of domestic nuclear materials, through its armed escorts.

Next Generation Shared Services

This plan places a responsibility on departments and arm's-length bodies to realise efficiency savings and improve efficiency by sharing corporate services across central government. A key element of CNPA's business transformation programme under strategic objective 3 is to transfer delivery of its core transactional HR, finance, payroll and procurement functions to one of the government's shared services providers.

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 2015-18 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 and CNPA's programme of IT modernisation.

Emergency Services Mobile Communications Programme

The 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. It forms part of the Home Office's policy on helping the police fight crime more effectively and aims to replace Airwave with an enhanced, more flexible and more affordable communications capability.

CNPA, alongside all other national forces, is scheduled to transition to the emergency services network from January 2017. The transition is being delivered through strategic objective 2.

People Programme

CNPA faces a number of challenges during 2015-18 and must implement improvements in a number of key interlinked people management areas if we are to continue to deliver to the Mission. Drivers for change come from the College of Policing, the Home Office commissioned 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. This programme will extend to incorporate organisational development, culture and strategic workforce planning.

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

Objective 1

- To **prevent and deter** NIMCA-defined threats to nuclear sites and escorted materials

Director of Operations

Priorities

- Maintain 24/7 armed response at civil nuclear sites
- Provide armed escort for movements of nuclear materials
- Complete uplift programme and increase deployment levels
- Maintain and sustain deployment levels of firearms officers

Objective 2

- To develop and maintain our **capability to respond** to NIMCA-defined threats to nuclear sites and escorted materials

Director of Capability

Priorities

- Develop integrated policies/ doctrines 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

Objective 3

- To optimise the **efficiency and effectiveness** with which we deliver our services and earn the confidence of our stakeholders

Business Director

Priorities

- Effective delivery of business support services
- 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 Site Licence Companies (SLCs), national and local constabularies and our sponsoring department

Objective 4

- To recruit, train and deploy **sufficient, capable and motivated people** to the right locations at the right times

People Programme Director

Priorities

- Establish an integrated approach to recruitment, training and organisational development
- Implement new terms and conditions of employment, pension provision and talent and performance management
- Implement fitness standards
- Develop our leaders and managers

Strategic Objective 1

Prevention and Deterrence

By March 2018 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 the current uplift programme
- Have maintained deployment levels of firearms officers

Outcome KPI

1. Successful deployment of planned/ target numbers of firearms officers

Key deliverables

Delivering our core mission

- Armed response provided at civil nuclear sites 24/7
- Armed escorted movements of nuclear materials

Capacity uplift/ site withdrawal

- Complete Strategic Escort Group (SEG) uplift
- Complete National Nuclear Laboratory uplift and deploy full operating capability
- Withdrawal from Wylfa site
- Preparation for withdrawal from Dounreay and Harwell sites

Key enablers

- Implementation of intelligence strategy
- National Common Intelligence Application (APOLLO)
- Review and realignment of CONTEST strategy

Output metrics

- Achievement of planned firearms officer resourcing levels
- Maintenance of revised response levels
- Maintenance of required specialist skills
- Office for Nuclear Regulation (Civil Nuclear Security) approved Transport Security Plans
- Additional SEG officers
- Deployment of additional firearms officers
- Redeployment of CNC personnel
- Funded withdrawal plans agreed with SLCs
- Revised memoranda of understanding (MOUs) with host forces to adapt to revised national working arrangements
- Successful migration from National Special Branch Intelligence System to APOLLO
- Specific work streams and outputs to match national requirements for Protect, Prepare, Prevent and Pursue

Timeline

- Continuous
- Continuous
- Continuous
- To CNC/ customer agreed timescales
- SEG uplift by June 2016
- July 2016
- March 2016
- 2017/18
- By March 2017
- Per ACPO (TAM) migration schedule
- Timescales to be determined

Strategic Objective 2

Capability to Respond

By March 2018 we will:

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

Outcome KPI

1. Improving capability assessments, including operational assurance, training and exercise results

Key deliverables

Policy and assurance

- Firearms licence and Strategic Risk and Threat Assessment
- Integrated approach to organisational learning
- Improved post-incident management
- Vulnerability Assessments

Training and exercising

- Recruit firearms instructors to agreed resourcing levels
- Enhanced volume and quality of exercising and testing
- Operational training
- On-site and on-shift training
- Firearms training facilities in the south of England
- Sellafield firearms training facilities

Command and control

- Define and implement strategy to enhance command and control
- Incident Management System (IMS) IT solution
- Transition to Emergency Services Network (Airwave replacement)

Recovery capability

- Intervention recovery team (IRT) capability
- Dynamic entry and dynamic intervention (DE-DI) capability
- Operating in a smoke-filled environment (SFE) capability
- Ballistic protected vehicles (BPV) capability

Output metrics

- Renewed firearms licence
- Strategic Risk and Threat Assessment
- Defined benefits from applied learning measures
- Inspection Programme Results
- Implementation of recommended improvements
- Approved assessments
- Recruitment of firearms instructors
- Number of officers exercised/ frequency of testing/ results
- Successful delivery of plan
- Successful delivery of training on-site and on-shift
- Longer-term training facilities secured and in operation
- New Sellafield firearms training facilities in operation
- Definition and strategy revisions
- Implementation of strategy
- Successful implementation of IMS
- Successful implementation of Emergency Services Network
- Full capability deployed
- Interim and full capability deployed
- SFE capability deployed
- BPV capability deployed

Timeline

- Annually
- 2015/16
- 2015/16
- 2016/17
- 2016/17
- March 2017
- To agreed exercise timetable
- Annually to 2018
- 2015-18
- Secured 2015/16
- Operating by March 2018
- In line with Sellafield site security enhancement programme
- March 2016
- March 2018
- March 2016
- In line with Home Office schedule
- March 2016
- Interim - March 2016
- Full - September 2016
- Interim - March 2016
- Full - March 2017
- September 2015

Strategic Objective 3

Effectiveness and Efficiency

By March 2018 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 avoiding significant under spend
3. Improving stakeholder satisfaction

Key deliverables

Business as Usual

- Deliver support services in line with service standards and regulatory requirements

Business Transformation Programme

- Aligned strategy and business planning and integrated planning and performance framework
- Efficient and effective organisational structures and capabilities
- Transaction processing delivered by shared service provider

IT Modernisation Programme

- Deliver ICT strategy and roadmap
- New ICT service and network provider

Key enablers

- Sound financial stewardship and accountability
- Efficient and effective financial management
- Key stakeholder handling strategies
- Implementation of communications strategy
- MOUs and service level agreements (SLA) agreed with all SLCs and local Constabularies
- Internal communications hub and information store

Output metrics

- Compliance with agreed service standards and regulatory requirements
- Embedded planning and performance framework
- Implementation of Headquarters restructuring
- Successful migration to shared services provider
- Implementation of new commercial model
- New network/ ICT service contracts
- Unqualified accounts
- Outturn expenditure within target tolerance levels of budget
- Implementation of strategies
- To be determined once strategy has been approved
- MOUs and SLAs in operation
- Successful re-launch of CNC intranet

Timeline

- Continuous
- March 2016
- December 2015
- Go live in November 2015
- December 2016
- 2016/17
- Annually to 2018
- Quarterly
- 2015-18
- 2015-18
- 2015/16
- 2015/16

Strategic Objective 4

Sufficient, Capable, Motivated People

By March 2018 we will:

- Have implemented new terms and conditions of employment
- Have implemented new talent management and performance management processes
- Have an integrated approach to recruitment, training and organisational development
- Have introduced a revised public sector pension provision
- Have implemented fitness standards
- Have improved our operational and corporate leadership and management

Outcome KPIs

1. Increasing morale and improving development, performance and staff retention
2. Improving staff survey results

Key deliverables

Modernisation

- Revised armed policing model
- Alignment of police officer terms and conditions of employment to Winsor
- Fitness standards
- Revised public sector pension provision
- Health, wellbeing and fitness

