



# Civil Nuclear Police Authority

## Three Year Strategic Plan 2020/23



For external circulation

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# Chair’s foreword

The Civil Nuclear Constabulary (CNC) continues to make a unique and effective contribution to the national security of the UK for the protection of more than ten sites distributed across the country and the transit of civil nuclear material, through providing high readiness and highly specialised firearms and protection capabilities.

Since the Civil Nuclear Police Authority (CNPA) strategic plan 2019-2022 was published, we have taken the further opportunity to step back and evaluate the environment and future facing the CNC, with support from the Department of Business, Energy and Industrial Strategy (BEIS) and other partners. This strategy will ensure the force remains effective and value is maximised for our key stakeholders across the civil nuclear sector, as well as the broader UK security environment, of which the CNC is a key component.

The UK civil nuclear sector faces significant change in the coming decade, driven by both the phased retirement of ageing nuclear power stations and the ongoing construction of the UK’s first new nuclear power generation facility in decades, in support of the UK’s objective of carbon neutrality by 2050. At the same time, the security environment and threat landscape continue to evolve in both scale and complexity. Our workforce continue to operate to meet some of the most challenging security requirements in the UK – and the world – and we must continue to respond to those demands by maintaining our effectiveness and efficiency. We will do this by continuing to recruit the highest quality candidates and training and equipping them with the right skills and capabilities to ensure they are supported effectively.

The CNPA’s ambition is for the CNC to be recognised as the UK’s leading organisation for the provision of protective policing for both the civil nuclear industry and other critical national infrastructure.

In order to meet the challenging and evolving environment we face, we have set out four strategic goals which are critical to deliver our ongoing mission and broader ambition for the CNC. These are:



Vic Emery Civil Nuclear Police Authority Chair

- Goal 1** Goal 1. In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector, by maintaining and strengthening mission effectiveness
- Goal 2** Build resilience and flexibility to navigate the changing face of civil nuclear energy
- Goal 3** Improve effectiveness and efficiency of our enabling services
- Goal 4** Maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic

To achieve these goals, the strategy sets out thirteen supporting strategic initiatives.

The strategic initiatives have been defined with clear desirable outcomes, and will form the basis of a transformation journey for the CNC over the coming three to five years. This transformation will be dynamic, and will be delivered through ongoing management and review with the CNC Executive, the CNPA board, our critical partners, and sponsoring government department as we progress.

I am therefore proud to present the CNPA Strategy 2020-2023. This is the early stage of a period of transition for the CNC and I look forward to working with all of our people and our partners to make this a reality.

**Vic Emery OBE**

# Chief constable's foreword

The CNC is a unique armed police force, trained to the national standards set by the College of Policing. Our core role is the security of the nation's civil nuclear material, and failure to deliver this is not an option. Our duty is to protect the public and every one of our police officers has sworn an oath to do so.

This strategy sets the direction for the CNC over the next three years and beyond. Clarity on our strategic direction has never been more important as we face fluctuations in demand and evolving threats. Meeting this challenge is essential if we are to maintain our high standards of operational effectiveness, and continue to deliver the best value for money for our industry and the public.

Fluctuations in demand within the nuclear industry in future years mean that, in order to maintain our efficiency and effectiveness, we must create opportunities to diversify and adapt. If we simply flex our workforce to match demand from the nuclear industry, our establishment of police officers will reduce, only to have to recruit them again a few years later. This is highly inefficient and has a disproportionate financial impact on a smaller number of industry partners. This uncertainty also has a significant impact on the morale, wellbeing and retention of our valuable officers and staff. It also affects our ability to provide critical armed support to our Home Office colleagues when called upon to do so by the UK Government.

Working with our industry and security partners, the CNC is a highly capable armed police force and we are confident in our ability to respond swiftly and effectively to adversaries that threaten either the civil nuclear sector or the public. We recognise that the threats faced by the UK and the wider nuclear industry are evolving and becoming both more easily accessible, and more difficult to detect. For example, there are ever-increasing cyber enabled threats and threats posed by recent technological advancements in unmanned aerial vehicles (UAVs).



**Simon Chesterman**  
Civil Nuclear Constabulary, Chief Constable

As sworn police officers we are proud to be part of the wider police family, and we have a duty to protect the public, whether this is whilst performing our core role, patrolling the communities in proximity to our sites, or as part of the national armed surge capability.

This three-year strategy addresses these challenges and sets the foundation upon which to explore a broader remit for the CNC, addressing the issues that are so critical to maintaining the continued effectiveness of our mission and the retention of our highly-trained workforce through times of uncertainty. Critically, it also paves the way to allow us to redistribute and seek to improve the efficiency and cost-effectiveness of the policing service we provide to our industry partners.

Nothing in this strategy will distract us from our core role. To the contrary, this strategy will enable us to remain effective and efficient in the delivery of our mission, responding to the anticipated fluctuations in demand and fast-evolving threats.

**Simon Chesterman QPM**

# About us

The CNC is governed by the CNPA and regulated by the Office for Nuclear Regulation (ONR). We are subject to the same College of Policing licensing process as Home Office Police Forces and can be inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

