

Civil Nuclear Police Authority Board Meeting			
Meeting Date	1 December 2023	Venue	[REDACTED]
Start Time	09.15 hrs	End Time	13.45 hrs
Reference No.	CNPA20231201		
MEMBERS:			
Susan Johnson	CNPA Chair		[REDACTED]
Pamela Duerden	Industry Representative Member, NDA		[REDACTED]
Andrew Harvey	Independent Member		[REDACTED]
Sir Craig Mackey	Independent Member		[REDACTED]
Chris Pilgrim	Independent Member		[REDACTED]
David Tomblin	Industry Representative Member, EDF		[REDACTED]
Mark Rouse	Industry Representative Member, Dounreay		[REDACTED]
Sue Scane	Independent Member		[REDACTED]
In ATTENDANCE:			
Simon Chesterman	Chief Constable		[REDACTED]
Stephen Martin	Deputy Chief Constable		[REDACTED]
Richard Cawdron	Director, Governance and Enabling Services		[REDACTED]
Michael Vance	Interim Assistant Chief Constable		[REDACTED]
[REDACTED]	Board & Committee Secretary		[REDACTED]
[REDACTED]	Senior Staff Officer to Chief Constable Simon Chesterman		[REDACTED]
[REDACTED]	Head of Business Development, Sustainability and Estates		[REDACTED]
[REDACTED]	Temporary Head of Governance & Assurance		[REDACTED]
[REDACTED]	Ch/Supt – Head of Training		[REDACTED]
[REDACTED]	Chief Finance Officer		[REDACTED]
[REDACTED]	Board and Committee Manager		[REDACTED]
OBSERVERS:			
[REDACTED]	Director of Nuclear Protection, Department for Energy Security & Net Zero (Observer)		[REDACTED]
APOLOGIES			
<ul style="list-style-type: none"> [REDACTED] - Interim Director, People & Organisational Development [REDACTED] – Head of Strategic Development [REDACTED] - Head of CNC Sponsorship, Department for Energy Security & Net Zero 			
1.	Welcome and Chair's Update (Susan Johnson)		
	The Chair welcomed attendees to the meeting (including [REDACTED] as an observer).		
	1.2 Apologies		

	<p>Apologies were recorded above.</p> <p>1.3 Conflicts of Interest No Conflicts were raised.</p>
2.	<p>Update of events since last the Board, including items circulated/decided and papers for reading (Susan Johnson)</p> <p>The Chair highlighted the following:</p> <ul style="list-style-type: none"> • Chair visited [REDACTED] on 9 October • Chair attended the Chief Constables presentation evening on 2 November and was privileged to be a part of the event. • CC and Chair attended the Association of Police and Crime Commissioners (APCC) & National Police Chiefs' Council (NPCC) Partnership Summit on 15 &16 November. <p>[REDACTED] outlined there were no additional updates to those that he provided at the Strategy Session which was held the previous day.</p> <p>The Board commented on the following:</p> <ul style="list-style-type: none"> • [REDACTED]
3.	<p>Approval of minutes of the meeting held on 5 October 2023 (Susan Johnson) Report Ref: PAB(23)R77</p>
Decision 01	<p>The draft minutes of the CNPA Board meeting held on 5 October 2023 were APPROVED.</p>
4.	<p>Review of the CNPA Rolling Action Log (Susan Johnson) Report Ref: PAB(23)R78</p>
Decision 02	<p>Board Members NOTED the CNPA Rolling Action Log updates.</p>
5.	<p>Chief Constable/Chief Executive's Report - CC Simon Chesterman- (CC SC) Report Ref: PAB(23)R79</p> <p>CC SC noted the following from his report:</p> <ul style="list-style-type: none"> • [REDACTED] • Home Office officials had initiated an Accountability Review to examine the legal protections afforded to police officers when they use force (including lethal force). CC SC is part of the NPCC Chief Officer Steering Group for the review and would ensure that policing was fully engaged in providing the relevant evidence requested. The steering group were also involved in overseeing the national policing response to the unrest in the Middle East [REDACTED] • SC CC represented CNC in the multi-agency Strategic Co-ordination Centre during the [REDACTED] annual regulatory exercise. He was very impressed with the CNC Officers as they performed to an exceptional standard during the exercise.



