



Civil Nuclear
Police Authority



Three year Strategic Plan 2024 / 27

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Chair's Foreword



I am proud to present this three-year Strategic Plan and pleased to report that the Civil Nuclear Constabulary (CNC) has made significant progress against the three goals set out in our previous plan.

- We have continued to maintain our core role at the 10 civil nuclear sites we protect. We have also provided support to Home Office forces for national events such as His Majesty The King's Coronation and The Eurovision Song Contest.
- We have secured investment in our tactical engagement training capability, as well as for our command-and-control centre.
- We are making excellent use of our unique training facility at Griffin Park which is considered the best such facility in Europe. We are also optimising utilisation of our estate and have closed and relocated staff from two smaller offices.
- We have developed plans to broaden our armed protection services outside of the nuclear sector following the granting of new powers under the Energy Act 2023, which paves the way for the CNC to protect other critical national infrastructure.

- Through our comprehensive Estates and Fleet Strategies we have a roadmap to achieve our decarbonisation targets and to deliver full life-cycle management of our physical assets.
- We have enhanced both the capability and capacity of our Professional Standards Team and our Equality, Diversity and Inclusion (EDI) Strategy and Cultural Action Plan are making a positive impact on maintaining a unified and inclusive culture and embracing diversity in our workforce.

The core mission of the Constabulary and the Civil Nuclear Police Authority (CNPA) remains the protection of civil nuclear material and critical national infrastructure, and this is at the heart of all we do.

This Strategic Plan recognises that achieving our mission depends upon the commitment and dedication of our people and sets out the current and future investment in developing their skills and professionalism. There is a sharp focus on the standards of behaviour and culture in policing across Great Britain, along with requirements to improve the vetting and conduct processes for officers and staff. We are determined to play our part in those improvements.

This is a priority for the Constabulary and the CNPA. This Strategic Plan sets out challenging and wide-reaching goals to enhance our culture, standards and conduct.

The UK Government's commitment to energy security and the publication of the Civil Nuclear Roadmap gives the Constabulary long-term reassurance about our primary role in protecting civil nuclear material and critical national infrastructure. The Energy Act 2023, and the extended powers granted to the CNPA, help us to navigate the expected fluctuations in demand for our services in the civil nuclear sector, as current sites move to closure and new sites are under construction. Our ability to offer our unique services to other partners means that we can retain a highly specialised workforce and spread our corporate overhead across a wider number of clients, thereby reducing the costs for our core Site Licence Companies (SLCs).

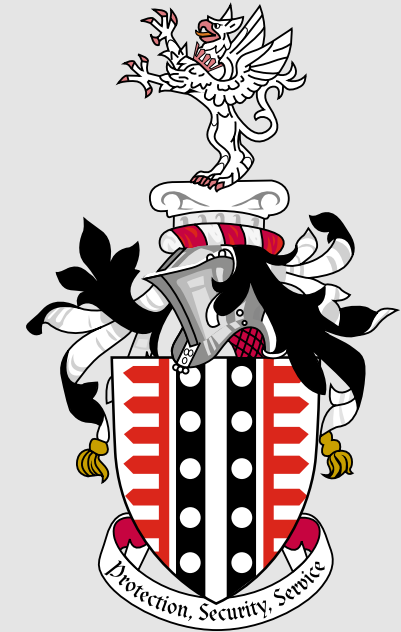
In common with our partners across the civil nuclear industry, the Constabulary is facing increased commercial and financial burdens. This Strategic Plan sets out our efficiency priorities over the next three years. These priorities will be underpinned by robust business planning, effective programme management and closely monitored continuous improvement metrics. The Constabulary will have a sharper commercial focus, working with the Department for Energy Security and Net Zero (DESNZ) and other stakeholders, such as the Nuclear Decommissioning Authority (NDA), to identify opportunities to deliver value for money and increase the reach of our unique capabilities.

This Strategy looks ahead to the period 2024/27. It will build on the previous work, acknowledge our achievements, and recognise where there is more work to do.

