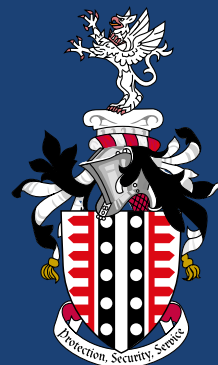




Civil Nuclear Police Authority

Strategic Plan 2021/24



Contents

INTRO	Chair’s foreword	3
	Chief Constable’s foreword	4
	About us	5
	Our Mission, Ambition and Values	6
	Executive summary	8
	Strategic Plan 2021-2024	10
GOAL 1	In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector	
	Training and civil nuclear collaboration	13
	Drone / counter-drone capability	14
	Cyber resilience and awareness	15
GOAL 2	Build resilience and flexibility to navigate the changing face of civil nuclear energy	
	Policing collaboration	17
	Service expansion and demand resilience	18
GOAL 3	Improve effectiveness and efficiency of our enabling services	
	Business effectiveness	20
	IT strategy	21
	Sustainability	22
GOAL 4	Maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic	
	CNC culture	24
	Job enrichment	25
	Reward and recognition	26
	Mental health and wellbeing	27
	Measuring progress, ensuring success	28
	Successful delivery of our strategic plan	30

Chair’s foreword

The Civil Nuclear Constabulary (CNC) remains a unique contributor to the national security of the UK through its provision of specialised firearms and protection capabilities to more than ten sites spread across the country and to the transit of civil nuclear material.

The past 12 months have seen unparalleled upheaval, and we have therefore taken the opportunity to review and refresh the Civil Nuclear Police Authority (CNPA) strategic plan to ensure it continues to provide a clear pathway for the CNC as it seeks to position itself for the future. In the past 12 months we have begun taking steps to ensure the force remains effective, and we intend to continue on this pathway following an updated delivery plan.

The COVID-19 pandemic has had a profound impact across the globe and the CNC has not been immune to this. In the past 12 months, many of our workforce have made personal sacrifices at a time of great uncertainty, and I am proud of the way all of our people have stood up to the challenge and continued to deliver against our critical mission. The pandemic has served as a timely reminder of the need for the CNC to show agility and adaptability. Our partners across the civil nuclear industry have also not been immune to the impact of the pandemic, with many facing increased commercial burdens as the UK adapted to the social restrictions placed upon the wider population. We also came to the end of the transition period and formally exited the European Union, and although this has given us greater clarity on the relationship between the UK and the EU going forward, it will likely lead to some consideration on the part of existing and potential participants around the longer-term outlook of the UK’s civil nuclear market. These coexisting challenges will need to be taken into account as we seek to ensure our offering continues to represent a value for money proposition to industry.

Despite these challenges, the recently published Energy White Paper from the Department of Business, Energy and Industrial Strategy (BEIS) has reemphasised the Government’s commitment to nuclear energy as a significant pillar in its ambition of carbon neutrality by 2050, and it remains the CNPA’s ambition for the CNC to be recognised as the UK’s leading organisation for the provision of protective



Vic Emery Civil Nuclear Police Authority Chair

policing for both the civil nuclear industry and other critical national infrastructure. We will do this by continuing to work towards the strategic goals that were laid out in last year’s plan:

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

To achieve these goals, this refreshed strategic plan consolidates 12 supporting strategic initiatives. These initiatives continue to form the backbone of the journey the CNC is currently on and will help us to realise our ambition. We are committed to being agile in our approach to this strategy and this framework represents a progression along the path we laid out last year.

I am proud to present the CNPA Strategy 2021/2024. We remain in the early stages of delivering our strategy, but I hope with this refined strategy we can move closer to making this a reality.

Vic Emery OBE

Chief constable's foreword

The CNC performs an important role as part of the wider police service. Our core role remains the security and protection of the nation's civil nuclear infrastructure and failure to deliver this is not an option. As police officers we have sworn an oath to protect the public and we discharge this duty through effective delivery of our core role and helping to police the communities adjacent to our sites.

This strategy is a continuation of the direction we set last year and refines the initiatives we put in place to achieve our goals. In the past 12 months we have continued to build our capability to ensure that we, as a police force, are able to cope with evolving threats and a changing landscape. One particular highlight in the past year has been the opening of Griffin Park Tactical Training Facility, one of the finest tactical training complexes in the world and an embodiment of the level of ambition and commitment to excellence of the CNC.

The past year has also seen one of the most challenging periods in our history. The COVID-19 pandemic has impacted an unprecedented number of lives globally and in the UK, completely rewriting societal norms taken for granted. Despite this, I am proud to say the CNC has continued to deliver our core mission in full. Our entire workforce has gone above and beyond and their agility and flexibility has been outstanding. The threat picture continues to evolve and technology such as drones and cyber criminality represent a real and developing threat to the security of the civil nuclear industry.

As the UK energy landscape changes, the CNC must continue to work with industry partners to develop our operational services. The Government is committed to reaching carbon neutrality by 2050 and the Energy White Paper signals that nuclear energy will remain a key part of our critical national infrastructure, whilst



Simon Chesterman
Civil Nuclear Constabulary, Chief Constable

diversification of energy sources means that there will potentially be a broader array of sites requiring the highest quality protection. It will be vital that we continue to collaborate with our partners to ensure our policing services are delivered as efficiently and effectively as possible. We will also continue to work with our sponsoring department, BEIS, towards obtaining the vital legislative change to allow us to expand our offering and deliver the best possible value for money.

This updated three-year strategic plan reinforces the direction we set last year. We will ensure we have the right infrastructure, operating framework and capabilities in place to maintain effective operational delivery now, and in the future. We will continue to work towards the goals we laid out 12 months ago and ensure that the CNC is successful in the future.