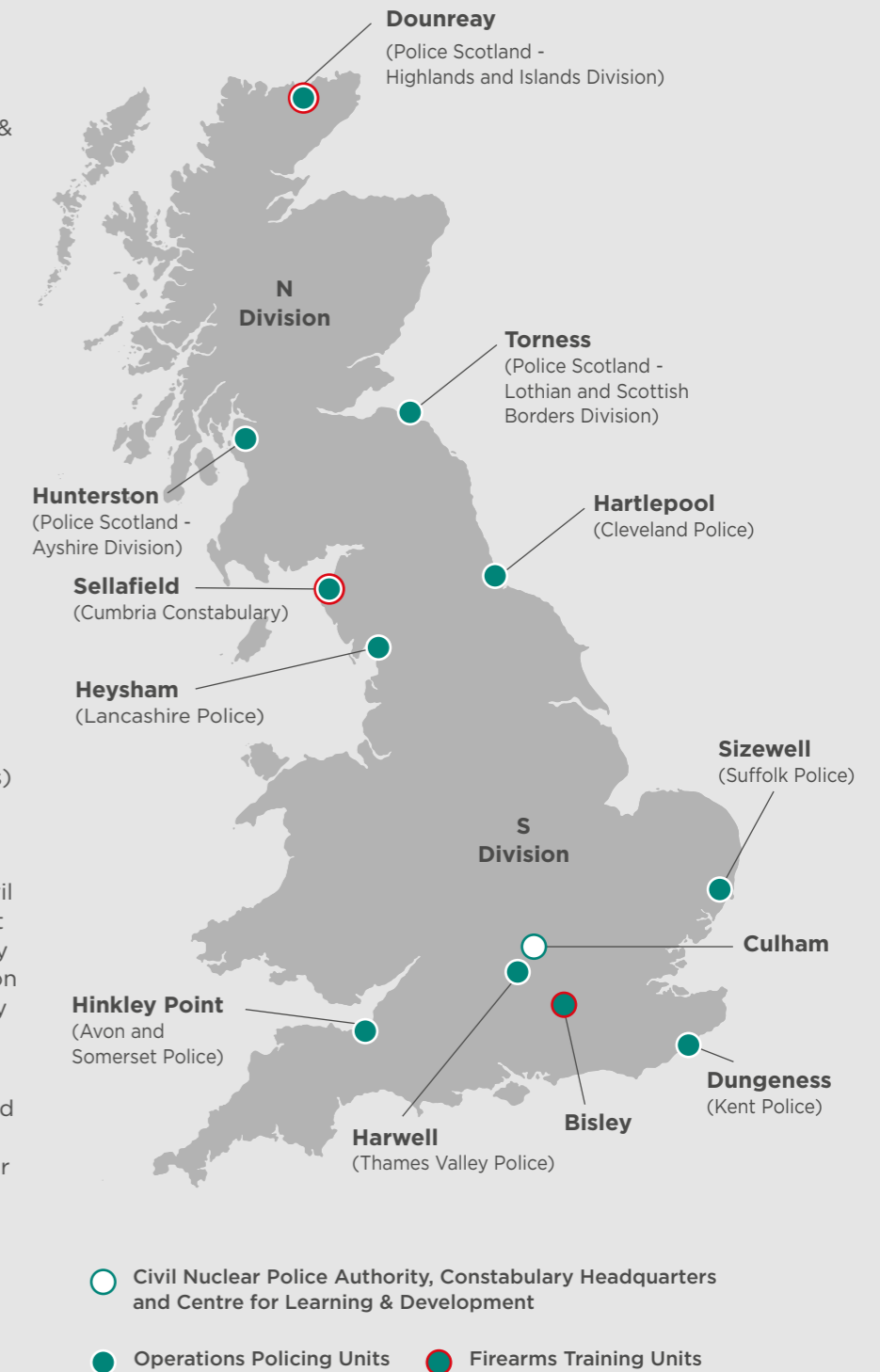
The CNPA works in partnership with BEIS who hold the CNPA to account for delivering an effective and efficient constabulary. The CNC is primarily funded by the Site Licence Companies (SLCs) who operate the UK's civil nuclear sites, with some resourcing derived from BEIS.

Our mission is to deter and defend against any attack on the UK civil nuclear sector. We deliver world class protective policing. The CNC as a counter terrorism (CT) policing organisation is proud to deploy as a core component of the UK Strategic Armed Policing Reserve (SAPR), to support other police forces as part of the Protect element of the Government's Contest strategy.

Our authorised firearms officers (AFOs) are sworn officers of the Crown, and our overarching responsibility is to protect the public. We achieve this through maintaining the security of civil nuclear material at the sites we protect within the UK and by delivering our key responsibility for the safe transportation of civil nuclear material, both nationally and internationally.

As a specialised police force with a clearly defined set of competencies and capabilities, the CNC employs c.1,500 officers and staff across our ten nuclear sites around the UK, with three other locations: headquarters in Culham, Oxfordshire; a training centre in Bisley, Surrey; and a training facility at Griffin Park, Cumbria (scheduled to become operational in 2020).

## CNC protected sites in the UK







# Our Mission, Ambition and Values

## Mission

Deter, defend, deny, recover – 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, or the sabotage of high consequence facilities. If an attack occurs, CNC will defend that material and those facilities and deny access to them. If material is seized or high consequence facilities are compromised, the CNC will recover control of those facilities and regain custody of the material.

### Key mission components:

- Maintain 24/7 armed response at civil nuclear sites
- Enhance and sustain AFO deployment
- Provide armed escorts for movements of nuclear material
- Support the Strategic Armed Policing Reserve and spontaneous surge requirements

## Ambition

To be recognised nationally and internationally as the United Kingdom's leading organisation for the provision of protective policing for the civil nuclear industry and other critical national infrastructure.

## Values

CNC Values - Proud, Inclusive, Agile and Ambitious, are underpinned by the College of Policing Code of Ethics.

### Proud

We are proud to deliver high quality armed policing, and we are committed to protecting the public and our core role in keeping the nation's civil nuclear material safe.

### Inclusive

We value everyone's contribution as equally important, with every individual playing a vital part in helping us achieve our ambition. Equality, inclusivity, transparency and fairness are at the heart of everything we do.

### Agile

We are match-fit and ready to respond whilst performing our core role and in supporting the UK's armed surge capability. Remaining ready and agile is a whole team effort.

### Ambitious

Our strengths lie in armed policing and world-class firearms training. Our ambition is to be recognised nationally and internationally as the United Kingdom's leading organisation for the provision of protective policing for the civil nuclear industry and other critical national infrastructure.

## Executive summary

**In the face of fluctuating demand, increasing challenges and evolving threats, this strategy sets out a path to maintain the effectiveness and efficiency of the CNC, and to safeguard the value it delivers to the UK civil nuclear sector and wider public.**

Today, the UK benefits from the world-class protective policing provided by the CNC. The CNC is a national strategic asset, safeguarding the UK's civil nuclear assets whilst also contributing to the UK's wider policing and security apparatus. All of the dynamics described hereinafter challenge us to maintain our mission effectiveness and economic efficiency over the next three to five years:

### Fluctuating demand

The UK civil nuclear landscape is expected to enter a transition period with a number of existing civil nuclear sites coming to the end of their useful life within the next decade. Of the current fleet of fifteen energy generation reactors, all but one are scheduled for retirement between 2023 and 2030, with the CNC having already partially withdrawn from Dounreay. This downturn in demand will potentially be offset by nuclear new build demand given the UK government's target of carbon neutrality by 2050. However, the timing of this downturn and new demand do not currently overlap and there remains a variety of potential scenarios for nuclear new build. The CNC currently has limited flexibility to scale down and subsequently rebuild its protection capability to manage this magnitude of fluctuating demand in a cost effective way for our stakeholders.

