



Civil Nuclear
Constabulary



Annual Business Plan 2025/26

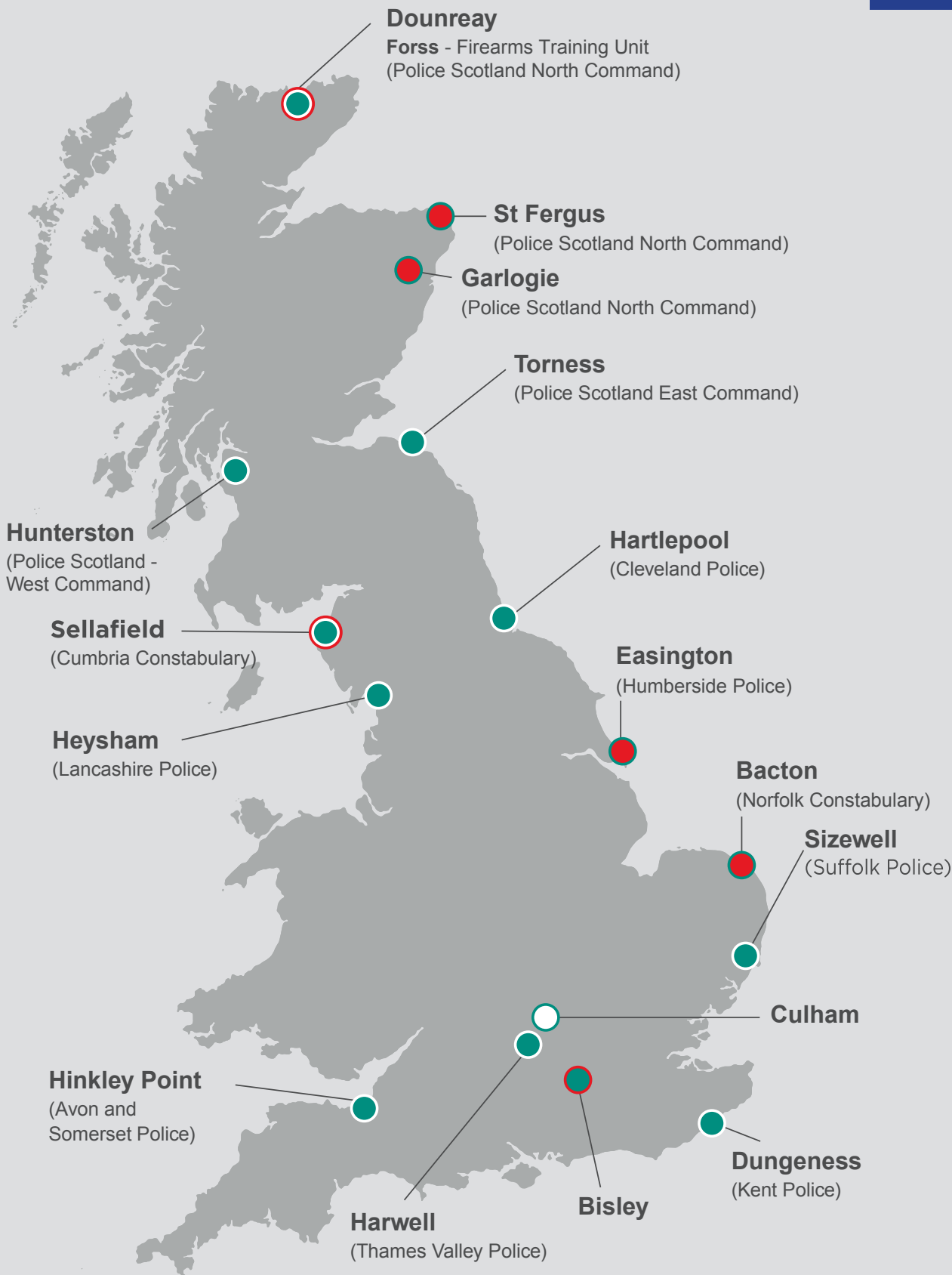
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Stakeholders:



CNC Protected Sites



○ Civil Nuclear Police Authority, Constabulary Headquarters and Centre for Learning and Development

● Operational Policing Units ● Firearms Training Units ● Non-nuclear sites

Chief Constable's Foreword



Simon Chesterman
OBE, QPM

“As an armed police force dedicated to the protection of critical national infrastructure, we are proud to be part of the wider policing family and carry out our duty to protect the public. Whether this is while we perform our core role, patrolling the communities around our sites, or as part of the national armed surge capability, our highly trained Authorised Firearms Officers carry out their critical role 24/7, 365 days a year to the highest standard.”

The Civil Nuclear Constabulary (CNC) plays a unique part in the wider police family. We carry out our duty to protect the public within our sites, patrolling the communities around the sites, and as part of the national armed surge capability.

Our Authorised Firearms Officers (AFOs) are highly trained to College of Policing standards, carrying out their critical role 24/7, 365 days a year. Our core purpose is the security of the nation's civil nuclear material and failure to deliver this is not an option.

Our ambition remains to be recognised nationally and internationally as the leading organisation for armed protective security within the critical national infrastructure of the United Kingdom. Whilst our core mission will always remain the protection of civil nuclear sites and nuclear material, we set out our ambition in April 2024 for the CNC to become more agile in helping other police forces to protect the public. The Energy Act 2023 enables us to deliver protective security services to other infrastructure outside of the nuclear sector. We made use of these new powers by delivering protection to passengers on cross channel ferries during 2024, and in 2025 we will be expanding our armed policing services further to four non-nuclear sites across England and Scotland.

High standards of professional behaviour remain paramount. We have embedded the new College of Policing Code of Ethics across the force and into our training programmes for all officers and staff. We have introduced an apprenticeship scheme for new AFOs joining the CNC and remain determined to nurture a positive culture. We will work tirelessly to build and maintain public trust and confidence in policing.

This Annual Business Plan aligns with the CNPA three-year Strategic Plan that sets the direction of the CNC until 2027. It focuses on our priorities for the second year of that Plan period (2025/26), and outlines how we will work to achieve these objectives, together with how the Constabulary will be held to account to ensure we do. To deliver on the priorities set out in this annual plan, every member of the Constabulary recognises the individual contribution they make towards us achieving our mission to safeguard nuclear material and the public from acts of terrorism that threaten our security and way of life. I look forward to working with our dedicated police officers and police staff throughout 2025/26 to deliver our mission and achieve our ambition with our service expansion plans.

Simon Chesterman OBE, QPM

Our Mission, Ambition and Values

Our Mission

In partnership with the civil nuclear industry, national security agencies and regulatory bodies, the CNC will deter any attacker whose intent is the theft or sabotage of nuclear material, whether static or in transit, or the sabotage of high consequence facilities.

If an attack occurs, the 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



The Code of Ethics

The College of Policing published its updated Code of Ethics in January 2024, following consultation with members of the public and serving police officers and staff.

The standards set a framework which everyone can easily understand. They enable everybody to know what conduct by a police officer or police staff member is acceptable, and what is not. The Code reflects the expectations that the CNC and the public have of how police officers and staff should behave.



Alongside the Code of Ethics, the CNC has four key values – Proud, Agile, Ambitious and Inclusive.

The CNC continues to communicate the new Code of Ethics and the CNC's values across the Constabulary. We embed these values through training and across various media, making it clear to all what is expected of them. Public confidence in the police is crucial in a system that rests on the principle of policing by consent. Police officers and staff must demonstrate the highest standards of personal and professional behaviour, both in their work and in their private life.

CNC's role in the protection of nuclear material

The CNC

The CNC is an infrastructure police force dedicated to the protection of civil nuclear sites across England and Scotland, and nuclear material, when in transit around the world. We must abide by site regulations, nuclear site security plans and licensing conditions, and are regulated by the Office for Nuclear Regulation (ONR).

Duty holders

Duty holders are responsible for the design, implementation, operation and maintenance of security arrangements. These are in place to protect the public from risk in the event of a radiological event caused by the theft or sabotage of nuclear or radioactive material.

Nuclear Site Security Plans

Nuclear site security plans are prepared by duty holders and approved by ONR. They include the standards, procedures and arrangements in place to ensure the security of a nuclear site and any nuclear material on the premises.

Physical protection of sites

Each site has Physical Protection Systems to prevent or mitigate the risk of anyone accessing it unlawfully.

Site exercises

Each site has a programme of testing and exercising, including Response Model Testing, design validation testing and Regulatory Evaluated Demonstration Exercises.

Licensing conditions

To assure the safety of nuclear installations in the United Kingdom, the ONR ensures a robust licensing process is in place and regularly tested.

Fundamental security principles

Fundamental security principles are founded in UK law and/or international good practice. They underpin all activities that contribute to sustained high standards of nuclear security.

State regulatory requirements

The ONR works on a system of regulatory control to assure the safety of nuclear installations in the United Kingdom, based on a robust licensing process.

Department for Energy Security and Net Zero

The Department for Energy Security and Net Zero is a department of His Majesty's Government established on 7 February 2023 and is the CNC's sponsoring government department.

International obligations IAEA

The International Atomic Energy Agency (IAEA) seeks to accelerate and enlarge the contribution of atomic energy to peace, health and prosperity throughout the world.

Member States responsibilities

The Convention on the Physical Protection of Nuclear Material establishes legal obligations for member states regarding the physical protection of nuclear material.

