

Civil Nuclear Police Authority Meeting

	10 September 2025	Venue	[REDACTED]
Start Time	09.15 hrs	End Time	12.07 hrs
Reference No.	CNPA10092025		

MEMBERS:

Susan Johnson	CNPA Chair	[REDACTED]
Andrew Harvey	Independent Member	[REDACTED]
David Tomblin	Industry Representative Member, EDF	[REDACTED]
Mac MacGill	Industry Representative Member NRS Dounreay	[REDACTED]
Pamela Duerden (left meeting at 11:59)	Industry Representative Member, NDA	[REDACTED]
Nick Payne	Independent Member	[REDACTED]

In ATTENDANCE:

Simon Chesterman	Chief Constable	[REDACTED]
Stephen Martin	Deputy Chief Constable	[REDACTED]
Richard Cawdron	ACO Director, Governance and Enabling Services	[REDACTED]
Kerry Smith	Assistant Chief Constable	[REDACTED]
Michael Vance	Assistant Chief Constable	[REDACTED]
[REDACTED]	Senior Staff Officer to Chief Constable	[REDACTED]
[REDACTED]	Head of Governance	[REDACTED]
[REDACTED]	Chief Finance Officer	[REDACTED]
[REDACTED]	Governance & Committee Secretary	[REDACTED]

OBSERVERS:

[REDACTED]	Department for Energy Security & Net Zero	[REDACTED]
[REDACTED]	Head of CNC Sponsorship Team DESNZ	[REDACTED]
[REDACTED]	Civil Nuclear Police Federation (Ch Insp)	[REDACTED]
[REDACTED]	Head of Engagement & Communications	[REDACTED]

APOLOGIES

Chris Pilgrim	Independent Member	[REDACTED]
John Campbell	Independent Member	[REDACTED]
Alyson Arnett	Industry Representative Member, Sellafield	[REDACTED]

1.	Welcome and Chair's Update (Susan Johnson)
	<p>1.1 The Chair welcomed everyone to the meeting.</p> <p>1.2 Apologies</p> <p>Apologies were as recorded above.</p> <p>1.3 Conflicts of Interest</p> <p>No conflicts of interest were declared.</p>

2.	Update of events since last the Board Meeting
	<p>2.1 Members noted the meetings attended by the Chair.</p> <p>2.2 Update from DESNZ – [REDACTED]</p> <ul style="list-style-type: none">• The new Minister, Lord Patrick Vallance was announced, [REDACTED] due to meet him later today (10th September 2025).• [REDACTED] is still likely to cover nuclear business in the House of Commons.• The Chair was congratulated on her reappointment for a further three-year term and thanked her for the commitment and contributions during her first term.• [REDACTED] <p>[REDACTED]</p> <p>[REDACTED] has requested that CC SC explore the potential for implementing technical solutions that could enhance efficiency at the site over its lifetime which should be monitored by the Authority.</p> <ul style="list-style-type: none">• [REDACTED] <p>Members made comments, or sought and received assurance on the following:</p> <ul style="list-style-type: none">• [REDACTED]
Decision 01	Authority Members NOTED the updates from the Chair and from [REDACTED]
ACTION 01	[REDACTED] to task his team to provide current projections and clarify timelines for new demands, end dates, and decision-making processes affecting operational planning.
ACTION 02	[REDACTED] to establish suitable dates for a joint CNPA / DESNZ workshop to discuss future operational demands and strategic planning.
3.	Approval of minutes of the meeting held on 30 July 2025 (Susan Johnson) Report Ref: PAB(25)R67
	Members approved the minutes from 30 July meeting, with no amendments or corrections required.










Decision 02	The draft minutes of the CNPA meeting held on 30 th July 2025 were AGREED .
4.	Review of the CNPA Rolling Action Log (Susan Johnson) Report Ref: PAB(25)R50 Actions PAB05062025-01, PAB05062025-02, PAB05062025-03, PAB05062025-06, PAB30072025-12, PAB24032025-01, PAB29012025-02 and PAB29012025-03 were discussed and discharged during the meeting. Other updates were detailed on the Action log. The Chair requested an update on PAB30072025-1 regarding the Emergency Services Mobile Communications Programme (ESMCP). <ul style="list-style-type: none">• [REDACTED] reported that an update on ESMCP financials is expected after a meeting on the 22 September.• [REDACTED] queried action completion dates as some had passed their expected completion dates.
Decision 03	Members: <ul style="list-style-type: none">• NOTED the CNPA Rolling Action Log updates.• AGREED the to the CNPA Rolling Action Log being revised to reflect the updated timeline for the digital strategy.
ACTION 03	[REDACTED] to review and refresh completion dates and expected dates within the CNPA Rolling Action Log for ongoing actions
ACTION 04	[REDACTED] to continue seeking clarity from the Home Office on ESMCP project funding and timelines,
5.	Chief Constable's Report – CC Simon Chesterman Report Ref: PAB(25)R69 CC SC provided an update on the headlines of routine and new business since 30 th July 2025 including appointments of Chief Superintendents and the Chief People Officer. Members made comments, or sought and received assurance on the following: <ul style="list-style-type: none">• [REDACTED]• [REDACTED]• The Chair discussed the National Centre of Policing White Paper. She has attended a meeting of the Associate Members of the Association of Police and Crime Commissioners (APCC) to discuss governance, noting that non-HO forces have different governance models.• The Chair has submitted a template questionnaire to the APCC which could capture the differences in governance models of non-HO forces to inform the potential governance model of the new National Centre. The Chair will be staying engaged in the governance discussion.• CC SC provided a verbal update regarding a recent meeting of the Executive team who have reviewed portfolios and made several decisions to improve efficiency and clarify responsibilities:



	<ul style="list-style-type: none">o Some people-related issues will remain with ACC Kerry Smith (ACC KS), while Professional Standards Department (PSD) and Vetting will transfer to DCC Stephen Martin (DCC SM), who also handles suspensions.o Training will continue to report to DCC SMo Richard Cawdron's portfolio (RC) will now include the Internal Inspections Team.o DCC SM has been formally appointed as the Senior Responsible Owner (SRO) for the efficiency programme.
Decision 04	Members NOTED the Chief Constable/Chief Executive's Report.
ACTION 05	[REDACTED] to circulate the high-level organisational structure to Authority members by email, including overall references for each executive area.
6.	Civil Nuclear Police Federation (CNPFF) Update – [REDACTED] Verbal Update <ul style="list-style-type: none">• [REDACTED]• [REDACTED] reported a reduction in misconduct cases, attributing this to effective messaging about inappropriate behaviour, and welcomed the addition of experienced leadership in PSD, which he believes will help progress cases more efficiently. Members made comments, or sought and received assurance on the following: <ul style="list-style-type: none">• The Chair emphasised the importance of close communication with the Federation, especially as the organisation moves into a significant efficiencies programme, to ensure any concerns or issues are raised early and addressed proactively, and encouraged [REDACTED] to reach out directly should he wish to do so.• [REDACTED]• [REDACTED]• [REDACTED]
Decision 05	Members NOTED the CNPFF update.
7.	ITEMS FOR DECISION/ENDORSEMENT
7.1	[REDACTED] - CC Simon Chesterman / Richard Cawdron Report Ref: PAB(25)R70 [REDACTED]

	<p>[REDACTED]</p>
Decision 07	<p>Members:</p> <ul style="list-style-type: none">• [REDACTED]
ACTION 06	<p>[REDACTED]</p>
8.	ITEMS FOR DISCUSSION
8.1	<p>Board Effectiveness Review self-assessment – Head of Governance Report Ref: PAB(25)R73</p> <p>The outcomes of the recent survey to support the self-assessment of Board effectiveness were provided to Members.</p> <ul style="list-style-type: none">• The Chair noted that the report includes a comprehensive analysis of the changes in effectiveness since the last report, published in November 2023. It also contains recommendations on the areas the Authority will focus on in the next steps of the action plan.• The report noted that ongoing areas for improvement were making meeting papers clearer and more concise and dedicating more time to developing relationships among Authority Members and between the Authority and executives.• The Chair thanked those concerned in participating in the survey and emphasised the importance of all Authority Members and Executives committing to improving effectiveness and encouraged full participation in future surveys. <p>Members made comments, and sought and received assurance on the following:</p>



	<ul style="list-style-type: none">• Members commented on the response rate for completion of the survey. The Chair confirmed that reminders had been sent but completion was voluntary and anonymous.• Head of Governance acknowledged that the timing of the survey could have been better given the recent changes in Authority members. Attempts will be made to conduct the next survey in the mid-term.
Decision 08	Members <ul style="list-style-type: none">• NOTED the analysis and findings from the self-assessment in the report.
8.2	Finance Report (P4) – CFO Report Ref: PAB(25)R74     
ACTION 07	
Decision 09	<ul style="list-style-type: none">• 
8.3	CNC's 3-year Efficiency Programme – Richard Cawdron/CFO