### Maintaining a fit for purpose workforce

Our workforce is critical to ensuring core mission effectiveness. High attrition has proved an ongoing challenge for the organisation in recent years. It has driven large recruitment efforts, and has led to costly overheads and a loss of mission-hardened experience. Although operational exercises reveal the CNC continues to uphold the highest standards of training and remains a highly effective counter terrorism police force, officers frequently work overtime and on rotation patterns, at select sites, to ensure required operational strength. Rotation patterns involving sustained periods of active operational duty, without sufficient leave, have the potential to detrimentally affect the wellbeing of our workforce. Without finding ways to address our recruitment and attrition challenges, the organisation will be occupied by these persistent challenges whilst trying to respond to any fluctuation in demand in the civil nuclear sector or immediate national security needs.

### Emerging threats

Although instigated by a natural disaster, the events at Fukushima in 2011 should serve as a reminder, to all, of the devastating consequences of nuclear reactor meltdown and the high consequence environment that the CNC operates within. The array of threats affecting the civil nuclear industry is becoming increasingly complex, for which the CNC must continue to adapt. Increasing technology commercialisation and reliance on the digital world allow for a broader range of attack methodologies, which are also more widely accessible. These combined factors pose a growing challenge to our core mission effectiveness.

## Increasing cost of policing

The decreasing number of sites, and industry operators in the UK civil nuclear sector over the next decade will force the remaining operators to bear a greater share of our operating overheads. This will challenge the efficiency and value for money of our police service. Even with various anticipated scenarios of nuclear new build, it is the projected retirement of existing sites and time lag to new sites coming online which will cause inefficiencies that burden the organisation and industry for years to come. The CNC are intent on maintaining an efficient and value for money policing proposition. It is important that we find a way to sustainably distribute our overhead costs across a wider range of operators in the impending period and beyond.

## Conclusion

To avoid becoming less effective and less efficient, we have a narrow window of time to bring about change. Owing to numerous barriers to legislative changes and lengthy lead times required to implement mitigating initiatives, it is critical that we capitalise on this short time period.

This three-year strategy sets out a response to the challenges identified and the need for greater flexibility, resilience and efficiency in the face of the changing landscape, in order to effectively deliver the core mission. The four goals of this Strategy aim to address the challenges highlighted, utilising the window of opportunity we have from 2020-2023. They will both support CNC in advancing and delivering the core mission whilst helping the organisation to take steps towards its ambition to be recognised nationally and internationally as the United Kingdom's leading organisation for the provision of protective policing for the civil nuclear industry and other critical national infrastructure.



# Strategy 2020-2023

## Mission

Deter, defend, deny, recover – 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, or the sabotage of high consequence facilities. If an attack occurs, CNC will defend that material and those facilities and deny access to them. If material is seized or high consequence facilities are compromised, the CNC will recover control of those facilities and regain custody of the material.

## Ambition

To be recognised nationally and internationally as the United Kingdom's leading organisation for the provision of protective policing for the civil nuclear industry and other critical national infrastructure.





<b>GOAL 1</b>	<b>In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector, by maintaining and strengthening mission effectiveness</b>
Training and civil nuclear collaboration	Work closely with our industry operators and regulating bodies to optimise training to ensure we are mission ready and protecting the interests of the UK civil nuclear sector
Anti-UAV capability	Improve our ability to mitigate against the threat posed by unmanned aerial vehicles, to strengthen the effectiveness of our core mission
Cyber resilience and awareness	Through collaboration with government and industry partners, improve the cyber resilience and awareness of the CNC, to counter the evolving cyber threat
Policing collaboration	Build upon our existing policing collaboration, to increase policing experience and sharpen mission-critical skills, whilst providing access to the latest policing capabilities

<b>GOAL 2</b>	<b>Build resilience and flexibility to navigate the changing face of civil nuclear energy</b>
Integrated protection offering	Develop an integrated security offering for UK nuclear sites, including both armed and non-armed protection to provide a superior and more efficient protection model
Service expansion and demand resilience	Broaden our service offering to protection of non-nuclear energy sites, allowing us to flexibly scale fluctuations in demand for protection of the UK civil nuclear sector

<b>GOAL 3</b>	<b>Improve effectiveness and efficiency of our enabling services</b>
Business effectiveness	Deliver continuous improvement across business activities and services that support the delivery of the operation and core mission
IT strategy	Develop an IT strategy to support mission effectiveness and deliver efficiencies for the organisation
Sustainability	Supporting the UN Sustainable Development Goals and the UK's 2050 carbon neutral target

<b>GOAL 4</b>	<b>Maintain &amp; develop an inclusive, forward-thinking and engaged workforce that is agile &amp; dynamic</b>
CNC culture	Foster a unified, open and inclusive culture, working together to execute the CNC mission, our policing responsibilities and achieve our ambition
Job enrichment	Deliver further job enrichment through development of a centre of excellence for Learning & Development allowing our employees to fulfil their potential
Reward and recognition	Mature our current reward and recognition framework, creating a fit for purpose scheme, which supports the full employee lifecycle
Mental health and wellbeing	Place a dedicated focus on preserving the mental health and wellbeing of our workforce, so our core mission can be safely and effectively fulfilled

**GOAL 1**

**In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector, by maintaining and strengthening mission effectiveness**





GOAL  
1**Strategic Initiative 1.1****Training and civil nuclear collaboration**

**Work closely with our industry operators and regulating bodies to optimise training to ensure we are mission ready and protecting the interests of the UK civil nuclear sector**

2020 will mark the inaugural opening of our Griffin Park Tactical Facility. This state-of-the-art training facility will mark a major step up in training infrastructure to complement our nationally renowned firearms and CT training instructor capability. We will use this facility first and foremost to scale up training capability for our workforce to ensure they receive the highest standards of training available. In turn, this will maintain and sustain our reputation as one of the most well trained and heavily armed CT policing organisations in the UK, ensuring those high standards translate to core mission effectiveness across our entire estate. Griffin Park will also add to our existing training infrastructure, at both dedicated training ranges and existing sites, to bolster our ability to recruit and quickly train officers through the initial foundation course such that we are more easily able to scale steeper increases in demand.

Technology will be a key enabler for how we conduct training and the effectiveness of our training. The delivery of Weapons Engagement Simulation System (WESS) will give us an enhanced level of exercise control and a much improved ability to assess operational effectiveness without live firing. The impact of this on our mission readiness and effectiveness cannot be underestimated.

We already provide firearms, tactical, and command training to some of the largest police forces across the country. Continuing to build upon these opportunities to share policing experience and best practice will help us to continue to lead the way for UK policing training.

Experts from our Strategic Escort Group continue to participate in International Atomic Energy Agency (IAEA) working group discussions aimed at developing the nuclear protection capabilities of our allies across the globe. Our reputation has extended to commercial interest from private security organisations, both partners to the UK government and our allies. We will continue to monitor interest and appropriateness of providing any private sector training with vetted partners in the coming years.

