
Civil Nuclear Police Authority

Strategy and Business Plan 2017-20

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.

The detail within this plan 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. A public facing strategy and business plan will be published early in the new financial year, which together with this document, will increase the

Strategic Context

The strategic context in which the CNPA and CNC will operate over the next 3 years is influenced by the UK's threat level for international terrorism (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.

Infrastructure Policing

The Government's review of Infrastructure Policing concluded that the full integration of forces be considered a longer term objective and that for the next 3 years CNC, Ministry of Defence Police, British Transport Police and the forces policing the major UK airports should seek all possible ways of improving interoperability and other propositions for improving operational effectiveness and efficiency. The work to define and implement this direction will be ongoing for the duration of this

accountability for our performance to our Board, our customers and our key stakeholders.

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.

Vic Emery OBE
Chairman

Mike Griffiths CBE
Chief Constable

strategic plan. The detail of this work will be incorporated into this strategy and business plan when appropriate.

UK's Threat Level and CONTEST

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 and as such we must remain ready to deploy our capabilities both within the nuclear environment and in support of national and regional events. We are poised ready to do this but this must be planned and trained for. The Government's CONTEST strategy remains extant and CNPA's work to align to this will continue to be taken forward in 2017-20. All of this is delivered through Strategic Objectives 1 and 2.

Regulatory and Inspection Regimes

The introduction of Security Assessment Principles (SyAPs) in 2017 will represent a change in approach by the Office for Nuclear Regulation, continuing the move towards a less prescriptive, more outcome-focused regulatory regime that is better aligned to the nuclear industry's safety assessment principles. SyAPs will be fundamental to how the CNC integrates with Site Licence Companies' security arrangements, helping to inform new security and policing plans as a result of changes in site categorisation and nuclear new build deployments.

The outcome of the HMIC inspection into Counter Terrorism preparedness provides clear direction on improving our support to a national response and on interoperability requirements and the recommendations will be taken forward in this plan. We will continue to maintain a relevant and dynamic Strategic Threat and Risk Assessment that ensures the Constabulary remains fit for purpose and focussed on the correct areas to support improvement within our operations and training environments. Working with HMIC and the College of Policing we will continue to improve our capabilities and maintain a close relationship with both organisations. The CNC is also now aligned with the National Counter Terrorist Policing Organisational Development Unit in order to share experience and to benefit from national inspections, exercises and operational experience.

Operations and Training

The priority of all elements of the CNC is to work together to deliver Strategic Objective 1 and to deter and respond to defined threats to nuclear sites and escorted materials. The security of all the sites to which we are deployed through the maintenance of a 24/7 armed response policing operation coupled with a multi environment armed

escort group is our raison d'être. The current threat of terrorism make the delivery of our DETER mission around our operational sites all the more relevant. Government directed material consolidation operations will focus the work of the Strategic Escort Group for much of the planning period. During 2017-20, CNC will also continue to support the Global Threat Reduction Initiative.

To support the operation a coherent, coordinated and challenging training programme focused at on-site training will be implemented over the period of this plan. Response Model Testing arrangements are in place at all operational policing units under arrangements that allow for realistic 'force on force' team exercises and learning in the officers' operating environment. The programme will be expanded in volume and in scope to include all elements of the site security response. The new training facility at Sellafield, which is due to be completed towards the end of 2017, will mark a step change in training delivery for CNC's police officers. Incorporating new ranges and carefully designed live and soft tactical training facilities, the facility will form the centrepiece of a new firearms centre of excellence that will help ensure the CNC continues to be nationally recognised for the delivery of high quality, College of Policing-licensed firearms training. This work is delivered under Strategic Objective 2.

Emergency Services Mobile Communications Programme

This Home Office-sponsored programme will be replacing services provided by Airwave with a new national mobile communication service sometime in 2018/19. 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 has already moved to the government's high performance network, the Public Services Network, and from 2017 will procure ICT services from a wider range of suppliers. This work is being taken forward under Strategic Objective 3.