Simon Chesterman QPM

About us

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

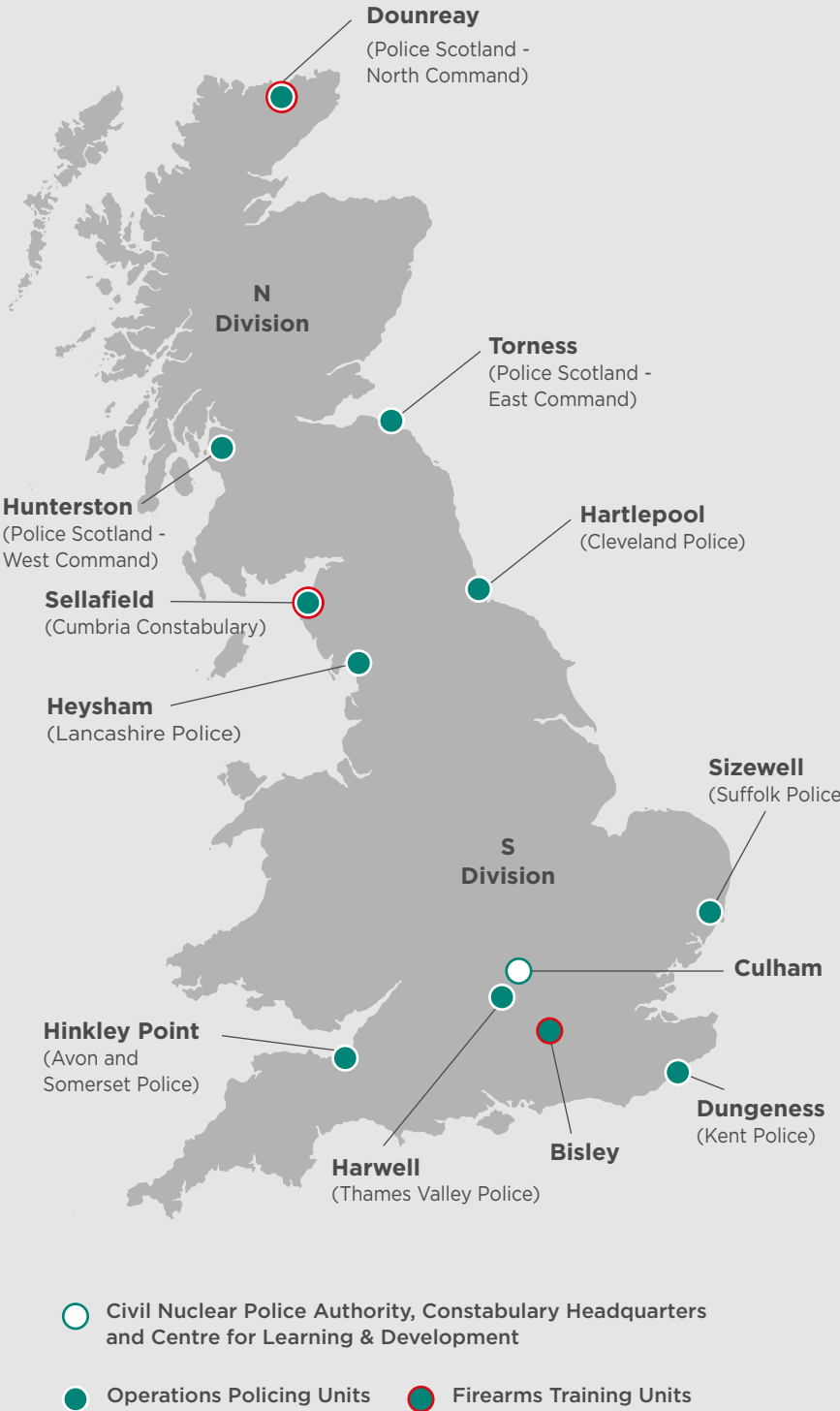
The CNPA works in partnership with BEIS who hold the CNPA to account for delivering an effective and efficient constabulary. The CNC is primarily funded by the Site Licence Companies (SLCs) who operate the UK's civil nuclear sites, with some resourcing derived from BEIS.

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

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

As a specialised police force with a clearly defined set of competencies and capabilities, the CNC employs c.1,500 officers and staff across our ten nuclear sites around the UK, with headquarters in Culham, Oxfordshire; and training facilities in Bisley, Surrey; Griffin Park, Cumbria and Dounreay in Caithness County.

CNC protected sites in the UK





Our Mission, Ambition and Values



Mission

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

Key mission components:

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

Ambition

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

Values

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

Proud

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

Inclusive

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

Agile

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

Ambitious

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

Executive summary

The CNC set out on a path to maintain its effectiveness and efficiency in the face of fluctuating demand, increasing challenges, and evolving threat. Following an extremely challenging 12 months navigating through the pandemic, this refreshed strategic plan represents a consolidation of the approach we set out last year.

The CNC is responsible for providing a world class protective policing service through the safeguarding of the UK's civil nuclear infrastructure. Over the coming years there will be several key areas in which we will be challenged:

A changing landscape

The recently published Energy White Paper (EWP) has reaffirmed the UK's commitment to nuclear energy as it strives towards carbon neutrality by 2050. Along with The Ten Point Plan, it has set out the Government's ambitions for delivery of Hinkley Point C and at least one other large-scale nuclear power plant, as well as encouraging investment in the next generation of Small Modular Reactors and Advanced Modular Reactors. In spite of this, there remains the prospect of fluctuating demand as the current nuclear generating fleet moves closer to decommissioning, and new nuclear infrastructure is developed. The desire to further diversify energy generation in the UK, represents an evolving energy security landscape. While current legislation restricts the CNC deployment to these needs, it is important our security posture remains robust, forward-looking and proportionate.

Maintaining an agile and resilient workforce

Our workforce remains key to ensuring the successful delivery of our core mission. The past 12 months have taken a toll on us all and highlighted the need for resilience throughout our organisation. Our officers have continued to deliver in the face of significant upheaval, and we have maintained the highest of standards throughout this period. However, we must be alive to this toll and continue to monitor the health and wellbeing amongst our workforce. Whilst attrition has stabilised amongst AFOs in the past 12 months, we remain intent on retaining valuable operational experience where possible. Overall, we will work towards creating more adaptive and flexible ways of working to ensure we equip, enable and support our whole workforce, whilst catering for changing needs with health and wellbeing at the centre of our considerations.

