Civil Nuclear Police Authority
Strategic Plan 2018/21

Introduction

The Strategic Plan 2018/21 shows a continuing focus on operations, further development of our training infrastructure to support operations and ongoing implementation of major change programmes to ensure the organisation remains fit for its role in all aspects. This period also sees the likelihood that our operational posture on three of our sites will need to adapt to reflect the changing position of our Site Licence Companies (SLCs). We will need to achieve all of this whilst maintaining the high operational standards we are required to deliver and against the backdrop of a period of continuing financial constraint.

This plan is designed to ensure that our people have a clear sense of our mission and of the detail that collectively delivers our operational capability at the sites we police. This plan is intended to increase the accountability for our performance to the Police Authority, our customers and our key stakeholders. A public facing version of this document will be published early in the new financial year.

Each member of the Executive Team is assigned responsibility for one of the four strategic objectives, but as in the past successful delivery of our strategic plan hinges on working together and on building partnerships inside and outside the Civil Nuclear Constabulary (CNC).

Vic Emery OBE

Chairman

Mike Griffiths CBE

Chief Constable

Strategic Context

The strategic context in which the Civil Nuclear Police Authority (CNPA) and CNC will operate over the next three years is influenced by the UK's threat level for international and national terrorism (currently SEVERE); the UK's strategy for countering terrorism, CONTEST; the regulatory and inspection regimes in which it operates; government policy on nuclear decommissioning; and the overall financial strategy of the government. This is further complicated by the potential for change under the ongoing Infrastructure Policing Review.

Infrastructure Policing

Last year saw little progress in the Government's review of Infrastructure Policing. Due to the already full legislative programme, the government is unlikely to find space for the legislation needed to bring about any integration of forces until 2019/20 at the earliest. As we approach the start of this next stage in the review, our focus is to inform those taking the decisions of our role, responsibilities and capabilities within the civil nuclear sector, our ongoing compliance with policing standards and our commitment to national contingencies. The work to define and implement the direction of Infrastructure Policing will be ongoing for the duration of this plan and will be incorporated when appropriate.

UK's Threat Level and CONTEST

The terrorist attacks in Manchester and London in 2017 led to the Government raising the threat level twice to CRITICAL; the deployment of military personnel under Operation Temperer onto nine of the sites

we police; and the deployment of some 800 CNC officers in support of Home Office forces as part of the Strategic Armed Policing Reserve. The success of these deployments highlighted the ongoing need for collaboration and interoperability and the importance of our adherence to College of Policing (CoP) standards in all that we do. The CNC are now seen as part of the UK's counter terrorism capability and remain very much part of the national response in times of crisis. As such we must remain ready to deploy our capabilities both within the nuclear environment and in support of national and regional events. The government's CONTEST strategy remains extant, although currently under review. The CNPA's work to align to this will continue to be taken forward in 2018/21, with full cognisance paid to any changes arising from the review. All of this work is delivered through Strategic Objectives 1 and 2.

Regulatory and Inspection Regimes

The ongoing roll out of Security Assessment Principles represents a major change in approach by the Office for Nuclear Regulation (ONR) towards a less prescriptive, more outcome-focused regulatory regime. The CNC has been involved in the production of the Site Security Plans (SSP) on the two pilot sites, Sellafield and Heysham, and expects to be involved in the remainder as plans are written for 2018. These SSPs are fundamental in ensuring the CNC integrates with the SLCs' security arrangements and helps to inform security and policing plans. We are also involved in planning for nuclear new build deployments and in changes in site categorisation which will impact on policing models at three of our sites within the timeframe of this plan.

The outcome of the Her Majesty's Inspectorate of Constabulary (HMIC) inspection into Counter Terrorism preparedness provided clear direction on improving our support to national and regional critical events and the result of our work in taking forward recommendations enabled our response under Operation Temperer to be so successful. We expect to host a HMIC Policing, Efficiency, Effectiveness and Legitimacy inspection by the end of 2018/19. We will continue to maintain a relevant and dynamic Strategic Threat and Risk Assessment that ensures the Constabulary remains fit for purpose and focussed on the correct areas to support improvement within our operations and training environments. We are subject to the CoP quadrennial firearms licensing inspection in 2018 and success is critical to our role as a firearms capable policing organisation.

