



Civil Nuclear
Police Authority



Three year Strategic Plan 2023 / 26

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Chair's Foreword



Susan Johnson OBE,
Civil Nuclear Police Authority Chair

I am pleased to present my first three-year Strategic Plan as Chair of the Civil Nuclear Police Authority (CNPA). The Civil Nuclear Constabulary (CNC) has made significant progress against the four goals set out in the 2022/25 strategic plan:

- We have continued to maintain our core role on the 10 civil nuclear sites we protect, throughout the pandemic. We have also provided support to Home Office forces for national events such as Her Majesty The Queen's funeral and the Conservative party conference
- We have successfully completed a number of international operations to safely escort nuclear material across the globe
- Our new tactical training facility is now fully operational and considered the best such facility in Europe
- We have developed our business planning and enabling services, combining these functions in one directorate to support our ambitious projects to deliver an effective policing response

- We have also enhanced our wellbeing services, mental health provision and developed our plans for Equality, Diversity and Inclusion and leadership and management training.

The core Mission of the Constabulary and the CNPA remains the protection of civil nuclear material and critical national infrastructure, and this of course, is at the heart of all we do.

This Strategic Plan recognises that achieving our Mission depends upon the commitment and dedication of our people and sets out the current and future investment in developing their skills and professionalism. There is a sharp focus on the standards of behaviour and culture in policing across Great Britain, along with requirements to improve the vetting and conduct processes of officers and staff. This is a priority for the Constabulary and the CNPA. This Strategic Plan sets out challenging and wide-reaching goals to enhance our culture, standards and conduct.

The UK Government's commitment to energy security and the development of Great British Nuclear gives the Constabulary long term reassurance of our primary role in protecting civil nuclear material and critical national infrastructure. Parliament is considering changes to the Energy Bill, which will, if enacted, provide the Constabulary with opportunities to be agile and flex to protect other critical national infrastructure. This will allow the Constabulary to manage the fluctuating demand for our services in the civil nuclear sector in the future and reduce costs to the Site License Companies that fund us.

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

In 2020 the CNC set out an ambitious three-year strategy, requiring significant changes in its approach to business, projects and technology. This Strategy looks ahead to the period 2023/26. It will build on the previous work, acknowledge our achievements, and recognise where there is more work to do. Key to the success of this approach is our stakeholders, working in partnership to make the CNC resilient, enhance its efficiency and effectiveness, whilst delivering our 24/7 policing response.

The CNPA draws upon the extensive skills and experience of Board members from across the private and public sectors. Our collective ambition for the CNC is founded on a strong track record of delivering public value and is sustained by the trust and confidence placed in us by our clients. This strategy builds upon our achievements and provides the springboard to address the challenges and opportunities ahead.

Susan Johnson OBE



Chief Constable's Foreword



Simon Chesterman OBE, QPM
Civil Nuclear Constabulary Chief Constable

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

We also regularly provide support to colleagues in local police forces around the sites we protect and patrol a 5km perimeter in local communities. We are an important part of the national armed policing capability and were proud that our officers supported a number of important events recently, including the funeral of Her Majesty Queen Elizabeth II and the 2022 Commonwealth Games.

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

Our core Mission will always remain the protection of civil nuclear sites and nuclear material, however we recognise our broader policing duties associated with protecting the public and believe we can become even more agile in support of other police forces. A full consultation was carried out with stakeholders in 2021 about expanding

the services we provide and widening our remit, and this has been working its way through the parliamentary process since then. We will continue to work with the Department for Energy Security and Net Zero take these proposals forward throughout 2023.

UK policing is rightly under more scrutiny than ever before with a number of terrible and high-profile cases meaning we risk losing the trust and confidence of those who we serve. The CNC has undertaken a wide reaching and in-depth review of our culture over the last 18 months, which have taken place alongside other reviews including an inspection by His Majesty's Inspectorate of Constabulary and Fire Services (HMICFRS) into eight police forces and focussed on vetting, disciplinary practices and misogyny in policing. All recommendations from the recent reviews have been prioritised into five key themes and have been included in our Integrated Cultural Action Plan, and this Strategy, to ensure we root out those who have no place in policing and work to restore public confidence in us.

