
Civil Nuclear Police Authority

Strategy and Business Plan 2016 -19

Introduction

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

It will ensure all our people have a clear sense of our mission and forms the 'contract' for delivery between the Executive Team and the Civil Nuclear Police Authority Board (CNPA) and the benchmark against which our performance will be judged.

We are assigning each member of the Executive Team responsibility for one of our four strategic objectives although the successful delivery of our strategy and business plan hinges on building partnerships

Strategic Context

The strategic context in which the CNPA will operate over the next 3 years is influenced by the UK's threat level (currently SEVERE), the UK's strategy for countering terrorism, CONTEST, the regulatory and inspection regimes in which it operates and government policy on nuclear decommissioning. This context is further complicated by the Government's review of Infrastructure Policing whose outcomes are unlikely to be known by the start of this strategic plan.

CONTEST

The Government's CONTEST strategy remains extant and CNPA's work to align to this will continue to be taken forward in 2016-19 and delivered through Strategic Objectives 1 and 2 and its uplifts in authorised firearms officers capacity and capability. Recent threat developments have led to a number of national level changes in armed

inside and outside the Civil Nuclear Constabulary (CNC) and through cross-functional working at all levels in the Constabulary.

A public facing strategy and business plan will be published early in the new financial year, which together with this document, will increase the accountability for our performance to our Board, our customers and our key stakeholders.

Mike Griffiths CBE
CEO and Chief Constable

Sir Philip Trousdell
Chairman

policing which have highlighted the need for increased collaboration and interoperability to strengthen the overall UK counter terrorism capability. The CNC is very much part of the national response. The likelihood of further demands on the territorial police to deliver new capabilities makes the delivery of our DETER mission all the more relevant in the remote locations where the CNC is deployed.

Regulatory and Inspection Regimes

The Nuclear Industries Malicious Capabilities Planning Assumptions (NIMCA) remains extant. Previous application of the NIMCA and site-by-site Vulnerability Assessments have led to a programme of capability and capacity uplifts and also of withdrawals from sites. This change of our operational footprint will continue with a withdrawal from Wylfa in early 2016. Further withdrawals will be predicated on

successful completion of material consolidation. Alongside this the HM Inspectorate of Constabulary recommendations from their 2015 inspection will be delivered through Strategic Objectives 1 and 2.

Operations and Training

The maintenance of a 24/7 armed response policing operation coupled with a multi environment armed escort group is our raison d'être. The priority of all elements of the CNC is to work together to deliver Strategic Objective 1. Government directed material consolidation operations will focus the work of the Strategic Escort Group for much of the planning period. The CNC will also continue to support the Global Threat Reduction Initiative. A coordinated and challenging training programme focused at on-site training will be implemented over the period of this plan. Underpinning this will be a network of policies and procedures to support the recognition of vulnerability in our workforce.

Emergency Services Mobile Communications Programme

This programme will be replacing services provided by Airwave with a new national mobile communication service. This will provide integrated critical voice and broadband data services to all three emergency services through the emergency services network. The transition is being delivered through Strategic Objective 2.

Government ICT Strategy

One of the key aims of this strategy is to improve efficiency through the creation of a common information, communications and technology (ICT) infrastructure. CNPA's current contracts for network and wider ICT services provision have been extended and are due to expire in April 2016. During 2016-19 CNPA will move to the government's high performance network, the Public Services Network, and will procure ICT

services from a wider range of small and medium-sized enterprises. This work is being taken forward under Strategic Objective 3.

People Programme

The CNPA must implement change in a number of key interlinked people policy areas. Drivers for change come from the College of Policing, the Home Office review of police officer and staff remuneration and conditions ('Winsor') and the government's public service pension reforms and include:

- Implementation of fitness standards for all firearms posts;
- Modernising police pay and terms and conditions of employment;
- Reform of public service pensions and revisions to both the compulsory retirement age and pensions contributions.

These interrelated strands of work are being delivered through Strategic Objective 4 under a dedicated people programme which will extend to include organisational development and workforce planning.

Budget Pressures

Delivery of our 2016-19 strategy and business plan has been shaped by the challenging spending review settlements and tough trading conditions facing the nuclear operating companies. Horizon scanning of budget risks has identified increases in employer national insurance contributions from April 2016 and likely increases to employer pension contributions from April 2017. As pay costs represent some 75% of our operating budget, these changes will have a significant impact to our cost base over the next 3 years. We have set ourselves the challenge to absorb these cost increases and fund our new investment programmes through savings found across all areas of the business, but with no compromise to our operational capability.