Operations and Training

The security of all the sites to which we are deployed through the maintenance of a 24/7-armed response policing operation is paramount. Separate, but complementary, remains the nationally important work of the Strategic Escort Group in continuing to lead the protection elements of the material consolidation operations and, when required, to support international escort operations.

The priority across the CNC is to work together to deliver Strategic Objective 1 and to ensure that all our officers are trained and equipped to the highest possible standards appropriate to their role profile. The delivery of our DETER mission around our operational sites is vital to success and to this end we will roll out Operation Servator ensuring a coherent, all informed community works for the security of all.

To support the operation, we will continue to develop and roll out training at sites which is both realistic and challenging and focussed on the likely missions we might be required to deliver. Response Model Testing arrangements are now in place at all Operational Policing Units (OPUs) and the programme will continue to be expanded in volume and scope to include all elements of the site security response.

The new Griffin Park Tactical Training Facility at Sellafield marks a step change in training delivery for CNC's police officers. Incorporating ranges and carefully designed live and soft tactical training facilities, the facility will form the centrepiece of a new firearms centre of excellence that will ensure the CNC continues to be nationally recognised for the delivery of high quality, CoP-licensed firearms training.

Major Change Programmes

The Home Office-sponsored and mandated Emergency Services Network (ESN) programme which replaces Airwave is likely to be delivered in the lifetime of this plan, with roll out from 2019. This is a major change to our current command and control communications platform and will require considerable investment and training to bring into service. This, coupled with the embedding of the new incident management system, will fully enable the CNC to interface both internally and externally with all relevant agencies. Linked to this is the completion of the Main Site Control Facility at Sellafield in 2019, which will significantly enhance unified operations at this critical location.

During the first year of this plan we will move with the Multi Force Shared Service to Oracle Cloud Applications and to a new payroll service, which is a significant undertaking, whilst maintaining full support to both business activities and our people. Furthermore, we will complete the move to a full finance business partnering model within HQ. This, together with the newly reconstituted Programme Office, will provide the corporate base to support work within the constabulary.

Cyber Security and Information Assurance

CNC will deliver years two and three of its three-year cyber security and information assurance plan. We will continue to assess our cyber security and response plans with 'phishing' and 'no notice' exercises. CNC remains on target for the introduction of the General Data Protection Regulation from May 2018.

People

Our people are the organisation's key asset and as such we are building a robust support network to enable us to *Attract, Develop and Retain* our workforce. The People Strategy is now embedded in the organisation and is the framework for supporting how we deliver in this area. This work is taken forward under Strategic Objective 4.

We have established new terms and conditions of service (TACOS) for our police officers and these will be implemented in September 2018. We still await a decision on the appropriate pension age for operational officers, but regardless of the outcome we will move into a new pension scheme for all by April 2019. Police staff TACOS will be reviewed in the immediate term. These changes will finalise the modernisation of our workforce TACOS.

Budget Pressures

Delivery of our 2018/21 strategy has been shaped by the need to be as efficient as possible with the budget agreed by the SLCs whilst maintaining the capability and capacity of our operations. Strategic Objective 3 focuses on the delivery of a coherent and efficient corporate centre with sound financial management at its core; the allocation of the right resources to all elements of our programme; and the maintenance of sound financial relationships with our key stakeholders

Our ambition

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

Our mission

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

Our strategic objectives

Objective 1	Objective 2	Objective 3	Objective 4
To **deter and respond** to NIMCA-defined threats to nuclear sites and escorted materials	To **develop and maintain** our capability as a lead organisation for the delivery of armed protective security in the UK	To optimise the **efficiency and effectiveness** in delivering our services and maintain the confidence of our stakeholders	To **attract, develop and retain** the best people for our profession and lead them to achieve high performance in an inclusive, healthy, fit and safe environment

Operations Director

Priorities

- Maintain a 24/7-armed response at civil nuclear sites
- Enhance and sustain deployment levels of firearms officers
- Develop and implement revised policing models
- Provide armed escorts for movements of nuclear material
- Support the national Strategic Armed Policing Reserve and spontaneous armed surge requirements

Capability Director

Priorities

- Implement our enhanced, role-specific recovery capability
- Implement effective command, control and communication systems and processes
- Develop a firearms centre of excellence, delivering effective training, testing and exercising
- Continue to protect the UK from terrorism as part of the Strategic Armed Policing Reserve
- Enhance tactical capability through greater use of technology