The threat picture continues to develop, and we are aware that issues such as the malicious use of drones and cyber criminality represent a present and evolving threat to the security of the civil nuclear industry. We will continue to work with government and our partners in the nuclear, policing, security and defence sectors to meet any such threats in order to continue protecting the public.

As the UK energy landscape changes, the CNC will continue to work with industry partners to develop our operational services. The government is committed to reaching carbon neutrality by 2050 and nuclear energy remains a key part of achieving this. 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 and in an environmentally sound way.

This updated three-year strategic plan reinforces and builds on the direction we set out in 2020. We will ensure we have the right infrastructure, operating framework and capabilities in place to maintain effective operational delivery now, and for many years in the future.

Simon Chesterman OBE, 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 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The CNPA works in partnership with the Department for Energy and Net Zero 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 Great Britain's civil nuclear sites, with some resourcing derived from the Department for Energy Security and Net Zero.

Our mission is to deter and defend against any attack on the British civil nuclear sector. We deliver best in class protective policing. The CNC, as a counter terrorism (CT) policing organisation, is proud to deploy as a core component of the UK Strategic Armed Policing Reserve (SAPR), to support other police forces as part of the Protect element of the UK Government's Contest strategy. CNC provides up to 40% of the UK's total armed policing surge capability.

Our authorised firearms officers (AFOs) are sworn officers of the Crown, and our overarching responsibility is to protect the public. We achieve this through maintaining the security of civil nuclear material at the sites we protect within Great Britain 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 over 1,600 officers and staff across our ten nuclear sites around Great Britain with headquarters in Culham, Oxfordshire and firearms training centres in: Bisley, Surrey; Griffin Park, Cumbria; and Dounreay in Caithness County.

CNC Protected Sites in the UK



The Strategic context

The UK Government has committed to new nuclear reactors as part of its British Energy Security Strategy, and the Energy Bill is under review in 2023.

The CNC will continue to be a national strategic asset, safeguarding the UK's civil nuclear sector whilst also contributing to the UK's wider policing and security operation. The UK energy landscape will alter significantly over the next two decades creating changing demands for protection and security. This will require the CNC to be agile and responsive and to manage its resources efficiently.

Trust, Respect and Conduct

In common with the wider police service in the UK, CNC faces additional scrutiny of its organisational culture and conduct. During the past year CNC has been subject of a number of internal and external reviews and inspections.

The CNC volunteered to take part in the HMICFRS inspection into vetting, misconduct, and misogyny in the police service. All police forces were issued with 27 recommendations to deliver which were focused on the capacity and capability of force's vetting and professional standards departments.

It also recommended changes to misconduct processes and vetting practices. The report also highlighted shocking misconduct across the UK police service. The Angiolini Inquiry, a review of the career progression of the officer who murdered Sarah Everard, expects to report on part one of its review during 2023. The Baroness Casey review into the standards and culture of the Metropolitan Police Service delivered its final report in March 2023 and also contains learning for all forces to consider. It is vital that policing regains the trust of the public and its stakeholders and is open and transparent about where it must improve.

There will be a significant cost to building the capacity and capabilities of our professional standards and vetting teams required by the recent reviews into policing, and into the CNC specifically. We will need to identify savings in other areas so that the Site Licence Companies do not bear the bulk of these costs.

The recommendations from all the reviews are embedded in this three-year strategy. CNC will drive and achieve an organisational culture in which everyone feels valued, included and respected. We have assessed the recommendations and areas for improvement and grouped them into five key themes to deliver in this Strategic Plan.

Fluctuating Demand

The UK civil nuclear landscape is entering a transition period as the current nuclear generating fleet moves closer to decommissioning, and new nuclear infrastructure is developed. The British Energy Security Strategy has reaffirmed the UK's commitment to nuclear energy as it strives towards net zero by 2050. Along with the UK Government's 'Ten Point Plan'¹, it has set out the 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.