Evolving threats

2021 marks the ten-year anniversary of the Fukushima disaster. Whilst this was the result of a natural disaster it serves as a stark reminder of the potential consequences should a serious incident occur at any of the sites the CNC protects. The potential threat vectors faced by the CNC continue to grow in complexity and the pandemic has served as an opportunity to mask some of these. As the UK gradually returns towards some form of normality, we must be alive to the fact that there may be potential resurgences of threats. We will continue to monitor for new and evolving threats, while enhancing capabilities to counter these threats over the coming years. This will be essential as the CNC seeks to maintain an effective security posture.

Increasing cost of policing

The pandemic has exacted a significant toll on public finances as well as commercial industry. These difficulties coupled with the decreasing number of sites over the coming years, and pressures arising from external factors, will result in a higher burden share for the remaining site operators. It will be critical that the CNC continues to represent value for money to our partners and to seek to improve efficiencies over the coming years. The CNC remains committed to finding ways to maintain a value for money service with sustainable operating costs and will continue to explore ways of diversifying its offering as well as driving efficiencies to meet this aim.

Conclusion

To ensure the CNC remains effective and efficient we must continue the pathway of change we set upon 12 months ago. There remain many hurdles to overcome, such as legislative change and significant lead in time for some initiatives, but it is essential that we accelerate the process to ensure we are able

maintain our effectiveness both now, and in the future.

This three-year strategic plan reflects a rationalised approach to the challenges we face, whilst taking into account the significant upheaval of the past 12 months. We remain committed to the four goals we set last year and believe that they will help us achieve our ambition to be recognised nationally and internationally as one of the United Kingdom's leading organisations for the provision of protective policing. As we seek to realise this strategy, it remains essential that the CNC continues to deliver its core mission in a way that represents sustained value to our partners. The CNC cannot fail its mission, we must succeed, and continue to work together to overcome the obstacles ahead.



Strategic Plan 2021/2024

Mission

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

Ambition

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



GOAL 1	In partnership, continuously improve how we deter, and respond to threats facing the civil nuclear sector, by maintaining and strengthening mission effectiveness
Training and civil nuclear collaboration	Work closely with our industry operators and regulating bodies to optimise training to ensure we are mission ready and protecting the interests of the UK civil nuclear sector
Drone / anti-drone capability	Improve our ability to mitigate against the threat posed by drones, to strengthen the effectiveness of our core mission
Cyber resilience and awareness	Through collaboration with government and industry partners, improve the cyber resilience and awareness of the CNC, to counter the evolving cyber threat

GOAL 2	Build resilience and flexibility to navigate the changing face of civil nuclear energy
Policing collaboration	Build upon our existing policing collaboration, to increase policing experience and sharpen mission-critical skills, whilst providing access to the latest policing capabilities
Service expansion and demand resilience	Broaden our service offering to protection of non-nuclear energy sites, allowing us to flexibly scale fluctuations in demand for protection of the UK civil nuclear sector

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

GOAL 4	Maintain & develop an inclusive, forward-thinking and engaged workforce that is agile & dynamic
CNC culture	Continue to build a unified, open and inclusive culture, working together to execute the CNC mission, our policing responsibilities, and achieve our ambition
Job enrichment	Drive further job enrichment through broader Learning and Development opportunities and more flexible working patterns, giving our employees a greater say in their development pathways and helping them to fulfil their potential
Reward and recognition	Mature our current reward and recognition framework, creating a fit for purpose scheme, which supports the full employee lifecycle
Mental health and wellbeing	Place a dedicated focus on preserving the mental health and wellbeing of our workforce, so our core mission can be safely and effectively fulfilled

GOAL
1

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

We will maintain a modern and capable threat mitigation and response capability which will be key to ensuring mission effectiveness. We will continue to evolve our training delivery and collaboration to ensure it remains fit for purpose, whilst also maintaining a horizon scanning posture to keep ahead of evolving threats, particularly those emanating out of the cyber and UAV spaces.



Strategic Initiative 1.1

Training and civil nuclear collaboration

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

The turbulence of the past 12 months has resulted in a more pragmatic approach to training delivery. Despite this, we have been able to celebrate the opening of our new state-of-the-art Griffin Park tactical training centre. This marks a successful step in modernising our training offering and over the span of this three-year plan we hope to see some of the benefits fully realised. Over the coming year we hope to determine the complement of our southern training facilities. We will seek to focus on ensuring the facilities are fit for purpose. Maintaining a footprint that will ensure the CNC are able to provide effective training whilst retaining flexibility to scale more effectively at times of fluctuating demand.

Modernising our technological capabilities will be key to enabling training delivery. We hope to renew our Tactical Engagement Training Capability in the next 12 months, which will significantly modernise our ability to devise, assess and improve our policing models and tactics in a precise and controlled manner. Beyond this, we continue to drive forward plans to improve the suite of tools available to our officers, including the deployment of Body Worn Video in line with NPCC and HMIC recommendations, and taking steps to update our primary weapons system.

We will continue to focus on providing firearms training to partner police forces across the UK. Within this offering, we will seek to ensure collaboration is key, seeking to continually refine our offering based on feedback and shared experience. Building our training delivery offering, we will also continue to monitor appropriate legal and security basis to support training to vetted partners in the private sector that support our UK government partners.

Desired outcomes:

- Deliver threat-realistic training to our workforce to ensure mission effectiveness and readiness
- CNC viewed as a provider of world-class training
- Increased and flexible training capacity to meet surge and flexibility in demand
- Maintained effectiveness of training and operational capabilities to support mission delivery

Key activities:

- Preserve the CNC's tactical engagement training capability through replacement and modernisation
- Modernisation of the FTU South arrangements at Bisley ranges / Buller & Browning barracks
- Deploy Body Worn Video to operational policing units
- Continued participation in IAEA working group discussions around protection capabilities
- Collaboration with partners and horizon scanning to maintain concurrency with technologies and developments

An outward view will remain essential in ensuring we can maintain our training effectiveness. Alongside continued participation in International Atomic Energy Agency (IAEA) working group discussions around nuclear protection capabilities, we will seek to maintain a horizon scanning approach, engaging with partners across government and allies, to keep abreast of appropriate capabilities that will support us in maintaining an effective and proportionate security posture.