Cyber Security and Information Assurance

The Civil Nuclear Industry Cyber Security Strategy was launched in August 2016 by the Department for Business, Energy and Industrial Strategy. It is a 5-year strategy and complements the government's National Cyber Strategy. It sets expectations for the nuclear industry, government and regulators in light of increasing cyber threats and significant technological change and specifies how risks will be addressed, by whom, when and how success is to be measured. This work is being taken forward under Strategic Objective 3.

People Strategy

A People Strategy has been developed and forms the basis for the delivery going forward. Its intent provides the context for delivery:
"We will attract, develop and retain the best people for our profession and lead them to high performance in service delivery in an inclusive, healthy, fit and safe environment."

The strategy's aims are outlined as:

- **Performing:** We are a profession and we will embrace the rigours of high performance required to deliver an exemplary service;
- **Resourcing:** We will **attract** a diverse range of people and recruit the best candidates to all our roles. We will **retain** and **reward** our staff through recognition of their contribution to the delivery of our service;
- **Leading:** We will develop and promote excellence in leadership being proactive and ambitious for our future;
- **Developing:** We will develop our staff and support them to achieve their potential;
- **Healthy, fit and safe:** We will develop and promote a culture of fitness, wellbeing and safety in all that we do; and
- **Inclusive and engaged:** We will develop an inclusive and engaged workforce through involvement in decision making and effective communication.

This work is being taken forward under Strategic Objective 4.

Budget Pressures

Delivery of our 2017-20 strategy and business plan has been shaped by the challenging spending review settlements in 2016 and tough trading conditions facing the nuclear operating companies. Horizon scanning of budget risks has identified significant increases to employer pension contributions from April 2017 and potentially significant costs of transition to the emergency services network. Both of these changes, which result from government decisions, will have a major impact on our cost base over the next three years.

Our ambition

To be recognised nationally and internationally as the leading organisation for Armed Protective Security within the Critical National Infrastructure of the UK.

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

<hr/> Objective 1 <ul style="list-style-type: none">To deter and respond to NIMCA-defined threats to nuclear sites and escorted materials <hr/>	<hr/> Objective 2 <ul style="list-style-type: none">To develop and maintain our capability as a lead organisation for the delivery of armed protective security in the UK <hr/>	<hr/> Objective 3 <ul style="list-style-type: none">To optimise the efficiency and effectiveness in delivering our services and maintain the confidence of our stakeholders <hr/>	<hr/> Objective 4 <ul style="list-style-type: none">To attract, develop and retain the best people for our profession and lead them to achieve high performance in an inclusive, healthy, fit and safe environment <hr/>
Operations Director Priorities <ul style="list-style-type: none">Maintain a 24/7 armed response at civil nuclear sitesProvide armed escort for movements of nuclear materialsMaintain and sustain deployment levels of firearms officersComplete site withdrawal programmesDevelop and implement revised policing models	Capability Director Priorities <ul style="list-style-type: none">Implement and embed our recovery capabilityImplement effective command, control and communication systemsDevelop a firearms centre of excellence, delivering effective training, testing and exercisingBe ready to provide armed protective security to the national infrastructureMaintain our tactical advantage through the use of technology	Business Director Priorities <ul style="list-style-type: none">Deliver effective business support services across CNCTransform our commercial delivery and business efficiencyModernise and improve our ICT infrastructure and improve our information and cyber securityBuild internal collaboration and partnership working across CNCIncrease external stakeholder confidence and work effectively in partnership with suppliers, nuclear operating companies and our sponsoring department	People Programme Director Priorities <ul style="list-style-type: none">Implement the People StrategyImplement attraction, retention, reward and recognition frameworks that support the full employee lifecycleImplement new terms and conditions of employment with embedded revised pensionsDevelop a comprehensive workforce planning capabilityImplement a qualifications framework underpinning leadership development and talent management processes

Strategic Objective 1 Deter and Respond	Outcome KPIs
<p>To deter and respond to NIMCA-defined threats to nuclear sites and escorted materials. By March 2020 we will have:</p> <ol style="list-style-type: none"> 1. Maintained a 24/7 armed response at civil nuclear sites. 2. Provided armed escorts for movements of nuclear materials 3. Maintained and sustained deployment levels of firearms officers 4. Completed site withdrawal programmes 5. Developed and implemented revised policing models 	<ul style="list-style-type: none"> • Successful deployment of planned/ target numbers of firearms officers. • Compliance with nuclear site security plans. • Successful completion of programmed movements of nuclear materials. • Achieve KPIs 1, 2 and 3 within budget.