However, the timing of the civil nuclear capacity reduction and the introduction of new capacity do not currently overlap and there remains a variety of potential scenarios which impact CNC. The CNC currently has limited flexibility to scale down and subsequently rebuild its armed protection capability to manage this magnitude of fluctuating demand in a cost-effective way for our stakeholders. The goals set out in this Strategic Plan will put the CNC into the best position to manage the protection requirements for decommissioning, cessation, and new build.

Increasing Costs vs Efficiency

The SLCs have set out the financial challenges they are facing over the period of this Strategic Plan. Coupled with the decreasing number of sites the CNC will be required to protect over the next decade, this will bring a greater financial burden for the remaining SLCs.

It will be critical that the CNC continues to represent value for money for its partners and to identify efficiencies. The CNC is committed to finding ways to maintain a value for money service with sustainable operating costs and is exploring ways of diversifying. This includes options to distribute overhead costs across a wider range of operators, driving efficiency in how we do our business and more agile workforce planning.

Any significant workforce fluctuation presents challenges to sustaining efficient operations across existing civil nuclear commitments given the lead times in recruiting, vetting and training new firearms officers. As we move into cessation of existing sites the risk of attrition will inevitably rise. For the CNC to be able to remain responsive to this risk, positive action will be taken in developing and delivering a retention plan which considers alternative policing models, agile training strategies and proactive recruitment campaigns.

Changing Threats

The CNC operates in a high consequence environment, and it must continue to evolve to changing threats as they are identified. This is particularly relevant in terms of cyber threats and the use of unmanned aerial vehicles (UAVs) or drones. The CNC must continue to work with its stakeholders and organisations such as the Joint Terrorism Analysis Centre to develop mitigations against such threats. This Strategic Plan sets out the commitments for cyber security and the ongoing project to identify counter UAV technologies.

Conclusion

To ensure the CNC remains effective and efficient we must seize those opportunities that we can leverage from our unique capabilities and build on our core competencies and public service values. It is essential that we position ourselves to ensure CNC can deliver its core mission in a way that preserves effectiveness and represents sustained value to our partners.

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



¹ <https://www.gov.uk/government/publications/the-ten-point-plan-for-a-green-industrial-revolution>



Our Mission, Ambition and Values



Mission

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

Key Mission components:

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

Ambition

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

Values

CNC Values - Proud, Inclusive, Agile and Ambitious, 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.

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 armed policing protective services.

Inclusive

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



Our Strategic Goals



GOAL 1	
Maintain the CNC core mission and offer its unique capabilities to benefit the wider policing and security infrastructure	
Maintain 24/7 Core Protection Capability	Continuously improve how we deter and respond to threats by maintaining and strengthening core mission effectiveness.
Expand Armed Protection Offering	Broaden our service offering allowing us to flexibly scale fluctuations in demand.
GOAL 2	
Enhance the effectiveness and efficiency of the CNC	
Business Efficiency and sustainability	Deliver continuous improvement and a more commercial approach, driving savings across business activities and operational services that support the delivery of the core mission and supporting collaborations.
Technology, Digital and Cyber	Continue to improve technology and digital components to support mission effectiveness and deliver efficiencies for the organisation. Through collaboration improve cyber resilience and awareness of the CNC to counter the evolving cyber threat.
GOAL 3	
Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce	
Standards and Behaviour	Set and rigorously apply the standards and behaviour required of a policing service. We will enhance our professional standards and vetting functions and capability with a focus on proactive intervention and the development of a prevent plan.
Equality, Diversity and Inclusion	Advance equality of opportunity, foster good relations and engage with our people to ensure everyone's voices are heard.
Training and Development	We will promote learning at all levels across the organisation consolidating our training capability into a single cohesive function ensuring equality, diversity and inclusion are embedded in all delivery.
Wellbeing	We will continue to place a dedicated focus on optimising the mental health and wellbeing of our workforce.