	<ul style="list-style-type: none"> • CNC presentation evening was a success, over 30 current and former members of staff recognised for long service and good conduct, extended service and commendations for those who had gone above and beyond. • CC SC had recently dismissed an officer convicted for assault via an accelerated misconduct hearing. • [REDACTED] • Correspondence had been received from the Angiolini Inquiry, stating that the Maxwellisation process for Part 1 of the Inquiry was imminent which would subsequently allow CNC to make corrections or representations to the Inquiry Chair about any issues raised about CNC. • The Energy Act 2023 received Royal Assent on 26 October 2023 which is a huge and positive milestone for CNC. <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> • [REDACTED] asked about the timescales of the Accountability Review. CC SC advised that the Home Secretary wanted recommendations by the end of the year. • The Chair had written to [REDACTED] and his sponsorship team thanking them for their efforts in supporting the progression of the Energy Act. • [REDACTED]
Decision 03	Board Members NOTED the Chief Constable/Chief Executive's Report.
6.	ITEMS FOR DECISION/ENDORSEMENT
6.1	Assets Update – Estates Strategy [REDACTED] and Richard Cawdron) Report Ref: PAB(23)R80
	<p>The report provided an Asset update that covered the following CNC initiatives:</p> <ul style="list-style-type: none"> • CNC Estates strategy • CNC Decarbonisation roadmap and deliverables • CNC Fleet strategy • [REDACTED] • [REDACTED] <p>Two presentations were delivered by [REDACTED] to the Board on the Estates Strategy and CNC's Decarbonisation Roadmap and its deliverables.</p> <p>The following comments and questions were raised in relation to the Estates Strategy:</p> <ul style="list-style-type: none"> • There is a considerable amount of activity being proposed within 2024-25 and the Board queried whether some of the activities could be pushed back or delayed if resources were too stretched. It is important to prioritise and focus on those projects that are central to the three-year strategy. • [REDACTED] has been working closely with [REDACTED] in relation to CNC capitalising on existing NDA property assets and felt that there was also an opportunity for a joint sponsorship role for the Department to help facilitate this work further, which [REDACTED] was happy to support. • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED]



	<ul style="list-style-type: none">• The Chair confirmed that the OBC's would be reviewed by the Board in January, further discussions about additional funding with the SLC's were required and the full Annual Business Plan (ABP) and associated budget would be presented for approval in March 2024. <p>The following comments and questions were raised in relation to the Decarbonisation Roadmap and its deliverables:</p> <ul style="list-style-type: none">• Clarification was requested on the revenue and capital elements of the Roadmap. [REDACTED] advised that CNC already had their capital allocation next year which currently did not include the decarbonisation roadmap activities. Discussions were needed with DESNZ on additional costs to deliver all the elements of the Roadmap.• [REDACTED] queried the challenges around transitioning Fleet to an alternative fuel source fleet. There are currently no vehicle models that met the operational standard, but work was ongoing with the current supplier to continue to look for suitable alternatives. [REDACTED] suggested that CNC contact [REDACTED] given they had recently sourced suitable vehicles.
Decision 04	<p>Board Members:</p> <ul style="list-style-type: none">• NOTED the work being planned and undertaken in respect of the Asset Update.• APPROVED the direction of travel of the Estates Strategy and Delivery Plan 2023 – 2026 and flagged early concerns around prioritisation and affordability.• CONSIDERED the Decarbonisation Roadmap
6.2	<p>Full business case for the replacement of the tactical training capability (TETC) – [REDACTED]. Report Ref: PAB(23)R81</p>
	<p>Approval sought to enter into formal commercial arrangements for the provision of the new Tactical Engagement Training Capability (TETC).</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none">• [REDACTED]
Decision 05	<p>[REDACTED]</p> <ul style="list-style-type: none">• [REDACTED]• [REDACTED] <p>[REDACTED]</p>
6.3	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none">• [REDACTED]• [REDACTED]• [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none">• [REDACTED] <p>[REDACTED]</p>



	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted]
Decision 09	Board Members NOTED the progress report
7.2	<p>Deep-dive Professional Standards – measures taken in [Redacted] (DCC Stephen Martin) Report Ref: PAB(23)R82</p> <p>A presentation was delivered by DCC Stephen Martin (SM) in relation to the measures being taken in [Redacted] to address professional standards.</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> • CM assured the Board that he regularly meets with the Professional Standards Department (PSD) to keep abreast of ongoing cases and believed that CNC have a good working relationship with the Independent Office for Police Conduct (IOPC). [Redacted] ■ [Redacted] ■ [Redacted] ■ CC SC highlighted that an IOPC Commissioner had recently described CNC's response to addressing professional standards as progressive and refreshing. He also added that Baroness Casey had attended a recent Chief's Council to discuss her review and gave the Board assurance that all the Casey recommendations were being addressed in the CNC cultural action plan.
Decision 10	Board Members NOTED the contents of the presentation.
7.3	<p>Design and delivery plan for the AFO Apprenticeship Scheme [Redacted] Report Ref: PAB(23)R83</p>
	A presentation on the Non-Home Office Police

