



Civil Nuclear Constabulary



Annual Business Plan 2026/27

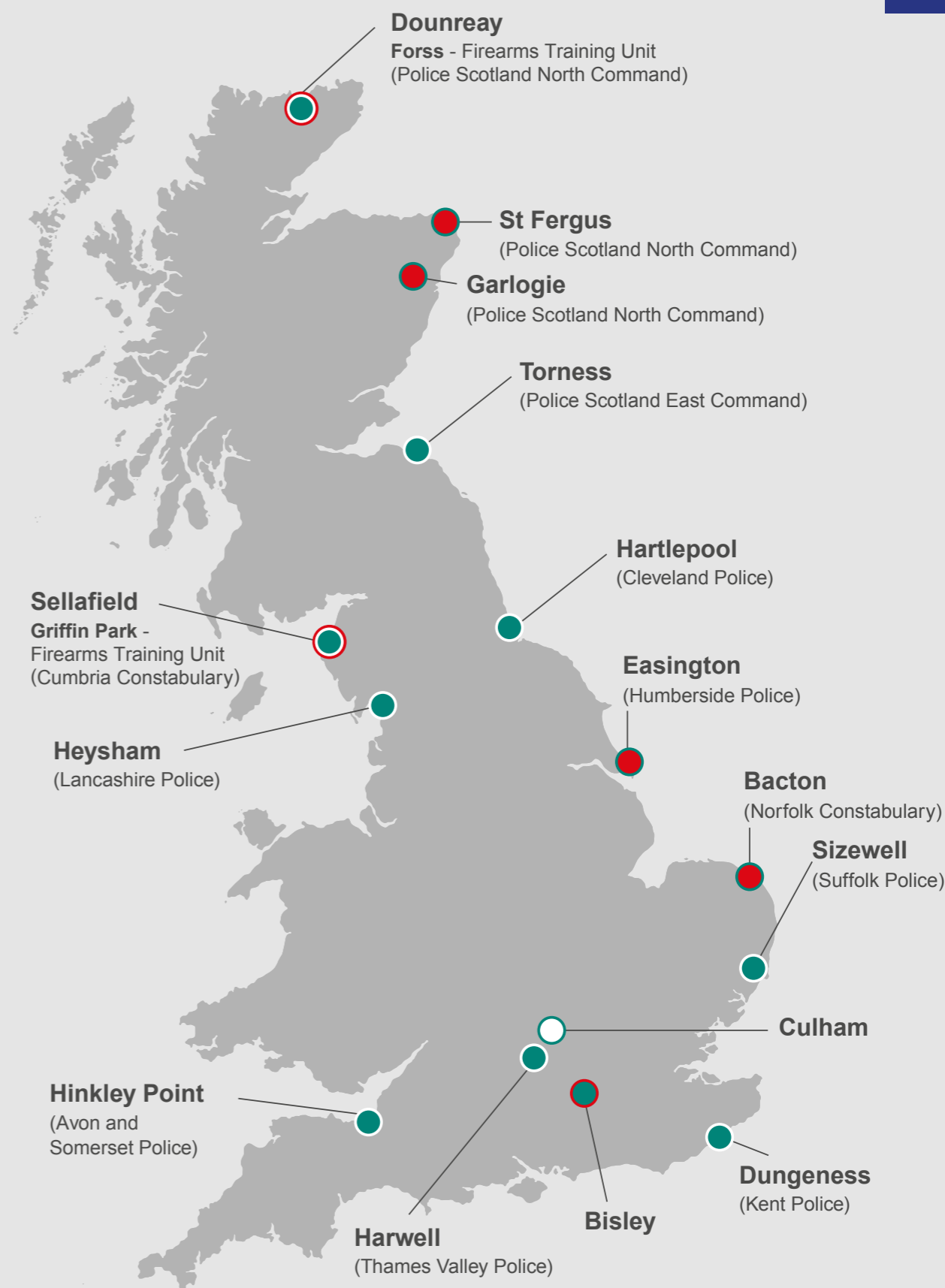
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Stakeholders:



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

“The Civil Nuclear Constabulary is committed to safeguarding the UK's critical national infrastructure and proud to serve the public as part of the wider policing family. While our core mission remains nuclear security and the protection of other energy infrastructure, we are expanding our contribution through intelligence-led, specialist armed policing and strong partnerships, wherever the need arises. Our specially trained officers and staff deliver these services with the highest standards of integrity, inclusion, and professionalism, that the public rightly expects.”

The Civil Nuclear Constabulary (CNC) plays a unique part in the wider police family. We carry out our duty to protect the public across the country at our various locations, 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 for critical national infrastructure. Whilst we maintain our focus on the protection of civil nuclear sites and material, we continue to make use of the powers granted by the Energy Act 2023 and deliver further protective services to other national infrastructure at non-nuclear sites in England and Scotland, as well as on British flagged cross-channel ferries. This work supports our goal to become more agile in helping other police forces to protect the public and broaden our service offering, allowing us to flexibly scale to fluctuations in demand.

High standards of professional behaviour remain paramount, and we continue to work tirelessly to build a positive culture and maintain public trust and confidence in policing.

The Police Reform White Paper calls for structural reform needed to modernise policing. Its central themes are fewer, larger forces, a National Police Force to centralise functions such as counter terrorism, serious and organised crime, procurement and forensics, a reduction in bureaucracy and increased use of technology to support policing.

Whilst we are not part of the remit of this initial review, I am engaging with the Home Office and the other non-Home Office forces, working to understand the opportunities and benefits available to us and to ensure alignment to emerging activity.

This Annual Business Plan aligns with the Civil Nuclear Police Authority's (CNPA's) 2024-2027 Strategic Plan that sets the direction of the CNC until 2027. It focuses on our priorities for the final year of that period (2026/27) 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 Plan, every member of the Constabulary recognises the individual contribution they make towards the safeguarding of our sites, nuclear material, other critical national infrastructure, 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 2026/27 to deliver our mission and further our ambition with our service expansion plans.

Simon Chesterman OBE, QPM

Our Mission, Ambition and Values

Mission

Nuclear	Non-Nuclear
Deter Defend Deny Recover	Detect Deter and Respond
<p>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.</p> <p>If an attack occurs, the CNC will defend that material and those facilities and deny access to them.</p> <p>If material is seized or high consequence facilities are compromised, the CNC will recover control of those facilities and regain custody of the material.</p>	<p>In order to prevent risk to life or serious disruption to essential services, the CNC will provide armed protective security to the non-nuclear sites.</p> <p>Effective operational activity will maximise opportunities to disrupt hostile attack planning, detect suspicious or hostile activity and develop intelligence.</p> <p>The CNC will, within existing resources, deter attacks on those sites by way of a high visibility, overtly armed, operational counter terrorism police presence, and respond to suspicious or hostile activity, in support of the response capability of local police forces.</p>

Key Mission components for Nuclear and Non-Nuclear

- Maintain 24/7 armed response
- Enhance and sustain AFO deployment
- Detect, disrupt and report hostile reconnaissance
- Provide armed escorts for movements of nuclear material
- Support the Strategic Armed Policing Reserve and spontaneous surge requirements



CNC Values

Proud

- We are proud to deliver high quality armed policing, and committed to keeping sites, material and the public 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 leading policing organisation for the armed protection of civil nuclear material and the critical national infrastructure of the United Kingdom.