**Desired outcomes:**

- Achieve the highest possible state of training for our workforce to ensure mission effectiveness and readiness
- Continue to build and enhance the reputation of CNC as providers of world-class training
- Improved ability to flex training capacity and sequencing to match fluctuating demand needs
- Improved exercise control and ability to assess operational effectiveness

**Key activities:**

- Close collaboration with our duty holders and regulating bodies, exercising and review
- Optimise utilisation of our new training infrastructure
- Continue to participate in IAEA working group discussions to support development of civil nuclear protection capabilities for our international allies
- Monitor and review appropriateness of commercial service propositions to private sector
- Delivery of tactical engagement simulation capability

**Strategic Initiative 1.2****Anti-unmanned aerial vehicle capability**

The Greenpeace claimed incident in 2018 Lyon, France came as a reminder to the civil nuclear world of the vulnerabilities relating to UAV based threats. Advances in technology continue to increase the control capability, range, manoeuvrability, speed, object recognition, and stealth capability of unmanned aerial vehicles. In the coming three years, it should be expected that the technology will continue to develop

at pace with maturity nearing realisation for commercial uses, such as parcel deliveries and aerial taxis. Together with increased commercial availability, there is a growing risk of interference from protest groups and malicious actors using UAVs to gather intelligence and carry out attacks in tandem with other methods.

Whilst we continue to support the UK Counter UAV strategy published by the Home Office in 2019, we will both survey the possible uses of UAVs to support delivery of our mission, such as surveillance and situational awareness, as well as the potential threats that UAVs pose or amplify.





GOAL  
1**Strategic Initiative 1.3**  
**Cyber resilience and awareness**

In recent years we have seen, first hand, instances of the threat that cyber-attacks pose to critical infrastructure both overseas and domestically. In the civil nuclear sector, the cyber-attack on India's Kudankulam Nuclear generation plant in 2019, and a cyber-intrusion at a major nuclear power generation player in the UK, which required assistance from the National Cyber Security Centre (NCSC), should serve as a reminder that no industry is cyber immune.

Nuclear is a core base component of the UK's energy supply, generating around 20% of the country's energy, we continue to treat both the energy generation infrastructure and the energy grid infrastructure as prime targets, for attacks motivated by devastating consequences on our economy or our nation. The civil nuclear sector is also wary of cyber intrusions motivated by

corporate and scientific espionage to further the civil nuclear capability of those perpetrators.

In support of the UK's Civil Nuclear Cyber Security Strategy published by our sponsoring department, BEIS, we continue to review the cyber resilience of both our informational technology and operational technology estate, and our operational readiness to counter a cyber-enabled attack incorporating other complementary attack methodologies. In the coming years, we will continue to collaborate closely with the Centre for the Protection of National Infrastructure (CPNI) and the National Cyber Security Centre (NCSC) to improve both the provision of cyber related intelligence and to improve our resilience and recovery capability against cyber based threats.

Developing and ensuring that our capabilities outpace the threat will allow us, as an industry, to take a full system approach to security, ensuring there are no gaps or weak links between cyber and physical spaces.

**Strategic Initiative 1.4****Policing collaboration**

**Build upon our existing policing collaboration, to increase policing experience and sharpen mission-critical skills, whilst providing access to the latest policing capabilities**

Over the next few years, we seek to build on our existing collaboration with the wider policing sector to further the effectiveness of our core mission and achieve mutual gains for the benefit of both civil nuclear security and UK security. Focus areas will include increased collaboration over critical national events and major policing support, sustaining our surge capability in support of the national strategic armed policing requirement, and bridging the boundaries with regional forces around our sites to deliver more effective joint working.

All of these initiatives will help to continuously sharpen and hone our mission-critical skills and improve the breadth of experience of our highly trained workforce. We will also continue to participate in national policing trials for operational methods or kinetic capabilities that are relevant to the delivery of our core mission such as the anti-UAV trial referenced in Strategic Initiative 1.2.

**Desired outcomes:**

- Increased frequency of general policing experience allowing our officers to hone and sharpen skills, improving effectiveness of the core mission
- Improved ability to lend support to UK policing system whilst providing our officers with broader, more stimulating policing experience
- Effective armed surge capability positioned in the national infrastructure
- Improved sharing of skills, learnings and best-practice
- Achieve inclusion in Section 24 mutual aid

**Key activities:**

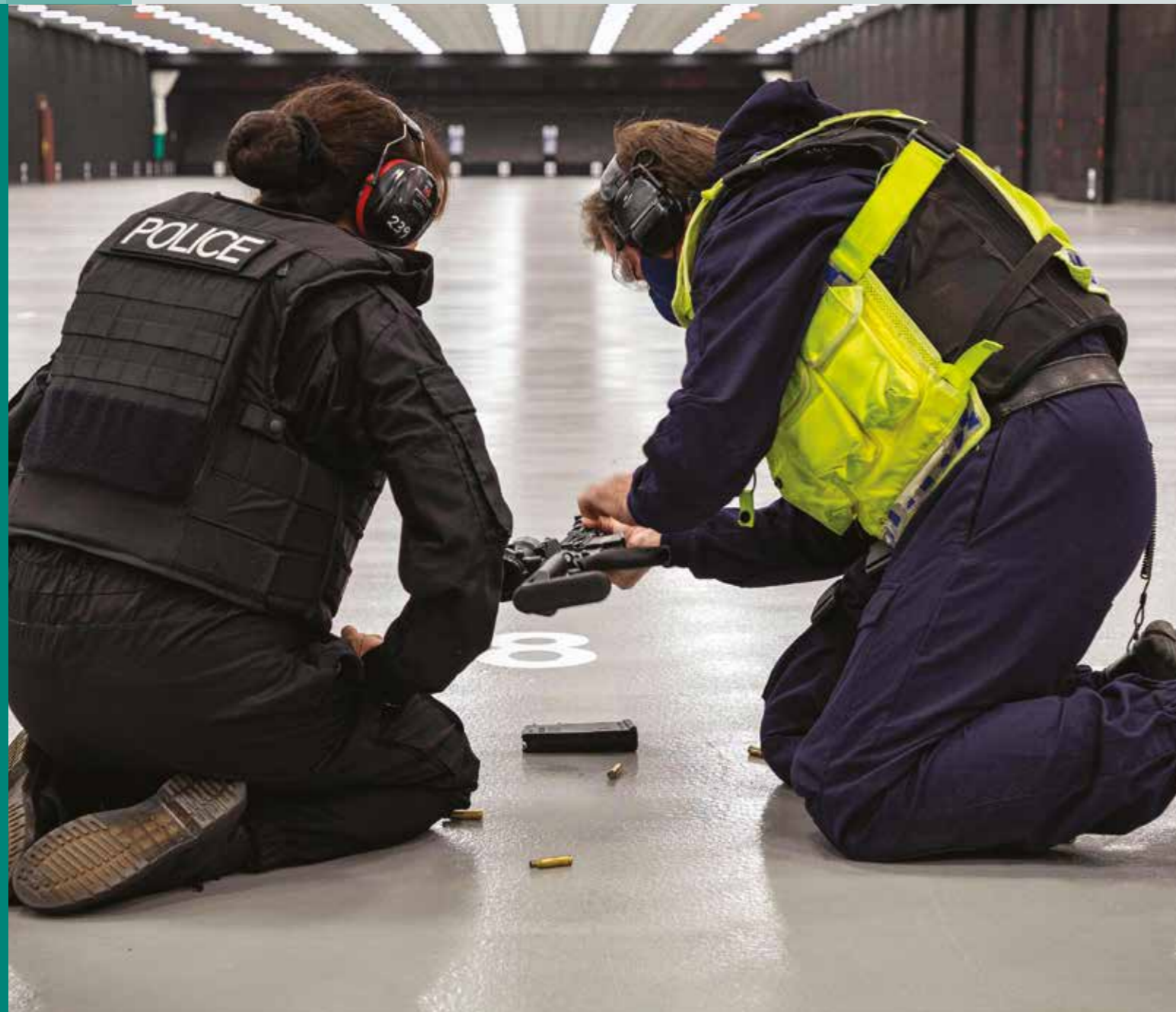
- Build upon local collaboration arrangements with police forces with jurisdiction around our sites
- Work with BEIS and Home Office to overcome barriers to closer collaboration with the broader policing sector
- Agree fair and equitable basis for recharging costs associated with support for the wider policing sector
- Continue to participate in national trials of new operational methods and capabilities relevant to our core mission