	<p>Report Ref: PAB(25)R75</p> <p>The objectives and intended outcomes of the proposed efficiency programme were presented and DCC SM will be the project SRO.</p> <ul style="list-style-type: none"> • It was acknowledged that the efficiency programme will be challenging but not unachievable. The programme needs to be managed sensitively with careful communication. • RC requested the Authority’s view on the proposed approach and areas of focus, noting that the executive team had agreed on the overall direction and methodology for the programme. <p>Members sought and received assurance on the following:</p> <ul style="list-style-type: none"> • [REDACTED] • Members discussed potential outsourcing and that this approach to service delivery does not always cost less than in-house provision. • [REDACTED] • [REDACTED] • [REDACTED] • DCC SM confirmed that all organisational areas will be considered for efficiency opportunities. • DCC SM acknowledged the need to clarify governance for the efficiency programme, ensuring material decisions come to the full Authority and possibly involving ARFC for oversight and progress monitoring. • [REDACTED] has been appointed as Programme Lead and is due to take up the role on 15th September. • DCC SM confirmed that all material decisions will require Authority approval. • Members had further discussion about ensuring capability and capacity is maintained and welcomed the opportunity to collaborate and contribute. • [REDACTED] • The Chair encouraged DCC SM to reach out to CNPA members for help / advice as many have previous experience of delivering efficiencies. • RC confirmed that discussions regarding the cessation of certain activities will be considered.
Decision 10	Members NOTED the current status of the 3-year Efficiency Programme.
ACTION 08	DCC Stephen Martin to discuss and clarify the governance process for the efficiency programme, including how to route decisions to the Authority and involve ARFC or its Chair as appropriate.
8.4	Business Planning Process – Strategic needs assessment – [REDACTED] Head of Governance

	<p>Report Ref: PAB(25)R76</p> <p>An update on the business planning process was provided to Members. The paper also detailed the early strategic themes emerging for the CNC and the Authority to consider as part of the planning cycle for the 2026/27 Annual Business Plan.</p> <p>Members sought and received assurance on the following:</p> <ul style="list-style-type: none">• The Chair highlighted that the Business Planning Process is focused on preparing materials for the upcoming strategy day, with significant preparatory work already done, including SWOT analysis and identification of internal and external risks.• [REDACTED] invited members to review the material and provide input on any areas that may have been missed, emphasising that the document is intended to help members prepare for the strategy day discussion.• [REDACTED] explained that, overall, the chart is intended to show progress toward three-year goals, and while some items are slower than planned, most are on track within the 3-year strategy timeframe.
<p>Decision 11</p>	<p>Members:</p> <ul style="list-style-type: none">• NOTED the business planning process detailed in Appendix A- highlighting the stages, activity and output for each quarter.• NOTED the next stages of the planning process, and the work being undertaken in preparation for the November strategy session
<p>9.</p>	<p>STANDING ITEMS</p>
<p>9.1</p>	<p>SIRO Report – Richard Cawdron Report Ref: PAB(25)R77</p> <p>An update was provided in relation to management information on cybersecurity and information assurance (CS&IA) including progress made against the CNC Digital Strategy, Cybersecurity Strategy, Data Strategy.</p> <ul style="list-style-type: none">• RC advised the Authority that more detailed management information for cyber assurance will be brought to the authority in November, aiming to improve delivery and oversight.• Interviews for the Cyber Assurance Role are scheduled, with the goal of strengthening the assurance framework.• [REDACTED] <p>Members sought and received assurance on the following:</p> <ul style="list-style-type: none">• [REDACTED] suggested that individuals from the [REDACTED] or similar digital teams could be involved in supporting the organisation's digital initiatives as "critical friends" to provide external advice.• [REDACTED] asked where he can see performance figures on matters such as Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests within the CNC's framework. [REDACTED] confirmed that these figures are available but that he has not been sighted on them recently. It was acknowledged that these could be provided in future reports.

	<p>[REDACTED]</p>
Decision 12	Members NOTED progress and CONSIDERED requirements in CS&IA reporting.
9.2	<p>Activity Summary Report – CC Simon Chesterman: Report Ref: PAB(25)R78</p> <p>The report provided a summary of activities across the CNC. The report aims to identify any issues that have a strategic impact or that are of interest in relation to delivery of the ABP and 3-year strategy.</p> <p>Members sought and received assurance on the following:</p> <ul style="list-style-type: none">• [REDACTED] queried if cost recovery was in place for mutual aid deployments. CC SC explained that mutual aid is managed through a negotiated process involving hours and agreements, referencing extensive discussions around this topic. He indicated that it is a complex area with ongoing negotiations about cost recovery.• [REDACTED] highlighted that the Taskforce on Nature-related Financial Disclosures (TNF) is forthcoming. He suggested that the organisation will need to assess and protect flora and fauna on their sites due to these upcoming requirements.
Decision 13	The Board NOTED the content of the Activity Summary Report
10.	ITEMS FOR READING
10.1	<p>Board Forward Plan – Susan Johnson Report Ref: PAB(24)R79</p> <p>The Chair outlined the Forward Plan to Authority Members:</p> <ul style="list-style-type: none">• There is an ongoing update completed after at each Authority meeting, with all agenda items from the current agenda being added.
11.	ANY OTHER BUSINESS
11.1	<p>There was one item of AOB.</p> <p>The Chair acknowledged that this was DT's last authority meeting [REDACTED]</p> <p>The Chair thanked DT for his service and highlighted his financial expertise, support in budget discussions, and behind-the-scenes work on the HPB issue.</p> <p>DT expressed gratitude for the experience, praised the professionalism of the CNC, and wished the team well for the future.</p>



Decision 14	Members noted the contents of AOB and wished DT well.
Distribution of Minutes: CNPA Members, CNC Executive	