GOAL
1**Strategic Initiative 1.2****Drone / counter-drone capability**

Improve our ability to mitigate against the threat posed by drones, to strengthen the effectiveness of our core mission and consider how drone capability can support mission delivery

Drone based threats remain a key area of concern in the civil nuclear industry. Technological developments continue at pace and drone technologies are becoming ever more sophisticated. We are already beginning to see the growing signs of drone usage for commercial purposes and this will only increase the pace of development. The increasing prominence of drones within everyday life brings considerable risk to the UK's civil nuclear estate as it will become harder to differentiate and counter malicious actors. As such, careful monitoring of commercial developments will be critical in our mitigation efforts.

Cross government engagement will be essential on counter-drone issues and we continue to remain engaged with national policing initiatives on counter-drone issues. We will continue to collaborate with both the Metropolitan Police Service and Sussex Police as part of a tri-force evaluation of drone and counter-drone capabilities.

Desired outcomes:

- Improved drone detection capabilities and better situational awareness practice across CNC operations
- Continued development of capabilities to keep pace with ongoing advancements of drone-based threats

Key activities:

- Finalise the CNC drone/counter-drone strategy and create a framework to develop a suite of tactical options
- Remain a first-choice testing ground for developments of drone based and counter-drone related capabilities
- Continue to test existing proof of concept capability to identify and harness drone aided tactics
- Integrate drone-based threats into everyday thinking, shaping our operational training around the threat and ensuring we have a fit for purpose

In conjunction with this we have also agreed upon a CNC drone/counter-drone concept strategy. This will be developed out further with our partners to inform a proportionate capability trajectory both in the operational uses of unmanned aerial systems and to mitigate drone based threats.

Strategic Initiative 1.3**Cyber resilience and awareness**

Through collaboration with government and industry partners, improve the cyber resilience and awareness of the CNC, to counter the evolving cyber threat

The upheaval of the past year has seen an acceleration of an already growing trend, criminality shifting into the online space. This acceleration reinforces the need for the CNC to develop a strategy to mitigate the threat of cyber-attacks, which remain a significant threat across all industries, with Government analysis continuing to show a rise in frequency of attacks across the board.

The recent BEIS Energy White Paper has shown the Government's continued commitment to nuclear forming a core component of energy supply within the UK, and as such it will remain a significant part of the UK's critical national infrastructure, something we consider to be a prime target for attacks motivated by the desire to devastate our nation. The Energy White Paper also noted a desire for the UK to be at the forefront of civil nuclear innovation, something which will bring with it the heightened risk of cyber intrusion for the means of corporate and scientific espionage.

A blended attack involving multiple vectors including cyber elements remains the greatest threat to the civil nuclear sites the CNC protects. In order to adequately protect against these threats, the CNC must continue to collaborate with a range of stakeholders. We must continue to coordinate with site operators to ensure we are sharing best practice and that our collective mitigations are robust. In tandem with this, we will continue to engage with the Centre for the Protection of National Infrastructure (CPNI) and the National Cyber Security Centre (NCSC) to improve our resilience and recovery capability against cyber based threats.

Our focus over the coming year will be to finalise and commit to a new cyber security strategy and consolidate our cyber-resilience.

Desired outcomes:

- Clear organisational approach to cyber security with long term strategy in place
- High level of awareness and understanding of cyber issues amongst staff and officers
- Regulatory framework in place to ensure greater accountability and clear reporting chain
- Cyber viewed as a serious and significant threat and considered across all aspects of the organisation

Key activities:

- Cyber security strategy agreed and finalised and framework embedded into the organisation in line with regulatory requirements
- Continued engagement with ONR, CPNI, and NCSC to maintain fit for purpose knowledge base of the latest cyber threats
- Collaboration with site operators to ensure timely sharing of intelligence and best practice on cyber matters
- Continual review of the organisations technical infrastructure to ensure it remains cyber secure and fit for purpose

This will be proportionate to the risks we face and shaped against our mission themes of Deter, Defend, Deny and Recover, whereby we will seek to put in place multiple layers of mitigation to make it harder for malicious actors to attack our systems. This new framework will be deployed consistently across the organisation to ensure that all functions, all personnel and all technology capabilities play the relevant part. This will be a whole organisational effort and will help ensure the CNC remains effective in its core mission.



GOAL
2

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

The shape of the civil nuclear industry remains uncertain in the coming years. We will continue to seek opportunities to broaden our offering and collaborate on wider security issues to ensure we continue to maintain a resilient operational capability.



Strategic initiative 2.1

Policing Collaboration

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

The pandemic has increased our awareness of the value of flexibility in policing, particularly with an armed asset such as the CNC in instances where policing capacity is outmatched or stretched. This has only reinforced the need for the CNC to build on existing cross force relationships, both at regional level in the areas surrounding our sites and at a national level in support of the national Strategic Armed Policing Requirement. The CNC has also been requested to support efforts against other emerging CT threats to the UK.

These collaborative efforts will ensure the CNC is able to broaden its experience base and develop a more refined 'best practice' approach based on learnings from other forces. It will also ensure that the CNC plays its role in providing resilience across the wider UK security agenda.