Our ambition

To be recognised as the leading UK authority on the armed protection of civil nuclear facilities and material in transit.

Our mission

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

Our strategic objectives

Objective 1

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

Operations Director

Priorities

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

Objective 2

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

Capability Director

Priorities

- Develop integrated policies, doctrines and plans supported by strong assurance mechanisms
- Increase operational capability levels through our training and exercising programmes
- Implement effective command and control systems across CNC
- Provide recovery capabilities at Sellafield and Dounreay sites

Objective 3

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

Business Director

Priorities

- Effective delivery of business support services and transform our business efficiency
- Modernise and improve our ICT infrastructure and improve its security
- Build internal collaboration and partnership working across CNC
- Increase external stakeholder confidence and work effectively in partnership with nuclear operating companies, national and local constabularies and our sponsoring department

Objective 4

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

People Programme Director

Priorities

- Develop our leaders and managers
- Implement appropriate terms and conditions of employment, pension provision and talent and performance management
- Effective workforce planning that addresses changes at an industry and national level
- Integrate organisational development into the HR function supporting delivery of our people strategy to recruit, train and deploy our people resources

Strategic Objective 1

Deter and Respond

By March 2019 we will:

- Have maintained a 24/7 armed response at civil nuclear sites
- Have continued to provide armed escorts for movements of nuclear materials
- Have completed our uplift and site withdrawal programmes
- Have maintained deployment levels of firearms officers

Outcome KPIs

1. Successful deployment of planned/ target numbers of firearms officers
2. Compliance with nuclear site security plans
3. Successful completion of programmed movements of nuclear materials

Key deliverables

Delivering our core mission

- Armed response provided at civil nuclear sites 24/7
- Armed escorted movements of nuclear materials
- Developed operational policing models at Sellafield and Dounreay
- Developed operational policing models at EDF Energy sites

Capacity uplift/ withdrawal

- National Nuclear Laboratory (NNL) deployment
- Managed reduction of Strategic Escort Group (SEG)
- Partial withdrawal from Dounreay site
- Withdrawal from Harwell site

Key enablers

- Implementation of intelligence strategy
- National Common Intelligence Application (APOLLO)
- Embed operational training on-shift at all OPUs
- Integration of corporate capabilities with the delivery of operational outcomes
- Integration of Centre for the Protection of National Infrastructure-funded Project Servator at all Operational Policing Units (OPUs)

Output metrics

- Achievement of planned Authorised Firearms Officer (AFO) resourcing and skill levels
- Compliance with nuclear site security plans
- Completion of planned escorted movements of nuclear materials
- Implementation of revised policing models
- Implementation of revised policing models
- Implementation of patrol strategy
- Redeployment of SEG officers
- Redeployment of CNC personnel
- Redeployment of CNC personnel
- Revised MOUs with host forces
- Successful migration to APOLLO
- Reduced abstraction from operational duties to meet role-profile training requirements
- Integration strategy
- Delivery strategy
- Improved deterrence effect achieved; measure to be defined

Timeline

- Continuous
- Continuous
- To CNC/ customer agreed timescales
- By July 2016
- By March 2017
- Date to be confirmed by NNL
- Date to be confirmed
- 2017/18
- 2017/18
- By March 2017
- To programme migration schedule
- By March 2017
- By July 2016
- By July 2017
- Sellafield by June 2016
- Other OPUs by March 2017

Strategic Objective 2

Capability to Respond

By March 2019 we will:

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

Outcome KPIs

1. Full interoperability with UK armed policing
2. Improving operational assurance, training and exercise results
3. Fit-for-purpose command and control systems and recovery capabilities
4. Improved resilience and business continuity

Key deliverables

Operational support and development

- Firearms licence and Strategic Threat and Risk Assessment (STRA)
- Develop and embed post-incident management arrangements with partners
- Integrate policy, doctrine and plans with Site Licence Companies
- HQ 'out of hours' resilience support and casualty bureau arrangements

Training and exercising

- Recruit firearms instructors to agreed resourcing levels
- Enhanced volume and quality of exercising and testing
- Operational training
- On-site and on-shift training
- Firearms training facilities in the south of England
- Sellafield firearms training facilities
- Firearms Forward View 2015-30