GOAL
1

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

We will build on the progress made during the last three years, maintaining the confidence of our stakeholders. We will deliver a protective counter terrorist capability, integrated with partner resources, well equipped, well trained and tested. We will maintain our commitment to provide armed officers in support of other forces. We will enhance our training estate and capabilities building on the foundations established in our previous Strategic Plan. We will continue to look for opportunities to manage the fluctuating demand for our services.



Activities:

1.1 Maintain 24/7 Core Protection Capability

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

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

Through the new Strategic Plan 2023/26 we will build on these achievements. We will further strengthen our training capability, using our experiences with Griffin Park, to modernise our southern training estate to give us resilience in the south. We will continue to offer our training provision to other forces to offset our costs as part of our efficiency plans. Rationalising our training teams into one department will bring efficiencies and allow us to further cement our EDI strategy into all training. Our existing tactical engagement training capability needs to be replaced. We will replace this capability during the period of this Strategic Plan. With a world-wide shortage of computer chips delaying progress to date we have used this time to further develop our requirements. This capability allows our officers to experience a realistic and specialised training environment and demonstrate our competence during testing and exercises.

We will continue to collaborate with other police forces to support the communities in and around the sites we protect. During 2022 we successfully collaborated with Guernsey Police to complement their policing arrangements and provide enrichment opportunities for our officers. We will work with our partners to identify changing technologies to enhance our operational response.



500,000

Live rounds fired at our Griffin Park Tactical Training centre Since opening in 2020, over **2,000,000** rounds have been fired at Griffin Park in total



Over **8,000**

people trained or visited Griffin Park Tactical Training Centre, including **5** Home Office police forces

GOAL
1

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



Activities:

1.2 Expand Armed Protection Offering

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

We will prepare for operational deployment on the Hinkley Point C site in 2026. We will achieve this by working with EDF to establish an appropriate policing model, recruit and train new officers and staff and test and exercise our operational responses.

We will respond to emerging opportunities to provide armed protection to other critical national infrastructure with the approval of the Secretary of State, working with the Department for Energy Security and Net Zero to support us to manage the changing demands for armed policing protection on civil nuclear sites.

We will maintain our commitment to the Strategic Armed Policing Reserve, and during 2022 we were proud to support a number of policing operations, including the funeral of Her Majesty Queen Elizabeth II and the Commonwealth Games in Birmingham.

We will deliver	Performance Indicators
<p>Confidence to our stakeholders that we provide an effective and efficient service to the civil nuclear sector.</p>	<p>Successful deployment of planned/ target numbers of AFOs</p> <p>Number of reportable Reg 10s</p>
<p>Improved training facilities to maintain the effectiveness of our training programme, continue to be a trusted trainer for other forces to get best value for our stakeholders.</p>	<p>Compliance with Nuclear Site Security Plans through annual testing regime</p> <p>Above 80% operational deployability of officers</p>
<p>Improved career stability for our workforce, with greater resilience against demand fluctuations and to provide job enrichment opportunities.</p>	<p>Participation in Servator and other counter-terrorism and Home Office assist work</p> <p>Delivery of the outcomes against key milestone dates for the following projects:</p> <ul style="list-style-type: none"> ● Tactical Engagement Training Capability ● Sellafeld Operating Unit ● Control Command Centre upgrade and Incident Management System upgrade ● Oracle MS365 integration

GOAL
2

Enhance the effectiveness and efficiency of the CNC

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



Activities:

2.1 Business Efficiency and Sustainability

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

We will refine and improve our approach to business activities and services. We recognise the provision of enabling services and a strong commercial focus remains critical to our operational delivery. During the period of the last Strategic Plan, we successfully implemented a portfolio management structure to provide improved control, oversight and assurance of our projects. We will build on this with the introduction of a chief commercial officer, working alongside our finance, programme management and procurement teams to give us longer term clarity on financial planning and oversight of our business functions. We will also continue to refine our medium-term financial plan.

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

The opening of Griffin Park has resulted in an increased carbon output, but it also provides us with a blueprint for how we can better manage our carbon output through the use of technology to monitor energy consumption and waste. We can now better understand the impact of Griffin Park on our overall baseline output, and we have started to identify ways to make improvements across the entire estate. We will build on this work and develop a sustainability strategy in line with UK Government requirements.