Ref	Key Deliverables	Output Metrics	Timeline
Delivering our core mission			
1.1	➤ Armed response provided at civil nuclear sites 24/7	<ul style="list-style-type: none"> • Achievement of planned AFO resourcing and skill levels • Compliance with nuclear site security plans • Monitoring of overall Operational Policing Unit (OPU) deployability • Deployment of qualified Operational Firearms Commanders (OFC) • Deployment of qualified Tactical Care Officer (TCO)s 	<ul style="list-style-type: none"> • Continuous
1.2	➤ Maintenance of a bespoke firearms command structure at Strategic, Tactical and Operational levels 24/7	<ul style="list-style-type: none"> • Deployment and/or availability of occupationally qualified and operationally competent: Silver Firearms Commander; Tactical Firearms Commander; Operational Firearms Commander; Firearms Tactical Advisor; and Post Incident Manager 	<ul style="list-style-type: none"> • Continuous
1.3	➤ Armed escorted movements of nuclear materials	<ul style="list-style-type: none"> • Ongoing of planned escorted movements of nuclear materials 	<ul style="list-style-type: none"> • To CNC/ customer agreed timescales
1.4	➤ Implement revised operational policing model at Dounreay that reflects the operational requirement of the site	<ul style="list-style-type: none"> • Successful implementation of revised policing model 	<ul style="list-style-type: none"> • To be confirmed by stakeholders
1.5	➤ OPU readiness to deploy in support of national armed surge requirements	<ul style="list-style-type: none"> • Ability to deploy CNC officers to Home Office police forces in time of national need 	<ul style="list-style-type: none"> • Continuous
Managed withdrawal			
1.6	➤ Managed reduction of Strategic Escort Group	<ul style="list-style-type: none"> • Redeployment of personnel 	<ul style="list-style-type: none"> • To be confirmed by stakeholders
1.7	➤ Partial withdrawal from Dounreay site	<ul style="list-style-type: none"> • Redeployment of personnel 	<ul style="list-style-type: none"> • To be confirmed by stakeholders

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1.8	➤ Withdrawal from Harwell site	<ul style="list-style-type: none"> • Redeployment of personnel 	<ul style="list-style-type: none"> • To be confirmed by stakeholders
Key enablers			
1.9	➤ Integration of Project Servator (CPNI) at all Operational Policing Units	<p>Improved deterrence effect achieved by:</p> <ul style="list-style-type: none"> • Number of Servator trained officers at each OPU • Number of Servator deployments at each OPU • Number of Servator initiated arrests, searches and intelligence products 	<ul style="list-style-type: none"> • July 2017

Strategic Objective 2 Develop and Maintain	Outcome KPIs
<p>To develop and maintain our capability as a lead organisation for the delivery of armed protective security in the UK</p> <p>By March 2020 we will have:</p> <ol style="list-style-type: none"> 1. Fully implemented and embedded our recovery capability 2. Implemented effective command, control and communication systems 3. Developed a firearms centre of excellence, delivering effective training, testing and exercising 4. Been ready to provide armed protective security to the national infrastructure 5. Maintained our tactical advantage through the greater use of technology to support armed operations and training 	<ul style="list-style-type: none"> • Agreed IRT recovery components in place to deliver a 24/7 capability • Fit-for-purpose command and control arrangements to support the mission • Nationally recognised for the delivery of firearms training, and have in place realistic testing and exercising procedure • An effective armed surge capability, and appropriately positioned within the national infrastructure • Increased availability and use of technology, with systems in place to ensure continuous development