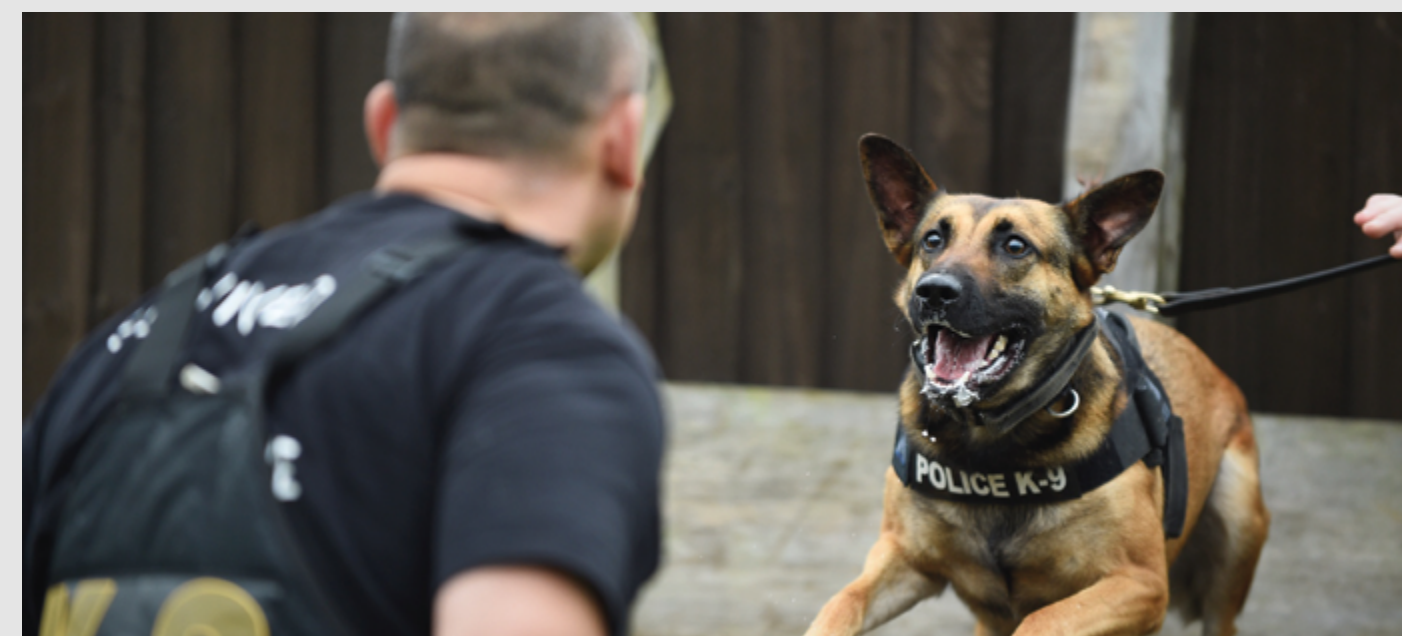
Through engagement, we have generated growing momentum and support around legislative changes to permit more flexible, threat proportionate deployments of the CNC under direction of the secretary of state. We will continue to work with our sponsoring department BEIS through the forthcoming consultation exercise.

Desired outcomes:

- Improved framework for provision of support to UK policing system
- Increased levels of collaboration in wider policing system to improve officer skills and provide a broader, more stimulating policing experience
- Effective armed surge capability positioned in the national infrastructure
- Achieve inclusion in Section 24 mutual aid

Key activities:

- Continued work with BEIS and Home Office to enable legislative change required for greater collaboration
- Greater collaboration with local police forces in jurisdictions around our sites
- Formalise framework for recharging costs related to wider policing support ensuring they represent a fair and reasonable approach
- Continue to participate in national trials of new operational methods and capabilities relevant to our core mission



GOAL 2

Strategic Initiative 2.2

Service expansion and demand resilience

Broaden our service offering to protection of non-nuclear energy sites, allowing us to flexibly scale fluctuations in demand for protection of the UK civil nuclear sector to remain efficient and effective.

The impact felt in the energy market during the pandemic has been severe and is likely to represent some degree of a permanent shift in energy consumption trends as lifestyle and working habits change. This has brought on different commercial challenges for site operators, many of whom are also operating ageing nuclear infrastructure. However, the recently published BEIS Energy White Paper (EWP) has brought a degree of stability to concerns over the future of the UK civil nuclear industry. As part of the drive towards carbon neutrality, the Government has renewed its commitment to nuclear as a key pillar in its ambitious energy diversification agenda and as such ensures there will be long term demand for the CNC's offering.

The government's commitment to bring at least one other large-scale nuclear power plant to a final decision point as well as encouraging investment in the next generation of Small Modular Reactors and Advanced Modular Reactors shows the continued intent to invest in nuclear infrastructure. Whilst the challenges of fluctuating demand remain due to a lag between the retirement of existing sites and establishment of new ones, the diversification of UK energy infrastructure, to sources such as hydrogen, requires the CNC to acquire greater deployment flexibility as in support of an appropriate security posture across the energy sector.

We continue to work with BEIS on efforts to progress the legislative change that would enable the CNC to be deployed more flexibly in support of UK energy security and national security priorities. In doing so we hope to achieve greater long-term resilience, whilst also ensuring our offering represents good value for money to our clients and the UK public. This will help the CNC to ensure it remains the UK's leading provider of protective policing for both the civil nuclear, and wider energy sector.

Desired outcomes:

- CNC effectively supports the security posture for broader critical national infrastructure
- Greater resilience against demand fluctuations through a diversified offering
- Improved career stability for our workforce, along with a broader geographical footprint to bolster redeployment options

Key activities:

- Remove legislative barriers to enable expansion beyond the protection of civil nuclear infrastructure
- Work with BEIS and CPNI to identify priorities for non-nuclear energy infrastructure protection
- Define the protection model for non-nuclear energy infrastructure, adapting training frameworks as required
- Devise a charging framework including how overheads and training would be apportioned



GOAL 3

Improve effectiveness and efficiency of our enabling services

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



GOAL
3**Strategic initiative 3.1****Business effectiveness**

Deliver continuous improvement across business activities and services that support the delivery of the operation and core mission

The provision of enabling services and business functions remains critical to overall operational delivery. Despite the challenges encountered in the past 12 months, we have been able to maintain business effectiveness, in no small part due to the adaptability the organisation has been able to show. As we pursue the pathway we set upon last year, we will seek to continue to refine and improve our approach to our business activities to ensure we deliver against our core mission. One such refinement has been the introduction of a three-year financial plan, a first for the CNC. This has helped to highlight the financial challenges we will face in the coming years and the need for considered prioritisation when it comes to capital expenditure. It has also drawn attention to the need for greater alignment with Government and nuclear sector planning cycles.