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.

The Code of Ethics

The Code of Ethics sets a framework which everyone can easily understand, it enables 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.

Proud to Protect: Our Cultural Principles

In 2025, our police officer and police staff engagement forums worked to develop a new set of Cultural Principles, an approach to describe the everyday behaviours that we must all champion and model in order to build a strong and inclusive culture for the CNC. These are aligned to our overarching Values and are consistent with the Code of Ethics.

We relaunched these in March 2026 under the Proud to Protect initiative and will embed them across the organisation in the year ahead.

 <p>Courage</p>	 <p>Respect and empathy</p>	 <p>Public service</p>
<p>As policing professionals, we commit to:</p>		
<p>making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.</p>	<p>encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.</p>	<p>working in the public interest, fostering public trust and confidence, and taking pride in providing an excellent service to the public.</p>
<p>Doing the right things, in the right way, for the right reasons</p>		

Proud to Protect



- P** > **Professional** in all we do, with pride in our mission and ambition
- R** > **Respectful** to everyone, regardless of role or background
- O** > **Open**, honest, and transparent in our actions and decisions
- U** > **United** in our approach, supportive and inclusive of all
- D** > **Dedicated** to doing the right thing



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).



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

CNC protection of non-nuclear sites
 Our 2024-27 Three-Year Strategic Plan sets out our ambition to become more agile in helping other police forces to protect the public and to further demonstrate the capabilities of the CNC. The Energy Act 2023 enables the CNC to expand armed protection services beyond nuclear. We were appointed to four non-nuclear sites at the start of April 2025 and have been working hard since then to transition the sites and bring skilled AFOs into the organisation. This has been a positive and smooth process with work carried out in 2025/26 to move from phase 1- initial operating capability to phase 2- full operating capability. These sites are part of our geographically spread units, and the transferred AFOs are now established members of the CNC.

CNC Achievements in 2025/26

The CNC celebrated its 20th anniversary in 2025, and as an organisation we took the time to reflect on the last 20 years to recognise how far we have come. As part of the anniversary celebrations, we recognised officers and staff for their long service and held a ceremony at the National Police Memorial Arboretum, where we remembered those who we have lost.

The CNC continued to maintain the 24/7 armed protection across civil nuclear and our new non-nuclear sites. The CNC has worked over the year to successfully onboard the four non-nuclear sites, smoothly transitioning a number of dedicated officers into the organisation.

We completed simulated exercises across the year to test and demonstrate readiness and response plans for incidents.

Despite the challenges with site cessation, new build timelines, and recruitment, deployability across all sites has stayed over 90%. This is thanks to initiatives such as Operation Mobilise, and targeted recruitment campaigns.

The CNC continued to work with Home Office forces to provide assistance around the sites on which we operate, and we continued our role as part of the national firearms surge capability with over 150 shifts delivered by our AFOs on deployments. We also conducted over 4,500 Project Servator deployments in 2025/26. These additional activities continue to

demonstrate our capabilities to other forces and stakeholders, whilst also providing valuable experience and role enrichment to our officers.

We remained committed and ready to support the National Police Operations Coordination Centre (NPoCC) for mutual aid and national mobilisation requests which included high profile state visits from the USA, France and Germany, and supporting the Royal and Specialist Protection Group at Buckingham Palace.

The Strategic Escort Group (SEG) continued to operate onboard nuclear transport vessels supporting the transport of material internationally. SEG received praise in 2025/26 for completing a major international operational deployment ensuring the secure transit of nuclear material from France to Japan. Officers were met in Japan by Chief Constable Simon Chesterman at the unloading of the nuclear material. The successful completion of the shipment once again demonstrated the CNC's critical role in global security and the strength of long-standing partnerships across the international nuclear sector.

The CNC continued to deliver firearms training to our AFOs under the full College of Policing licence at our Firearms Training Units: FTU South in Bisley, FTU Scotland in Dounreay and FTU North in Cumbria. During 2025/26 we upgraded our FTU South site, with changes made to improve the quality of training delivered. The Tactical Engagement Training Capability (TETC) improvements have also brought significant benefits to training AFOs. This supports the Response Model Testing (RMT) that requires AFOs to undergo tactical training.



CNC Achievements in 2025/26

The Professional Development Units (PDUs) continued to strengthen their status as the go-to for education and support. Support from embedded PDUs across all sites included non-nuclear training rollout, delivery of continuing professional development (CPD) and developing standardised lesson packs and training packages to support apprentices. The CNC continues to run the apprenticeship scheme with support from our trained tutor constables and passed the first Ofsted inspection.

We progressed a number of projects in 2025/26 including the Tactical Engagement Training Capability, the FTU South training upgrade, HQ relocation and the replacement of WAN/LAN services (Future Network Delivery, FuNDs), with further business cases developed for projects planned in 2026/27. There was also the ongoing work to support the cessation at Hunterston, preparation for cessation at Harwell, and the arrangements for transition from Hinkley Point B to Hinkley Point C. Many teams collaborated to deliver these projects.

The Finance team continued to work to ensure delivery of a balanced budget and an unqualified audit opinion was achieved for 2024/25. Hard work across the organisation has led to successfully reaching our target for cashable efficiency savings of 2% of the non-pay budget for the 2025/26 period.

The Commercial team have been working to embed the 'Transforming Public Procurement' Framework, ensuring the requirements of the new Procurement Act 2023 are met.

The Occupational Health, Safety and Wellbeing team were shortlisted in two of the Oscar Kilo Award categories, Healthy Living and Occupational Health, recognising

the force's outstanding commitment to employee health and wellbeing. The CNC took part in the National Police Wellbeing Survey with results informing planned actions encompassing change management, recognition, fairness and equipment.

The Human Resources team developed an officer Fast Track programme, taking relevant elements from the national scheme and adjusting them in accordance with the CNC's requirements. The Talent Acquisition team's Dounreay campaign was shortlisted for a national award. A new Performance Development Review (PDR) process was launched, and a Talent Development Plan was also produced to take account of future workforce and succession planning.

The Cultural Action Plan improvement activities have been embedded and developed with the People and Culture governance meeting established and the Cultural Silver meeting in place to oversee and monitor progress. The staff and officer engagement forums continue to have a valuable impact on this workstream supporting process reviews, providing feedback for initiatives and worked to create the CNC Cultural Principles as part of the relaunched Proud to Protect campaign.

To track and evaluate progress, a Cultural Maturity Assessment was completed and analysed, a cultural data dashboard was created to visualise data and trends with areas including diversity, leadership, pay equity, training and development, and the first-year cultural plan actions were reviewed and refreshed.