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



100%
spent ammo
cases recycled

GOAL
2

Enhance the effectiveness and efficiency of the CNC



Activities:

2.2 Technology, Digital and Cyber

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

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

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

To adequately protect against cyber threats, we must continue to collaborate with a range of stakeholders. We will continue to coordinate with site operators to ensure we are sharing best practice and that our collective mitigations are robust. In tandem, 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.

We have produced our cyber security strategy and we will embed this across the CNC during the period of this Strategic Plan. We will invest in robust cyber security training for the whole organisation, and test and exercise our response in collaboration with our stakeholders.

We will deliver	Performance Indicators
<p>Belief from our partners that CNC represents good value for money.</p>	<p>Cashable procurement savings</p> <p>% of key contracts where KPIs are at or above agreed targets (VFM contract management)</p>
<p>Spend within forecast and delivery of major projects on time and within budget.</p>	<p>Non-cashable efficiencies identified</p>
<p>Strong performance in independent audit reports when assessed for delivering services efficiently.</p>	<p>Unqualified audit opinion (annual) including efficiency opinion</p>
<p>An estate that meets our operational, sustainability and business needs.</p>	<p>Delivery of a balanced budget</p> <p>Number of projects within budget</p>
<p>Reduced carbon emissions, energy usage, and material resource usage across the CNC whilst maintaining operational output at the highest standards.</p>	<p>Actual spend within 1% of forecast budget</p> <p>Progress with CNC Decarbonisation roadmap</p>
<p>The incorporation of sustainability into decision making and everyday working within the CNC.</p>	<p>Improvement of NIST score towards target of 2.86</p>
<p>A clear approach to cyber security, a strategy in place with a high level of understanding of cyber issues among the workforce</p>	<p>% of staff and officers completing cyber awareness training</p>

GOAL
3

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

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

CNC volunteered to take part in the recent HMICFRS inspection of vetting, misconduct and misogyny in the police service. CNC were reviewed as part of the Angiolini Inquiry into the officer responsible for the horrific murder of Sarah Everard. CNC also commissioned two external reviews of its culture and gender. The recommendations from all the reviews have been grouped into five key themes. Equality, Diversity and Inclusion, a review of our Human Resources department provision, vetting and professional standards, training, and a full policy review for delivery during this Strategic Plan period.



Activities:

3.1 Standards and Behaviour

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

We will deliver the 27 recommendations for all forces and chief constables set out in the HMICFRS inspection into vetting, misconduct, and misogyny. This will require a significant uplift in the capacity and capability of our vetting team and professional standards department (PSD). We commissioned a review of our PSD provision by British Transport Police, to advise us on the scale of changes we need to make to bring us into line with other non-Home Office forces. We will also establish a proactive capability and strengthen our

reactive capability, using new technology and increased resources.

We will develop our prevention plan and our strategic assessment for professional standards during 2023. We have already, with all other police forces checked the Police National Database for any adverse information about our workforce. We will deliver biometric vetting processes for all officers and contract an external provider to maintain this function.

3.2 Equality, Diversity and Inclusion

Advance equality of opportunity, foster good relations and engage with our people to ensure everyone's voices are heard.

We have completed our EDI strategy. Work will now commence to embed this strategy across the organisation. Key to the success of this work will be all officers and staff receiving EDI training. We will enhance the EDI training given to new recruits; this may involve extending our initial recruits course by one week. This will have financial and resourcing implications which we are working to identify.

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



GOAL
3

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



Activities:

3.3 Training, Leadership and Development

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

We will bring together all training teams under one executive director. We will assess the options to consolidate our training estate, including the possibility of moving our initial recruit training to Griffin Park during the period of this Strategic Plan, potentially offering our newest officers the benefits of training in our flagship facility. We will continue to develop our annual training plan and our training brochure, including within it the recommendations from the Inspectorate and our external reviews. We will also align our training plan with our EDI strategy, to make sure EDI is the golden thread throughout.

We will continue to offer our training estate and instructor resources, where our demand allows, to other police forces. This income will be used to make sure we are efficient and potentially lower costs in the future for our funders.