A key enabling area remains shared services, specifically our new Business and People Support Services (BPSS) project. We are close to finalising the scope and requirement and hope to complete procurement and move to implementation in the new financial year. The collapse of our existing shared services collaboration comes after years of the CNC trying our utmost to make the arrangement work. This drives criticality to secure business continuity but also acts as a catalyst for the CNC to take ownership of our future platform to improve business effectiveness. This will be complex and challenging and will require careful management.

The pandemic has seen a significant shift in our ways of working as significant numbers of our staff have been forced to work remotely. The reality is that this shift represents something of a permanent change in the working model for significant parts of the organisation. This should be viewed as a positive step as the CNPA works to understand a more flexible working environment to all employees. However, we must work to ensure its not done at the

Desired outcomes:

- Improved internal customer satisfaction with enabling services
- Improved business planning and implementation for critical projects leading better value for money and more effective enabling services
- Longer term clarity on financial planning and oversight
- A clear prioritisation and monitoring function for project delivery to ensure the CNC can respond efficiently and effectively to changing service needs and delivery challenges

Key activities:

- Implementation of a portfolio management structure to provide improved control, oversight and assurance
- Deliver the BPSS programme to secure business continuity and form a platform to improve efficiency and effectiveness
- Improve collaboration and cross-functional working across organisational processes such as business planning
- Continue to refine our three-year financial plan and continue to align planning horizons

detriment of business effectiveness, ensuring that any changes in ways of working align with operational activity to ensure continued effectiveness of mission delivery.

Linking all of this will be the introduction of our Portfolio management capability. This structure will help the long-term development of the CNC by providing a clear view of key strategic projects and enabling better control, oversight and prioritisation. By creating a more coherent and transparent approach, the CNC will seek to drive value for money and net-positive benefit delivery. In short it will aim to deliver the 'Right thing in the Right way at the Right time'.

Strategic initiative 3.2**IT strategy**

Continue to improve IT to support mission effectiveness and deliver efficiencies for the organisation

The past 12 months has served as a reminder of the critical importance of our IT infrastructure. As we have sought to remain operationally effective amid increased uncertainty, our IT has enabled a significant portion of our workforce to continue to function remotely. This has of course impacted on our IT team who have played a huge role in ensuring business continuity through unprecedented times. It will be important to learn from this experience and invest in the right areas within our IT infrastructure, something which remains a key priority within our three-year strategic plan.

Key amongst this will be modernising core IT services such as ongoing efforts to appoint a new IT service provider. This will act as the foundation on which many of our core enabling and operational functions will depend upon. This will be particularly vital as we continue to evolve our ways of working that will see more diversity in working patterns across the organisation.

We will also continue to work towards a more Integrated IT infrastructure. It is important that we take a collective approach to technology, ensuring that interdependencies are considered, and provisions combines to provide maximum effectiveness in support of operational output. This will be aided by our new portfolio approach, which will provide leadership with a greater oversight of projects across the organisation to ensure decision making is driven by data and evidence where possible.

We will continue to engage with wider partners in the relation to technological innovation. We hope to see progress on the Home Office led deployment of the Emergency Services Network (ESN) which we hope will make a positive impact of our ways of working. And we will continue to monitor for other new technologies that may benefit the CNC and its operational delivery.

Desired outcomes:

- Mission delivery better supported by more technologically enabled capabilities
- Greater value for money and accountability from technology services
- Improved employee experience for both on site and remote working
- Better utilisation of technology services to enhance operational capabilities

Key activities:

- Successful implementation of new IT service provision including improved clarity around ownership, performance and SLAs
- Implementation of cyber strategy in organisational technology provision
- Continue to support deployment of ESN



GOAL 3

Strategic initiative 3.3

Sustainability

Supporting the UN Sustainable Development Goals, and the UK's 2050 carbon neutral target

As sustainability continues to be one of the biggest challenges faced in modern times, it will continue to be a major consideration and factor in all of the CNCs strategic directives. The Government has stated its ambition to reach carbon neutrality by 2050 and everyone will be expected to play their part, including the CNC. 2021 will mark the launch of the CNC's three-year sustainability plan which will give us a clear pathway towards achieving more sustainable operational delivery. This plan will incorporate the principles of the UN Sustainable Development Goals and will be based around clear and measurable objectives that will ensure we are able to monitor our progress over the coming years.



Desired outcomes:

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

Key activities:

- Review and further develop CNC sustainability policies in line with UK carbon neutral 2050 target and UN sustainable development goals
- Review estate strategy and geographical footprint
- Continue to play a leading role in IAEA working groups surrounding the protection of civil nuclear assets
- Improve coverage of measures to monitor carbon consumption, particularly with partners at joint facilities

It should not come as any surprise that our estate continues to be the largest source of carbon output across the organisation. The opening of Griffin Park in the past year has resulted in an increased carbon output as we remain in the early mobilisation stages, but it also provides us with a blueprint for how we can better manage our carbon output through the use of technology to monitor energy consumption and waste. We hope that as we bed in and understand the impact of Griffin Park on our overall baseline output, we can begin to work on ways to make improvements across the entire estate.

Overall, 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 wherever we discharge our duties 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.

GOAL 4

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

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



GOAL
4

Strategic Initiative 4.1

CNC culture

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

The impact of the pandemic has been felt in our continued efforts to create a trusting and collaborative culture. A degree of disconnection felt by our workforce through the effects of public health measures has forced us to operate in a less homogenised environment. Despite this, we have continued to function effectively showing a level of commitment and collaboration our workforce can be proud of.

We continue to do our utmost to ensure diversity and inclusion is championed across the organisation. We will actively develop a culture of engagement and inclusivity promoting belonging and recognising the strengths of a diverse work force. We value everyone's contribution regardless of background, role or location and want to enable an environment where our people feel able to speak out against poor behaviour. Our most recent staff survey has shown that we have made improvements in this regard, however it is recognised there is still some way to go and we will continue to drive inclusivity and respect from the top down.