Key to the success of this approach are our stakeholders, working in partnership to make the CNC resilient, enhance its efficiency and effectiveness, whilst delivering our 24/7 policing response.

The CNPA draws upon the extensive skills and experience of Board members from across the private and public sectors to exploit the opportunities and meet the challenges ahead.

Susan Johnson OBE
Chair of the CNPA



Chief Constable's Foreword



The Civil Nuclear Constabulary (CNC) has a unique role in UK policing. We continue to keep the public safe by providing specialist police firearms capabilities at 10 civil nuclear sites in England and Scotland, as well as protecting nuclear material when in transit around the world.

We regularly provide support to colleagues in local police forces around the sites we protect and deliver reassurance and intelligence gathering patrols in local communities.

We are an important element of the national armed policing capability. As well as supporting local forces, we are also proud to have supported key national events including the King's Coronation and the Eurovision Song Contest.

Our ambition remains to be recognised nationally and internationally as the leading policing organisation for the armed protection of civil nuclear material and the critical national infrastructure of the United Kingdom.

Our core mission remains the protection of civil nuclear sites and nuclear material, however we recognise our broader policing duties associated with protecting the public. The Energy Act 2023 provides the foundation for the CNC to be more agile in delivering enhanced public protection. We are collaborating with colleagues in the Ministry of Defence Police in relation to providing armed policing in other areas of the UK infrastructure. These initiatives directly support our ambition and the delivery of this, our three-year strategy.

UK policing is, understandably, under intense scrutiny, following a number of examples of deplorable behaviour.

Despite the fact that the overwhelming majority of police officers, and police staff, are professionals who act with integrity, these cases have had a significant negative impact on public confidence in policing.

The CNC is tackling these issues head on. We have a comprehensive Cultural Action Plan and have invited independent scrutiny and review. We have invested in our Professional Standards Department, and we are more capable than we have ever been in conducting robust investigations and proactively identifying inappropriate behaviour.

Ensuring we have the right people, with the right values, is key and we have enhanced our approach to recruitment, vetting of new and existing staff, and training. We have also enhanced our approach to Equality, Diversity and Inclusion (EDI) and this influences everything we do.

In light of global events, we cannot operate in isolation. The threat from international terrorism and hostile state actors continues to evolve. In response our approach to cyber security, insider threat and counter drones is also evolving.

We cannot do this on our own and we will continue to collaborate with partners in government, the nuclear industry, other police forces, as well as the defence and security sectors to deliver our core role in keeping civil nuclear material secure and providing broader public protection.

The government is committed to reaching carbon neutrality by 2050 (2045 in Scotland) and nuclear energy remains a key part of achieving this. The security of licensed nuclear sites and civil nuclear material is essential if this commitment is to be achieved, and we are confident in our ability to deliver our pivotal role efficiently and effectively.

This three-year strategic plan reinforces and builds on the direction we set out 12 months ago and sets our direction for 2024/27.

We will ensure we have the right infrastructure, operating framework, and capabilities in place to maintain effective operational delivery now, and for many years into the future.

Simon Chesterman OBE, QPM
Chief Constable/CEO

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 have been recently inspected by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The CNPA works in partnership with the Department for Energy Security and Net Zero (DESNZ), who hold the CNPA to account for delivering an effective and efficient armed policing service. The CNC is primarily funded by the SLCs who operate Great Britain's civil nuclear sites, with some resourcing derived from DESNZ.

Our mission is to deter and defend against any attack on the British civil nuclear sector. We deliver best in 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 UK Government's Contest strategy. CNC provides up to 40% of the UK's total armed policing surge capability.

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 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 over 1,600 officers and staff across 10 nuclear sites around England and Scotland with headquarters in Culham, Oxfordshire, and firearms training centres in: Bisley, Surrey; Griffin Park, Cumbria; and Dounreay in Caithness County.

CNC Protected Sites in the UK



The Strategic Context

The CNC continues to be a national strategic asset, safeguarding the UK's civil nuclear sites, whilst also contributing to the UK's wider policing and security operation. The far-reaching policy announcements over recent months, including Powering Up Britain and the Civil Nuclear Roadmap, have set out the UK Government's commitment to new nuclear reactors as part of its drive to strengthen energy security and achieve net zero targets.