Ref	Key Deliverables	Output Metrics	Timeline
Recovery capability			
2.1	➤ Smoke-filled environment capability	<ul style="list-style-type: none"> • Full capability available 24/7 at agreed sites 	<ul style="list-style-type: none"> • March 2018
2.2	➤ Specialist munitions launcher	<ul style="list-style-type: none"> • Full capability available 24/7 at agreed sites 	<ul style="list-style-type: none"> • March 2018
2.3	➤ Firearms support dogs	<ul style="list-style-type: none"> • Full capability deployed 24/7 at agreed sites 	<ul style="list-style-type: none"> • March 2018
Command and control			
2.4	➤ Transition to Emergency Services Network	<ul style="list-style-type: none"> • Successful implementation and use 	<ul style="list-style-type: none"> • In line with Home Office schedule
2.5	➤ Sellafield main site command facility	<ul style="list-style-type: none"> • Effective transition and use as an integrated command and control facility 	<ul style="list-style-type: none"> • March 2019; in line with Sellafield Ltd schedule
2.6	➤ Incident management system	<ul style="list-style-type: none"> • Successful implementation and use 	<ul style="list-style-type: none"> • March 2018
2.7	➤ Command training and accreditation	<ul style="list-style-type: none"> • Commanders trained and nationally accredited for firearms operations in a nuclear environment 	<ul style="list-style-type: none"> • December 2018
Firearms centre of excellence			
2.8	➤ Firearms licence and Strategic Risk and Threat Assessment (STRA)	<ul style="list-style-type: none"> • Renewed firearms licence and STRA 	<ul style="list-style-type: none"> • Annually
2.9	➤ Sellafield Training Facility (STF)	<ul style="list-style-type: none"> • In effective and efficient operation 	<ul style="list-style-type: none"> • January 2018

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2.10	➤ Firearms training facilities in the south of England	<ul style="list-style-type: none"> • Long-term training facilities identified and secured 	<ul style="list-style-type: none"> • March 2019
2.11	➤ Sustainable recruitment and resourcing of FTU footprint	<ul style="list-style-type: none"> • Target determined by SCOPE/FIRM (+5%) • Maximise local site-based training and efficient STF throughput 	<ul style="list-style-type: none"> • September 2017
2.12	➤ Response model testing (training on site)	<ul style="list-style-type: none"> • Completion as per agreed training timetable 	<ul style="list-style-type: none"> • In line with agreed training timetable
2.13	➤ Enhanced volume and quality of exercising, to include cyber-related scenarios	<ul style="list-style-type: none"> • Uplift in volume from 2016-17 baseline and improvement in quality of delivery from 2016-17 baseline • Operational learning to inform the STRA and SLCs' procedures 	<ul style="list-style-type: none"> • Annually to agreed exercise timetable
2.14	➤ Further develop and embed post-incident management arrangements with partners	<ul style="list-style-type: none"> • Post Incident Procedures and crime scene management arrangements tested in exercise 	<ul style="list-style-type: none"> • March 2018
2.15	➤ Integrate policy, doctrine and plans with SLCs	<ul style="list-style-type: none"> • Tri-partite MOUs, joint response, emergency and business continuity plans 	<ul style="list-style-type: none"> • 2016-18
Capability and technology			
2.16	➤ AFO role profiles	<ul style="list-style-type: none"> • Role profiles to support interoperability, infrastructure policing and our place within the national strategic reserve 	<ul style="list-style-type: none"> • Annually
2.17	➤ Surge operations and mobilisation	<ul style="list-style-type: none"> • Maintain, develop and exercise plans already in place for sustained operations 	<ul style="list-style-type: none"> • December 2017 • Review December 2018
2.18	➤ Enhanced national interoperability	<ul style="list-style-type: none"> • Close relationships with the national Counter Terrorism network, UK Armed Policing and United Kingdom Special Forces 	<ul style="list-style-type: none"> • December 2017
2.19	➤ Linkages to national Armed Policing and military tactical developments	<ul style="list-style-type: none"> • CNC embeds within national Armed Policing working groups to identify new capabilities 	<ul style="list-style-type: none"> • June 2017
2.20	➤ Body Worn Video	<ul style="list-style-type: none"> • Systems acquired and in use in accordance with the agreed operational standards 	<ul style="list-style-type: none"> • March 2018
2.21	➤ Greater use of technology, modelling and simulation	<ul style="list-style-type: none"> • Identify future modelling and simulation requirement in support of operations and training • Replace current Tactical Engagement System 	<ul style="list-style-type: none"> • September 2017 • March 2018