Business Director

Priorities

- Deliver effective business support services across CNC
- Transform our commercial delivery and business efficiency
- Modernise and improve our ICT infrastructure and improve our information and cyber security
- Build internal collaboration and partnership working across CNC
- Maintain external stakeholder confidence and work effectively in partnership with suppliers, nuclear operating companies and our sponsoring department

Director of People and OD*

Priorities

- Implement the People Strategy
- Implement attraction, retention, reward and recognition frameworks that support the full employee lifecycle
- Implement new terms and conditions of employment with embedded revised pensions
- Implement improved mental health provisions
- Implement a qualifications framework underpinning leadership development and talent management processes
* Organisational Development

Strategic Objective 1 Deter and Respond	Outcome KPIs
To deter and respond to NIMCA-defined threats to nuclear sites and escorted materials. By March 2021 we will have: 1. Maintained a 24/7-armed response at civil nuclear sites 2. Enhanced and sustained operational deployment levels of Authorised Firearms Officers 3. Developed and implemented revised policing models 4. Provided armed escorts for movements of nuclear material 5. Demonstrated CNC readiness to support the Strategic Armed Policing Reserve and spontaneous armed surge requirements	• Successful deployment of planned/ target numbers of Authorised Firearms Officers • Compliance with Nuclear Site Security Plans • Successfully complete the programmed movements of Nuclear Material • Achieve KPIs 1, 2 and 4 within budget

Ref	Key Deliverables	Output Metrics	Timeline
	Maintain 24/7-armed response		
1.1	➤ Armed response provided at Civil Nuclear Sites 24/7	• Achievement of required Authorised Firearms Office (AFO) resourcing and skill levels • Compliance with Nuclear Site Security Plans (NSSPs) • Monitoring of overall Operational Policing Unit (OPU) deployability • Deployment of qualified Operational Firearms Commanders • Deployment of qualified Tactical Care Officers • Deployment of required recovery capability at Category 1 sites • Compliance with College of Policing Authorised Professional Practice and the National Police Firearms Training Curriculum	• Continuous
1.2	➤ Integration of Project Servator at all Operational Policing Units	• Number of Servator trained officers at each OPU • Number of Servator deployments at each OPU • Number of Servator initiated arrests, searches and intelligence products	• March 2019
	Enhance and sustain Authorised Firearms Officer deployment		
1.3	➤ Maintenance of a 24/7 bespoke firearms command structure at strategic, tactical and operational levels	• Deployment and/or availability of occupationally qualified and operationally competent: Strategic Firearms Commander, Tactical Firearms Commander, Operational Firearms Commander, Firearms Tactical Advisor and Post Incident Manager	• Continuous
1.4	➤ Effective performance of the Operational Improvement Unit (OIU)	• OIU visits to OPUs • OIU interventions • Weekly monitoring of deployability levels	• Continuous

1.5	➤ Reduction in short-notice sickness levels	• Creation of and access to robust management information • Reduction in the number of days lost due to short notice sickness absence		• Continuous
1.6	➤ Increased regulatory compliance	• Compliance with NSSPs • Reduction in Regulation 10 notifications to ONR		• Continuous
	Revised policing models			
1.7	➤ Managed reduction of Strategic Escort Group	• Redeployment of personnel		• To be confirmed by stakeholders
1.8	➤ Withdrawal from Harwell site	• Redeployment of personnel		• To be confirmed by stakeholders
1.9	➤ Revised Dounreay operational policing model that reflects the future operating requirements in a reduced security environment	• Successful implementation of revised policing model		• To be confirmed by stakeholders
1.10	➤ Complete uplift in officers at Sellafield site and deploy full operating capability	• Successful implementation of agreed policing model		• To CNC/customer agreed timescales
1.11	➤ Delivery of the agreed Managed Response Solution model at EDF Energy sites	• Successful implementation of agreed policing model		• Ongoing
	Armed escorts for movements of nuclear material			
1.12	➤ Armed escorted movements of nuclear materials	• Successful completion of escort operations of nuclear material within the Dounreay Exotics Consolidation Programme, and other specified activity in support of International Nuclear Services UK		• To CNC/ customer agreed timescales
	Support the Strategic Armed Policing Reserve and spontaneous surge requirements			
1.13	➤ Ability to deploy AFOs to the Strategic Armed Policing Reserve (SAPR) as required	• Successful deployment to support SAPR within specified timeframes		• Continuous
1.14	➤ Ability to deploy further AFOs to the SAPR if Operation Temperer is invoked	• Successful Wave Three deployment to support SAPR following military backfill at nuclear sites		• Continuous
1.15	➤ Ability to deploy AFOs in the event of a spontaneous marauding terrorist firearms attack	• In line with locally agreed deployment plans and national arrangements		• Continuous