Command and control

- Design and implement enhanced command and control strategy
- Incident Management System (IMS) IT solution
- Transition to Emergency Services Network (Airwave replacement)
- Dynamic search capability
- Operating in a smoke-filled environment capability

Output metrics

- Submission of STRA to College of Policing (CoP)
- Renewed CoP firearms licence
- Implementation of recommended improvements arising from HMIC inspection and CT exercises
- Tri-partite MOUs, joint response, emergency and business continuity plans
- Operations of HQ 'out of hours' resilience support, casualty bureau arrangements
- Firearms instructor numbers to agreed workforce planning levels
- Officers exercised/ exercise results
- Frequency of dynamic on-site testing/ testing results
- Delivery of training plan
- Increased delivery of training on-site and on-shift
- Longer-term training facilities secured and in operation
- New Sellafield firearms training facilities in operation
- Implementation of years 1-3
- Approved strategy
- Delivery of strategy
- Implementation of IMS
- Implementation of Emergency Services Network
- Full capability deployed at Sellafield and Dounreay sites
- Capability deployed at Sellafield and Dounreay sites

Timeline

- By March annually
- December 2018
- 2016/17
- 2016-18
- 2016-17
- March 2017
- To agreed annual exercise timetable
- Annually
- 2016-18
- March 2018
- In line with Sellafield site security enhancement programme
- 2016-2019
- April 2016
- March 2018
- Go live in December 2016
- From January 2018 in line with Home Office roll out schedule
- September 2016
- March 2017

Strategic Objective 3

Effectiveness and Efficiency

By March 2019 we will:

- Have delivered our support services more effectively
- Have transformed our business efficiency
- Have modernised and improved our ICT infrastructure and its security
- Have increased stakeholder confidence in CNC and be working effectively in partnership with SLCs, national and local constabularies and our sponsoring department
- Have improved internal collaboration and partnership working across CNC

Outcome KPIs

1. Reducing percentage of support services' cost per operational officer
2. Successful and on-time delivery within budget and achieving best value
3. Improving stakeholder satisfaction

Key deliverables

Business as usual

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

Business directorate transformation

- Embedding new planning and performance framework
- Transaction processing delivered by shared service provider
- Restructured Finance, Planning and Performance and Procurement and Estates departments

IT modernisation

- Deliver Information, Communications and Technology (ICT) strategy
- New ICT service and network provider
- Electronic Data Records Management System

Efficiency programme

- Continuous improvement/efficiency strategy
- Benefits realisation from change programme and projects

Key enablers

- Sound financial stewardship and accountability
- Efficient and effective financial management
- Key stakeholder handling strategies
- Implementation of communications strategy
- Amendments to Energy Act 2004

Output metrics

- Compliance with agreed service standards and regulatory requirements
- Benefits realised
- Successful migration to MFSS
- Implementation of HQ restructuring plan
- Implementation of new service model
- New network/ ICT service contracts
- Successful system 'go live'
- Approval of strategy and implementation plans
- Delivery of implementation plans
- Delivery of benefits realisation plans
- Unqualified accounts
- Outturn expenditure within target tolerance levels of budget
- Design and implementation of targeted strategies
- Design and implementation of targeted strategies
- Amended Energy Act 2004

Timeline

- Continuous
- 2016-18
- Go live in April 2016
- Payroll go live in April 2017
- December 2016
- December 2017
- March 2018
- March 2018
- September 2016
- 2016-19
- 2016-19
- Continuous
- Quarterly
- 2016-19
- 2016-19
- 2016-18

Strategic Objective 4

Sufficient, Capable
Motivated People

By March 2019 we will:

- Have improved our operational and corporate leadership and management
- Have implemented new terms and conditions of employment, pension provision and talent and performance management
- Have a workforce planning function that addresses changes at an industry and national level
- Have integrated organisational development into the HR function supporting delivery of our people strategy to recruit, train and deploy our people resources

Outcome KPIs

1. Reduction in percentage of non-deployable officers
2. Improving results from wellbeing survey

Key deliverables

Modernisation

- Alignment of police officer terms and conditions of employment to Winsor
- Fitness standards for Authorised Firearms Officers (AFOs) and non-AFOs
- Revised public sector pension provision

Organisational development and culture

- Revised employee performance management arrangements
- Talent management programme
- Leadership and management development programme
- Employee engagement programme