Strategic Objective 3 Effectiveness and Efficiency	Outcome KPIs
<p>To optimise the efficiency and effectiveness in delivering our services and maintain the confidence of our stakeholders</p> <p>By March 2020 we will have:</p> <ol style="list-style-type: none"> 1. Delivered our support services more effectively 2. Transformed our commercial delivery and business efficiency 3. Modernised and improved our ICT infrastructure and improved our information and cyber security 4. Built internal collaboration and partnership working across CNC 5. Increased external stakeholder confidence and be working effectively in partnership with suppliers, nuclear operating companies and our sponsoring department 	<ul style="list-style-type: none"> • Reducing percentage of support services' cost per operational officer • Successful and on-time delivery within budget and achieving best value • Improving stakeholder satisfaction

Ref	Key deliverables	Output metrics	Timeline
Effective delivery for business support services			
3.1	➤ Deliver support services in line with service standards and regulatory requirements	<ul style="list-style-type: none"> • Compliance with agreed service standards and regulatory requirements 	<ul style="list-style-type: none"> • Continuous
Business Transformation Programme			
3.2	➤ New planning and performance framework	<ul style="list-style-type: none"> • Full benefits realised 	<ul style="list-style-type: none"> • November 2017
3.3	➤ Migration to MFSS payroll service and move to ORACLE cloud applications	<ul style="list-style-type: none"> • Successful migration to MFSS payroll • Successful migration to ORACLE cloud applications 	<ul style="list-style-type: none"> • April 2018 • April 2018
3.4	➤ Restructured Finance, Planning and Performance and Procurement and Estates departments	<ul style="list-style-type: none"> • Full benefits realised 	<ul style="list-style-type: none"> • December 2017
Modernise and improve our ICT infrastructure			
3.5	➤ IT Modernisation programme	<ul style="list-style-type: none"> • Programme delivery complete 	<ul style="list-style-type: none"> • March 2018
Improve our information and cyber security			
3.6	➤ Improved information assurance and cyber security and compliance with the Civil Nuclear Cyber Security Strategy	<ul style="list-style-type: none"> • Improving internal audit reports • Improving ONR follow-up report 	<ul style="list-style-type: none"> • 2017/18 • Date TBC
3.7	➤ Integrated business systems management function	<ul style="list-style-type: none"> • Function 'go live' • Manage agreed SLAs within approved budgets 	<ul style="list-style-type: none"> • 2017-20
Transform our business efficiency			
3.8	➤ Continuous improvement/ efficiency strategy	<ul style="list-style-type: none"> • Approval of strategy and implementation plans • Delivery of implementation plans 	<ul style="list-style-type: none"> • September 2017 • 2017-20

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3.9	➤ Benefits realisation from change programme and projects	• Delivery in full against benefits realisation plans	• 2017-20
3.10	➤ Efficient and effective financial management	• Outturn expenditure within 3% of quarter 2 forecast and 1% of quarter 3 forecast	• Quarterly
3.11	➤ Compliance with Government Commercial Operating Standards	• Compliance with standards • Delivery of improvements against standards' key metrics	• 2017-20
	Build internal collaboration and partnership working		
3.11	➤ Embedded business partnering and centre of expertise	• Benefits realised from Business Partnering model and Planning, Performance and Risk Unit	• 2017-20
3.12	➤ Programme Office focussed on advisory and assurance role and supporting benefits realisation	• Re-designed Programme Office remit • Delivery against new remit	• September 2017 • 2017-20
	Maintain stakeholder confidence and build partnership working		
3.13	➤ Sound financial management, stewardship and accountability	• Unqualified accounts	• Continuous
3.14	➤ Key stakeholder engagement, handling and communications	• Design and implementation of strategy • Maintain stakeholder satisfaction levels	• 2017-20
3.15	➤ Implementation of supplier/ contract management strategy	• Design of strategy • Implementation of strategy	• September 2017 • 2017-20
3.16	➤ Amendments to Energy Act 2004	• Amended Energy Act 2004	• 2017-19