GOAL  
2

## Build resilience and flexibility to navigate the changing face of civil nuclear energy



### Strategic initiative 2.1

#### Integrated protection offering

**Develop an integrated security offering for UK nuclear sites to provide a superior and more efficient protection model for the UK civil nuclear sector, whilst improving longevity of CNC officers**

At UK civil nuclear sites, we will explore opportunities to bring forward an integrated security offering with non-armed services. An integrated protection offering, comprising of the CNC providing both armed and non-armed protection, would present a more effective protection model under a single concept of operations. The offering will be united under one command and control framework and, over an extended time horizon coinciding with the contraction in civil nuclear demand for armed protection, will aim to achieve a more cost effective proposition. Non-armed protection would also allow for more avenues through which the CNC could deploy officers who are unable to continue to carry firearms and provide improved longevity and longer-term career offering, helping the organisation to retain experienced and highly trained individuals.

#### Desired outcomes:

- A more efficient, effective and cohesive integrated approach to armed, and non-armed protection at nuclear sites
- Improved longevity for CNC officers, retaining valuable experience, and provide avenues for those officers who are unable to continue to carry firearms
- Improved readiness for new demands requiring both armed and non-armed protection

#### Key activities:

- Shape and design an integrated security offering with non-armed services across civil nuclear sites with interested sites, considering how the roles will be staffed
- Explore commercial requirements to enable CNC to undertake this activity across civil nuclear sites
- Devise charging framework for offering including how overheads and training are apportioned





GOAL  
2**Strategic Initiative 2.2****Service expansion and demand resilience**

**Broaden our service offering to protection of non-nuclear energy sites, allowing us to flexibly scale fluctuations in demand for protection of the UK civil nuclear sector, providing improved career stability for our workforce**

The market shows a degree of demand uncertainty for the UK civil nuclear industry in the coming years beyond 2023. This uncertainty is driven primarily by the impending retirement of ageing nuclear infrastructure, and the lag in establishment of new nuclear energy generation sites.

Understandably, this creates a degree of unease and insecurity for our workforce. To provide some resilience against these market fluctuations, we will seek to identify similar protection opportunities in related market environments that present the most benefit.

If successful, this will unlock opportunities for the CNC to enter adjacent sectors, which provides both diversification against market uncertainty, an enlarged customer base and a broader geographical footprint. If the timings align favourably, this would enable the CNC to somewhat mitigate the foreseeable reduction in civil nuclear demand whilst retaining the valuable experience of our highly trained workforce through more favourable redeployment options.

By first pursuing market opportunities with relatively lower barriers to entry and lower transition costs, this act is intended to yield more efficient overhead sharing in the longer term.

**Desired outcomes:**

- Opportunities to expand our world-class protection service to other critical national infrastructure
- Allow for an improved ability to withstand and scale civil nuclear demand fluctuations by diversifying to non-nuclear sector demand
- Improved career stability for our workforce, along with a broader geographical footprint to bolster relocation options

**Key activities:**

- Understand requirements and market appetite for non-nuclear energy infrastructure protection
- Define an expansion strategy, and identify appropriate contract tenders
- Define the protection model for non-nuclear energy infrastructure
- Devise a charging framework including how overheads and training would be apportioned

GOAL  
3**Improve effectiveness and efficiency of our enabling services**

**Our enabling services are of significant importance in keeping the organisation functioning effectively for any eventuality. We will drive greater efficiencies in our enabling services, such as IT & communications, commercial management and financial models. We will work to better understand when to broaden our services and access new markets, and how our enabling services can enhance our efficiency and support mission effectiveness.**





GOAL  
3**Strategic initiative 3.1****Business effectiveness****Deliver continuous improvement across business activities and services that support the delivery of the operation and core mission**

We will continue to undertake systematic reviews and devise ways to improve the provision of enabling services and other business activities that support the delivery of the operation in an efficient and effective way. Our review of the CNC People Management policy framework and its recruitment practices is an example of an area already delivering tangible results.

Shared Services and ICT are two areas where both the scope of services and the suitability of their current provision have been reviewed. We expect there to be newly defined scope in both of these areas and some strategic choices around how they are provisioned. Likewise, our estates arrangements will come under review with the approaching lease expiration at Culham and needs to be considered in light of the targeted expansion of operational services and the implications on our geographical footprint.

Therefore, we will need to carefully consider our entire enabling services framework to ensure effective support of operations through any transitions or changes in service whilst maximising efficiencies and ensuring value for money.