The anticipated changes in the energy sector over the next two decades, together with the decommissioning and cessation of the UK's nuclear legacy assets, directly impacts the demand for CNC's protection and security services. The Constabulary must remain agile and responsive to these changes, managing its resources effectively and retaining the trust and confidence of its stakeholders in its core mission.

The 2023 Energy Act extends the statutory powers of the CNPA, bringing new opportunities for the CNC to offer our unique capabilities to other critical national infrastructure sites. Whilst we strengthen and adapt our services as the nuclear sector expands and changes, we will also provide services to other partners and sites in the interests of national security.

Changing threats

The UK faces a sophisticated and complex range of national security threats. The CNC operates in a high hazard and, therefore, a high consequence environment. As threats and risks to public safety evolve and are increasingly prevalent in the digital as well as the physical environment, the CNC must adapt and respond effectively. Working closely with stakeholders, security services, counter terrorism professionals and intelligence agencies we develop robust mitigations against such threats.

Geo-political conflict, civil unrest and social and economic instability amplify threats to national security and can cause interruptions to the operational supply chains of our site licence companies. The rapid development of artificial intelligence, the increasing use of drones (unmanned aerial vehicles) and sophisticated cyber attacks present new challenges for CNC in defending nuclear material. CNC officers must remain vigilant and be equipped and trained to deal with these new, and continually evolving, forms of sabotage.

This strategy sets out our commitment to enhance cyber security, measures to counter Unmanned Aerial Vehicles (UAV or drone) technologies and how we will work in partnership with key stakeholders to improve our readiness and operational response.

Demand

The UK civil nuclear landscape is continuing to change, and we are likely to undergo a significant transition period as the current UK sites move closer to decommissioning and the new generation of nuclear infrastructure is developed. The British Energy Security Strategy has reaffirmed the UK's commitment to nuclear energy as it strives towards net zero.

The government has set out its ambitions for delivery of Hinkley Point C and at least one other large-scale nuclear power plant, as well as stimulating the market for the next generation of Small Modular Reactors and Advanced Modular Reactors.

Following the passing into law of the Energy Act 2023, the CNC is now working towards service expansion outside the nuclear sector.

These changes in our demand model and client base will help to smooth the CNC workforce plan over the next decade and significantly enhance the skills profile and development opportunities for our officers and staff.

This strategic plan sets out how we will manage this fluctuating demand in a cost-effective way that delivers better value for money for our SLCs whilst maintaining a highly effective, competent and well-trained armed protection service.

As an important part of the national armed policing capability, the CNC may be called upon to provide mutual aid support to the wider policing family in order to disrupt criminal activity, deter attacks on our national security or provide public reassurance. These demands for our resources can usually be planned in advance but our officers need to be trained, equipped and ready to respond at short notice. Our workforce planning will be agile enough to ensure 24/7 delivery of our core mission as well as supporting those incidents or events that may present a threat to national security.

Our ambition is that the CNC is seen as an employer of choice for those in the labour market looking for a fulfilling professional role that delivers public value. We will work hard to position ourselves as an inclusive and welcoming organisation, treating everyone fairly, providing flexible employment opportunities, an attractive and fair benefits package and comprehensive continuous professional development routes for all our people.



The Strategic Context

Efficiency and Value for Money

Our SLCs are facing considerable financial challenges over the period of this Strategic Plan and it is likely that ongoing constraints on public spending will be a feature of the next parliament. Some of the nuclear sites we protect are currently scheduled for closure over the next decade and our operations at these sites will reduce and cease as nuclear material is removed.

It is critical that CNC delivers value for money to its clients and to the public. We will continue to drive out cost inefficiencies through continuous improvements and collaborative working. Our service expansion strategy will present opportunities to distribute essential overhead costs across a wider range of operations. We will continue to benchmark our corporate and operational functions against relevant external organisations and seek to adopt best practice where the value-add is costed and evidenced.