Organisational Development and Culture

- Investors in People accreditation
- Revised employee performance management arrangements
- Talent management
- Leadership and management development

Strategic Workforce Planning

- Strategic workforce strategy and plan

Key Enablers

- Occupational health provision

Output metrics

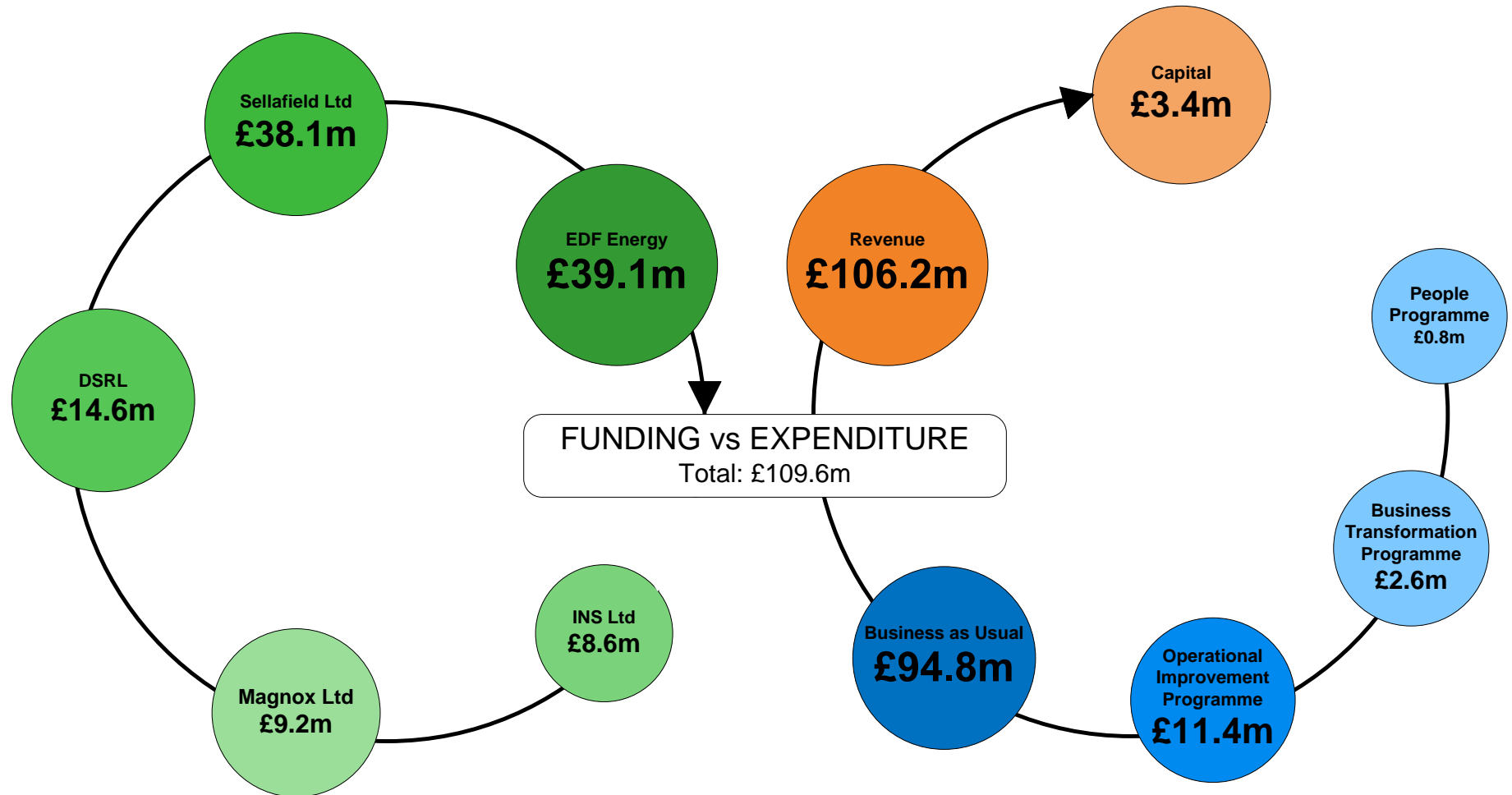
- Implementation of revised armed policing model
- Implementation of new terms and conditions
- Agreement of policy and procedures
- Implementation of fitness standards for pre-2011 contracts
- Implementation of revised occupational pension provision
- Design and delivery of health, wellbeing and fitness plan
- Successful liP accreditation
- Implementation of new employee performance process
- First full year returns and quality assessment
- Design and delivery of talent management plan
- Design and delivery of leadership and management development programme.
- 10-year strategy
- 18-month rolling workforce plan
- Provision of occupational health services to agreed standards
- Extension of in-house provision to EDF Energy sites