The current public health situation has reinforced the importance of our policing services being resilient to all sorts of threats. This includes both direct threats to the civil nuclear sector and indirect threats that may challenge our ability to conduct our operational duties. We have, thus far, been very successful in continuing to deliver our critical mission to the highest of standards whilst respecting public health measures to safeguard the health and safety of our officers and staff. We will take forth the lessons from this period, where they complement or improve existing ways of working, and address challenges that have arisen to ensure our ways of working support the resilience of our operational duties.

To ensure our enabling services integrate with our operational capabilities to support mission delivery, we will drive improved cross-functional working through processes such as capability planning and management. This will entail taking stock of our existing capabilities (both front line and enabling services) and their projected

**Desired outcomes:**

- Improved customer satisfaction with enabling services
- Improved value for money and efficiency of enabling services
- Flexibility and resilience in ways of working
- The capability and capacity that makes us agile and responsive to new challenges with continuous improvement a core part of our ways of working

**Key activities:**

- Review lessons and challenges to ways of working prompted by the public health measures
- Build a planning process that is capability and capacity driven and can adapt to evolving threats and changing external and internal dynamics
- Review the management of our current and future assets and build an enhanced through-life capability management structure
- Development and buy-in to a funding model that supports delivery of the strategy
- Create cross functional working groups through end to end process focus

degradation. By continuing to leverage industry, policing and security sector links, we will continue to embed a horizon scanning capability to make informed assumptions around our evolving environment. This will yield an improved understanding how our enabling services and operational capabilities link together and improved traceability to the operational impact of any service. We will be able to make more conscious and considered investment choices to ensure we are always ready and matched to defeat any adversaries we face. This will also help us to better understand the full cost of the policing service we deliver to devise appropriate recharge models in light of potential operational service expansion.

**Strategic initiative 3.2****IT strategy****Develop an IT strategy to support mission effectiveness and deliver efficiencies for the organisation**

Our IT infrastructure will be critical to helping the organisation maintain resilience and operational effectiveness whilst achieving efficiencies across our technology estate. So many of our core operational functions depend on critical systems like: command and control; duty management; firearms management; employee and managerial self-service etc.

This will be an area where we may perhaps see greatest change over the coming years. The forthcoming introduction of Emergency Services Network (ESN) will provide data-enabled mobile services and enable new and improved ways of working. In tandem with initiatives around bolstering the cyber resilience of the organisation, we will need to continually review both our information security protocols and the cyber resilience and monitoring capabilities of our entire technology estate. Careful consideration will be required to determine the impact of any operational service expansion and the required responses from an IT perspective.

Following a recent review of our IT infrastructure, it is apparent the CNC need to be more joined up with regards to strategic decisions around technology and consider how they interact with other inputs such as our personnel, training and physical infrastructure to collectively combine together and help deliver the optimal operational effect in fulfilment of our core mission. A recent example where we have identified new potential to deliver tangible benefits would be the Weapons Engagement Simulation System as described in strategic initiative 1.1. Technological advancements like these will provide significant impact on our mission readiness by enhancing how other capabilities like training can be delivered.

We intend to adopt and continue to take this joined up approach with similar decisions with our capability planning process as a key enabler to ensuring a multi-facet approach to renew focus and traceability to our operational requirements and mission delivery. By relating to operational effect, we will be able to make more informed trade-off decisions led by data and evidence where possible.

**Desired outcomes:**

- Mission delivery better supported by more technologically enabled capabilities
- Improved accountability over IT service provision
- Improved value for money being delivered by CNC technology
- Improved employee experience
- Improved understanding of how operational and enabling capabilities are dependent on and can be enhanced by our technology services

**Key activities:**

- Continue to support delivery of valuable in-flight initiatives
- Execute an 'as-is' assessment recommendations including new SLAs and clear ownership
- Review and improve cyber resilience of CNC technology provision

For existing technology services, revised scope, ownership and service level agreements (SLAs) will be set to ensure we are optimising our existing services.





GOAL  
3**Strategic initiative 3.3****Sustainability****Supporting the UN Sustainable Development Goals, and the UK's 2050 carbon neutral target**

Sustainability is a lens that will be applied to all of the strategic initiatives outlined in this strategy. The UK government has set a target for carbon neutrality by 2050. In the coming three years, we will play our part by setting policies to further adopt initiatives such as low- or zero-emission vehicles, recycling and reuse schemes, and the use of clean energy. As a core component of the nuclear industry, the CNC's sustainability strategy is all the more important in upholding the green credentials of nuclear energy. We will be considering the implications on both the delivery methodology of these strategic initiatives, and the resultant operating footprint.

**Desired outcomes:**

- CNC playing a leading security role to contribute towards delivering the UN SDGs and UK sustainability strategy
- Continued safeguarding of highest standards of safety and security in the civil nuclear sector

**Key activities:**

- Review and further develop CNC sustainability policies in line with UK carbon neutral 2050 target and UN sustainable development goals
- Review estate strategy and geographical footprint
- Continue to play a leading role in IAEA working groups surrounding the protection of civil nuclear assets

The UN's affordable and clean energy Sustainable Development Goal (SDG 7) provides a useful point of reference for the CNC: 'Ensure access to affordable, reliable, sustainable and modern energy'. In support of this goal, the CNC has an important part to play in sustaining and safeguarding the safety reputation of the civil nuclear sector by providing an effective and efficient protective service to our site partners who in return can provide reliable energy access to the UK public. In parallel, we have vowed to continue supporting the International Atomic Energy Agency (IAEA) in cultivating and developing the nuclear protection capabilities of our allies across the globe. This will support our global partners who are also seeking to achieve sustainable sources of clean energy through nuclear generation to develop and put in place the best protective capabilities that help to safeguard the global prominence of the civil nuclear sector.

The short tenure remaining on the CNC's lease of the Culham site offers an opportunity to assess the proximity and size of our headquarters in relation to our training locations, protected sites and frequent transport routes. This will be considered in tandem with changing working patterns, the needs of our workforce and the lessons that have been thrust upon us, in light of the unprecedented COVID-19 pandemic, to achieve a sustainable and effective geographical model.

GOAL  
4**Maintain and develop an inclusive, forward-thinking and engaged workforce, that is agile and dynamic**

People are at the heart of the CNC mission. Our workforce is our best asset and maintaining it requires careful attention. To deliver our mission successfully, we need the right types and numbers of officers and staff with the right training, skillset, and equipment. Our employees need to be supported, appropriately recognised and empowered in order to be successful. Crucially, we must achieve a culture whereby we are all working together to bring out the best of each individual and team to achieve our mission of protecting the civil nuclear sector and the UK public.