Any significant workforce fluctuation presents challenges in sustaining efficient operations across existing civil nuclear commitments and service expansion opportunities, given the lead times in recruiting, vetting and training of new firearms officers. As we move into cessation of policing at existing sites, the risk of attrition will inevitably rise.

For the CNC to be able to remain responsive to this risk, positive action has been taken to develop and deliver a retention plan which considers alternative policing models, agile training strategies and proactive recruitment campaigns. This also includes honing the ability of the Constabulary to be flexible as it moves into serving new industries to offset the impact of cessation.

A large proportion of the CNC cost increase is driven by overall inflation, national pay negotiations and supply chain cost pressures, as national and international economic conditions remain volatile. As an employer of choice, we have to remain competitive in a tighter labour market and be sensitive to the cost-of-living pressures faced by our staff.

We will be more commercially astute to:

- Optimise our contracts with suppliers
- Make investment decisions that further our sustainability and net zero objectives but also achieve long term cost benefits
- Create strong stakeholder relationships
- Become a trusted supplier to other partners who wish to benefit from our unique capabilities.

Trust, Respect and Conduct

UK policing faces ongoing intense scrutiny of organisational culture, professional standards and its commitment to EDI. A number of heinous crimes committed by serving police officers have undermined public trust and confidence and overshadow the many dedicated professionals that serve and protect the public on a daily basis.

The CNC has opened itself up to independent internal and external reviews looking at our Human Resources and EDI practices, vetting and professional standards, and culture and behaviours. We are implementing a comprehensive Cultural Action Plan to address the recommendations from those reviews. We have invested in our professional standards function and our EDI strategy sets out the framework to support our people to achieve their full potential and live our values.

The new Code of Ethics for policing, published in January 2024, will be integrated into our ongoing work on standards, culture and behaviours. Ethical and professional behaviour is what the public expect and what we expect from each other. The Constabulary will reflect on the outcomes from the Angiolini inquiry and will incorporate any lessons learned that help us to further improve. Our stakeholders and funders will receive ongoing assurance that we are robustly addressing any breaches in standards.

The Home Office has recently commissioned a review into the Use of Force in policing which will assess whether the existing legal and regulatory framework that underpins the police use of force offers the right protections to police, including firearms officers, and to the public. As a fully armed police force, this review is key to ensure the necessary protections are in place for our officers operating in highly sensitive and high consequence environments and for citizens.

The CNC continues to work to become a supportive and inclusive employer, challenging inappropriate behaviours and negative cultural issues where they appear. Implementation of the EDI Strategy through the approved delivery plan promises will bring further improvements into the organisation.

It is vital that policing regains the trust of the public and its stakeholders and is open and transparent about where it must improve. The CNC will continue to drive and achieve an organisational culture in which everyone feels valued, included and respected.

Conclusion

To ensure the CNC remains effective and efficient we must seize those opportunities that we can leverage from our unique capabilities, building on our core competencies and public service values. It is essential that we prioritise the delivery of the core mission in a way that is sustainable, cost effective and competent. Over this Strategic Plan period we will further strengthen our core offering to our partners so that they are assured of the safety and security of their onsite operations. We will also offer our services to a wider set of critical national infrastructure providers, where we can add value and where it is in the interest of national security.

This three-year strategy sets out a response to the strategic context and the challenges identified. The three goals of this strategy aim to support CNC in achieving its ambition to be recognised nationally and internationally as the leading policing organisation for the armed protection of civil nuclear material and the critical national infrastructure of the United Kingdom.





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, sabotage or destruction 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 leading policing organisation for the armed protection of civil nuclear material and the critical national infrastructure of the United Kingdom.

Values

CNC Values - proud, inclusive, agile and ambitious, continue to be underpinned by the College of Policing Code of Ethics. The 2024 Code identifies the ethical policing principles as courage, respect and empathy, and public service.

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.

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 leading policing organisation for the armed protection of civil nuclear material and the critical national infrastructure of the United Kingdom.

Inclusive

Regardless of background everyone is equal and has a vital part to play in helping us achieve our ambition. Equality, inclusivity and fairness is at the heart of everything we do.