We have developed our plans to give our managers and supervisors the right skills and abilities to lead our people, which in turn will help us to deliver the culture we require, becoming first-class role models for our values. Every member of the CNC will receive training to give them the skills to challenge each other appropriately. This is linked to our EDI strategy and will take place during 2023.

Our performance management will be enhanced during the period of this three-year strategy. We will improve our collection of protected characteristics data in line with College of Policing national standard for recording workforce data collection. This will help to inform our inclusive culture, identifying where we need sharper focus to attract and retain a diverse workforce.



3
firearms
delivery
centres

165
National
Firearms
Instructors



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

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

GOAL
3

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



Activities:

3.4 Wellbeing

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

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

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

We will deliver	Performance Indicators
Strengthened professional standards with a focus on proactive intervention and prevention.	Response to inspection recommendations % of staff and who have completed the designated EDI Learning / Training
Maintained public confidence in, and the reputation of, the CNC.	Number of positive actions taken to engage harder to reach under-represented groups Customer satisfaction is good or better for facility users and recipients of training
Improved accessibility and inclusion through our training, communications and engagements.	Number of development training requests delivered
An inclusive workplace where everyone can bring their whole selves to work, evidenced through survey benchmark increase.	Evaluating our progress against the staff survey and cultural maturity framework.
CNC being viewed as a provider of best-in-class training.	
The CNC employee development offering as a fulfilling and enriching career proposition.	

Strategic Risks

GOAL	PRIORITY	CORPORATE RISK	
Goal 1 Maintain core mission and offer unique capabilities to benefit the wider policing and security infrastructure	Maintain 24/7 core protection capability	1	Unable to deliver the core mission of deter, defend or respond to threats
		2	Infrastructure of our Command, Control and Communications Centre is inadequate to support mission delivery
		3	Insufficient and inadequate Firearms Training Facilities in the South (short & Medium term)
	Expand armed protection offering	4	Inability to manage fluctuations in resourcing demand for protection services including site cessation and commencing new activities
Goal 2 Enhance the effectiveness and efficiency of the CNC	Business efficiency and sustainability	5	Failure to deliver within spending / budget targets
		6	Failure to meet the needs and expectations of our stakeholders
		7	Unable to meet our sustainability goal targets
	Technology, cyber and digital	8	Failure to manage physical and cyber (information security) threats
Goal 3 Foster and maintain a unified and inclusive culture which supports and engaged and diverse workforce	Equality, Diversity & Inclusion, Wellbeing	9	Failure to engender the appropriate behaviours and values to establish equality diversity and inclusion in the CNC workforce
	Standards and behaviours	10	Failure to maintain excellent professional standards
	Training, Leadership and Development	11	Unable to attract and retain staff and officers to provide sufficient resources

Measuring Progress

During the course of developing the three-year strategy we have drawn on a range of information and analysis of the CNC, the broader security environment and the civil nuclear landscape.

We have invested in a horizon scanning capability to provide a forward view of threats and emerging issues. We will support this work with our internal indicators of workforce planning, staff surveys, engagement with representative bodies, delivery measures and financial indicators. We will work closely with our key stakeholders, exercising regular reviews. The project review process allows us to monitor the progress of projects through each stage from initial evaluation, scoping and high-level planning, through design and procurement, to delivery, business as usual and benefits realisation.

We are tested and exercised regularly by the Office for Nuclear Regulation and His Majesty's Inspectorate of Constabulary, Fire and Rescue Services to make sure we remain efficient, effective and fit for purpose. The recommendations from these reviews and inspections underpin the activities set out in this three-year strategy. Progress is measured by the Police Authority, the Department for Energy Security and Net Zero, the Nuclear Regulator and the Inspectorate.

This strategy will be supported with a three-year delivery plan that will outline the delivery approach, sequence and required resources. It will be complimented with an annual policing plan, which sets out our business plan and operational objectives for the year.



Department for
Energy Security
& Net Zero

Glossary

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

Civil Nuclear
Police Authority



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