Strategic Objective 2 Develop and Maintain	Outcome KPIs
To develop and maintain our capability as a lead organisation for the delivery of armed protective security in the UK By March 2021 we will have: • Implemented our enhanced, role-specific recovery capability • Implemented effective command, control and communication systems and processes • Developed a firearms centre of excellence, delivering effective training, testing and exercising • Continued to protect the UK from terrorism as part of the Strategic Armed Policing Reserve • Enhanced our tactical capability through greater use of technology to support armed operations and training	• Agreed recovery components in place to deliver a 24/7 capability • Fit-for-purpose command and control arrangements to support the mission • Nationally recognised for the delivery of firearms training and have in place realistic testing and exercising procedure • An effective armed surge capability and appropriately positioned within the national infrastructure • Increased availability and use of technology with systems in place to ensure continuous development

Ref	Key Deliverables	Output Metrics	Timeline
	Enhanced role-specific recovery capability		
2.1	➢ Dynamic Search and chemical, biological, radiological and nuclear (CBRN) capability	• Role profiles developed, agreed and signed off by the Firearms Standing Committee • Kit and equipment review completed • Purchase and issue new kit and equipment • Team members trained and full capability deployed 24/7 • Extremis breathing apparatus capability maintained throughout	• March 2019 • March 2020 • March 2020 • March 2021 • Continuous
	Effective command, control and communications		
2.2	➢ Transition to Emergency Services Network	• Successful implementation and use	• December 2020; in line with Home Office schedule
2.3	➢ Sellafield main site command facility	Effective transition and use as a unified command and control facility: • Initial operating capability • Full operating capability	 • July 2019 • December 2020
2.4	➢ Incident management system	• Successful implementation and use	• December 2018
2.5	➢ Command training and accreditation	• Commanders trained and nationally accredited for firearms operations in a nuclear environment	• March 2019

				•	Revised tactical and siege command arrangements in place		

	Firearms centre of excellence				
2.6	➢	Firearms licence and Strategic Threat and Risk Assessment (STRA)	• STRA agreed and issued • Renewed firearms licence	• Annually • March 2019
2.7	➢	Deployment of Taser X2 weapon system	• All AFOs trained and deployed	• March 2021
2.8	➢	Griffin Park Tactical Training Centre	• An? effective and efficient operation • Delivery model reviewed and ready for year two operations	• August 2018 • March 2019
2.9	➢	Firearms training facilities in the south of England	• Future estate options and funding agreed	• March 2019
2.10	➢	Sustainable recruitment and resourcing of firearms instructors	• Target determined by SCOPE/ FIRM	• Annually
2.11	➢	Response Model Testing (RMT) (training on site)	• Full inclusion in the AFO profile, with every AFO taking part in RMT events • Pilot delivered to SLCs guards and emergency controllers	• March 2019
2.12	➢	Exercise, testing and continuous professional education	• Regular and sustained focus on post-incident recovery elements (Post-Incident Procedures and casualty, scene and evidence management)	• Annually to agreed exercise timetable
2.13	➢	Further develop and embed post-incident management arrangements with partners	• Post-Incident Procedures and crime scene management arrangements tested in exercise	• March 2019
2.14	➢	Integrate policy, doctrine and plans with SLCs	• Tri-partite MOUs, joint response, emergency and business continuity plans	• March 2019
	Protecting the UK as part of the Strategic Armed Policing Reserve				
2.15	➢	Surge operations and mobilisation	• Plans in place for sustained operations	• December 2017 • Review December 2018
	Enhanced tactical capability through greater use of technology				
2.16	➢	Driver training	• Four-year delivery model agreed and year one completed	• March 2019
2.17	➢	Enhanced national interoperability	• Maintain close relationships with the national counter terrorist network, UK armed policing and UK Special Forces	• March 2019