GOAL  
4**Strategic Initiative 4.1****CNC culture**

**Continue to build a unified, open and inclusive culture, working together to execute the CNC mission, our policing responsibilities and achieve our ambition**

A trusting and collaborative culture is key to ensuring we maintain the highest standards of mission effectiveness. The CNC staff engagement survey highlighted areas for improvement which are being taken forward proactively through extensive staff engagement with a clear and transparent action plan.

The CNC is working collaboratively with its officers and staff to articulate, and continue to promote a unified, open and inclusive culture, which upholds values of transparency, clarity of communication, and accountability. Prioritising further engagement of the workforce will ensure all levels of leadership are participating in decisions concerning the future direction of the organisation.

Regardless of background, role or location, everyone's contribution is equally important, with every individual in the organisation playing a vital part in helping us achieve our ambition. This initiative is a critical enabler for the entire set of strategic initiatives set out in this strategy.

We will encourage our workforce to bring their personal characteristics to work, helping our teams to develop deeper, more authentic relationships, to promote more unified team working, thus strengthening the core mission. All of the aforementioned cultural initiatives aim to improve job satisfaction, which will result in improved retention of CNC officers. Having a greater proportion of highly satisfied employees creates a virtuous cycle of improved retention, consolidating a united workforce.

**Desired outcomes:**

- Clear progression towards a more unified, open, and inclusive culture, which upholds transparency, clarity of communication, and accountability
- Empower our workforce, ensuring everyone feels engaged in both key decisions within the organisation, and as a vital part of this three-year strategy
- Build on the pride of our workforce, to improve morale, utilising job enrichment and diversification of roles to increase motivation

**Key activities:**

- Conduct a culture review, evaluating against a cultural maturity framework
- Articulate and determine appropriate target culture for the CNC
- Develop an action plan, promoting the shift from our current cultural state to the defined target state

**Strategic Initiative 4.2****Job enrichment**

**Deliver further job enrichment through development of a centre of excellence for Learning & Development, with clear development pathways, allowing our employees to fulfil their potential**

The frequency and likelihood of live operations that call upon the CNC's extensive training is, reassuringly, relatively low. In the CNC Staff Engagement Survey from 2019, there was an overwhelming sense of pride in carrying out this critical role for UK nuclear security but a proportion of respondents also highlighted the repetitive nature of the work they carry out. This has an impact on retention across our workforce. However, officers did highlight the desire for increased opportunities to broaden their operational experience and sharpen mission critical skills.

To address this feedback from officers and staff, the CNC will protect and champion the pride of our people whilst improving morale and motivation, through both a diversification of roles, and job enrichment. Job enrichment will, in part, be achieved through frontline middle management devising engaging and diverse tasks for AFOs to complete whilst on shift.

More broadly, we want to encourage a culture of learning and development and allow individuals broader opportunities to acquire capabilities to make the CNC role more interesting and enriching such as non-firearms based developmental training, learning at local universities and personal development. The vision is for officers and staff to commit and deliver their roles, while enriching their own role through learning, development and capability acquisition or improvement and to be able to leave the organisation at a natural point of choosing, with both parties left richer by the experience.

**Desired outcomes:**

- Staffing levels meet mission establishment requirements to maintain critical mission effectiveness
- All employees are encouraged to, and have, pathways to achieve their potential, through development and support
- Lower the recruitment burden to maintain strength and allow for more efficient recruitment costs

**Key activities:**

- Develop a forum and workforce engagement network for officers and staff to engender a sense of belonging and enable the contribution of ideas of how they can be applied to enrich the CNC role
- A centre of excellence for Learning & Development with clear development pathways with contents including behavioural detection, Servator, understanding of the law and personal and professional development





GOAL  
**4**

### Strategic Initiative 4.3

#### Reward and recognition

**Mature our current reward and recognition framework, creating a fit for purpose scheme, which supports the full employee lifecycle**

The implementation of our People Strategy 2016-2020 has realised delivery of the Winsor Terms and Conditions of Service (TACOS) for police officers. Reward and recognition, however was still highlighted as a concern by many respondents to the 2019 staff engagement survey. Whilst TACOS remains in its transition phase, some disquiet is understandable. Yet, the CNC recognises the need to review the Pay and Grading Mechanisms for Police Staff to bring these up to date and create the agility and flexibility required for our workforce of the future.

The CNC will mature our current rewards and recognition package, to create an attractive package for our workforce, which supports and bolsters our recruitment efforts, makes us an employer of choice, and aligns our remuneration package to that of similar police forces. It will be imperative to ensure both officers and staff are appropriately remunerated for their unique skillset and role.

Developing clear career pathways for the CNC workforce will allow for a deeper understanding of career prospects over five to ten years, negating any short-term views of career

#### Desired outcomes:

- An attractive reward and recognition package for CNC officers and staff, in order to support recruitment efforts and aid retention.
- Contribute to the ambition for the CNC to become an employer of choice
- Align new reward and recognition frameworks to those of comparable police forces

#### Key activities:

- Conduct pay and grading review of CNC police staff, similar to that completed for CNC police officers in 2019 (TACOS)
- Develop clear career pathways, detailing responsibilities and length of experience expected for each rank, grade or role

prospects within the CNC. Establishing this longer-term view of career prospects should bolster both recruitment and retention, providing a clear view of career progression for prospective candidates, and encouraging current CNC employees to maximise their potential through both promotion and role development, respectively.



### Strategic Initiative 4.4

#### Mental health and wellbeing

**Place a dedicated focus on preserving the mental health and wellbeing of our workforce, through development of our working environment and capabilities of our managers and leaders so our core mission can be safely and effectively fulfilled**

The CNC has made significant progress in the modernisation of our People Management capability and the development of a top quartile Occupational Health and Wellbeing Service.

A fundamental part of this strategy - to have an inclusive and engaged workforce which is agile and dynamic - is to provide an environment that continues to support the growth of a culture that embraces physical & mental health, safety, wellbeing and fitness of our workforce. This is critical to ensuring that we are always ready to respond to the changing threats facing the civil nuclear sector and effective in delivering our mission.

In order to do this, we will embed a health and wellbeing strand in our employee brand, by continuing to develop high-quality holistic services, including those provided by external suppliers, to achieve excellence in service provision and to enable all employees to trust, flourish and feel valued and involved in the workplace. We will also enable leaders and managers to proactively assess, manage and support staff health, safety, wellbeing, fitness and attendance within their teams.

Finally, we must continue to promote and support the psychological wellbeing of our people by the continuous development, review and consolidation of the mental health area within the CNC. This will ensure mental health support is fit for purpose, and adapts to organisational developments. It is crucial that our workforce are both physically and mentally fit, to effectively fulfil the mission of our constabulary.