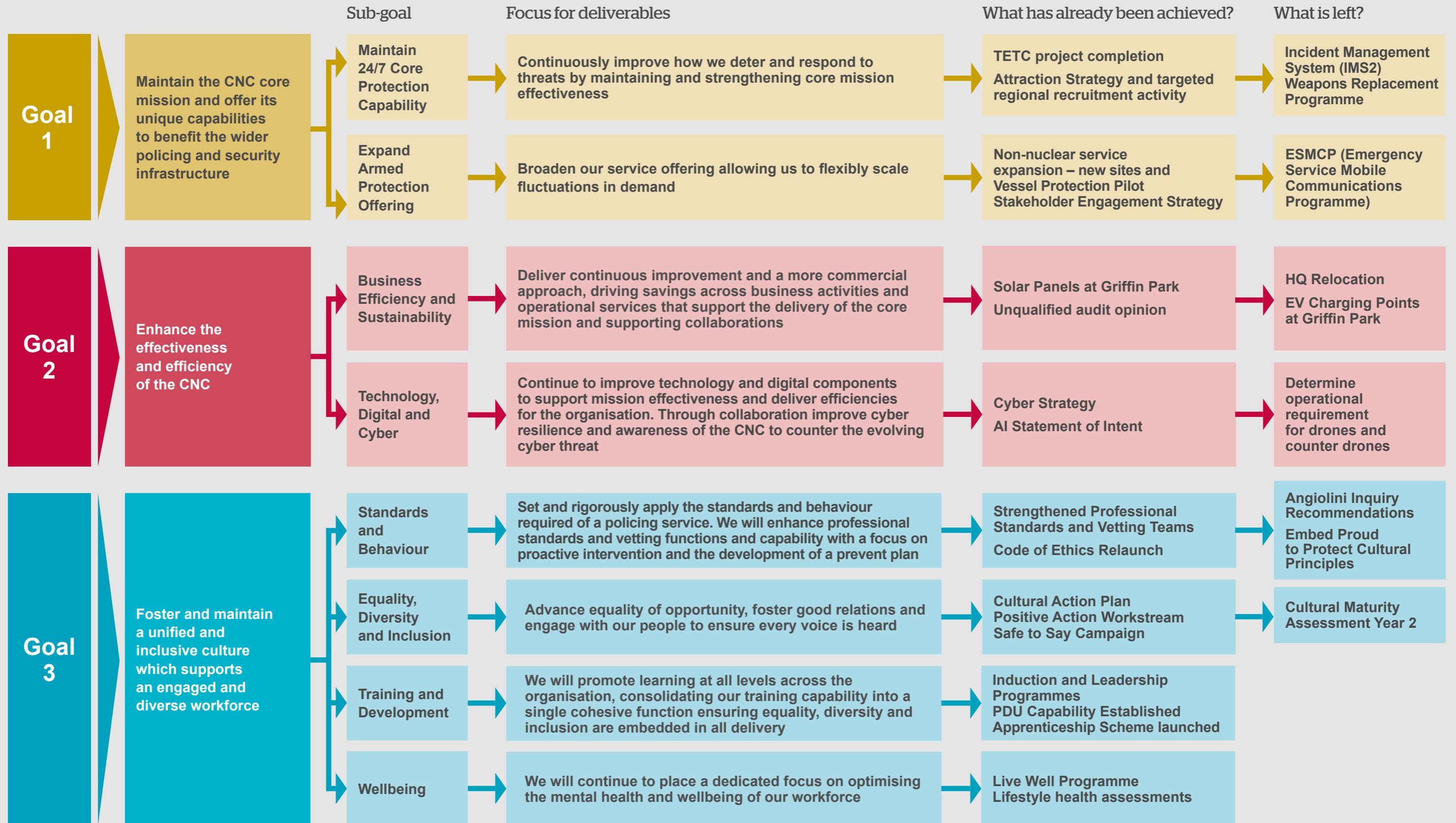
Investment in the Professional Standards and Vetting teams has continued, with work to embed the recommendations from the Angiolini Inquiry ongoing and a focus on proactive intelligence and investigative standards.



CNPA 2024-27 Strategic Plan

Plan on a Page

Our current Three-Year Strategic Plan runs from 2024–27. This Business Plan therefore sets out the final year of that strategy, ahead of the publication of our new Three-Year Strategy for 2027–2030.



Annual Business Plan 2026/27 Activity

Goal 1					
Strategic Goal Priority	Activity/Theme	Performance Measure (Including Target Date Completion)	Lead Owner(s)	Impact / Purpose of Activity	Activity Type
Maintain 24/7 Operating Capability	Compliance with Nuclear Security Plans at each site annually	Deployability vs Strength (90%) Deployability vs Establishment (80%) Core Capability Shortfalls (< 24 per year) Regulatory Evaluated Demonstration Exercise (REDE) - no regulatory recommendations from the ONR requiring improvement	Operations	Compliance with Nuclear Site Security Plans (NSSPs) at each site is part of the core mission	BAU
Maintain 24/7 Operating Capability Expand Armed Protection Offering	Reduced Vetting Timelines	Officer Police Vetting Clearance - 23 working days Staff Police Clearance - 30 working days Officer Baseline Clearance - 37 working days	Vetting	Making the CNC more attractive as an employer of choice by reducing long delays to start dates	BAU
Expand Armed Protection Offering	Non-nuclear - first year of full operating capability	Review of operating capability after first full year	Operations	Help manage workforce fluctuations and manage cessation impacts	BAU
Maintain 24/7 Operating Capability	IMS2	Replacement of current Incident Management System (IMS) equipment by end of Q3	Portfolio	Upgrade required due to software contract end. The system is fundamental to the operational workforce	Project
Maintain 24/7 Operating Capability	Weapons Replacement	Deliver Carbine replacement by Q4	Portfolio	Managing obsolescence of equipment to ensure weapons are fit for purpose	Project

Annual Business Plan 2026/27 Activity

Goal 1					
Strategic Goal Priority	Activity/Theme	Performance Measure (Including Target Date Completion)	Lead Owner(s)	Impact / Purpose of Activity	Activity Type
Maintain 24/7 Operating Capability	Emergency Service Mobile Communications Programme (ESMCP)	Aligned to Home Office project timescales and requirements	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	Project
Maintain 24/7 Operating Capability	Taser 10	Training rollout aligned to Chief Firearms Instructor's schedule	Training	To manage obsolescence of equipment to ensure weapons are fit for purpose	Project
Maintain 24/7 Operating Capability Expand Armed Protection Offering	Transition from Hinkley Point B to Hinkley Point C	Activity aligned to project timelines and externally driven timeframes	Portfolio	To enable a smooth transition and comply with national security legislation. Ensure continued employment for Hinkley Point B employees	Project
Maintain 24/7 Operating Capability	Harwell Cessation	Compliance with externally driven dates and required activity	Portfolio	To manage closure with alignment to externally driven deadlines and ensure transition of employees	Project