Physical protection of nuclear sites and materials

Member states must meet the IAEA requirements for safeguarding of nuclear facilities and material. The state assign physical protection responsibilities to relevant competent authorities.

CNC protection of non-nuclear sites

The protection of nuclear infrastructure remains at the core of the CNC's mission, however we set out our ambition for the CNC to become more agile in helping other police forces to protect the public. The Energy Act 2023 was given Royal Assent in October 2023, which enabled the CNC to expand their armed protection services beyond nuclear.

The appointment of the CNC to the four non-nuclear sites was agreed by the Secretary of State for Energy Security and Net Zero (DESNZ) in June 2024. The CNC has been working closely with host forces and site operators. We have been fortunate to onboard a large number of skilled AFOs from MDP into the organisation, supporting the expansion and enabling a smooth transition.

The CNC expands its service offering to include the armed protection of these non-nuclear sites from the 1 April 2025. Phase one is the delivery of the initial operating capability and operational handover. Phase two is the delivery of a full operating capability by April 2026.

CNC Achievements 2024/25

Operations

The CNC has continued to deliver its core mission during 2024/25, maintaining the 24/7 armed protection across civil nuclear sites.

The CNC continues to work with Home Office forces to provide assistance around the sites on which we operate. We have conducted over 4,600 Project Servator deployments in 2024/25. We also continue our role as part of the national firearms surge capability and have undertaken a number of firearms deployments during the year. These additional activities continue to demonstrate our capabilities to other forces and stakeholders, whilst also providing valuable experience and role enrichment to our officers. The CNC remains committed and ready to support the National Police Operations Coordination Centre (NPOCC) for any mutual aid and national mobilisation requests.

The delivery of a Vessel Protection Pilot was concluded in September 2024. Officers were deployed to cross channel ferries to provide protection and security during embarkation, the crossing and dis-embarkation. The deployments were a success and received praise from key stakeholders. Officers reported positive engagement with the public and ferry crews during deployments.

We successfully carried out drone trials and worked to determine operational requirements and benefits. Work is now underway to plan for the next stages with training and delivery set out in project plans. Drones offer alternative ways for security threats and risks to be identified and assessed, helping the CNC work to become more efficient, and aligned to technological advances.

In relation to the adoption of the four non-nuclear sites, the CNC has successfully transitioned a number of dedicated officers into the organisation and are busy preparing for the commencement of deployments from April 2025.

The Constabulary has aligned closely with EDF (new-build) on a range of projects, including the identification of the policing role needed at Hinkley Point C. The preferred model has been agreed, and work continues in partnership, ahead of deployment to the UK's newest nuclear power station. Activity is focused on the assessment of the requirements of the upcoming new build projects and managing these alongside the cessation of services at other sites.

At Sellafield, the CNC is now established within the Main Site Control Facility, having taken on responsibility for call handling and dispatch of all emergency service responses on site. We will continue to work closely with Sellafield Ltd through 2025/26 to deliver the final command and control capabilities and achieve full operational status.

The Strategic Escort Group (SEG) undertook sea training and successfully demonstrated its capabilities and competence to the Royal Navy during a series of demanding exercises. The team remains ready to undertake international nuclear material escort activity as required by stakeholders. SEG has also assisted throughout 2024/25 with delivery of training, command and operationally deploying as part of the Vessel Protection Detachment. Additionally, SEG National Firearms Instructors (NFIs) have supported Firearms Training Units (FTUs) in the delivery of firearms training and Initial Foundation Programmes (IFPs). SEG AFOs have also assisted and supported Operational Police Units as and when required.



CNC Achievements 2024/25

Training

We continue to deliver firearms training to our AFOs under the full College of Policing licence we secured. This is undertaken at our Firearms Training Units - FTU South at Bisley, FTU Scotland at Dounreay and FTU North at our state-of-the-art centre at Griffin Park in Cumbria. Following the successful approval of the business case, the organisation has made great progress with the replacement and upgrade of the facilities at the southern training site.

Work is underway to implement our new Tactical Engagement Training Capability, with equipment and system delivery complete and acceptance testing underway. Engagement across the sites with key stakeholders has been positive and these improvements will bring significant benefits to training for AFOs. This supports the Response Model Testing which requires all AFOs to undergo tactical training on the site that they police and robustly tests the security regime.

We launched our apprenticeship scheme for new AFO recruits in February 2024 and this year has seen the training commence for a number of apprentices as part of the restructured Initial Foundation Programme (IFP). The scheme is offered at all three training centres with an enhanced curriculum and delivery model. We have embedded Professional Development Units (PDUs) across all of the sites, in place to support the apprentices through their training.

The Corporate Learning and Development (CLD) Team has piloted and launched a new scheme of leadership programmes, covering all ranks starting with aspiring leaders, covering first and mid-line leaders, and up to executive leaders. These programmes aim to equip officers and staff with the skills,

tools and confidence to manage their teams effectively, promoting a culture of inclusive leadership and a clear focus on developing new leaders from within the organisation. Following the publication of the new Code of Ethics in January 2024, the PDUs have been working hard to rollout training across the organisation to all staff and officers. The Equality, Diversity and Inclusion (EDI), CLD and PDU teams have been proactive in delivering upstander training across the CNC, as well as substantive inputs into the Corporate Induction Programme.

Enabling Services

Enabling Services are the support system behind the core mission and are essential in enabling our frontline officers to carry out their role. Over the last year, Enabling Services has supported key areas, activities and projects across the organisation.

The Portfolio team have supported the development of the business case for the headquarters relocation and provided project support for the wide area and local area network (WAN/LAN) replacement, ensuring these projects are managed, progressed and assessed as per requirements.

The Finance team continue to work to ensure delivery of a balanced budget, and an unqualified audit opinion was achieved for 2023/24. Activity to secure further efficiencies and value for money is an ongoing priority.

The Strategic Development team led the way with key service expansion activities as well as supporting with drone trials and other concepts for future projects. People Change have been instrumental in the support of these service expansion activities.

The Procurement team has been working to embed the 'Transforming Public Procurement' Framework, running workshops with subject leads to review the full procurement cycle, as well as training for the whole organisation on the requirements of the new Procurement Act. They also support sourcing of contracts covering a range of areas across both operations and support services.

The CNC continues to work to become more sustainable and has successfully bid for both EV charging points and solar panels at our northern training site Griffin Park. These will be fitted and become fully functional in 2025/26.

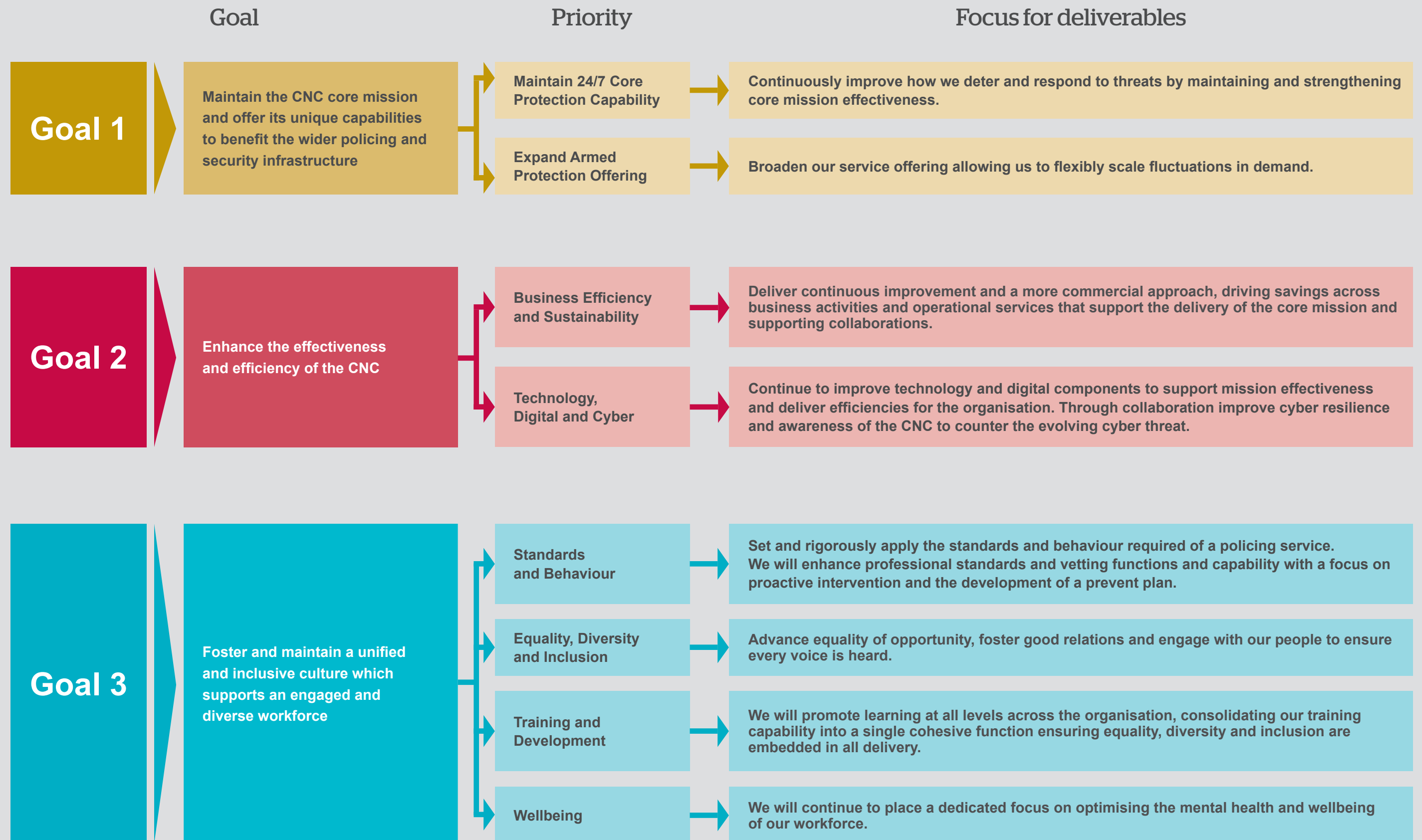
People and Standards

The introduction of Regional Recruitment Officers has brought great benefits to recruitment activity across the sites. It has enabled a more personal and tailored approach to recruitment challenges and opportunities. The HR team has produced a Talent Development Plan to outline plans for the development of talent, also taking into consideration future workforce and succession planning.