Our Strategic Goals



GOAL 1

Maintain the CNC core mission and offer its unique capabilities to benefit the wider policing and security infrastructure

Maintain 24/7 Core Protection Capability

Continuously improve how we deter and respond to threats by maintaining and strengthening core mission effectiveness.

Expand Armed Protection Offering

Broaden our service offering allowing us to flexibly scale fluctuations in demand.

GOAL 2

Enhance the effectiveness and efficiency of the CNC

Business Efficiency and Sustainability

Deliver continuous improvement and a more commercial approach, driving savings across business activities and operational services that support the delivery of the core mission and supporting collaborations.

Technology, Digital and Cyber

Continue to improve technology and digital components to support mission effectiveness and deliver efficiencies for the organisation. Through collaboration improve cyber resilience and awareness of the CNC to counter the evolving cyber threat.

GOAL 3

Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce

Standards and Behaviour

Set and rigorously apply the standards and behaviour required of a policing service. We will enhance our professional standards and vetting functions and capability with a focus on proactive intervention and the development of a prevent plan.

Equality, Diversity and Inclusion

Advance equality of opportunity, foster good relations and engage with our people to ensure every voice is heard.

Training and Development

We will promote learning at all levels across the organisation consolidating our training capability into a single cohesive function ensuring equality, diversity and inclusion are embedded in all delivery.

Wellbeing

We will continue to place a dedicated focus on optimising the mental health and wellbeing of our workforce.

A range of detailed deliverables against each of the goals and priority activities have been developed and are included in our Annual Business Plan. A summary against each goal is included in this strategic plan.

GOAL 1

Maintain the CNC core mission and offer its unique capabilities to benefit the wider policing and security infrastructure

We will build on the progress made during the last three years, while maintaining the confidence of our stakeholders. We will deliver a protective counter terrorist capability, integrated with partner resources, that is well equipped, well trained and tested. We will maintain our commitment to provide armed officers in support of other forces, without undermining our mission. We will enhance our training estate and capabilities building on the foundations established in our previous strategic plan. We will continue to look for opportunities to manage the fluctuating demand for our services.



Priority Activities:

1.1 Maintain 24/7 Core Protection Capability

Continuously improve how we deter and respond to threats by maintaining and strengthening core mission effectiveness.

Through the period of the last Strategic Plan, we have continued to deliver 24/7 armed protection capabilities on the 10 civil nuclear sites. We have successfully completed a number of international escort operations to move nuclear material across the world, attracting praise from the United States and Japanese governments. We have successfully delivered Body Worn Video to all operational sites, and we opened our flagship tactical training facility, Griffin Park in Cumbria.

Through the new Strategic Plan 2024/27 we will build on these achievements. We will further strengthen our training capability, using our experiences with Griffin Park, to modernise our southern training estate to give us resilience in the south. We will continue to offer our training provision to other forces, to offset our costs as part of our efficiency plans.

Rationalising our training teams into one department has brought efficiencies and allows us to further cement our EDI strategy into all training. Our existing tactical engagement training capability is being replaced during the period of this Strategic Plan to give our officers the best training opportunities. This capability allows our officers to experience a realistic and specialised training environment and demonstrate our competence during testing and exercises.

We will continue to collaborate with other police forces to support the communities in and around the sites we protect. We will work with our partners to identify changing technologies to enhance our operational response.



445,000

live rounds fired at our Griffin Park Tactical Training Centre over the last 12 months



Over
1,000

officers trained at Griffin Park Tactical Training Centre

GOAL
1

Maintain the CNC core mission and offer its unique capabilities to benefit the wider policing and security infrastructure



Priority Activities:

1.2 Expand Armed Protection Offering

Broaden our service offering allowing us to flexibly scale fluctuations in demand.

We will prepare for operational deployment on the Hinkley Point C site when it is commissioned. We will achieve this by working with EDF to establish an appropriate policing model, recruit and train new officers and staff and test and exercise our operational responses.

We will maintain our commitment to the Strategic Armed Policing Reserve, and during 2023 we were proud to support a number of policing operations, including the coronation of His Majesty King Charles III and the Eurovision Song Contest.