2.18	➢ Body Worn Video	• Systems acquired and in use in accordance with the agreed operational standards	• March 2019
2.19	➢ Operational capability blueprint	• 2022 blueprint in place to guide new capability developments	• June 2018
2.20	➢ New capability	• Revised processes in place to identify, introduce, deliver and integrate new operational capability	• June 2018
2.21	➢ Tactical engagement simulation system	• Upgraded (replaced/replenished) system acquired and in full use	• March 2019
2.22	➢ Unmanned Aerial Vehicles	• Clearly defined scope for proactive and reactive purposes	• June 2018

Strategic Objective 3 Effectiveness and Efficiency	Outcome KPIs
To optimise the efficiency and effectiveness in delivering our services and maintain the confidence of our stakeholders By March 2021 we will have: 1. Delivered our support services more effectively 2. Transformed our commercial delivery and business efficiency 3. Improved our information and cyber security 4. Built internal collaboration and partnership working across CNC 5. Maintained external stakeholder confidence and be working effectively in partnership with suppliers, nuclear operating companies and our sponsoring department	• Reducing percentage of business support services' cost per operational officer • Successful and on-time delivery within budget and achieving best value • Improving stakeholder satisfaction

Ref	Key deliverables	Output metrics	Timeline
	Effective delivery of business support services		
3.1	➢ Deliver business support services in line with service standards and regulatory requirements	• Compliance with agreed service standards and regulatory requirements	• Continuous
3.2	➢ High quality Multi Force Shared Service (MFSS) provision	• MFSS - Improved performance against service level agreement targets • CNC - Improved user satisfaction	• Continuous
	Transformed commercial delivery and business efficiency		
3.3	➢ Migration to ORACLE cloud applications and move to MFSS payroll service	• Successful migration to ORACLE cloud applications • Successful migration to MFSS payroll	• October 2018 • January 2019
3.5	➢ Restructured Finance, Planning and Performance department	• Full benefits realised	• March 2019
	Improve our information and cyber security		
3.7	➢ Improved information assurance and cyber security	• Deliver years two and three of three-year information assurance and cyber security plan	• March 2020
3.8	➢ Improved integrated business systems management	• Options paper • Delivery of preferred option	• September 2018 • March 2019

		Build internal collaboration and partnership working				
3.9	➢	Continuous improvement/efficiency strategy	•	Approval of strategy and implementation plans • Delivery of implementation plans	•	September 2018 • 2018/21
3.10	➢	Benefits realisation from change programmes and projects	•	Delivery in full against benefits realisation plans	•	Continuous
3.11	➢	Efficient and effective financial management	•	Outturn expenditure within three per cent of quarter two forecast and one per cent of quarter three forecast	•	Quarterly
3.12	➢	Compliance with Government Commercial Operating Standards	•	Compliance with standards • Delivery of improvements against standards' key metrics	•	2018/21
		Maintain stakeholder confidence and build partnership working				
3.13	➢	Embedded business partnering and centre of expertise	•	Benefits realised from business partnering model and Planning, Performance and Risk Unit ?	•	2018/21
3.14	➢	Programme Office focussed on advisory and assurance role and supporting benefits realisation	•	Delivery against new remit	•	2018/21
3.15	➢	Sound financial management, stewardship and accountability	•	Unqualified accounts	•	Continuous
3.16	➢	Key stakeholder engagement, handling and communications	•	Maintain stakeholder satisfaction levels	•	2018/21