2024/25 saw the creation of a new ACC post with a focus on professionalism, standards and culture. Over the year, there has been a determined focus on progressing the Cultural Action Plan activity and on the development of a cultural data dashboard. A Cultural Gold group has been established to oversee these activities, with Silver groups created for both officers and staff, to help drive the improvements across the organisation. Investment in the Professional Standards and Vetting teams has continued. The teams have been working to embed the recommendations from the Angiolini Inquiry and other relevant inquiries, as well as focusing in on proactive intelligence and investigative standards.



Plan on a page



Corporate Risks

Goal	Priority		Risk
Goal 1 Maintain core mission and offer unique capabilities to benefit the wider policing and security infrastructure	Maintain 24/7 Armed Protection Capability	1	Unable to deliver the core mission of deter, defend or respond to threats
	Expand Armed Protection Offering	2	Infrastructure of our Command, Control and Communications Centre is inadequate to support mission delivery
		3	Inability to manage fluctuations in resourcing demand for protection services including site cessation and commencing new activities
		4	Insufficient and inadequate Firearms Training Facilities in the South - short and medium term provision
Goal 2 Enhance the effectiveness and efficiency of the CNC	Business Efficiency and Sustainability	5	Inability to source adequate funding to support the spending required to deliver the ABP and Strategic Plan
		6	Failure to meet the needs and expectations of our stakeholders and sponsoring department
		7	Unable to meet our sustainability goal targets
	Technology, Digital and Cyber	8	Failure to manage physical and cyber (information security) threats including sharing intelligence
		9	Absence of a clear approach to: the investment in digital productivity tools to improve efficiency; and the development and application of Artificial Intelligence (AI)
Goal 3 Foster and maintain a unified and inclusive culture which supports an engaged and diverse workforce	Equality Diversity and Inclusion	10	Failure to engender the appropriate behaviours and values to establish equality, diversity and inclusion in the CNC workforce
	Standards and Behaviour	11	Failure to maintain excellent professional standards
		12	Unable to provide a policing service to stakeholders that operates with legitimacy, public trust and confidence
	Training, Leadership and Development	13	Failure to properly plan sufficient resources to deliver projects and business as usual activities, managed through workforce planning for officers, and resource plans for individual teams

2025/26 Focus Areas

Goal 1					
Strategic Goal Priority	Activity/Theme	Proposed Target 2025/26	Performance Measure	Lead Owner(s)	Impact
Maintain 24/7 Core Protection Capability	Implement new Tactical Engagement Training Capability (TETC)	Q1 Q2	Q1 - Kit deployed Q2 - Project close	Strategic Development Portfolio Training	Old TETC kit is reaching obsolescence, and software is no longer supported. New technology will facilitate immersive training, testing, and exercising.
	Continue to undertake high visibility deterrent policing options, such as Project Servator deployments at units	Quarterly	1800 Project Servator deployments a year, across all sites	Ops	Maintaining Project Servator capability is part of the core mission.
	Demonstrate compliance with Nuclear Security Plans at each site annually	Quarterly	Deployability vs Strength 90% Deployability vs Establishment 80% REG10 core capabilities compromised <24 per year REDE exercises required standards met	Ops	Compliance with NSSP at each site is part of the core mission.
	Incident Management System (IMS2) Project	Q1 Q2	Q1 - Gate/Stage 3 full business case approved Q2 - New contract award	Strategic Development Portfolio IT	The upgrade to IMS2 is required due to software contract end. The system is fundamental to the safe operation of the operational workforce.
	Cessation Activity	Q2 Q4	Q2 - Hunterston withdrawal Q4 - Hinkley Point B withdrawal	Strategic Development Portfolio Ops People Change	Managing the cessation with minimal impact on officers.
	Emergency Services Mobile Communications Programme (ESMCP)	Q4	Collaborate closely with the national ESMCP programme in readiness to achieve planning milestones and manage resource requirements	Strategic Development Portfolio	Airwave shutdown is forecast December 2029. This activity is necessary to ensure the CNC is ready to participate in the national rollout and has funding in place.

Goal 1					
Strategic Goal Priority	Activity/Theme	Proposed Target 2025/26	Performance Measure	Lead Owner(s)	Impact
Maintain 24/7 Core Protection Capability Expand Armed Protection Offering	Focus on priority recruitment areas and regional awareness	Quarterly	Activity of Regional Recruitment Officers in priority areas Strength vs Establishment Staff and Officer	HR	Recruitment to work towards full establishment in priority areas across the CNC.
	Improve vetting timescales for new employees	Quarterly	Officer Police Vetting Clearance - 23 working days Staff Police Clearance - 30 working days Officer Baseline Clearance - 27 working days	Vetting	Making the CNC more attractive to the employment market, long delays to start dates can be off-putting.
	Weapons replacement project Carbine	Q4	Business justification case for replacement	Strategic Development Portfolio FTU	Managing obsolescence of equipment.
	Taser 10s	Q4	Taser 10 training rollout	Strategic Development Portfolio	Managing obsolescence of equipment.
	Delivery of key stakeholder activity	Q1 Q4	Q1 – Scope requirements for Stakeholder Engagement Plan/Strategy Q4 - Delivery of priority activity from Stakeholder Engagement Plan/Strategy	Corporate Communications Ops	Improved stakeholder engagement and customer relations.
	Overall Corporate Strategic Workforce Plan	Q4	100% complete for listed priority units. (Dounreay, Sellafield and non-nuclear)	HR	To effectively forecast where resourcing gaps are in order to plan and manage appropriate candidate pipelines.
	Ensure CNC compliance to the new Procurement Regulations 2024	Q3	CNC fully compliant with statutory obligations and staff fully trained	Procurement	To ensure compliance with legislation.
Expand Armed Protection Offering	Transition arrangements at Hinkley Point C	Q4	Commence phased transition of police officers into the new Integrated Security Model	Strategic Development Portfolio Ops People Change	Enabling continued employment for Hinkley Point based officers.
	Transition to operational delivery of protection at the four non-nuclear sites across the UK	Q4	Q1 - Initial operating capability delivery Q2-Q4 - Transition to full operating capability	Strategic Development Portfolio Ops People Change	Achieve service expansion objective and help manage workforce fluctuations and manage cessation impacts.

2025/26 Focus Areas

Goal 2					
Strategic Goal Priority	Activity/Theme	Proposed Target 2025/26	Performance Measure	Lead Owner(s)	Impact
Business Efficiency and Sustainability	Identify and report efficiency savings during 2025/26	Quarterly	2% for non-pay £0.785M via EC&I reporting	Business Delivery and Support Services	To support reduction in spending to meet efficiency needs.
	Deliver a balanced budget	Q3 Q4	Q3 - Delivery of draft budget Q4 - Delivery of final budget	Finance	To enable financial management for CNC and for customers.
	Delivery of financial outturn	Q4	Within 1% of Q2 forecast at the end of the financial year	Finance	To enable financial management for CNC and for customers.
	Deliver an unqualified audit opinion on previous year's accounts	Q2	Delivery of unqualified audit opinion	Finance	To maintain reputation for sound financial management.
	Headquarters relocation	Q4	All activity complete, in accordance with project milestones	Estates Portfolio People Change	End of HQ lease as driver.
	FTU South	Q1	Full completion of tactical training facilities	Training Estates	To enable adequate training facilities.
	Complete obligations arising from GSEC Building Security Review, analysis of CNC position against updated frameworks and strategies	Q4	Delivery of additional activity in accordance with the defined timetable	Estates Security	To meet required standards of security.
	Taskforce on Climate-related Financial Disclosures (TCFD) reporting requirements	Q4	Delivery in accordance with the NAO timetable and checklist	Estates Finance	Compliance with mandatory reporting requirements.
	Commence reduction in energy use or emissions – Update Fleet Strategy to reflect Tetra Tech report, including review of Chiltern Transport Agreement	Q3	Improvements delivered, reduction in emissions reported on	Estates	Contribute to carbon reduction targets for CNC and national requirements.