Strategic Objective 4 Attract, develop and retain	Outcome KPIs
<p>We will attract, develop and retain the best people for our profession and lead them to achieve high performance in an inclusive, healthy, fit and safe environment</p> <p>By March 2020 we will have:</p> <ol style="list-style-type: none"> 1. Implemented the People Strategy 2. Implemented attraction, retention, reward and recognition frameworks supporting the full employee lifecycle 3. Implemented new terms and conditions of employment with embedded revised pensions 4. Developed a comprehensive workforce planning capability 5. Implemented a suitable qualifications framework underpinning the leadership development and talent management processes 	<ul style="list-style-type: none"> • Reduction in percentage of non-deployable officers • Improving results from staff surveys • Increased diversity of workforce • Improved continuing professional development and performance management

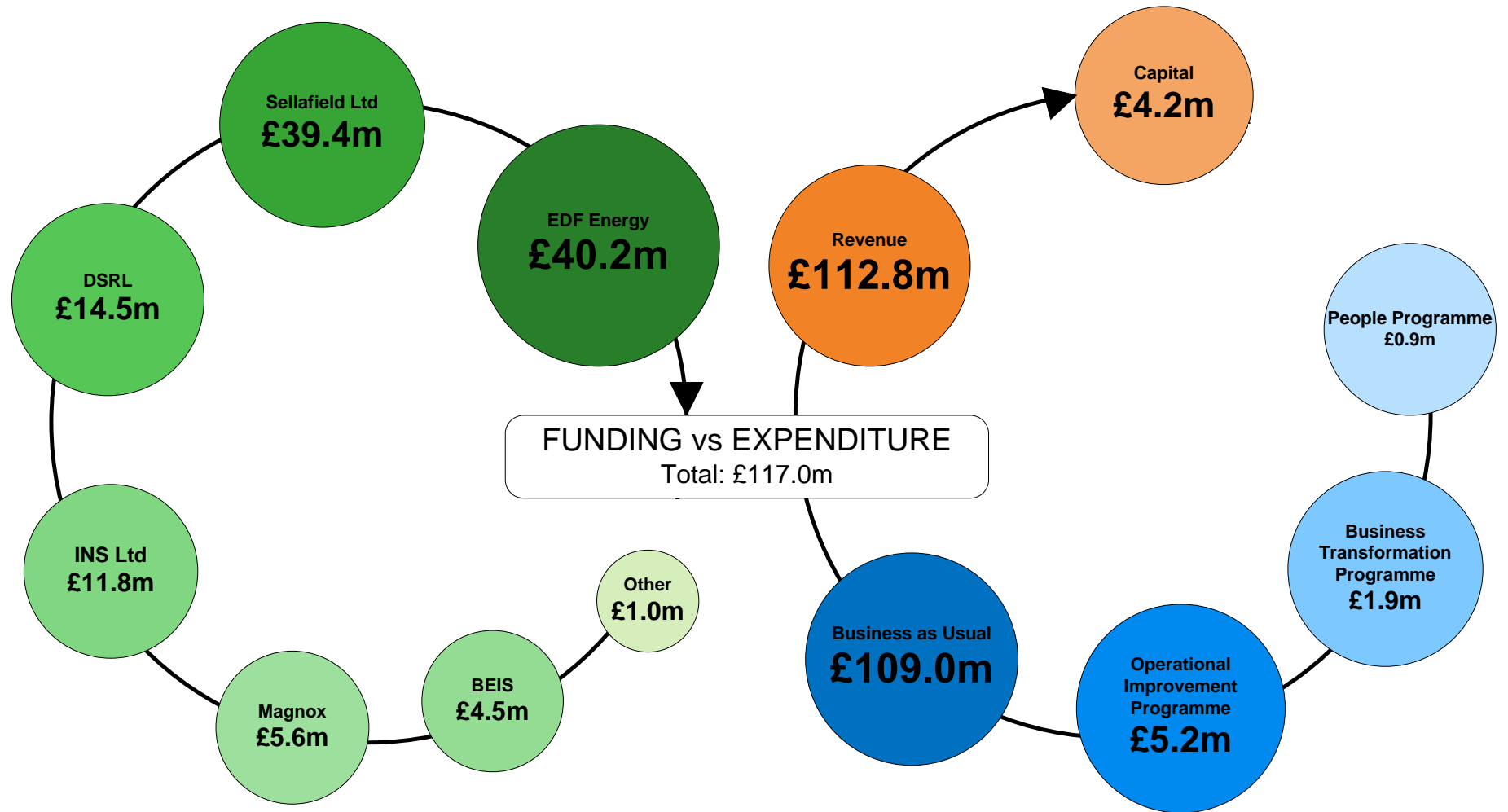
Ref	Key deliverables	Output metrics	Timeline
	Resource		
4.1	➤ Build an employer brand	<ul style="list-style-type: none"> • Increased attraction from Home Office forces and improved retention/ decreased attrition to Home Office forces / military 	<ul style="list-style-type: none"> • June 2019
4.2	➤ Dynamic and collaborative strategic workforce planning led by environmental scanning	<ul style="list-style-type: none"> • Predictive workforce planning allowing long term resourcing strategy, Divisional/ Department level workforce and resourcing plans 	<ul style="list-style-type: none"> • April 2018
4.3	➤ Revised public sector pension provision	<ul style="list-style-type: none"> • Implementation of revised occupational pension provision 	<ul style="list-style-type: none"> • April 2018
4.4	➤ Embedding revised pension provision	<ul style="list-style-type: none"> • Pension provision 	<ul style="list-style-type: none"> • March 2019
4.5	➤ Alignment of police officer terms and conditions of employment to Winsor	<ul style="list-style-type: none"> • Implementation of new terms and conditions 	<ul style="list-style-type: none"> • March 2018
4.6	➤ Review of Police Staff pay and grading	<ul style="list-style-type: none"> • New pay and grading structure 	<ul style="list-style-type: none"> • September 2018
4.7	➤ Full review of Conditions of Employment Manual (CEM)	<ul style="list-style-type: none"> • Simplified and modernised conditions of employment and policy framework compliant with current legislation 	<ul style="list-style-type: none"> • March 2019
	Lead and develop		
4.8	➤ Qualifications framework and apprenticeships	<ul style="list-style-type: none"> • New qualifications framework and apprenticeships established 	<ul style="list-style-type: none"> • June 2018
4.9	➤ Talent management programme	<ul style="list-style-type: none"> • High performance against talent management metrics • % promotion of high graded staff • % retention of top performers 	<ul style="list-style-type: none"> • July 2018