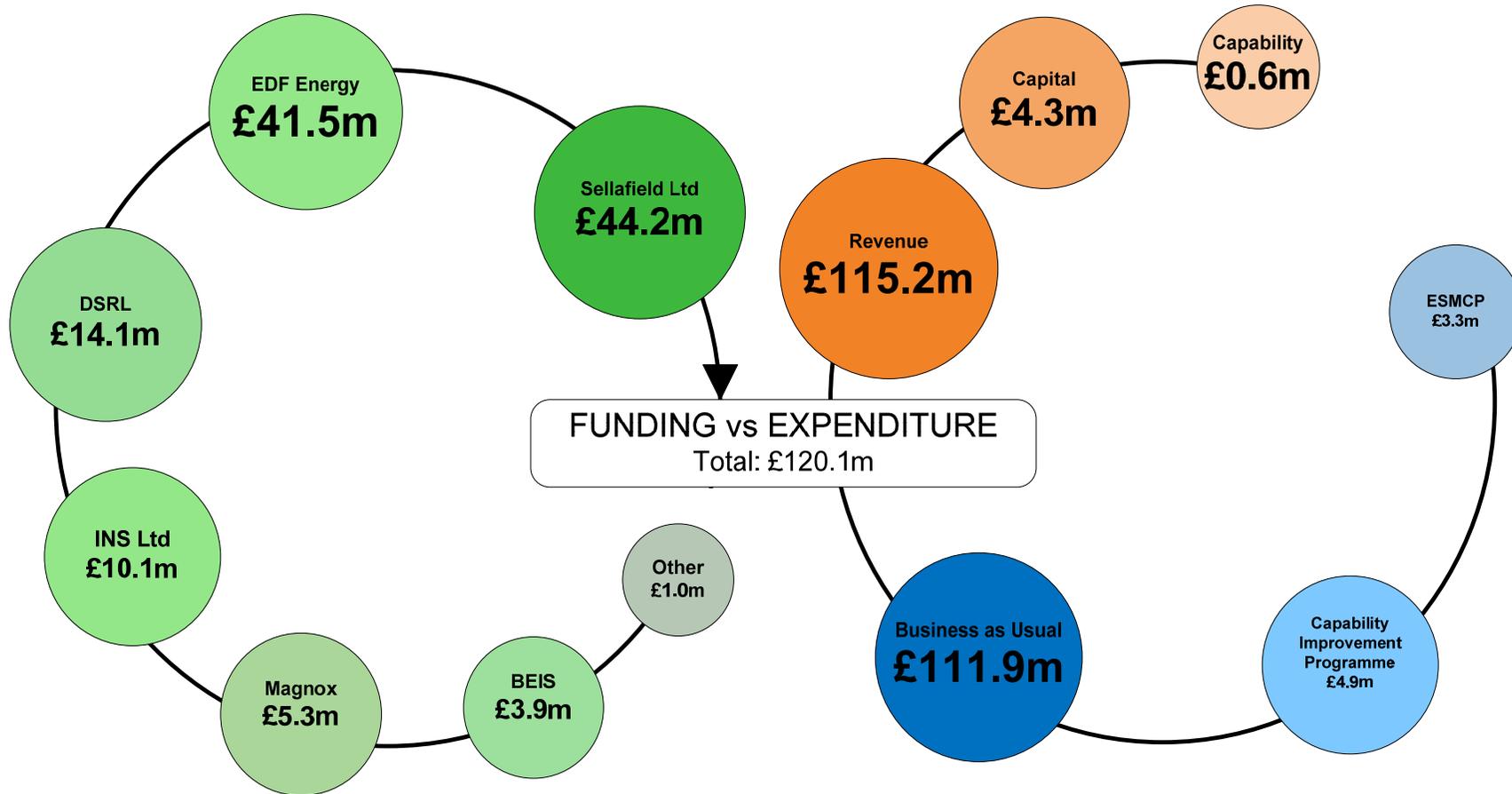| Strategic Objective 4 Attract, develop and retain	Outcome KPIs
We will attract, develop and retain the best people for our profession and lead them to achieve high performance in an inclusive, healthy, fit and safe environment By March 2021 we will have: 1. Implemented and refreshed the People Strategy 2. Implemented attraction, retention, reward and recognition frameworks supporting the full employee lifecycle 3. Implemented new terms and conditions of employment with embedded revised pensions 4. Implemented improved mental health provisions 5. Implemented a suitable qualifications framework underpinning the leadership development and talent management processes	• Reduction in percentage of non-deployable officers • Improving results from staff surveys • Increased diversity of workforce • Improved continuing professional development and performance management