Goal 2					
Strategic Goal Priority	Activity/Theme	Proposed Target 2025/26	Performance Measure	Lead Owner(s)	Impact
Business Efficiency and Sustainability	Commence reduction in energy use or emissions - charging points at Griffin Park	Q1	EV charging points supplied and fitted	Estates	Contribute to carbon reduction targets for CNC and national requirements.
	Develop a Clothing/Equipment Strategy	Q4	Agreed Strategy published	Estates	Planned replacement and potential savings overall.
	Finalise contract management oversight resourcing requirements and implement relevant outcomes relating to assignment, monitoring and upskilling of contract managers arising from Procurement Lifecycle Review	Q3 Q4	Q3 - Completion of Cabinet Office training programmes and tender document sets Q4 - Appointment of contract management oversight resources, completion of workplan for supporting processes and contract management inspections schedule	Legal Procurement	Better contract management may drive efficiency and effective performance of contractors. It ensures compliance with the supply chain mapping obligations from DESNZ and improves security posture.
	Complete all required preparation for Alpha pension migration	Q4	All required activity defined and complete	Pay and Reward People Change	To ensure managed transition to core function.
Technology, Digital and Cyber	Support Counter Drone national and industry trials	Q4	Counter Drone - support national and industry trials through 2025/26	Strategic Development Portfolio Ops	Supports Sellafield Operational Policing Unit's Specialist team with operational effectiveness, improved safety and better use of technology.
	Progress with the roll-out of Drone capabilities, as per project timelines	Q3 Q4	Q3 - Completion of operational trials Q4 - Production of concept and operational requirement for site wide use	Strategic Development Portfolio Ops	Supports Sellafield Operational Policing Unit's Specialist team with operational effectiveness, improved safety and better use of technology.
	Replacement of WAN/LAN Services (Future Network Delivery - FuNDs project)	Q4	Transition complete	IT	FuNDs is a project to replace our current IT networks - WAN, LAN and Wi-Fi, this is required because our networks are commercially and technically at the end of their life.
	Delivery of activity from updated Cyber Security Strategy	Q4	Improvement of NIST score, in accordance with Cyber Security Strategy target	IT	Improved cyber security and compliance with government standards.
	Develop AI statement of intent	Q2	Delivery of statement	Information Governance	Considered understanding and approach to Artificial Intelligence to minimise risk and maximise benefits.

2025/26 Focus Areas

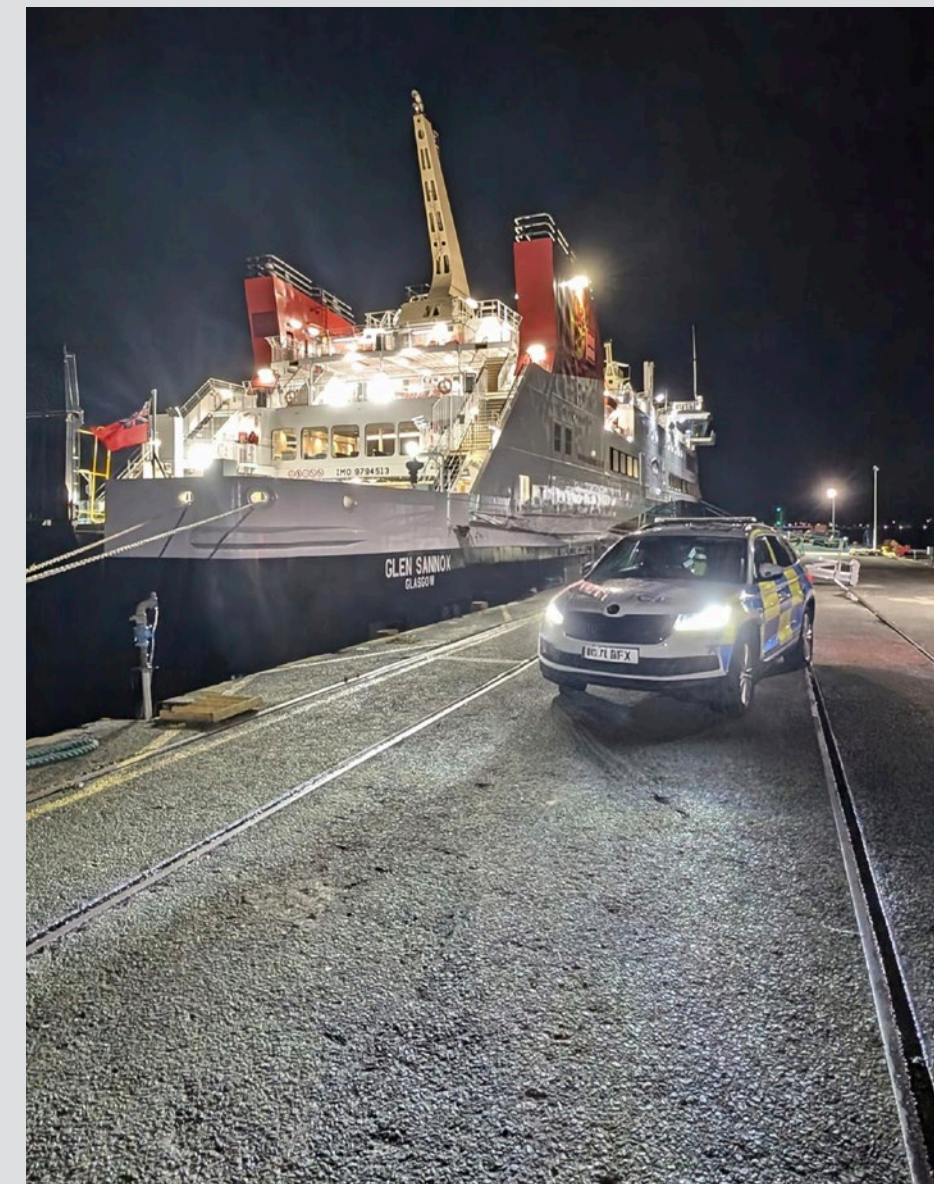
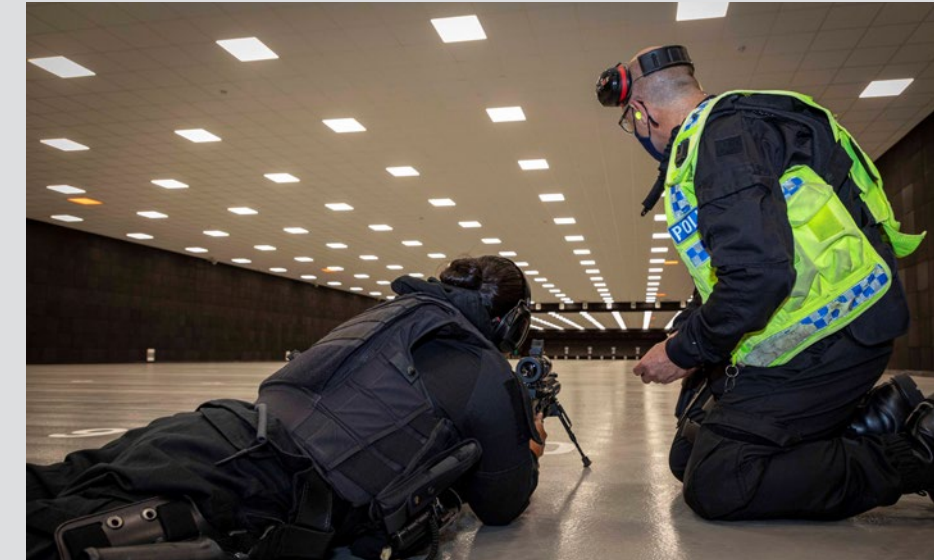
Goal 3					
Strategic Goal Priority	Activity/Theme	Proposed Target 2025/26	Performance Measure	Lead Owner(s)	Impact
Standards and Behaviour	Ensure compliance with National Intelligence Model (NIM) practice	Q1	Delivery of Strategic Assessment and Control Strategy	PSD/Vetting	Compliance with guidance, control of risks and alignment of activity.
	Review and recommend changes regarding the Police Vetting Regulations 2025	Q4	Required changes to policies and procedures identified and amendments prepared in readiness for enactment	PSD/Vetting Legal	Compliance with new police vetting regulations. Vetting has never been regulated before, so the new regulations will be a significant change to policing.
	Review and recommend changes regarding the impact of the new Employment Bill	Q4	Required changes to policies and procedures identified and amendments prepared in readiness for enactment	HR Legal	Gap analysis to be conducted against implementation dates and ensure compliance with employment legislation.
	Create an organisational learning process and register for PSD and Vetting matters	Q4	Accessible and updated IT format in place for organisational learning matters, reviewed through STCG	PSD/Vetting	To enable learning to be recorded and shared as examples to improve standards and behaviours.
Learning and Development	Support Professional Development Units (PDU) at each Operational Unit, with a clear plan on its remit and delivery	Quarterly	PDU plans published, and delivery monitored	Training	To enable consistent standards of training and development support to all officers regardless of location.
	Implement and embed agreed Talent Management priorities	Q2 Q3	Q2 - PDR Process – Develop and implement new/amended process Q3 - PC - Ch Insp Fast Track promotion - Develop and implement process	HR	Develop processes to support talent management initiatives. Priority activity to increase employee engagement in the PDR process and supporting the development of officers demonstrating high potential.
Equality, Diversity and Inclusion	Positive Action Workstream	Q3	Demonstration of positive action activity undertaken	HR EDI	To support effective positive action within the CNC.
Wellbeing	Cultural Action Plan priority actions	Q4	Delivery of priority actions identified, reported through Cultural Gold Group	ACC Professionalism	Improved standards of behaviour and addressing public trust and confidence in policing.
	Cultural Maturity self-assessment	Q4	Self-assessment completed and areas for improvement identified	ACC Professionalism	Determine current maturity to establish a baseline for future measurement.