What we will deliver:	How we will measure success
New Tactical Engagement Training Capability (TETC)	Equipment and system delivery, acceptance testing and full implementation in accordance with project milestones
Continue to undertake high visibility deterrent policing options such as Project Servator deployments at unit	Servator deployments – 1,200 a year across all sites
Demonstrate compliance with Nuclear Security Plans at each site annually	Key Components: 1) Deployability Vs Strength 90% 2) Deployability Vs Establishment 80% 3) Regulator Evaluated Demonstration Exercises (REDE) required standards met 4) Core capability shortfalls (Reg 10s) < 24 per year
Upgraded Command and Control Centre Incident Management System 2 (C3IMS2)	System delivery, acceptance testing and full implementation in accordance with project milestones
Attraction strategy for AFOs, national and local to each priority location	95% Initial Firearms Course (IFC) Allocation Fulfilment
Improve vetting timelines for new employees	Year on year reduction in Police Vetting Timeline and strengthened processes
Prepare for weapons replacement across all weapons systems	Equipment and system delivery, acceptance testing and full implementation in accordance with project milestones
Manage cessation and commencement at our current sites and any new sites	Commence cessation plans in accordance with site operator timelines
Undertake service expansion activities	Delivery against key project milestones for service expansion activities

GOAL**2****Enhance the effectiveness and efficiency of the CNC**

We will drive greater efficiencies across all our services. We will develop our commercial outlook to better understand when to extend our services to new clients and access new markets, and how our enabling services can support mission effectiveness and enhance our efficiency. We will continue to shape opportunities to build on our learning and ensure that technology, cyber and sustainability initiatives evolve to deliver with speed and focus on maintaining a resilient operational capability.

**Priority Activities:****2.1 Business Efficiency and Sustainability**

Deliver continuous improvement and a more commercial approach, driving savings across business activities and operational services that support the delivery of the core mission and supporting collaborations.

We will refine and improve our approach to business activities and services. We recognise the provision of enabling services and a strong commercial focus remains critical to our operational delivery. During the period of the last Strategic Plan, we successfully implemented a portfolio management structure to provide improved control, oversight and assurance of our projects. We will be more commercial, working in matrix style across finance, procurement and programme management to better plan and run our business. We will continue to refine our medium-term financial plan.

We will continue with our ambitious efficiency programme to get best value for our stakeholders, improving our collaborations to produce quantifiable efficiency savings and mutual benefits. We will use a cross-organisational team to work with managers to identify more efficient ways of working, refine our business processes and manage our contracts and suppliers more effectively.

The operating of Griffin Park has resulted in an increased carbon output, but it also provides us with a blueprint for how we can better manage our carbon emissions through the use of technology to monitor energy consumption and waste. We now better understand the impact of Griffin Park on our overall baseline output and we have started to identify ways to make improvements across the entire estate.

We have developed a road map to sustainability and Carbon Net Zero in line with government requirements and we continually assess the financial viability of our decarbonisation measures.

We recognise that our approach to sustainability needs to be a collaborative effort. We will continue to work with site operators to mitigate our environmental impact, be it training or on active operational duty. We will also seek to engage our workforce to achieve our sustainability goals through a collective team approach.

**100%**

spent ammo
cases from
ranges recycled

GOAL
2

Enhance the effectiveness and efficiency of the CNC



Priority Activities:

2.2 Technology, Digital and Cyber

Continue to improve technology and digital components to support mission effectiveness and deliver efficiencies for the organisation.

We have continued to modernise our core IT capabilities and appointed our new IT services provider during the period of the last Strategic Plan. We have implemented our Business Processes and Support Systems (BPSS) project which will offer our workforce

a better managed service provision than previously. We will embed the new processes working with our new provider. We have published our IT strategy and we will continue deliver this over the period of this Strategic Plan.