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4.10	➤ Leadership and management development programme	<ul style="list-style-type: none"> • Excellence in leadership recognised internally (staff survey) and externally (awards) • Leadership accredited at all levels 	<ul style="list-style-type: none"> • June 2019 • December 2018
4.11	➤ Enhanced management of change	<ul style="list-style-type: none"> • Change management coaching • Change readiness assessments conducted for all change projects 	<ul style="list-style-type: none"> • September 2019
4.12	➤ Digital and technology enabled learning	<ul style="list-style-type: none"> • % increase in learning opportunity • Increased % of training in digital format 	<ul style="list-style-type: none"> • June 2019
Healthy, fit and safe			
4.13	➤ Robust and consistent management of occupational health interventions	<ul style="list-style-type: none"> • Reduction in stress (staff survey) • % reduction in absence rates 	<ul style="list-style-type: none"> • September 2018 • September 2018
4.14	➤ Strengthened infrastructure, procedure and systems for fitness testing	<ul style="list-style-type: none"> • % of Police Officers passing fitness test 	<ul style="list-style-type: none"> • Continuous
4.15	➤ Effective safety management	<ul style="list-style-type: none"> • Improved assurance outcomes of health and safety 	<ul style="list-style-type: none"> • December 2017
Performance			
4.16	➤ Policing skills professionalisation	<ul style="list-style-type: none"> • Continuing professional development measures in place for whole workforce 	<ul style="list-style-type: none"> • March 2018
4.17	➤ Integrated performance management	<ul style="list-style-type: none"> • Performance Development Unit set up and delivering improvements 	<ul style="list-style-type: none"> • June 2018
4.18	➤ Full implementation of the business partnering model	<ul style="list-style-type: none"> • People plans for all Divisions / Departments overtly within operational delivery plans • Full suite of HR metrics used for planning at Corporate and Divisional/ Department level 	<ul style="list-style-type: none"> • March 2019 • December 2017
Engagement			
4.19	➤ Enhanced inclusive management practices	<ul style="list-style-type: none"> • Reduction in gender pay gap • Engagement and consultation groups regularly held 	<ul style="list-style-type: none"> • March 2019
4.20	➤ Employee engagement programme	<ul style="list-style-type: none"> • Employee engagement action plans overtly within operational delivery plans • Improved engagement scores (staff survey) 	<ul style="list-style-type: none"> • Jan 2019 • Continuous
4.21	➤ Increased workforce diversity	<ul style="list-style-type: none"> • Increased workforce diversity profile at each site benchmarked against local community 	<ul style="list-style-type: none"> • March 2020