Governance Framework

The CNC plays a vital counter terrorism role in denying unauthorised access to civil nuclear sites and material, as well other critical national infrastructure. We are a dedicated armed police force and work with several different organisations to fulfil statutory responsibilities in protecting nuclear and other non-nuclear material and facilities. These are:

- The Office for Nuclear Regulation (ONR) – responsible for regulating nuclear safety and security across the UK. ONR uses Security Assessment Principles (SyAPs) to guide regulatory judgements and recommendations when undertaking assessment of duty holders' security submissions, such as Nuclear Site Security Plans (NSSPs).
- Site Licence Companies (SLCs) – the CNC fulfils the SLCs' obligations to comply with Nuclear Site Security Plans, to ensure the safety of nuclear facilities and nuclear material.
- College of Policing – license us to ensure we are a fit for purpose and effective, armed police force.
- His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – responsible for the independent inspection of the effectiveness and efficiency of the CNC.
- National Police Firearms Training Curriculum standards – to ensure highly and appropriately trained officers, regularly tested through our site exercise regime and dedicated to protecting the sites to which we are deployed, 24 hours a day, 365 days a year.
- Civil Nuclear Police Authority (CNPA) – responsible for maintaining an efficient and effective CNC, determining its policing objectives, appointing members of the Executive Team, and accounting for the CNC's operational and managerial performance. Both the CNC and the CNPA are Non-Departmental Public Bodies of the Department for Energy Security and Net-Zero (DESNZ). The CNPA set out a three-year Strategy that defines the goals and priorities for the CNC to deliver against. The Strategy can be found on our website.
- Ofsted – inspects the CNC in England, to ensure the apprenticeship scheme meets the required levels of education and training. Inspection arrangements in Scotland are being developed.
- Department of Energy Security and Net-Zero – the CNC reports to DESNZ, under a framework document. With the service expansion into non-nuclear sites, we are required to work with Downstream Gas and Electricity Resilience (DGER), which is a department within DESNZ, and responsible for ensuring we provide services, in accordance with the service level agreement.

To find out more about our governance, performance and budget, read our Annual Report and Accounts at www.gov.uk/cnc. The CNC collects a wide range of metrics across the organisation that inform managers of performance in their own teams, and how their performance feeds into the three goals of the CNC against the priorities and key activities defined in the three-year Strategy and the Annual Business Plan.



Leadership, Performance and Standards



DCC Stephen Martin
OBE, QPM

The role of the Deputy Chief Constable (DCC) is to support the Chief Constable in leading the Constabulary. He assists in creating a vision, direction and culture for the force that builds public, stakeholder and organisational confidence and trust, all of which are vital in enabling the delivery of an effective policing service. Policing can only legitimately exercise its functions with the consent, support and co-operation of the public. We are determined to do all we can to secure it.

The DCC holds direct operational accountability for the delivery of the Constabulary's core role in protecting the nation's nuclear and wider energy interests, as well as the CNC's response to general policing duties in support of Home Office and Police Scotland police forces. He also has overall responsibility for the delivery of the Annual Business Plan, that aligns to the Three-Year Strategic Plan, and for corporate performance reporting that measures delivery.

The DCC has strategic oversight of the portfolios of the two Assistant Chief Constables – in relation to Vetting, Professionalism, Standards, and Operations.

Professional standards and vetting has been an area of focus and improvement, and we are fully committed to rooting out corrupt and criminal officers from our ranks. We have invested in more vetting staff and PSD investigators, the development of a counter corruption capability and a dedicated analyst supporting this vital work. That said, we recognise that the large majority of our officers and staff uphold the CNC's values and high ethical standards. We are committed to a healthy organisational culture that is respectful, progressive, and inclusive. To help us achieve this we have developed our Cultural Action Plan.

The DCC also has management responsibility for our Training Division, which has undergone significant structural change over the past 12 months to deliver against the objectives set out within our Training Strategy. We now have in place a Non-Home Office Police Officer Apprenticeship scheme, with Professional Development Units (PDU) at each of our sites across the Constabulary. The PDUs support our apprentices and offer continuing training and development, in key policing skills, to all our officers and staff. This structure helps deliver more effective local training with centralised support ensuring quality assurance and evaluation.

The leadership development offering within the CNC has been significantly improved over the last year, with the commencement of new leadership training courses. We have a clear learning and development training plan, and additional in-house initiatives will evolve over the coming year, as well as utilising the services of the College of Policing for more senior requirements.

With the high number of Authorised Firearms Officers in the CNC, training is always a priority area. We are accredited by the College of Policing and hold a National Firearms Training Licence. We use our expertise to train not just our own officers but also those from other organisations.

The CNC continually reviews how it does its business and the DCC is at the forefront of this as Chair of relevant Corporate Governance Groups. We seek opportunities to improve, utilising good practice, technology, and innovation. It is essential that our operational officers and staff are properly trained, equipped, and supported to deliver our mission. We always seek to be forward thinking, building and developing operational capability, delivering value for money and ensuring we are positioned and prepared to mitigate emerging threat and risk, keeping the public and our stakeholders safe, and placing our people at the heart of all that we do.



Operations



ACC Michael Vance

The Assistant Chief Constable (ACC) for Operations provides strategic leadership for the Operations Division. The focus is on protecting the sites to which we are deployed and continually improving our service provision, by ensuring our officers and staff have the capabilities and capacity required to excel in their AFO Counter Terrorism roles.

He supports the Deputy Chief Constable in the delivery of the core mission, protecting the nation's nuclear interests, as well as the CNC's response to general policing duties in support of Home Office police forces. The ACC seeks high standards of protection afforded within the CNC's role as an armed police service, and in providing counter terrorism firearms support to Home Office forces and Police Scotland at times of mutual aid, whilst always maintaining the CNC's core strategic responsibilities to energy sector stakeholders.

The CNC continues to meet challenges of policing in a nuclear environment and in addition, take responsibility for the protection of four new locations, an exciting service expansion opportunity made possible through the Energy Act in 2023. We remain tireless in the pursuit of delivering an excellent service to internal and external stakeholders and to the community. Our Strategic Escort Group capabilities are maintained in preparation for escorting nuclear materials and are planning for several international operations.

The CNC is regularly testing its effectiveness through joint training, live play, force-on-force response model testing, and counter terrorist exercises. We continue to develop through continuous professional evaluation to ensure we are evaluating ourselves and our activity, taking prompt steps to address any issues, and to learn from experience.

In partnership with key stakeholders, we work to improve and adapt in order to deter and respond to threats facing the sites to which we are deployed. We will continue to support our wider policing family with mutual aid deployments and at significant events, and play our role keeping the public safe.

The ACC is committed to rebuilding the confidence of policing with the public, and as part of our commitment to this important work, continues to promote our 'Proud to Protect' initiative. This work focuses on the CNC's collective responsibilities to improve standards and create an environment where our officers can thrive, and be

confident to challenge any inappropriate, unacceptable, or unwanted behaviour. It also enhances our approach to onsite and offsite tactical taskings, making best use of our resources.

The CNC is currently undertaking operational trials of drones at Sellafield with the objective to integrate drones into day-to-day operations, training, testing, evaluation and incident response. This capability is being constructed carefully to ensure compliance with NPCC Authorised Professional Practice (APP) and in partnership with the SLC. Output of the trial will be a detailed concept for potential wider drone capability to inform future investment decisions.



Professionalism, Standards and People



ACC Kerry Smith

The Assistant Chief Constable (ACC) for Professionalism provides strategic leadership for Professional Standards, Vetting, Culture, Equality, Diversity, and Inclusion (EDI) and Inspections; ensuring these essential functions are delivered effectively to uphold the CNC's core values. She supports the Deputy Chief Constable in driving high standards of integrity and professionalism across the organisation.

The ACC provides operational leadership for the CNC's Professional Standards Department (PSD) and Vetting function, ensuring that trust, accountability, and ethical standards remain at the forefront of all activities. The role focuses on maintaining robust processes to address misconduct, foster transparency, and reinforce confidence in the organisation. Through proactive counter-corruption measures and rigorous vetting practices, she plays a pivotal role in upholding the integrity of CNC operations. Both PSD and Vetting have undergone significant investment to ensure they can meet evolving demands whilst adopting new regulations, a national Code of Practice and the implementation of new systems to enhance collaborative working.

Over the last year, a large amount of work has been focused on organisational culture, to help further improvements set out in the Cultural Action Plan. This cultural framework ensures the CNC remains aligned with its values and equipped to support a positive, professional working environment. To ensure meaningful progress, a new approach has been implemented and these efforts are directed and monitored by a newly established Cultural Gold Group. A performance dashboard is also being developed to track progress and monitor trends in key datasets.

EDI is a key focus for this portfolio, prioritising the cultivation of an inclusive workplace whereby individuals from diverse backgrounds, cultures, and lived experiences are supported. In line with the EDI Delivery plan published in 2023, the ACC ensures that EDI principles are actively championed, with

a particular focus on positive action initiatives aimed at fostering an inclusive environment where all individuals are empowered to contribute and succeed. This includes supporting a range of employee networks and advancing initiatives that enhance equality, belonging, and engagement across the workforce, as well as ensuring links to key national schemes and frameworks. Through collaboration and innovative approaches, EDI principles are embedded across the CNC's operations and culture.