Annual Business Plan 2026/27 Activity

Goal 2					
Strategic Goal Priority	Activity/Theme	Performance Measure (Including Target Date Completion)	Lead Owner(s)	Impact / Purpose of Activity	Activity Type
Business Efficiency and Sustainability	Balanced Budget	Alignment with delivery of draft and final budget	Finance	To enable financial management for CNC and stakeholders	BAU
Business Efficiency and Sustainability	Financial Outturn	Within 1% of Q2 forecast at the end of Q4	Finance	To enable financial management for CNC and stakeholders	BAU
Business Efficiency and Sustainability	Unqualified Audit Opinion	Delivery of an unqualified audit opinion in Q2	Finance	To maintain CNC's reputation for sound financial management	BAU
Digital/Cyber	Digital, Data and Cyber (DDaC) Strategy	Launch of new DDaC Strategy by Q3	Information Technology	To review current delivery and alignment with updated requirements, opportunities and challenges	BAU
Digital/Cyber	Improved Cyber Security and resilience	Enhance cyber resilience and recovery capability through structured progression against recognised frameworks, targeting 'partial achievement' of NCSC Enhanced CAF and '3.5' NIST maturity levels	Information Technology	Improved cyber security compliance with government standards	BAU
Business Efficiency and Sustainability	Business Resilience Planning	Identification of business resilience plans and key areas of focus	Exercise and Resilience team	To prepare and be able to manage disruption and reduce the overall impacts of a crisis	BAU
Business Efficiency and Sustainability	Taskforce for Climate Related Financial Disclosures (TCFD)	Delivery of year 3 TCFD requirements	Assets and Infrastructure	To align with the expectations of government, regulators and other stakeholders and ensure compliance in reporting	BAU
Business Efficiency and Sustainability	Strategic Review of Commercial Pipeline	Review and identification of key contracts for 2027-30	Commercial	To support effective strategic and financial planning	BAU

Annual Business Plan 2026/27 Activity

Goal 2					
Strategic Goal Priority	Activity/Theme	Performance Measure (Including Target Date Completion)	Lead Owner(s)	Impact / Purpose of Activity	Activity Type
Business Efficiency and Sustainability	Griffin Park- End of Warranty Plan	Defects catalogued and plans for correction in place End of warranty inspection planned	Assets and Infrastructure	To ensure effective timeline and budget planning for potential requirements from end of warranty inspection	BAU
Business Efficiency and Sustainability	Development of new 2027-2030 Strategic Plan	New strategy prepared and approved ready for publication Q1 of 2027/28	Governance and Assurance	To meet framework requirements set by CNPA to outline three-year strategic vision, outline goals and planned activity for upcoming period	BAU
Business Efficiency and Sustainability	Efficiencies and Continuous Improvement	Delivery of savings (£2m cashable and £0.5m productivity) Delivery of workstreams as per agreed timeframes	Strategic Development	To meet government spending review efficiency targets	Project
Business Efficiency and Sustainability	HQ Relocation	Transition to new HQ site by end of Q2	Portfolio	Required move due to end of HQ lease	Project
Business Efficiency and Sustainability	Pay and Pensions Programme	Alpha pension- successful migration by end of Q3	People	To ensure managed transition of core provision and clarity of change	Project
Business Efficiency and Sustainability	Fleet Strategy and transition to electric vehicles	Identify and align to key activity for 2026/27	Assets and Infrastructure	To contribute to carbon reduction targets for CNC and national requirements	Project
Digital/Cyber	Drones	Demonstrate alignment with site licence companies (SLCs) and national work/requirements	Strategic Development	To support SLC requirements and stay aligned to Home Office	Project
Digital/Cyber	Body Worn Video	Delivery of outline business case (OBC) by Q2	Portfolio	To ensure technology is up-to-date and aligned with partner and industry standards	Project

Annual Business Plan 2026/27 Activity

Goal 3					
Strategic Goal Priority	Activity/Theme	Performance Measure (Including Target Date Completion)	Lead Owner(s)	Impact / Purpose of Activity	Activity Type
Training	Leadership Programme	Relaunch of Programme - all newly-promoted trained	Training	To develop strong leaders who are given the skills and tools to motivate and inspire their teams. Ensuring those promoted are equipped to deal with the next stage of their career in people management and leadership	BAU
Standards and Behaviour	Professional Standards Prevention Strategy	Delivery of Strategy	PSD	Compliance with new guidance, control of risks and alignment of activity. Improve standards of behaviour and address public trust and confidence in policing	BAU
Standards and Behaviour	Cultural Action Plan	Delivery of key activities	Culture	To foster employee engagement, and a sense of belonging. To help talent attraction and retention	BAU
Standards and Behaviour	Cultural Maturity Framework	Repeat Assessment and report on new scores (Q2-Q3)	Culture	To demonstrate improved standards and increased levels of employee engagement	BAU
Standards and Behaviour	Proud to Protect	Further develop and embed the Proud to Protect cultural principles across the organisation	Culture	To strengthen a professional and inclusive culture built on the right everyday behaviours	BAU
Equality Diversity and Inclusion	Embed Positive Action initiatives into Workforce Strategy	Identification and delivery of key activities from Positive Action Plan	Human Resources	To support positive action within the CNC	BAU
Training	Explore new technologies and enhance training development for future proofing workforce	Immersive Tech Full Business Case (FBC) aligned to the progression of the training review under the efficiency programme	Training Strategic Development Portfolio	To develop future proof efficient skills and experience to boost productivity and align with changing and improving tech requirements and opportunities	Project

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

Governance Framework

We are a dedicated armed police force and work with several different organisations to fulfil our statutory responsibilities in protecting nuclear and other non-nuclear material and infrastructure.

These include:

- The Office for Nuclear Regulation (ONR): Responsible for regulating nuclear safety, security and safeguards 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 CNPA fulfils the SLCs' obligations to comply with Nuclear Site Security Plans, to ensure the safety of nuclear facilities and nuclear material.
- Department of Energy Security and Net Zero (DESNZ): Responsible for UK energy security, protecting billpayers and reaching net zero, the CNPA 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 is responsible for ensuring we provide services, in accordance with the service level agreement.
- Civil Nuclear Police Authority (CNPA): Responsible for maintaining an efficient and effective CNC, determining its policing objectives, appointing members of the Executive, and accounting for the CNC's operational and managerial performance. The CNPA is a Non Departmental Public Body sponsored by DESNZ. The CNPA sets out a Three-Year Strategic Plan that defines the goals and priorities for the CNC to deliver against, and this can be found on our [website](#).
- College of Policing: An operationally independent non-departmental public body who license the CNC 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.
- The National Police Firearms Training Curriculum (NPFTC): Sets UK national standards for policing to ensure consistent training, legal frameworks and tactical skills to ensure highly trained Authorised Firearms Officers (AFOs) who are regularly tested through our site exercise regime to protect the sites on which we are deployed, 24 hours a day, 365 days a year.
- 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.
- National Armed Policing Coordination Office (NAPCO): Responsible for managing national armed policing policy and capability development across armed role profiles and coordinating the national Counter Terrorist Specialist Firearms Officer Network (CTSFO).



To find out more about our governance, performance and budget, read our Annual Report and Accounts at www.gov.uk/government/organisations/civil-nuclear-constabulary. 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 CNC goals against the priorities and key activities defined in the Three-Year Strategic Plan and the Annual Business Plan.

Chief Constable



Our Chief Constable, Simon Chesterman, leads the CNC and oversees both the operational command and executive leadership of the constabulary.