Ref	Key deliverables		Output metrics		Timeline
	Resource				
4.1	➤ Build an employer brand		• Achievement of net attrition or better from/to Home Office forces and military		• June 2019
4.2	➤ Revised workforce planning strategy		• Predictive workforce planning allowing long-term resourcing strategy, divisional/department level workforce and resourcing plans		• April 2019
4.3	➤ Revised public sector pension provision		• Implementation of revised occupational pension provision		• April 2019
4.4	➤ Embedded revised pension provision		• Pension provision		• March 2020
4.5	➤ Alignment of police officer terms and conditions of employment to the Winsor independent review		• Implementation of new terms and conditions		• September 2018
4.6	➤ Deliver TACOS system changes to the CROWN duty management system, ORACLE and payroll		• Successful implementation of system changes		• September 2018
4.7	➤ Full review of Conditions of Employment Manual		• Simplified and modernised conditions of employment and policy framework compliant with current legislation		• March 2020
	Lead and develop				
4.8	➤ Qualifications framework and apprenticeships		• New qualifications framework and apprenticeships established		• March 2019
4.9	➤ Talent management programme		• High performance against talent management metrics • Percentage promotion of high graded staff		• July 2019

			• Percentage retention of top performers		
4.10	➢ Leadership and management development programme		• Excellence in leadership recognised internally (staff survey) and externally (awards) • Leadership accredited at all levels		• June 2019 • March 2018
4.11	➢ Enhanced management of change		• Change management coaching • Change readiness assessments conducted for all change projects		• September 2019
4.12	➢ Digital and technology enabled learning		• Percentage increase in learning opportunity • Increased percentage of training in digital format		• June 2019
	Healthy, fit and safe				
4.13	➢ Maintenance and development of occupational health provision		• Reduction in stress (staff survey) • Percentage reduction in absence rates		• Continuous
4.14	➢ Implementation of psychological resource and support framework within the overarching health and well-being strategy		• Publication of mental health strategy • Psychological assessments/recruitment screening in place		• September 2018 • April 2019
	Performance				
4.15	➢ Policing skills professionalisation		• Continuing professional development measures in place for whole workforce		• March 2019
4.16	➢ Integrated performance management		• Performance Development Unit set up and delivering improvements		• June 2019
4.17	➢ Full implementation of the business partnering model		• People plans for all divisions/departments overtly within operational delivery plans • Full suite of HR metrics used for planning at Corporate and divisional/department level		• March 2019
	Engagement				
4.18	➢ Enhanced inclusive management practices		• Reduction in gender pay gap • Engagement and consultation groups regularly held		• March 2019
4.19	➢ Employee engagement programme		• Employee engagement action plans overtly within operational delivery plan plans • Improved engagement scores (staff survey)		• Continuous

4.20	➤ Increased workforce diversity	• Increased workforce diversity profile at each site benchmarked against local community	• March 2020
	Enabler		
4.21	➤ Refresh People Strategy	• Revised themes and key deliverables • Revised resource prioritisation	• September 2020

Our budgets

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

EDF Energy £41.5m

Sellafield Ltd £44.2m

DSRL £14.1m

INS Ltd £10.1m

Magnox £5.3m

BEIS £3.9m

Other £1.0m

Capability £0.6m

Capital £4.3m

Revenue £115.2m

ESMCP £3.3m

Business as Usual £111.9m

Capability Improvement Programme £4.9m

FUNDING vs EXPENDITURE
Total: £120.1m

Strategic risks, impact and mitigations

Our strategic risks and uncertainties are as follows:

Risk description	Mitigation – through exiting controls and planned actions
Failure to defeat a terrorist attack CNC lacks the capability and capacity to defeat a terrorist attack leading to the theft of nuclear material or a radiological release and consequent injury and loss of life to members of the public and financial loss to the nuclear industry.	- Recruit AFOs to establishment levels - Recruit officers for deployment to site security control rooms - Deploy initial and full recovery capability at Sellafield and Dounreay - Increase numbers of firearms officers qualified as operational firearms commanders - Rigorous exercise programmes - All deployed officers are trained, equipped and qualified to national standards - Improved response and deployment through new Incident Management System - Fully integrated national intelligence framework and bespoke command and control structure for each operation - Robust initial and ongoing vetting process and procedures for police officers and staff - Policies, procedures and support to recognise vulnerability in the workforce to prevent the likelihood of actions causing personal or collective harm - Robust police officer and staff retention process
Failure of transformation programmes CNC fails to transform its front-line operations and provide appropriate resources and capabilities to the front line and comply with government expectations and fails to transform its back and mid office functions to support the operational front line.	- Managing high value and high-risk programmes and projects using recognised programme and project management method - Monthly reporting to project and programme boards and Executive Team - Periodic review of project and 'business as usual' resources (tied to quarterly planning and forecasting) - Applying assurance mechanisms to high value and high-risk projects and programmes (e.g. Gateway reviews) - Coordination of change programme to manage upside and downside risks from project and programme interfaces and interdependencies
Loss of stakeholder confidence Regulatory or operational failures (e.g. loss of firearms licence or failed exercises) or failures with our transformation programmes leads to a loss of reputation, increased government scrutiny and reduced investment	- Developing stakeholder handling strategies - Complying with the Framework Document and Memorandum of Understanding in our dealings with our sponsoring department - Complying with all government spending controls and approval mechanisms