#### Desired outcomes:

- Ensure the mental health and wellbeing of our workforce is considered to be paramount, facilitated through development of our working environment and the capabilities of our managers and leaders, focusing on health, fitness and safety
- A mind-set shift to place physical, mental health, and wellbeing at the centre of our people and management strategy

#### Key activities:

- Continue to develop high quality, organisation-wide physical and mental health services
- Continuously monitor physical and mental health of our workforce, in order to effectively fulfil the core mission





## Measuring progress, ensuring success

**Moving forwards, we must ensure we that iterate our strategy, in order to continually mitigate against the ever-evolving challenges we face. To ensure successful implementation of our strategy, we will work closely with our key stakeholders, exercising regular review. We have outlined a stage gate lifecycle process, allowing us to monitor the progress of strategic initiatives.**

Through the course of developing the three-year strategy, we have drawn on a range of information and analysis of the CNC, the broader security environment and the civil nuclear landscape. However, we recognise that this exercise was conducted at a 'point in time' and we need to ensure that as we go forward, we continue to 'sense and correct' our path through effective analysis and decisions, as the environment evolves. Our investment in a horizon scanning capability will contribute to this, by continually providing a forward view of threats, and the energy landscape. We will entwine this with our internal indicators of workforce planning, staff surveys, federation engagement, delivery measures and financial indicators. This will help to set our decision environment within which we choose the next steps of pursuing and delivering our strategy whilst a formal review of the three-year strategy will be conducted on an annual basis.

Alongside the strategic initiatives outlined in this document, we must undertake a critical review of our existing initiatives to ensure that they still contribute to improving mission effectiveness, either directly or indirectly, and continue to conduct this review at regular intervals in line with our changing decision environment. For initiatives that are deemed valuable moving forwards, the Executive should determine how these initiatives will be successfully delivered alongside the initiatives included in this three-year strategy, thus creating one holistic program of change for the organisation.
















To ensure success, we will work closely with the UK civil nuclear sector and security network through our authority members to maintain a shared view of the landscape and change as we move forward. CNC directors will be appointed as sponsors and leaders for each strategic initiative, responsible for overall progress to the executive leadership team and the authority members.

The progress and pace of change will be controlled by a stage gate lifecycle process, applicable to each strategic initiative. Between each of the lifecycle stages of: initial evaluation, scoping and high level planning, design and procurement, delivery, BAU and benefits realisation, a governance checkpoint will be conducted involving both the CNC executive and the authority members to determine progression of the initiative to the next phase. As well as being a governance checkpoint for specific strategic initiatives, these should also be seen as an opportunity to review the entire portfolio against the latest view of our decision environment. It is at these control points whereby, as a combined authority and executive group, we will be able to make the most effective decisions of whether for instance, existing programmes needs to be paused, accelerated or stopped and whether new programmes need to be started to bridge any gaps.

Through this controlled process, we will be able to track both delivery progress and success. The same organisational indicators that form part of our decision environment will be used to measure the observed outcomes of strategic initiatives, against their desired effects.

It is recognised that this strategy represents a step change for the organisation and places even more emphasis on our project delivery capability. This strategy will be supported with a three-year delivery plan that will outline the delivery approach, sequence and required resources. In formulating this plan, we will take lessons from previous project delivery to assess any delivery capability enhancements that are required.

## KPIs used to measure progress, and ensure success

Organisational KPIs		Project KPIs		Environmental indicators	
	Strength vs. establishment levels		Progress against schedule		Policing trends
	Change readiness				
	Inspections and regulatory reviews		Alignment to requirements and outcomes		Site status and protection requirements
	Financial health		Forecast against budget		
	Attrition				Threat environment
	Requirement				Market participants
	Staff engagement				Competitors environment



Operations



Regulations and law



Finances



People and culture



Threat landscape

# Successfully delivering our strategy

**The CNC’s core mission of protecting UK nuclear power generation and decommissioning sites, as well as nuclear material in transit, is critical – therefore, we must maintain our meticulous focus on mission effectiveness.**

To maintain the core mission amidst evolving challenges and threats, fluctuating civil nuclear demand, and other aforementioned challenges, the CNPA has determined a strategy to increase the effectiveness and efficiency of the CNC, in order to increase the value it delivers to key stakeholders and to the UK.

We have outlined four overarching goals and thirteen strategic initiatives to form the strategy for the next three years.

The successful and timely delivery of these strategic initiatives will stand the CNC in good stead to address the impending challenges facing the civil nuclear sector, and will provide the levers required to manage new and changing dynamics.

We recognise that change can be complex and difficult to achieve successfully, particularly in the challenging environment in which we operate. Equally, we recognise the critical importance on delivering this strategy in order to maintain our core mission, and to deliver value to our stakeholders. We have identified some critical success factors, to ensure effective delivery of the strategy:

- Building change consensus, shared understanding of goals and maintaining close collaboration and contact with our key partners, sponsoring departments, site operators, regulators across the security and nuclear sectors
- Reinvigoration of transformation capabilities, governance and accessing effective support
- Ongoing review of change alongside the changing environment, including existing and evolving threats
- A rigorous focus on our core mission and activities through all transformation
- Our ability to manage key resources against our activities without compromising mission effectiveness
- Achieving relevant legislative changes to enable achievement of the outlined strategic initiatives both within the Energy Act 2004 and the Police Act 1996
- Support from our funding providers to invest and flex funding arrangements to support achievement of our strategic initiatives in this three year window of opportunity

We believe this strategy presents an important and necessary period of transition to ensure the continued success of the CNC’s nationally critical mission, and to help us achieve our ambition. This will secure a brighter future for the organisation and continue delivery of our unique value to the UK civil nuclear sector and the wider public.



## Glossary

Abbreviation	Expansion
CNC	Civil Nuclear Constabulary
CNPA	Civil Nuclear Police Authority
BEIS	Department for Business, Energy and Industrial Strategy
UAV	Unmanned aerial vehicle
ONR	Office for Nuclear Regulation
HMICFRS	Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services
SLC	Site Licence Company
AFO	Authorised firearms officer
SAPR	Strategic Armed Policing Reserve
SMR	Small modular reactor
CT	Counter terrorism
IAEA	International Atomic Energy Agency
NCSC	National Cyber Security Centre
ConOps	Concept of operations
CNPI	Centre for the Protection of National Infrastructure
SDG	Sustainable Development Goal
TACOS	Terms and conditions of service
ECSN	Equalities consultative support network



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