His responsibilities include:

- Overall operational command of the force
- Accountability for the delivery of the Strategic Plan
- Responsibility for the operational performance of the CNC
- Oversight and mitigation of corporate risks
- Accounting Officer for the Civil Nuclear Police Authority (CNPA) and the CNC, ensuring demonstrable financial efficiency and effectiveness
- Working to maintain, develop and improve partnerships with key stakeholders, promoting the CNC, aligning to national and international frameworks and requirements
- Direct management of the Engagement and Communications team who provide support for strategic external, operational and internal communications, and manage media communications to broadcast news, promote success and engage stakeholders



Simon is also the National Police Chiefs' Council lead for armed policing, responsible for shaping armed policing policy, capabilities and practice across the UK.

Deputy Chief Constable



DCC Stephen Martin
OBE, QPM

Stephen Martin is our Deputy Chief Constable and supports the Chief Constable (CC) in leading the Constabulary. He assists in creating a vision, direction and culture for the CNC 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, and we are determined to do all we can to secure it.

The DCC is the line manager for the two Assistant Chief Constables and also holds direct operational accountability for the delivery of the:

- Core role in protecting the nation's nuclear and wider energy interests
- Response to general policing duties in support of Home Office and Police Scotland forces
- CNPA's Three-Year Strategic Plan and the alignment of the Annual Business Plan
- Corporate performance reporting that tracks and measures delivery

The DCC also leads the Training Division, as well as the CNC's Security, Intelligence, and Investigation capabilities, including Professional Standards and Vetting.

The Professional Standards and Vetting teams maintain robust processes to prevent misconduct and to address it when it does occur. They actively lead on promoting standards of behaviour, seeking to ensure that all officers and staff act professionally and ethically, and with the utmost integrity, both on and off duty. The CNC has made significant investment in PSD and Vetting over recent years, to ensure we meet evolving demands and new regulations. A counter corruption capability has also been developed.

The Training Division is committed to promoting learning at all levels across the organisation and to the continuous professional development of all officers and staff. Whether a new recruit, experienced officer or member of police staff, the Training Division is designed to support everyone at each phase of their career. By providing comprehensive, high-quality training, and through rigorous testing we continue to support officers and staff, with the skills to meet the demands of their roles, ensuring operational readiness across the Constabulary.

Our new officers undertake a two-year apprenticeship, enabling them to gain a breadth of valuable workplace knowledge and skills, with formal on and off the job training. We have excellent firearms training facilities located at Bisley, Dounreay, and Griffin Park in Cumbria, supporting our Authorised Firearms Officers (AFOs) in a variety of training including weapons handling, operational and tactical firearms command. Many of the simulated exercises are designed to test decision making and judgement in the use of both potentially lethal and non-lethal force.

We have recently developed locally based Professional Development Units (PDU). The teams offer support and ongoing training to our apprentices during their first two

years and also design and deliver a broad portfolio of training and development interventions for all our officers and staff across the CNC's operational sites and Headquarters.

A significant focus is placed on ensuring our training meets the various requirements of the College of Policing, including Authorised Professional Practice, national role profiles, and training licence conditions. The Code of Ethics and Standards of Professional Behaviour are also threaded throughout all our training.

Efficiency and Continuous Improvement

The DCC is also the Programme Lead for the Efficiency and Continuous Improvement Programme, launched in October 2025. The aim of this programme is to improve our policing services and be able to demonstrate that we provide good value for money to our Site Licence Companies, who are our primary funders. Increased efficiency, and improvements in productivity and innovation, will mean we can better invest in our frontline services. The programme is in place to direct and monitor activity over the next few years to ensure cashable and non-cashable efficiencies are made.

We are not alone in this; all UK police forces are implementing efficiency reforms focused on optimising resources, standardising systems, increasing productivity, and embracing technology to deliver better outcomes for the public at a lower cost. A targeted efficiency and productivity saving of 5% of the forecasted 2027/28 financial year cost base is to be achieved by 2028/29. This is a priority of work for the Constabulary and a number of active workstreams have been established, reporting to a programme board chaired by the DCC.

Assistant Chief Constable Operations



ACC Michael Vance

Operations are led by Assistant Chief Constable (ACC) Michael Vance.

The CNC's core mission is to protect the sites to which we are deployed, deter any attack and defend any vital assets and infrastructure. Operations are at the centre of the delivery of this mission, and the teams work 24/7, 365 days a year across a number of sites. The CNC also supports the transport of nuclear material both in the UK and internationally.

We are continually working to improve our service provision by ensuring our officers and staff have the capabilities and capacity required to fulfil their AFO Counter Terrorism roles. We remain tireless in the pursuit of delivering an excellent service to internal and external stakeholders and to the community.

CNC Authorised Firearms Officers are selected, trained and accredited to provide armed protection and response capability, integrated with site security arrangements in accordance with national standards. This is delivered through overt, unpredictable armed policing that is designed to maximise the effectiveness of deterrence and enable a robust and proportionate response to incidents, at any time.

Operations are supported by a range of specialist capabilities including use of police dogs, technology and specially trained officers, operating in partnership with stakeholders and the community to provide reassurance, gather intelligence and to detect and disrupt threats to the public and national security.

Alongside the AFOs based at our sites, there are additional teams providing front line operations including:

The Strategic Escort Group (SEG) provides a world class national and international armed escort protection service whilst nuclear material is in transit.

The Exercise and Resilience team develops organisational resilience plans and bespoke resilience exercises and support the design and delivery of Regulatory Evaluated Demonstration Exercises (REDE) across CNC sites. This is so that duty holders can demonstrate their security arrangements in accordance with the Office of Nuclear Regulation (ONR) requirements.

The Command and Control Centre (CCC), operates a 24/7 service providing communications within the CNC and external organisations, ensuring operational incidents involving the CNC are subject to effective command and control, and are also responsible for the Law Enforcement Data Service (LEDS).

The Main Site Command Facility (MSCF), located in Sellafield, is a 24/7 multi-agency security facility to deal with incidents, emergency responses and recovery operations. It is designed to be a resilient digitised hub and is the centre of daily security and resilience operations.

In addition to delivering key aspects of the core mission to protect the designated nuclear and critical national infrastructure sites, Operations also support the Strategic Armed Policing Reserve for the UK and provides mutual aid support for Home Office police forces. We are proud of our contribution to the wider UK protection and our role in keeping the public safe during significant events.



Assistant Chief Constable People



ACC Kerry Smith

Our People Directorate is led by Assistant Chief Constable (ACC) Kerry Smith and provides people and change management, occupational health services and cultural and equality, diversity and inclusion (EDI) functions to ensure our colleagues feel supported, encouraged and rewarded in their roles.

The People Directorate includes the following key areas:

The HR Operational team provides human resources business partnering, case and systems management services.

The Talent Acquisition team provides tailored recruitment and attraction activities based on the needs of the sites, to recruit employees for a geographically widespread organisation.

The Workforce Planning team forecasts future demand for employees to navigate the fluctuations in operational demands across the organisation.

The Compensation and Benefits team supports a package of terms and conditions to reward achievement and ensure the ability to recruit and retain talent.

The Occupational Health and Wellbeing team supports employee health, wellbeing and fitness, influencing healthy living, mental wellbeing, physical and medical fitness.