Strategic workforce planning

- Strategic workforce planning

Key enablers

- Comprehensive people strategy
- Occupational health provision
- Revised competency framework

Output metrics

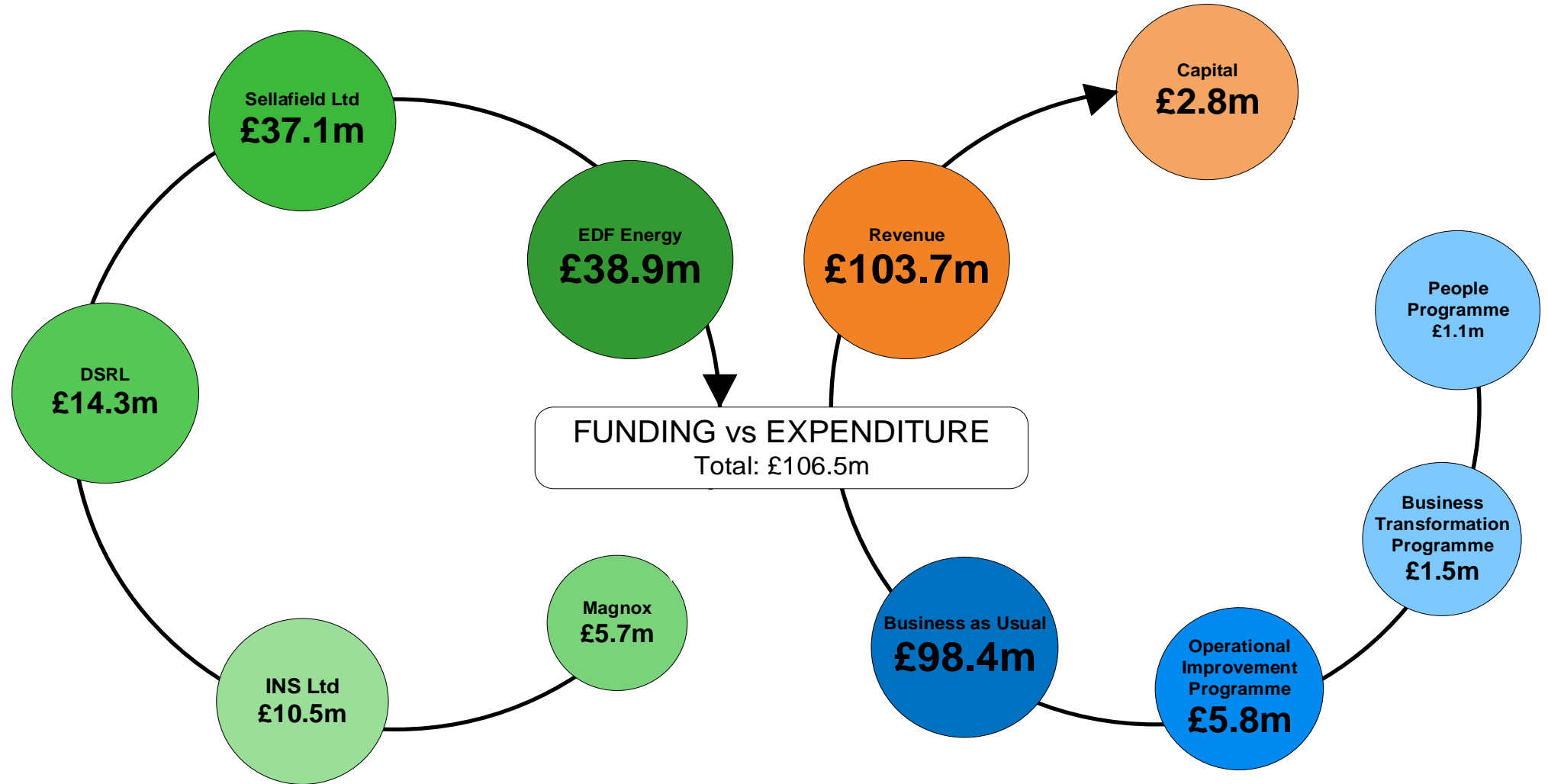
- Implementation of new terms and conditions
- Implementation of fitness standards for AFOs
- Implementation of fitness standards for non-AFOs
- Implementation of revised occupational pension provision
- Implementation of new employee performance process
- First full year returns and quality assessment
- Approved programme design
- Delivery of programme
- Approved programme design
- Delivery of programme
- Approved programme design
- Delivery of programme
- 10-year rolling strategy
- 18-month rolling plan
- Achievement of planned recruitment levels
- Approved strategy and implementation plans
- Delivery of strategy and implementation plans
- Provision of occupational health services to agreed standards
- Implementation of occupational health management system
- Implementation of new framework