We also understand that in order to achieve our ambition we must create a learning culture and we are striving to put in place a structure to enable organisational learning (OL). This is more than just learning from individual events or learning for learning's sake, rather, it is a method that will help drive through improvement and is relevant across the organisation. In order to realise this, we must be able to identify learning opportunities and commit to taking action. Leadership will be responsible for championing this culture, striving to ensure that there is a willingness across the organisation to commit to a lessons learnt process.

We understand that our culture needs to be driven by the whole organisation, but we also understand that this can only happen if leadership take a positive approach. As such we will continue to look for ways to improve consistency across the leadership and management teams to ensure they become first-class role models for the CNC's culture and values. All of this will help improve workplace culture and job satisfaction of CNC officers and staff. A greater level of satisfaction amongst

Desired outcomes:

- Clear progression towards a more unified, open, and inclusive culture, which upholds transparency, clarity of communication, and accountability
- Empower our workforce, ensuring everyone feels engaged in both key decisions within the organisation, and as a vital part of this three-year strategy
- Build on the pride of our workforce, to improve morale, utilising job enrichment and diversification of roles to increase motivation
- Increase workforce diversity in terms of ethnicity and gender and monitor pay-gap trends for both areas to secure better outcomes. Celebrating diversity and promote equality of opportunity in all areas on CNC

Key activities:

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

employees who are dedicated to serving the missions remains pivotal in creating a united and effective organisation.



Strategic Initiative 4.2

Job enrichment

Drive further job enrichment through broader learning and development opportunities and more flexible working patterns, giving our employees a greater say in their development pathway and helping them to fulfil their potential

The CNC is committed to ensuring its workforce has flexibility around working patterns and access to the right learning and development to enable them to fulfil their potential.

In the past year we have taken steps towards broadening the learning and development offering for our workforce. The recently opened state of the art Griffin Park Tactical Training Centre will provide operational officers with a first class environment in which to hone their skills, whilst we have also sought to broaden our offering to staff, including the Management Development Foundation Programme (MDFP). However, we understand that these are only the first steps and will continue to do more to provide new opportunities to help enrich working life. Our most recent staff survey has shown our workforce continue to crave for more clarity around career pathways and we remain committed to creating a centre of excellence for Learning and Development to help map these out.

We will also seek to ensure that new opportunities reflect variances across our geographical footprint. For example, the CNC have commenced the rollout of local Professional Development Units (PDUs) which includes additional training of officers at our Operational Policing Units (OPUs). This includes law refreshers, scenario training and local topical issues awareness. Officers conducting this training will attend a Level 3 AET course.

To enable all this, it will be vital that we have the right technological capabilities and underpinning framework in place, alongside our continued efforts to improve management and support of development. We are developing new ways of working framework that will provide greater flexibility to the whole organisation as we exit the pandemic and adjust to new work,

Desired outcomes:

- Enable employees to develop career pathways to enable their progression and help them to achieve their potential
- The CNC employee offering presents a fulfilling and enriching career proposition
- Maintain a more stable workforce to reduce the recruitment burden and reduce recruitment overheads

Key activities:

- Develop and deepen our training offering starting with the improved utilisation of Griffin Park
- Build on our established forums and workforce engagement network for officers and staff to engender a sense of belonging and enable the contribution of ideas of how they can be applied to enrich the CNC role
- A centre of excellence for learning and development with clear development pathways with contents including behavioural detection, Servator, understanding of the law and personal and professional development
- Delivery of a flexible learning offering that will provide the workforce with a range of content and delivery methods

workforce, and workplace requirements. Our employees have shown they can operate just as effectively and productively wherever they are, and we will seek to enable them to continue to do so. Our centre of excellence for Learning and Development will be equipped and skilled to operate both in person, and remotely, and we will seek to improve connectivity for our frontline officers to ensure everyone in the organisation can train and interact more closely. We are confident that this, combined with the supporting initiatives, will lead to a more fulfilling experience for our employees.

GOAL
4

Strategic Initiative 4.3

Reward and recognition

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

The implementation of our People Strategy in 2016-20 has realised the modernisation of our Police officer terms and conditions of service (TACOS) through transition to align with the Winsor reforms. Whilst TACOS remain in transition the CNC continues to support officers who are impacted at an individual level and address those concerns expressed by respondents to the 2020 Staff Engagement Survey.

The 2020 survey indicates that police staff's perceptions of their reward packages has materially improved over the last 12 months and the CNC is now making significant progress in its review of police staff pay and reward to bring this into greater alignment with the CNC's strategic direction, changing workforce expectations, and provision of an offer that differentiates the CNC and enables the retention and attraction of the future workforce.

Pensions are equally as important a part of the reward package for all staff and CNPA/CNC remains prepared to move to new pension arrangements pending direction from government. CNPA/CNC continue to proactively engage with government to retain its current alignment to Home Office Forces enabling operational CNC officers to take a full pension at age 60.

Desired outcomes:

- An attractive reward and recognition package for CNC officers and staff, in order to support recruitment efforts and aid retention
- Alignment of reward and recognition with our new ways of working framework
- Retain alignment of pensions with wider Home Office Forces

Key activities:

- Develop clear career pathways, detailing responsibilities and length of experience expected for each rank, grade or role

The CNC's ambition will potentially see new and different career opportunities developing in the future for both police officers and police staff where our underpinning reward structures will take full advantage of our national position. As we move into an increasingly digital and flexible working environment, developing clear career pathways will allow for more diverse and inclusive career prospects and career opportunities for both current and future employees. Establishing this framework will support both attraction and retention, encourage existing employees to develop new skills, maximise their potential and support diversification of the workforce.

Firearms Training Unit

Strategic Initiative 4.4

Mental health and wellbeing

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

The mental health and wellbeing of our workforce remains a top priority for the CNC. We have all experienced the hardship of the pandemic to varying degrees and fully understand the challenges everyone has been coping with.

As an organisation we have made great strides in prioritising the physical health and wellbeing of our workforce and score highly against similar organisations in terms of performance. We will 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.