The People Change team guides, supports, and enables colleagues through times of transition – whether its new systems, processes, ways of working or restructure.

The Equality, Diversity and Inclusion team continues to build an inclusive and supportive organisation, actively celebrating difference and encouraging diversity and equity, and with a zero-tolerance approach to discrimination. The CNC continues to support its four dedicated Equality, Diversity and Inclusion (EDI) Affinity Networks:



- o **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.

We are committed to a healthy organisational culture that is respectful, progressive, and inclusive. To help us achieve this, the People and Culture Group, Cultural Silver and our staff and officer engagement forums have continued to focus on organisational culture to help with further improvements in the Cultural Action Plan and monitoring progress with a performance dashboard, to ensure the CNC remains aligned with its values and supports a positive and professional working environment.

The CNC is proud of the wellbeing culture that it has developed and is an active member of the National Police Wellbeing Service and non-Home Office Police Covenant Group. This includes 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.

As an organisation we recognise that people are at the heart of all that we do, and we work to deliver the services and solutions our employees need to enjoy a successful and supported CNC career. The CNC continues to uphold the highest standards in relation to being an inclusive and non-discriminatory organisation, equipping staff and officers for success. We want to ensure we are set up to meet our mission, with the right structures to attract, retain, develop and reward our people.

- o **DAWN:** the Diverse Ability and Wellness Network providing support for matters related to mental and physical health, disability support, age related issues, family support and carer support.
- o **FAME:** the Faith and Multi-Ethnic Network supporting officers and staff from Minority Ethnic backgrounds and those who follow a religious belief.
- o **LGBT+:** the LGBT+ Network is dedicated to engaging with and supporting LGBT+ staff, officers, supervisors, allies, and their friends and families.

Assistant Chief Officer Governance and Enabling Services



ACO Richard Cawdron

Governance and Enabling Services (G&ES) is led by our Assistant Chief Officer (ACO) Richard Cawdron and delivers essential support functions that assist our frontline officers in performing their critical role in safeguarding national infrastructure.

Within the directorate a wide range of departments work to provide the governance, assurance and enabling capabilities, that empower frontline officers and the wider organisation to operate effectively and adapt to emerging challenges.

Over the 2024-27 Strategy period, the Portfolio and Strategic Development team has been instrumental in the management and progression of a number of programmes working to further the CNC's capabilities. Over the coming year, work will be carried out to deliver the key strands of our weapons replacement programme, as well as continuing to develop our understanding of drone capabilities and opportunities for the CNC, in alignment with our stakeholders.

Our Finance team continue to work to ensure sound financial management of the CNC, covering an extensive range of areas, and providing financial support and advice. The team works closely with colleagues to ensure financial affairs are conducted in accordance with policy, statutory and legal requirements. The team is 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 Assets and Infrastructure team manages the CNC's built environment including planning, leases and licences, minor works and maintenance, building related service contracts and supporting the current Headquarters relocation project.

The Commercial team works across the CNC to ensure contract management and the sourcing of goods and services for the whole organisation is effective.

The directorate is also responsible for all governance and assurance, including portfolio assurance for programmes and projects as well as Inspections, Assurance and Organisational Learning, who perform their role to ensure that internal processes and procedures are in place to manage risk. The Governance and Assurance team also provides performance analytics, horizon scanning, risk management, and business analysis and planning, to inform corporate strategy, develop operational

capabilities, identify and manage risk, and explore emerging opportunities and areas for improvement. The Governance and Committee Secretarial team provide support for the Civil Nuclear Police Authority (CNPA) and the CNC's Executive team.

Organisational Support Services provide an efficient and effective support service to the CNC Divisions, utilising business processes and systems, ensuring best value for money is achieved, and resources are utilised to optimum effect.

The Information Technology (IT) and Cyber team provides our IT digital, cyber, product and operational technology infrastructure and support our users. The Oracle System Support and Development (OSSD) team provides support for the CNC's Oracle system, and its connections to other systems such as Duty Management System (DMS) and Payroll, along with managing the continuous improvement of the Oracle Solution.

Our Information Governance and Data Protection team are responsible for the provision of security guidance and specialist advice to the CNPA, CNC officers and staff, and also contractors and third-party suppliers, across all CNC locations. Activities include information security, data protection, cyber security, and responses to Freedom of Information (FOI) and Subject Access Requests (SARs) to support information governance.

The Legal Services team advise on employment, property and contract legislation, misconduct hearings, tribunals, commercial and collaboration agreements to protect the CNC.

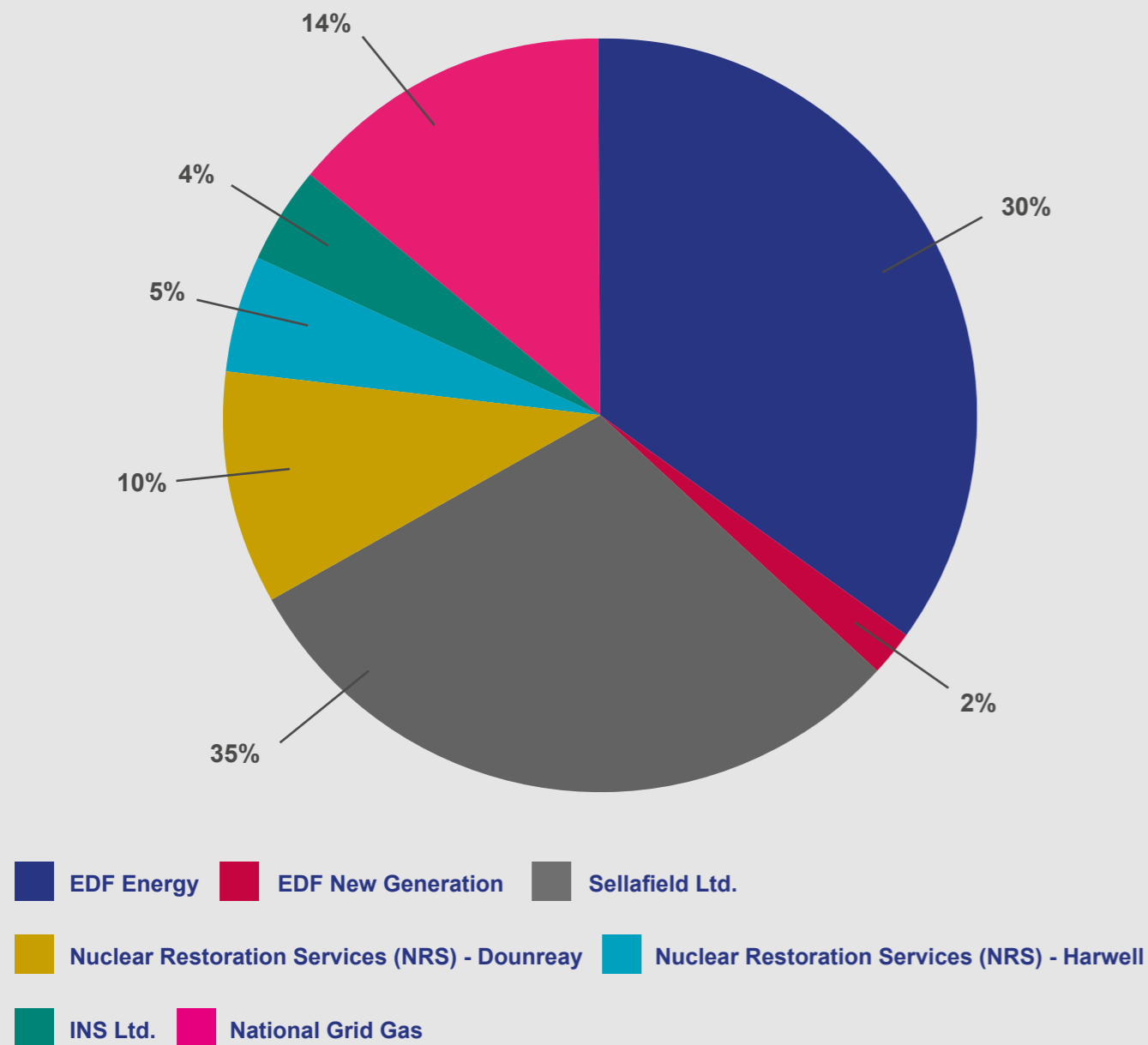
The Senior Management team for Governance and Enabling Services underpins and ensures the delivery of the back-office functions that enable the front-line services to operate effectively. The subject matter experts in the Directorate work across all functions of the CNC.