Timeline

- 2016-18
- June 2016 - initial implementation
- December 2017 - full implementation
- December 2018 - full implementation
- April 2018
- April 2017
- July 2017
- September 2016
- 2016-19
- September 2016
- 2016-19
- September 2016
- April 2017
- Annually
- Quarterly
- Continuous
- September 2016
- 2016-18
- Continuous
- April 2017
- April 2018

Our budgets

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



Planned expenditure and major programmes

This section sets out CNPA's planned expenditure between 2016/17 and 2018/19 and forecast outturn costs for the 2015/16 financial year. The budgeted costs for our major programmes in 2016/17 have been extracted.

Planned Expenditure (£million)	2015/16 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget
Staff costs	76.3	78.3	80.6	74.2
Non-staff costs	25.8	25.4	27.8	26.7
Capital spending	4.3	2.8	2.9	2.7

Major Programmes (£million)	2016/17 Budget
Operational Improvement Programme	5.8
Business Transformation Programme	1.5
People Programme and EDF Occupational Health	1.1

Definitions

Staff costs: spending on employing police officers and staff that include salaries, overtime and allowances, employers national insurance and pension costs

Non-staff costs: annual spending on all other costs apart from staff, for example travel and subsistence, IT and communications, depreciation, training, professional services

Capital spending: spending on assets with a lasting value, such as vehicles and equipment

Principal risks, impact and mitigations

Our principal risks and uncertainties are as follows:

Risk description	Mitigation
<p>Failure to defeat a terrorist attack</p> <p>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.</p>	<ul style="list-style-type: none"> • 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 programme to test and improve command and control • Provide appropriate training to ensure that the right skills are deployed at each OPU for each shift • Improved response and deployment through new Incident Management System • Robust initial and ongoing vetting process and procedures for police officers and staff • Robust police officer and staff retention strategy
<p>Failure of transformation programmes</p> <p>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.</p>	<ul style="list-style-type: none"> • 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
<p>Loss of stakeholder confidence</p> <p>Regulatory or operational failures (e.g. loss of firearms licence or failed exercises) or failures with our transformation programmes leads to a loss of reputation, increased government scrutiny and reduced investment from SLCs that reduces our operational effectiveness</p>	<ul style="list-style-type: none"> • Developing stakeholder handling strategies • Complying with the DECC/CNPA Framework Document and Memorandum of Understanding in our dealings with our sponsoring department • Complying with all government spending controls and approval mechanisms • Implementing our communications strategy and employee engagement forums

and ability to defeat a terrorist attack.

- Successful delivery of operations and business transformation programmes to time and budget

Failure in employer's duty of care

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

- Policies, procedures and support to recognise vulnerability within the workforce to prevent the likelihood of actions causing personal or collective harm
- Successful delivery of the annual health and safety plan and programme of audits
- Compliance with HSE safe system of work, working time directive and driving policy
- Implementation of the health, welfare and fitness policy
- Sufficient and appropriate occupational health provision

Failure to match strategic demands with available resources

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

- Governance processes put in place for each major strategic initiative, change programme and change project
- Balancing workloads through strict prioritisation by Executive Team to match scarce resources to business needs
- Management and operational structures reviewed to ensure they are appropriate to support delivery of the strategic priorities
- 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

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.

- Deliver pensions work stream of people programme
- Deliver modern police officer terms and conditions of service
- Fitness programmes to support the introduction of fitness standards
- Secure funding for capability payments

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
- Network upgrades and move to Public Services Network
- Compliance with IT security policy and procedures and periodic reviews of appropriateness of security controls

Our partners

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



Department
of Energy &
Climate Change

Office for Nuclear Regulation
An agency of HSE



Inspecting policing
in the public interest



College of
Policing



Nuclear
Decommissioning
Authority



Sellafield Ltd



Dounreay Site
Restoration Ltd



Research Sites
Restoration Ltd



Magnox

NATIONAL NUCLEAR
LABORATORY



INTERNATIONAL
NUCLEAR SERVICES