Timeline

- March 2016
- 2015-17
- March 2016
- December 2017
- April 2017
- 2015-18
- August 2015
- April 2016
- July 2017
- 2015-18
- 2015-18
- Annually
- Quarterly
- Continuous
- October 2015

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 2015/16 and 2017/18 and forecast outturn costs for the 2014/15 financial year. The budgeted costs for our major programmes in 2015/16 have been extracted, together with their budgeted whole life costs and savings.

Planned Expenditure (£000)	2014/15 Outturn	2015/16 Budget	2016/17 Budget	2017/18 Budget
Staff costs	71,296	78,203	83,700	87,200
Non-staff costs	21,392	28,077	32,000	31,500
Capital spending	2,006	3,364	4,500	1,600

Major Programmes (£000)	2015/16 Budget
Operational Improvement Programme	11,440
Business Transformation Programme	2,618
People Programme	789

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:

Risk description

Failure to defeat a terrorist attack

CNC lacks the capability and capacity to defeat a terrorist attack leading to the theft of nuclear material or a radiological release and consequent injury and loss of life to members of the public and financial loss to the nuclear industry.

Failure of transformation programmes

CNC fails to transform its front line operations and provide appropriate resources and capabilities to the front line and comply with government expectations and fails to transform its back and mid office functions to support the operational front line.

Loss of stakeholder confidence

Regulatory or operational failures (e.g. loss of firearms licence or failed exercises) or failures with our transformation programmes leads to a loss of reputation, increased government scrutiny and reduced investment from SLCs that reduces our operational effectiveness and ability to defeat a terrorist attack.

Mitigation

- Recruit AFOs to establishment levels
 - Provide appropriate training to ensure right skills deployed at each OPU for each shift
 - Recruit, train and deploy IRT officers to agreed numbers
 - Increase numbers of firearms officers qualified as operational firearms commanders
 - Recruit officers for deployment to site security control rooms
 - Rigorous exercise programme to test and improve command and control
 - Improved response and deployment through investment in new Incident Management System
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- Managing high value and high risk programmes and projects using Managing Successful Programmes and PRINCE2
 - Monthly reporting to project and programme boards and Executive
 - Applying assurance mechanisms to high value and high risk projects and programmes (e.g. Gateway Reviews)
-
- Developing stakeholder handling strategies
 - Complying with the Framework Document and MOU 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.

- Delivery of the health and safety strategy and compliance with working time directive, HSE safe system of work, driving policy
- Joint working with SLCs to ensure robust compliance, assurances and controls
- 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

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.

- Assess impact of government policy and aim to maximise full benefits from any increases in costs
- Risk sharing and risk transfer
- Fitness programmes, secure funding for capability payments, recruit replacement officers

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
- Network upgrades and move to Public Services Network
- Compliance with IT security policy and procedures

Poor relationships with our sponsoring department

Increased scrutiny leading to increased costs and delays and impacting on our ability to deliver the strategic priorities to time and cost.

- Implementation of communications strategy
- Develop and implement stakeholder handling strategies
- Complying with the Framework Document and MOU in our dealings with our sponsoring department

Our partners

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