Financial Outlook

The funding model for the CNC means that much of the income to deliver services is provided by a range of customers including civil nuclear site licence companies (SLCs). This plan focuses on the specific deliverables for 2026/27 and ensures that funding is appropriately prioritised and that there is a clear focus on effective and efficient service delivery.

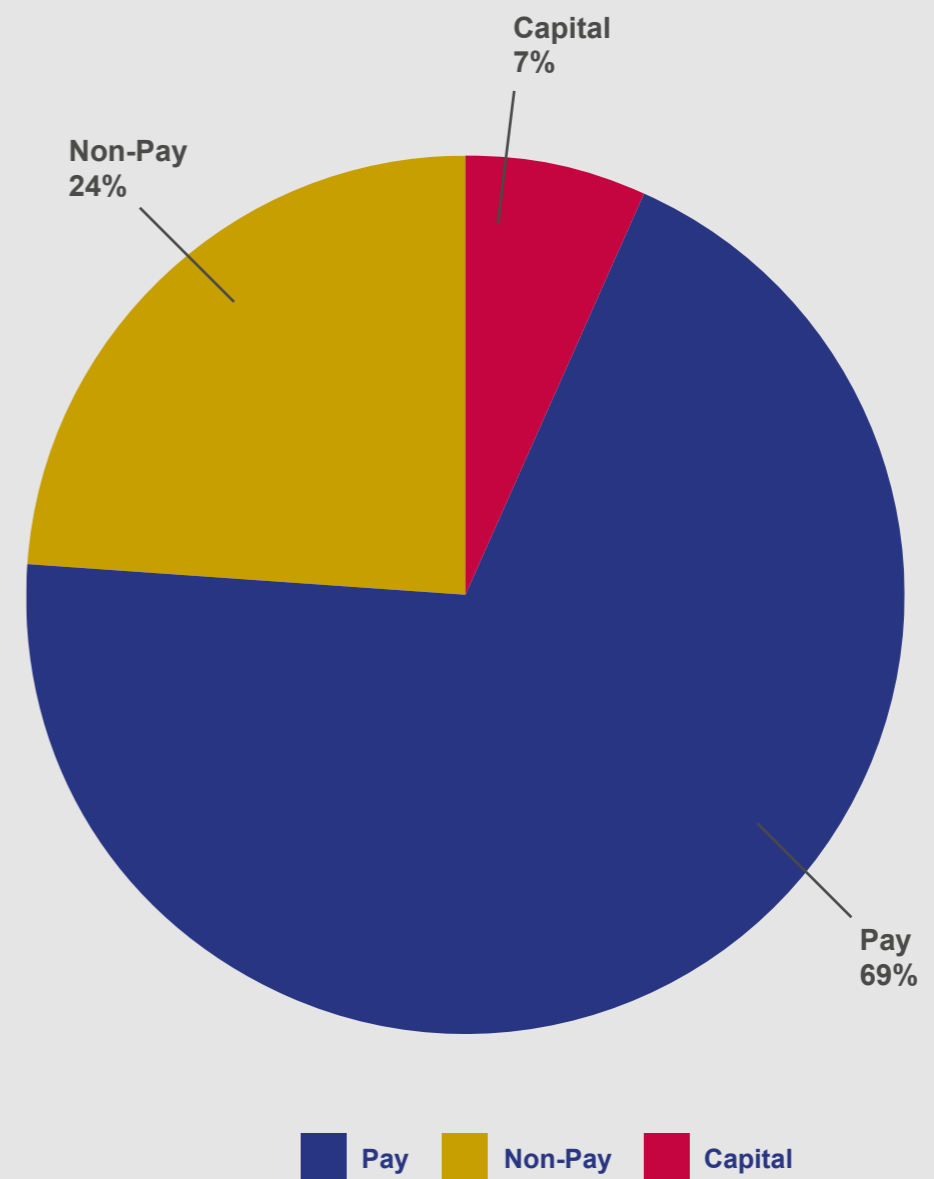
The funding provided by our major customers is determined by the protection resources set out in the Nuclear Site Security Plans and used to deliver against the objectives in this plan. Figure 1 sets out the income from each of the major customers.

Figure 1 - Income from Major Customers £m



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 2026/27 this is estimated to be £11.2m (subject to business case approval). The total income from our customers and DESNZ provides funding to deliver the business plan in 2026/27. Expenditure is grouped as illustrated in Figure 2:

Figure 2 - Expenditure Categories 2026/2027 £m



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

Figure 3 - Summary of Service Delivery

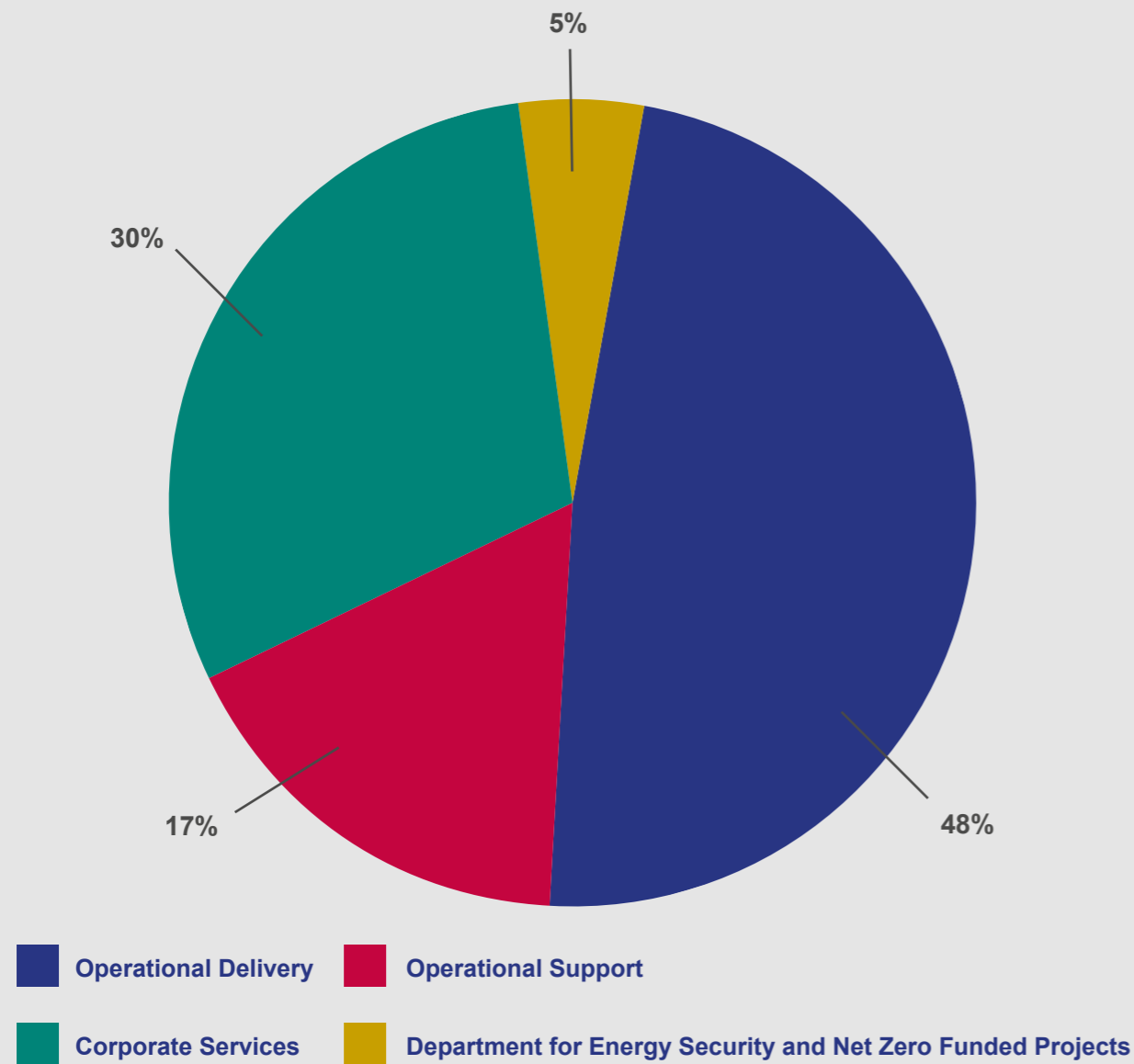
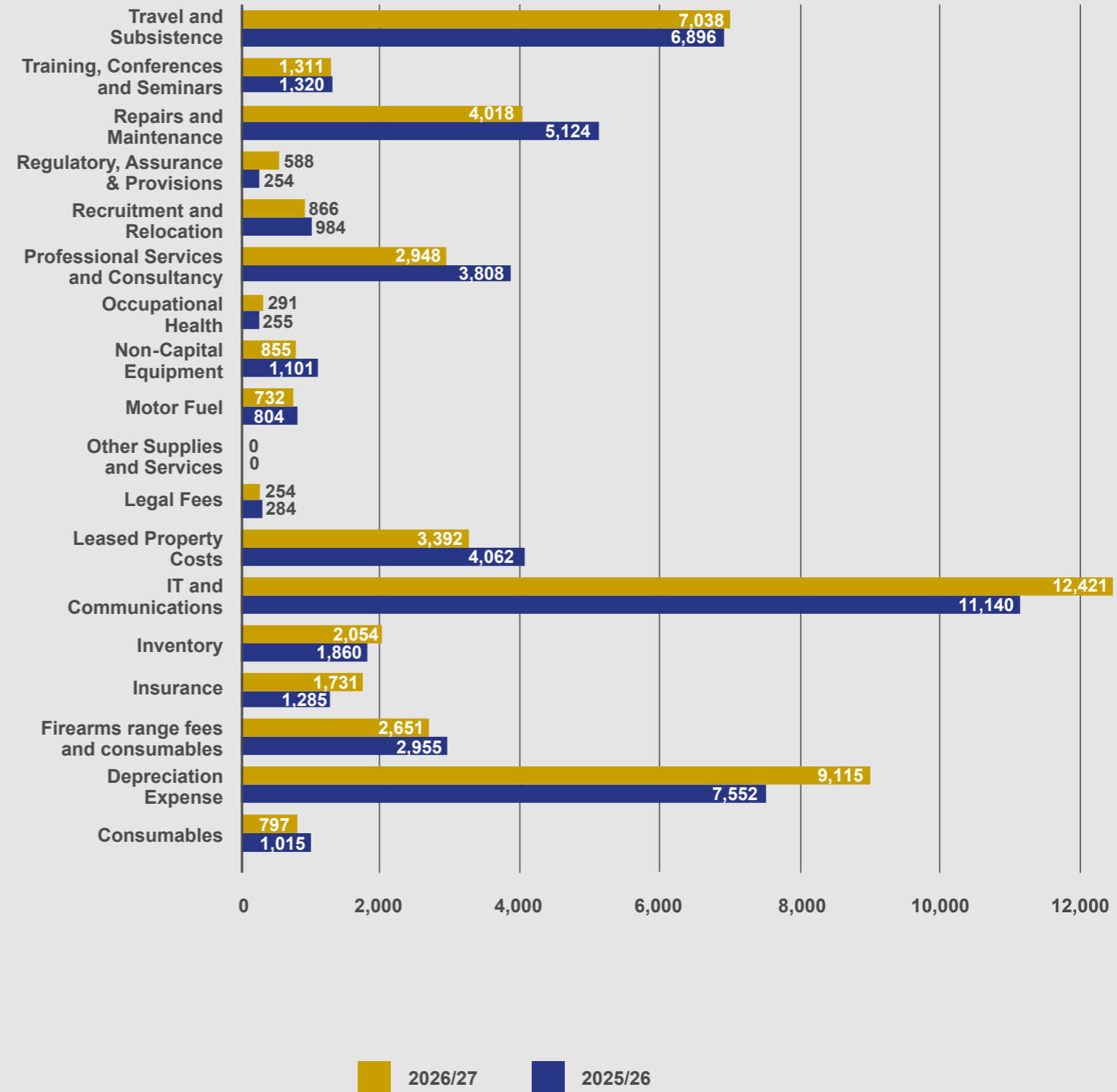


Figure 4 - Non-pay Expenditure Summary £'000



The chart in Figure 4 breaks down the expenditure that is not pay related.

There are 3 major increases in the budget requirement for 2026/27 when compared to 2025/26. These are:

- **Depreciation Expense** - The increase is due to continuing significant capital investment funded through DESNZ, charged to SLCs via the monthly depreciation expense rather than upfront.
- **Insurance** - Increase due to both service expansion activities and insurance inflationary pressure.
- **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, alongside investment in end user devices.

Civil Nuclear Constabulary



Annual Business Plan 2026/27