The CNC continues to uphold the highest standards in line with internal assurance measures as well as external national standards. The ACC works to ensure that operational policing and organisational practices continue to meet these standards and actions for improvements are dealt with as a priority.



Governance and Enabling Services



ACO Richard Cawdron

Governance and Enabling Services (G&ES) encompasses many of the support functions that are essential for our frontline officers to carry out their vitally important role in protecting critical national infrastructure. The Assistant Chief Officer is responsible for a wide variety of departments who provide support services across the CNC.

This includes Estates, who manage the CNC's built environment including the current Headquarters relocation project; IT, who secure our IT infrastructure and support our users; and Security, who provide guidance and specialist advice to the CNPA, CNC officers, staff, including contractors and third-party suppliers.

The Directorate is also responsible for all Governance and Assurance, including portfolio assurance for programmes and projects; Information Governance including Data Protection and Freedom of Information; Inspections, Assurance and Organisational Learning, who perform their role to ensure that internal processes and procedures are in place to manage risk; and the Risk team, which identifies, assesses and monitors risk at various levels of the organisation.

The Finance Department is led by the Chief Finance Officer and is an important part of the G&ES Directorate. It is responsible for providing sound advice and guidance on financial planning at all levels; ensuring that the Constabulary's financial affairs are conducted in accordance with Government policies and all relevant statutory and legal requirements; providing support across the organisation in the management and control of risk. The team are also responsible for ensuring that all employees and suppliers are paid correctly and in a timely manner. Departmental objectives are geared towards improved financial performance, risk information flow and increased stakeholder involvement.

The Strategic Development function provides an analytical and horizon scanning capability to support the development of operational capabilities and emerging business areas.

The team works with all functions of the organisation to inform and influence future corporate strategy, planning and delivery and is responsible for projects, such as Hinkley Point C and developing emerging opportunities for service expansion.

The ACO also has responsibility for Legal Services covering claims, tribunals and professional legal advice; Procurement, who locate, acquire and buy goods, services or works; and Sustainability, Fleet, Clothing and Equipment.

The Senior Management team for Governance and Enabling Services underpins and ensures the delivery of the back-office functions that enable the front-line services to operate effectively. The subject matter experts in the Directorate work across all functions of the CNC.



Our People, EDI, and Wellbeing



As an organisation we recognise that people are at the heart of all that we do, we work to deliver the services and solutions our employees need to enjoy a successful and supportive CNC career. We want to ensure we are set up to meet our mission, with the right structures to attract, retain, develop and reward our people.

Our People

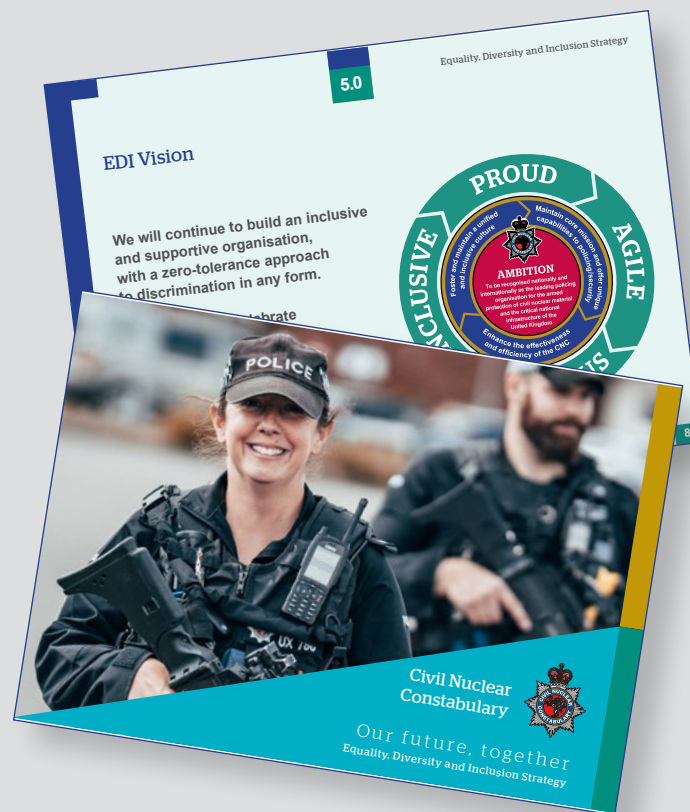
The people functions are embedded across the directorates and act as strategic partners. This enables the CNC to deliver its ambition and acts as a driver for an inclusive and engaged workforce that is agile and dynamic. We create the conditions for success through forward thinking organisational design and champion fairness, respect, equality, diversity, inclusion and belonging. The CNC is ambitious in its aspiration to close the gender pay gap and in building a truly diverse and equitable workplace. We made positive progress in 2024/25 and our Talent Development Plan continues to encourage promotion and career progression for all.

The CNC is responsive to requirements of the organisation to remain dynamic considering changing operational needs and service expansion, and we work hard to attract and select individuals with the skills and values necessary to support the CNC's goals. Recruitment, workforce planning and talent acquisition are essential to the CNC. Our new Regional Recruitment officers provide bespoke, tailored recruitment and attraction activity in the areas around our sites, based on the needs of the talent pools within those local communities. This helps to mediate the challenges of a geographically spread organisation.

The workforce planning teams are working hard to effectively forecast future demands as the CNC navigates the fluctuations that come with service expansion and cessation over time. This helps ensure that resources are strategically aligned to meet these changes.

The CNC is a professional, inclusive, and forward-looking organisation, placing its people at the heart of its mission while delivering on its essential commitments. We do this by being an 'employer and career destination of choice' attracting, developing and retaining the best people for our profession and leading them to high performance in a healthy, fit, and safe environment. We continue to offer an attractive package of pay and workplace benefits, including a generous pension scheme.





EDI

Our EDI vision is 'To continue to build an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form.'

We actively celebrate difference and encourage diversity and equity across the organisation. We recognise that our commitment towards EDI is integral to everything we are trying to achieve as an organisation going forward and is the golden thread that runs through all that we do. We have an established governance structure in place and work to a detailed plan on what we will deliver in this area. We will continue to go beyond equality and strive for equity to ensure everyone has the same opportunities and resources needed to reach an equal outcome. We will deliver this by:

- Continuing to support the four dedicated EDI Affinity Networks:
 - **DAWN** – the Diverse Ability and Wellness Network providing support for matters related to mental and physical health, disability support (including physical and neurodivergent conditions), age related issues, family support and carer support



- **FAME** – the Faith and Multi-Ethnic Network supporting officers and staff from Minority Ethnic backgrounds and those who follow a religious belief
- **GAIN** – The Gender Affinity Inclusion Network supporting officers and staff with gender-based issues and encompassing the Women's Equity Network, the Men's Care Network, Violence Against Women and Girls (VAWG), New Parents Support, Endometriosis Support and Menopause Support
- **PRIDE** – comprising of Griffin's Pride and Transform and covering all LGBTQ+ issues
- Improving our data recording of protected characteristics so we achieve improved understanding of any barriers that exist preventing underrepresented groups from joining and remaining with the CNC and increased trust and confidence with our communities and our stakeholders
- Improving mechanisms designed to increase workforce diversity and secure percentage increase in terms of gender and ethnicity and monitor pay gap reduction targets for both areas to ensure better outcomes

Wellbeing

The CNC is very proud of the wellbeing culture that it has developed.

This is demonstrated by the commitment of the members of the Strategic Health, Safety and Wellbeing Group and its various sub-groups. These groups focus on fitness and healthy lifestyle, neurodiversity, health and safety, clinical governance, mental health and psychological wellbeing.

The organisation has a number of relevant Affinity Networks, hundreds of employees who have volunteered to be champions, and examples of those that have opened up to the CNC to share their stories with a view to helping others who have had (or are having) similar experiences.

The CNC has invested in an award-winning Occupational Health, Safety and Wellbeing Department which employs specialists in all wellbeing areas to work closely with managers to provide a holistic and proactive service to all CNC employees with a focus on supporting organisational key strategic priorities. The CNC is an active member of the national police wellbeing service and non-Home Office Police Covenant Group, including leading on some key pieces of national work on their behalf and are committed to ensuring that the wellbeing support within the CNC aligns with national best practice.