Our budgets

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



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.

Mitigation

- Recruit AFOs to maintain 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 programmes
 - All deployed officers are trained, equipped and qualified to national standards
 - Improved response and deployment through new Incident Management System
 - Fully integrated national intelligence framework and bespoke command and control structure for each operation
 - Robust initial and ongoing vetting process and procedures for police officers and staff
 - Policies, procedures and support to recognise vulnerability in the workforce to prevent the likelihood of actions causing personal or collective harm
 - Robust police officer and staff retention process
 - Robust multi-agency planning framework
-

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.

- Managing high value and high risk programmes and projects using recognised programme and project management method
 - Individual programme and project plans and risk and governance management for each project
 - Larger projects/programmes have project boards
 - Monthly reporting to project and programme boards and Executive Team
 - Applying assurance mechanisms to high value and high risk projects and programmes (e.g. Gateway reviews)
-

Loss of stakeholder confidence

Regulatory or operational failures (e.g. loss of firearms licence or failed exercises) or failures with our

- Appropriately designed and applied handling strategies for key stakeholders, including media strategy for responding to "fake news"

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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.

- Complying with the Framework Document and Memorandum of Understanding in our dealings with our sponsoring department
- Complying with all government spending controls and approval mechanisms
- Compliance with College of Policing, CNC firearms policies and procedures and HSE safe system of work

Failure in employer's duty of care

CNC fails in its duty of care responsibilities causing death or serious injury.

- Successful delivery of the annual health and safety plan and programme of health and safety audits
- Compliance with HSE safe system of work, working time directive and driving policy
- Policies, procedures and support to recognise vulnerability in the workforce to prevent the likelihood of actions causing personal or collective harm
- Fitness testing of all officers to meet College of Policing standards

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
- Realistic budgets and delivery plans reviewed quarterly

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.

- Compliance with CNC programmes and projects policies and procedures
- Fitness testing of all post 2011-firearms officer to meet COP fitness standards
- Monthly business change manager meeting
- Programme Board, which signed off programme mandate
- Progress reports formally at every Planning and Performance Committee meeting
- Risk and issue logs maintained for every programme
- Use of MSP checklists and methodologies

Failure to protect our information assets including our infrastructure

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 C ESG-recommended cyber security controls
- Compliance with Civil Nuclear Cyber Security Strategy
- Compliance with IT security policy and procedures

Failure to deliver to budget targets

CNC fails to deliver to its budget and efficiency savings targets leading to higher charges to nuclear operating companies.

- Regular review of performance through monthly financial reports
- Preparation of 18-month quarterly rolling forecasts permitting a rebalancing of budgets and reprioritisation of deliverables
- Annual horizon scanning of future costs

People Programme

Failure to deliver revised pension provision and modernised terms and conditions of service.

- Budget submissions and forecasts aligned to CNC Strategy and People Programme deliverables
- Careful management of communications and media channels to ensure appropriate and timely messages are published to key stakeholders
- Defined consultation and negotiation mechanism approved by the Board
- Government Actuaries Department verification of data
- Inclusion of appropriate Representatives as Observers at Programme Board Meetings
- Legal and specialist pensions expertise procured
- Stakeholder identification and handling strategy
- User involvement in problem identification and solution through Focus and Working Groups

Our partners

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