What we will deliver:	How we will measure success
Cashable and non-cashable efficiency savings	Reporting actual savings and performance against target reduction of controllable costs (non-staff)
Relocation of CNC HQ	Progression of HQ relocation project in line with agreed milestones
Excellent financial control, probity and compliance	Within 1% of quarterly forecast and delivery of unqualified audit opinion each year
Appropriate and robust contract management arrangements for key contracts	Contract management arrangements established and operational for key contracts
Tactical training facilities in the south that are fit for purpose	Equipment and system delivery, acceptance testing and full implementation in accordance with project milestones
Appropriate security arrangements for all our buildings	Fulfil obligations set out in the Government Security Centres (GSeCs) Building Security Review
Reduction in energy use or emissions	Reduction in emissions through delivery of key elements of the decarbonisation road map
Determine operational requirements for the use of drones	Delivery and evaluation of first phase trial and development of future requirements
Refreshed Cyber Security Strategy	Publication and implementation of the strategy

**GOAL
3****Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce**

To deliver our mission successfully, we need the right people with the right attitude and aptitude to fulfil the challenging role of officers and staff, supported with the right training and equipment, and motivated by values based leadership. We must achieve a culture where we are all working together to bring out the best of each person and team, whilst embracing our differences.

The CNC volunteered to take part in the 2022 HMICFRS inspection of vetting, misconduct and misogyny in the police service. The CNC was reviewed as part of the Angiolini Inquiry into the officer responsible for the horrific murder of Sarah Everard. The CNC also commissioned two external reviews of its culture and gender equality. The recommendations from all these reviews and inspections have been grouped into five themes that focus the activities we will deliver over the period of this Strategic Plan:

- Equality, Diversity and Inclusion
- Review of HR services
- Vetting and professional standards
- Training
- Policy review

**Priority Activities:****3.1 Standards and Behaviour**

Set and rigorously apply the standards and behaviour required of a policing service. We will enhance our professional standards and vetting functions and capability with a focus on proactive intervention and the development of a prevent plan.

We are progressing the implementation of the 27 recommendations for all forces and chief constables set out in the HMICFRS inspection into vetting, misconduct, and misogyny. In 2023 we implemented an uplift in the capacity and capability of our vetting team and Professional Standards Department (PSD) and the new team will embed during the time span of this Strategy. We commissioned an independent review of our PSD provision by British Transport Police, to advise us on the scale of changes we need to make to bring us into line with other non-Home Office forces.

We have established an action plan to continue the positive trajectory of reducing our gender pay gap.

We are implementing our prevention plan and our strategic assessment for professional standards. We have already, with all other police forces, checked the Police National Database for any adverse information about our workforce. We will deliver biometric vetting processes for all officers and contract an external provider to maintain this function.

3.2 Equality, Diversity and Inclusion

Advance equality of opportunity, foster good relations and engage with our people to ensure every voice is heard.

We have published our EDI strategy and established a delivery plan with key milestones and stretch targets. We have built the EDI team to deliver this. Key to the success of this work will be all officers and staff receiving EDI training. We have enhanced the EDI training given to new recruits and are embedding EDI-related examples within our training material.

We have streamlined our internal representative groups from 19 to four affinity networks. This will help us to focus on key issues affecting our workforce and provide more support to those who need it most. We will also develop our EDI data requirements and enhance our data reporting to help us to build an inclusive workforce. We will improve our accessibility and inclusion, enhancing our training events and engagements with our stakeholders and the public.



**Diverse Ability and
Wellness Network**



**Faith and Minority
Ethnic Network**



**Gender Affinity
Inclusion Network**



**Pride
Network**

GOAL
3

Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce



Priority Activities:

3.3 Training, Leadership and Development

We will promote learning at all levels across the organisation consolidating our training capability into a single cohesive function ensuring equality, diversity and inclusion are embedded in all delivery.

We have brought together all training teams under one executive director and have developed a Training Strategy and delivery plan. We will continue to develop our annual training plan and our training brochure, including within it the recommendations from the Inspectorate and our external reviews. We will align our training plan with our EDI strategy, to make sure EDI is the golden thread throughout.

We have implemented an apprenticeship scheme approach to training our AFOs, to give new recruits the best chance of success. We will monitor the success levels and make adjustments to the scheme if required.