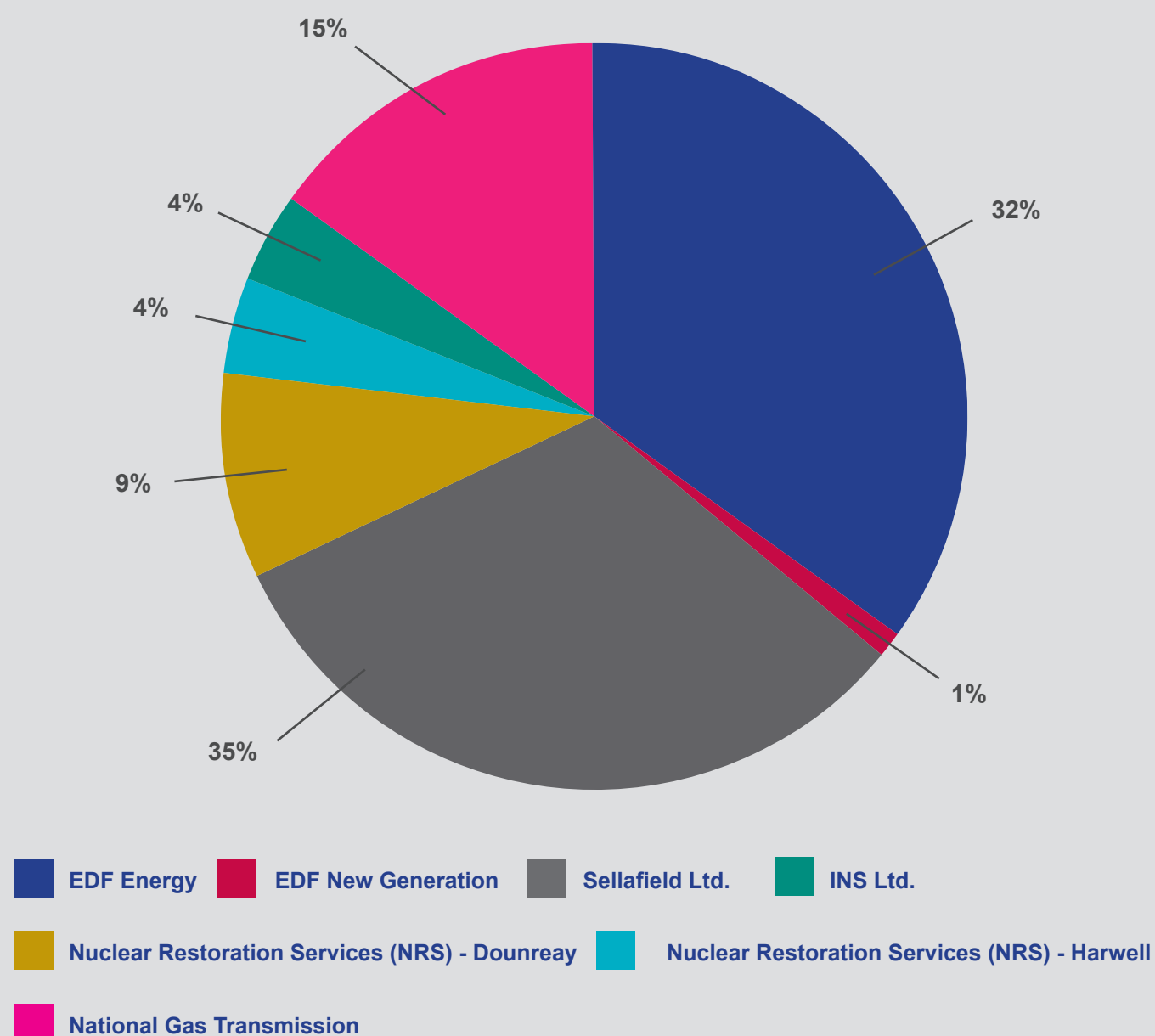


Financial Outlook

The funding model for the CNC means that much of the income to deliver services is provided by a range of civil nuclear site licence companies (SLCs). This plan focuses on the specific deliverables for 2025/26 and ensures that funding is appropriately prioritised and that there is a clear focus on effective and efficient service delivery.

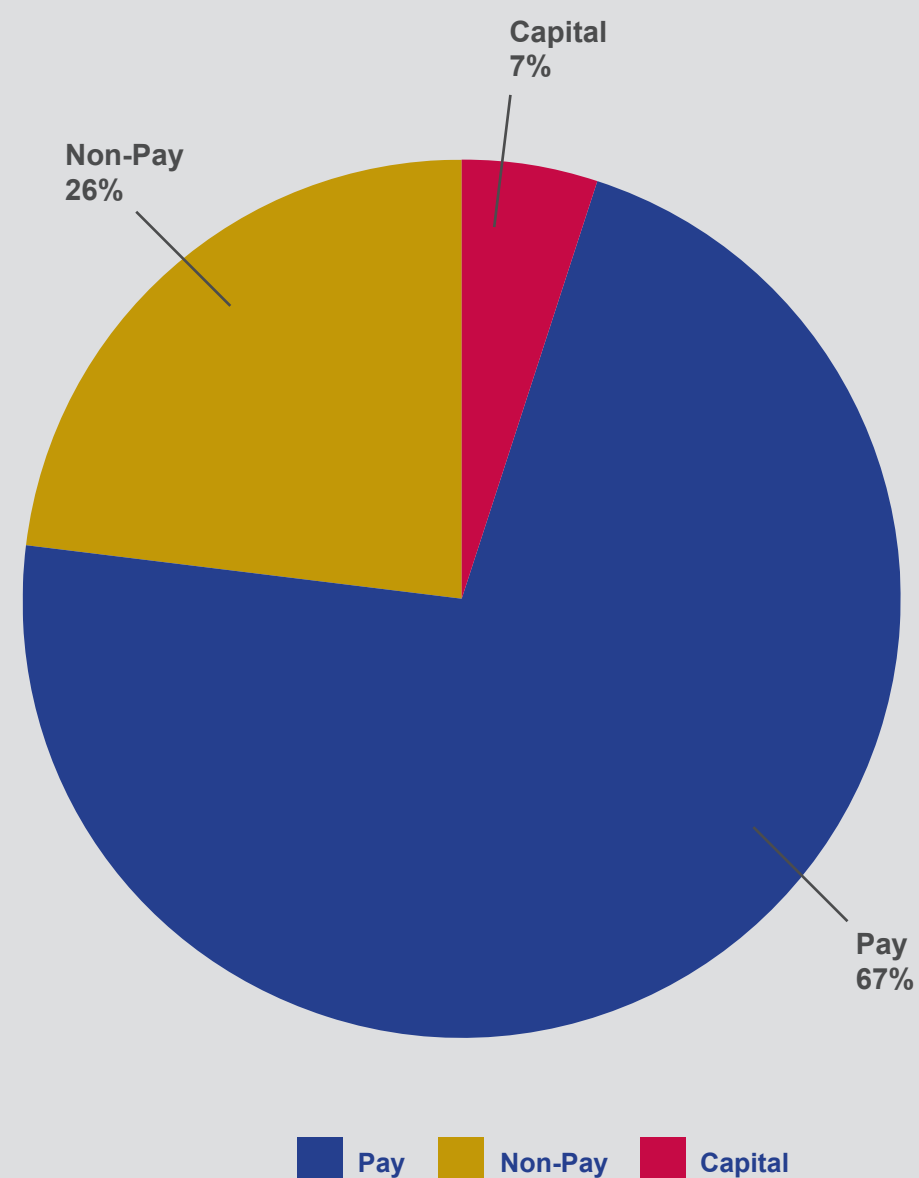
The funding provided by our major customers is determined by the protection resources set out in the Nuclear Site Security Plans and used to deliver against the objectives in this plan. Figure 1 sets out the income from each of the major customers.

Figure 1 - Income from Major Customers



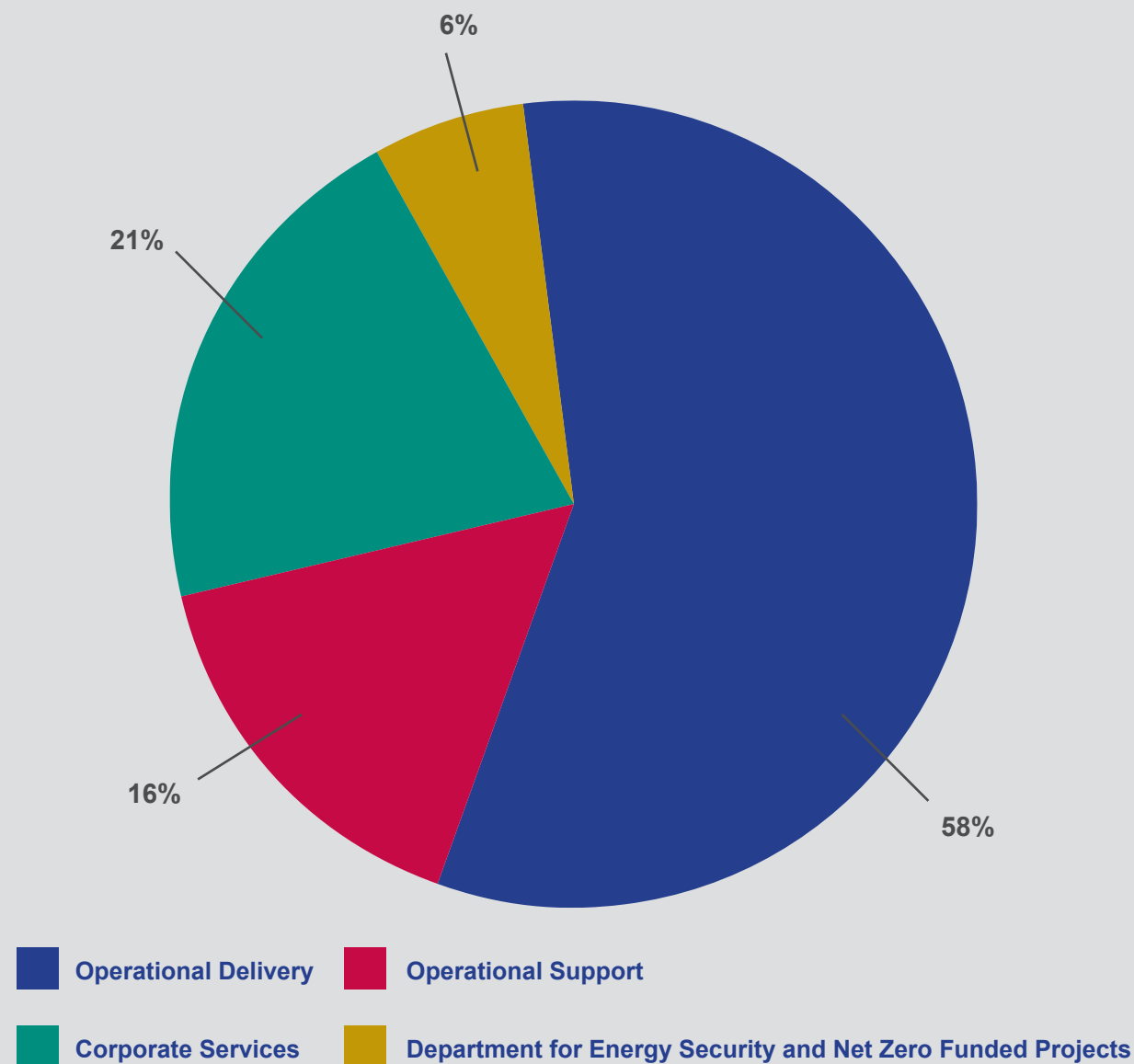
In addition to income received from our major customers, the CNPA receives funding from the Department of Energy Security and Net Zero to fund significant capital projects over £0.5m. For 2025/26 this is estimated to be £11.3m (subject to business case approval). The total income from our customers and Department of Energy Security and Net Zero provides funding to deliver the business plan in 2025/26. Expenditure is grouped as illustrated in Figure 2:

Figure 2 - Expenditure Categories 2025/2026



The chart in Figure 3 details the summary of service delivery costs.

Figure 3 - Summary of Service Delivery- Budget - £196.8m



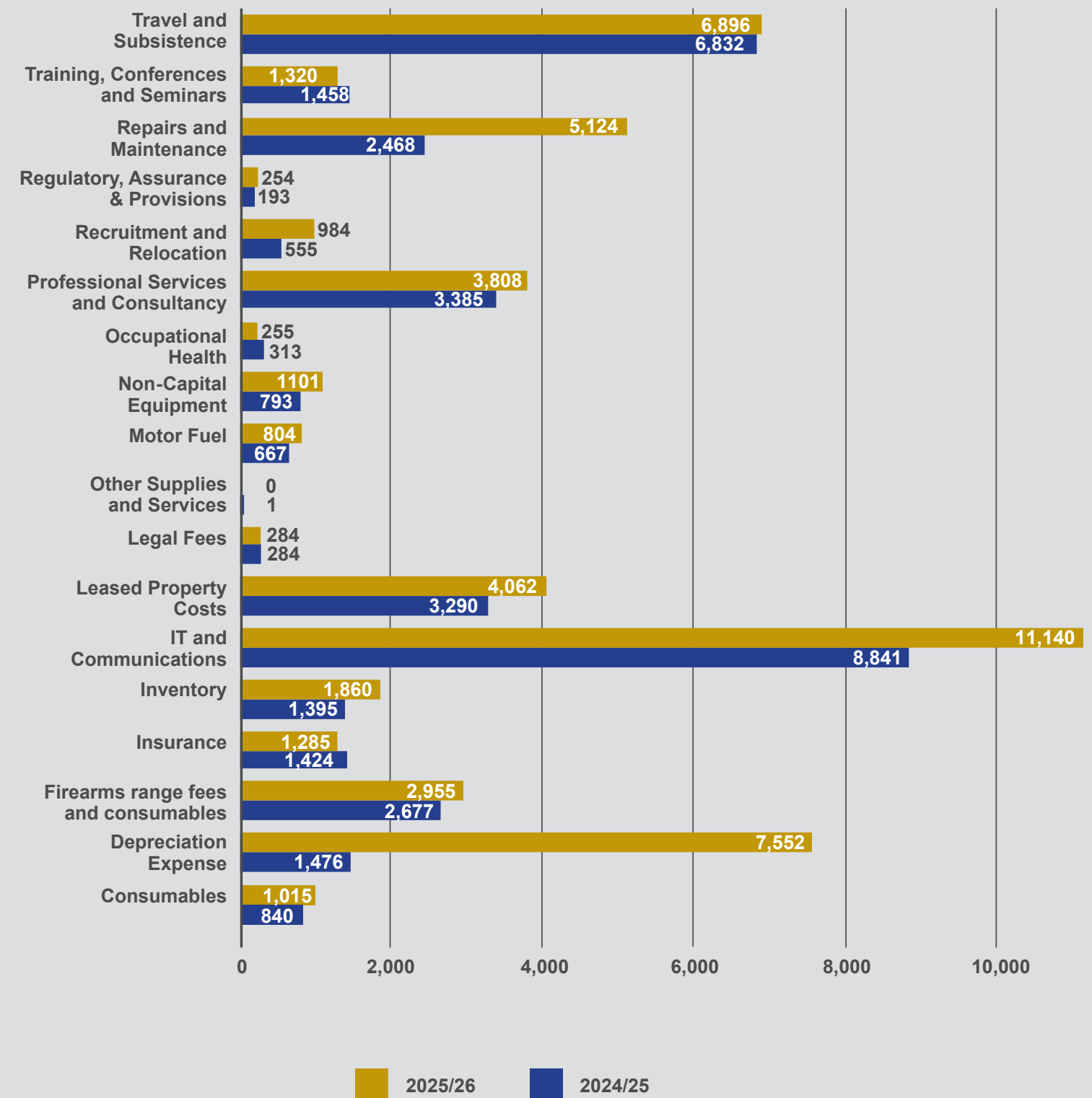
The chart in Figure 4 breaks down the expenditure that is not pay related. There are three major increases in the budget requirement for 2025/26 when compared to 2024/25. These are:

Depreciation Expense – Included in the £6.1m rise is £3.1m in respect of depreciation charges on peppercorn rental leased assets following adoption of IFRS16. This is a non-cash charge which does not get passed on to the SLCs. The remaining increase is due to significant capital investment funded through DESNZ, charged to SLCs via the monthly depreciation expense rather than upfront.

IT and Communications – This is the full year impact of a range of licensing changes/cost increases on top of a few contractual inflationary costs' changes.

Repairs and Maintenance – The increases includes a contingency for the unknown non-nuclear sites estates costs. Increased costs for Griffin Park as part of the life costs model to be incurred.

Figure 4 - Non-pay Expenditure Summary £'000










Efficiency and Continuous Improvement

Continuous improvement is a way in which all police officers and staff seek out, support, and implement incremental changes to make the services the CNC provide better quality and more cost-effective. The potential benefits of continuous improvement are substantial. Through making better use of our own and others’ expertise we can make a significant difference to our work’s quality, cost-effectiveness, and impact.

The CNC’s Efficiency & Continuous Improvement Vision:

- To be recognised for a culture that values and encourages continuous improvement, learning from experience. Being open to innovation and continuously seeking opportunities to improve.
- To be seen by our stakeholders to provide quality services and value for money.
- We will be open to new concepts and encourage collaboration. We want to be an organisation that listens to and values its employees’ and stakeholders’ ideas for positive change, efficiency, and improvement. A questioning culture will exist throughout the organisation, with all staff seeing continuous improvement as their responsibility.

What are we seeking to achieve						
						
<p>A clear vision on efficiency and continuous improvement.</p> <p>A culture of continuous improvement which encourages and facilitates employee involvement.</p>	<p>An informed workforce that considers continuous improvement to enhance efficiency and effectiveness in business as usual.</p>	<p>Efficiency and improvement activities to be aligned with the Strategic Plan with focus on learning from experience, streamlining processes, and eliminating waste.</p>	<p>Effective benefits realisation to ensure sustainable improvements are delivered from organisational change initiatives.</p>	<p>Embedded continuous improvement skills at all levels.</p>	<p>Maximise opportunities for new ways of working which are developed using best practice, innovation, and consideration for collaboration opportunities.</p>	<p>Embed robust reporting process aligned with Government Efficiency Framework categorisation which captures both cashable and non-cashable efficiencies and improvements.</p>
What needs to be in place to succeed						
<p>Leadership & Governance</p> <p>Culture of continuous improvement</p> <p>Coordination of approach</p>		<p>Engagement</p> <p>Communication and engagement plan</p> <p>Collaborative working</p> <p>Participation in activity and ideas</p> <p>Acknowledgement of initiatives</p>		<p>Resourcing and Sustainability</p> <p>Clear model and structure</p> <p>Efficiency and Continuous Improvement (E&CI) champions</p> <p>Awareness and support</p>		<p>Methodology and Rigour</p> <p>Established methodology</p> <p>Analysis on success and failure</p> <p>Reporting routes and accountability</p> <p>Development of metrics for ongoing monitoring</p>
What outcomes will it deliver (benefits)						
<p>Stakeholders</p> <p>More efficient and effective policing services.</p> <p>Demonstration of value for money.</p>		<p>Constabulary</p> <p>More efficient use of resources.</p> <p>Increased productivity.</p>		<p>Workforce</p> <p>Greater involvement, ownership, and empowerment.</p> <p>More time spent on value adding activity.</p> <p>Increased job satisfaction.</p>		

Overview of High-level Actions



Civil Nuclear Constabulary



Annual Business Plan 2025/26