from SLCs that reduces our operational effectiveness and ability to defeat a terrorist attack.

- Implementing our communications strategy and employee engagement forums
- Successful delivery of capability improvement and business transformation programmes to time and budget
- Compliance with College of Policing, CNC firearms policies and procedures and HSE safe system of work

Failure in employer's duty of care
CNC fails in its duty of care responsibilities causing death or serious injury.

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

Failure to match strategic demands with available resources
Mismatch between strategic demands and available resources leads to a shortfall in resources required (people and money) and resources available (people and money).

- Governance processes put in place for each major strategic initiative, change programme and change project
- Balancing workloads through strict prioritisation by Executive Team to match scarce resources to business needs
- Management and operational structures reviewed to ensure they are appropriate to support delivery of the strategic priorities
- Executive Team sponsorship of strategic initiatives with programmes and projects headed by an Executive level senior responsible owner
- CNPA Board input and challenge to strategy and budget
- Realistic budgets and delivery plans reviewed quarterly

Inability to transition to a modern workforce
CNC is unable to transition to a modern workforce and reduces its operational effectiveness and/or increases costs.

- Implementation of armed policing model
- Fitness testing of all officers to meet College of Policing standards
- Deliver pensions work stream of people programme
- Deliver modern police officer Terms and Conditions of Service
- Secure funding for capability payments
- Compliance with CNC programmes and projects policies and procedures
- Deliver TACOS work stream of People Programme
- Explore options for employees to make additional contributions to enable earlier drawdown of

pension
- Explore options with the Cabinet Office for individual voluntary exit
- Explore options within TACOS negotiation parameters to enable some elements of compensation to be baked into offer

Failure to protect our critical assets (including our critical information assets)

CNC fails to protect its critical assets including confidential or personal data leading to potential damage to its reputation and opening the organisation up to potential litigation and regulatory fines.

- Achieve Information Assurance Management Maturity level 3
- Implement CESG-recommended cyber security controls
- Cyber security awareness training for senior staff
- Retain accreditation for Public Services Network
- Compliance with IT security policy and procedures
- Compliance with HMG and ONR Security Policy Frameworks

Poor relationships with our sponsoring department

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

- Implementation of communications strategy
- Appropriately designed and applied handling strategies for key stakeholders
- Complying with the BEIS/CNPA Framework Document in our dealings with our sponsoring department
- Prepare and sign an MOU to codify our dealings with our sponsoring department

Failure to deliver to budget targets

CNC fails to deliver on its commitment to hold its 2016/17 to 2018/19 budgets flat to its 2015/16 quarter three forecast when comparing costs on a 'like for like' basis

- Regular review of performance though monthly financial reports
- Preparation of 18-month quarterly rolling forecasts permitting a rebalancing of budgets and reprioritisation of deliverables
- Annual horizon scanning of future costs
- Implementation of integrated finance, planning and performance framework
- Delivery against annual efficiency savings target and identify new areas for cost reduction
- Determine whether CNC is responsible for a share in the CPS pension deficit
- Specific work stream within Sellafield Training facility project to identify cost savings to cover any cost increases from operating the new facility

Our partners

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

Department for Business, Energy & Industrial Strategy

Office for Nuclear Regulation
An agency of HSE

College of Policing

HMIC Inspecting policing in the public interest

NDA Nuclear Decommissioning Authority

Sellafield Ltd

EDF ENERGY

Dounreay Site Restoration Ltd

Magnox

INS INTERNATIONAL NUCLEAR SERVICES