We will make best use of our training facilities, maximising use of Griffin Park for Initial Foundation Programmes and investing in our training facilities in the south of England. We will continue to offer our training estate and instructor resources, where our demand allows, to other police forces. This income will be used to make sure we are efficient and reduce costs for our funders.

We have developed our plans to give our managers and supervisors the right skills and abilities to lead our people, which in turn will help us to deliver the culture we require, becoming first-class role models for our values. Every member of the CNC receives training to give them the skills to challenge each other appropriately.

Our performance management will be simplified with enhanced focus on career development and succession planning, during the period of this Strategy. We will improve our collection of protected characteristics data in line with the College of Policing's national standard for workforce data collection. This will help to inform our inclusive culture, identifying where we need sharper focus to attract and retain a diverse workforce.

3
firearms
delivery
centres

160
National
Firearms
Instructors



“ We will continue to build an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form.

We will actively celebrate difference and encourage diversity and equity across the organisation.”

GOAL
3

Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce



Priority Activities:

3.4 Wellbeing

We will continue to place a dedicated focus on optimising the mental health and wellbeing of our workforce.

The mental health and wellbeing of our workforce remains a top priority for the CNC. We will continue prioritising the physical health and wellbeing of our workforce and expect to score highly against similar organisations in

terms of performance. We remain committed to ensuring we have a culture that embraces the health, safety, wellbeing and fitness of our workforce, and will strive for continued excellence in this area.

What we will deliver:	How we will measure success
Strengthened professional standards with proactive intervention and prevention	Embed and maintain national intelligence model (NIM) compliance, through the update of the Strategic Assessment and monitoring of progress against Professional Standards NIM Control Strategy.
Maintain and sustain public confidence in, and the reputation of, the CNC	1) Ensure all recommendations for forces as set out in the HMICFRS report into vetting, misconduct, and misogyny in the police service are embedded and implemented or appropriate control measures are in place. 2) Implement all recommendations from the Angiolini Inquiry.
Improved accessibility and inclusion through training, communications and engagements creating an inclusive workplace where everyone can bring their whole selves to work	Impact of the 'Safe to Say' Campaign (for individuals to confidentially record their own protected characteristics data on Oracle) in improving protected characteristics data and focused responses and positive actions to protected groups.
Excellent training for police officers and staff with fulfilling and enriching career opportunities	Implementation of AFO Apprenticeship programme and mentoring programme and embed a Talent Development Strategy.
Implement Total Reward Statements (Integrated Cultural Action Plan link)	Develop a total rewards statement to improve understanding of the total benefits and reward package.

Corporate risks

GOAL	PRIORITY	CORPORATE RISK	
Goal 1 Maintain core mission and offer unique capabilities to benefit the wider policing and security infrastructure	Maintain 24/7 core protection capability	1	Unable to deliver the core mission of deter, defend or respond to threats
		2	Infrastructure of our Command, Control and Communications Centre is inadequate to support mission delivery
		3	Insufficient and inadequate firearms training facilities in the south (short & medium term)
	Expand armed protection offering	4	Inability to manage fluctuations in resourcing demand for protection services including site cessation and commencing new activities
Goal 2 Enhance the effectiveness and efficiency of the CNC	Business efficiency and sustainability	5	Failure to deliver within spending / budget targets
		6	Failure to meet the needs and expectations of our stakeholders and sponsoring department
		7	Unable to meet our sustainability goal targets
	Technology, cyber and digital	8	Failure to manage physical and cyber (information security) threats including sharing of intelligence
Goal 3 Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce	Equality, Diversity & Inclusion, Wellbeing	9	Failure to engender the appropriate behaviours and values to establish equality diversity and inclusion in the CNC workforce
	Standards and behaviours	10	Failure to maintain excellent professional standards
	Training, Leadership and Development	11	Failure to properly plan sufficient resources to deliver projects and business as usual activities, managed through workforce planning for officers, and resource plans for individual teams
	Standards and behaviours	12	Unable to provide a policing service to stakeholders that operates with legitimacy, public trust and confidence

Civil Nuclear
Police Authority



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