We also understand that as we shift towards a more hybrid working pattern this will become more challenging to maintain, and will bring about additional mental wellbeing challenges. We will therefore be embarking on efforts to develop a new ways of working wellbeing framework that addresses these issues, whilst allowing our people to flourish and deliver our core mission effectively and safely. Key to this will be ensuring that we build competence and confidence amongst managers and personnel to take personal responsibility and have a voice when it comes to mental health issues.

We will continue to build upon the progress in recent years that has seen a complete step change in relation to our approach on diversity and inclusion and seek to integrate this into our approach to mental health and wellbeing. Our Equality, Diversity and Inclusion strategy is in place and will ensure that we are delivering against our objectives.

Finally, our leadership will continue to take a proactive approach towards psychological wellbeing. We have never been more alive to the challenges faced by those suffering from emotional and mental strain and we want to take the lessons we have learnt and apply them to our long term thinking to ensure innovative solutions are in place when staff need help. It remains crucial that our workforce is both physically and mentally fit, to effectively fulfil our core mission.

Desired outcomes:

- Engender an organisational shift to prioritise physical, mental health, and wellbeing, ensuring this shift is lead from the top
- Ensure our working environment and frameworks allow for a more open workplace where our employees feel able to speak out on mental health and wellbeing issues

Key activities:

- Continue to develop high quality, organisation-wide physical and mental health services
- Continuously monitor physical and mental health of our workforce, in order to effectively fulfil the core mission
- Develop a new ways of working framework that incorporates and prioritises mental health and wellbeing



Measuring progress, ensuring success

To ensure success, the strategy must act a framework around which the CNC can adapt to the ever-evolving challenges and threats we face. We will engage regularly with key stakeholders to ensure our approach remains fit for purpose, exercising regular review. To ensure we achieve our aims, we have implemented a portfolio approach to allow effective monitoring of progress.

As the first annual review of our three-year strategic plan, we have renewed our understanding of the decision environment, analysing a range of information and inputs around the CNC, the broader security environment and the civil nuclear landscape. This has allowed us to refresh and update our approach to more accurately reflect the present day. We continue to work to the framework and Strategic Goals laid out in last year's plan but will maintain an agile approach to allow us to adjust the strategic pathway as the decision environment evolves. Alongside this continual horizon scanning, we will focus on improving our ability to track progress internally, something which is vital to ensuring we remain on track to deliver against this plan, and something that has so far not matched our aspirations.
















The challenge of successfully implementing a structure to monitor progress and provide the level of detail required by leadership will be critical in the coming year and beyond. It is vital that key decision makers have access to the right information at the right time and

we have recognised that previous internal indicators have not always provided the clarity required. To overcome this, we will be seeking to implement a new portfolio approach to our programme and project delivery. This portfolio management structure will provide a greater level of oversight and assurance and will help ensure that when leadership are required to take strategic decisions, they do so from a fully informed position. It is key that the CNC is able to deliver the “Right thing in the Right way at the Right time”. Through established controls, checks and balances we will ensure that resourcing, costs and timelines are visible, and that reporting and metrics will be accessible to senior leadership, providing a more coherent governance framework throughout the entire project lifecycle. The purpose of this approach is not to reinvent our change approach, rather it is to enable an improved management evolution of our existing delivery plan, designed to be complimentary to our existing assurance gate review processes.

Tied to all of this will be continued close collaboration with our partners across the civil nuclear sector and wider security establishment. This strategy is contingent on maintaining a holistic view of the civil nuclear landscape and we can only do this by continuing and strengthening close engagement with our strategic partners.

This strategy provides us with a refreshed framework to help guide this change and to ensure we can closely monitor our progress. We continue to be a learning organisation and will take lessons from our delivery progress to date to help ensure we achieve our goals.

KPIs used to measure progress, and ensure success

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



Operations



Regulations and law



Finances



People and culture



Threat landscape

Successfully delivering our Strategic Plan

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

After a challenging 12 months, the CNPA has sought to refresh the Strategic Plan laid out last year to ensure the CNC is able to maintain the core mission in an effective and efficient manner amidst evolving challenges and threats, fluctuating civil nuclear demand, and other aforementioned challenges, all while maintaining value in delivery to our key stakeholders

We have reaffirmed our four overarching goals and consolidated 12 strategic initiatives to form the refreshed strategic plan for the next three years.

Successful and timely delivery of these initiatives is vital in ensuring the CNC can continue to address the impending challenges facing the civil nuclear sector and will put in place the capabilities and frameworks to enable continued delivery in the face of uncertainties and a changing landscape.

We continue to understand the challenges and difficulty that comes with a change programme, something which was more apparent than ever in the last 12 months exacerbated by unprecedented external events that could not have been foreseen. Nonetheless, we understand that it is essential that we deliver on this Strategic Plan to maintain the CNC’s mission effectiveness in the future. We continue to drive progress with a number of critical success factors in mind, to ensure effective delivery of the CNPA Three-Year Strategic Plan:

- Legislative change will be critical in ensuring we achieve some of the outlined strategic initiatives, both in the Police Act 1996 and the Energy Act 2004
- Effective and well-structured change management and governance will be critical in ensuring projects and programmes are delivered on time and at a high standard
- Collective engagement across all parts of the organisation will be vital as we seek to move forward as a unified entity
- Effective collaboration with our key partners will be essential to ensure our service continues to meet the needs of our site operators and fits in with expectations of sponsoring departments and regulators
- Retaining focus on our overall core mission and ensuring that we continue to deliver effectively both now, and in the future
- Maintaining sound horizon scanning to ensure we remain alive to evolving threats and trends
- Support from our funding providers to invest and flex funding arrangements to support achievement of our strategic initiatives in this three-year window of opportunity. This timing has equally been delayed by the unique public health situation experienced across the globe and it is as important as ever that the CNC are able to seize this opportunity while it still exists.

We feel this strategic plan provides an updated reflection of the CNC’s ambition over the next three years. The impact of the pandemic has of course altered the timelines presented in last year’s strategic plan, but the urgency has not changed. This refreshed approach will set the CNC on a pathway towards a stronger future for the organisation and ensures we will be able to deliver against our core objectives in the long term.

Glossary

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

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www.gov.uk/government/organisations/civil-nuclear-constabulary