	<p>Apprenticeship scheme which also included a timeline of progress to date and future work.</p> <p>The Board commented on the following:</p> <ul style="list-style-type: none"> • The quality of the programme which would deliver cost efficiencies in the longer term and would provide a more robust framework for continuing professional development for staff. The Board congratulated the team for securing approval for the scheme from the Department for Education. • The Board queried the differences in the Scottish Government arrangements and ██████████ advised that the levy was not available in Scotland but that there had been an agreement to use the ██████████ as the Scottish delivery centre to provide consistency of approach. The team were working closely with Police Scotland who would support CNC with end-point assessments and instructors. • ██████ gave assurance that there would be in person assessments for new candidates to the scheme which would be values based and would seek to establish a fit with the CNC culture and required behaviours and standards. The Chair suggested having a session with the Board about what the training team had learnt from the first cohort.
Action 02	██████████ to present a session about what the training team had learnt from the first apprenticeship cohort and to liaise with the Board & Committee secretary about dates and adding it to the Board's forward look.
Decision 11	Board Members NOTED the update regarding the non-Home Office Police Apprenticeship scheme.
7.4	Board Effectiveness feedback (including action plan) - RSM Report Ref: PAB(23)R84
	<p>The report provided a summary of the outcomes of the Board Effectiveness review carried out over the past 4 months.</p> <p>The Board commented on the following:</p> <ul style="list-style-type: none"> • The Chair advised that the Board would reflect on the recommendations and would produce an action plan. • ██████ congratulated the Board on undertaking an independent assessment of its effectiveness, acknowledging that this was regarded as good practice across public arm's length bodies. He concluded from the review that some work to improve clarity on the responsibilities between executive and non-executive members would be useful as preparation for the Department's Public Bodies Review of CNC which was due in 2024. ██████ also reflected on his experience attending other Boards that there could be benefit in limiting pre-prepared executive analysis of data in some papers to allow the Board greater opportunity to independently reach conclusions and decisions on the data presented. The Board acknowledged that as CNC was such a specialised organisation there was a need to have a level of knowledge on how it operates in order to make good strategic decisions. • CC SC commented that he felt there was a good mature relationship between Executive and the Board Members but there would be some benefit in having further discussions about the boundaries between the Executive and the Authority.
Decision 12	<p>Board Members</p> <ul style="list-style-type: none"> • NOTED the content of the report • CONSIDERED the actions / recommendations included • ██████ and ██████ to draft a final action plan for approval by the Board at its March meeting.
7.5	First draft budget 2024/25 - ██████████



	<p>Report Ref: PAB(23)R85</p>
	<p>An overview of the draft initial budget for the financial year 2024/2025 was provided. The report would be shared with the [REDACTED], and the outcome of the consultation would be reported back to the CNPA at January's Board meeting.</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> • [REDACTED] [REDACTED] [REDACTED]. Some members felt that it was unclear from the paper what activities had been rejected, which items were classed as one-off items and whether the funding model should be reviewed. • The Board were keen to see scenario planning presented that illustrated best, worst and most likely scenarios with the associated risks to delivery of key projects. • [REDACTED] suggested it would be helpful to draw out how much of the [REDACTED] proposed increase was a result of the pay award and how much was in relation to one off expenditure in year due to timing issues that may not have been in CNC's control. • Pay and ITC costs were the two significant factors that impacted on the [REDACTED] increase to the [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] • Chair summarised the following: <ul style="list-style-type: none"> ○ greater clarity is needed in relation to scenario planning with staff impact probabilities ○ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ○ review what projects could potentially come off the list and what would be the subsequent risks and challenges to the core mission and how they would be managed ○ [REDACTED] [REDACTED] ○ greater focus on efficiencies – what are the CNC's invest to save options, and what opportunities there were more collaborative working with other stakeholders. The executive to also consider the impact on services if the budget was reduced down to a [REDACTED] increase ○ There would need to be consultations with the [REDACTED] prior to January's Board. • [REDACTED] commented that it was likely to be the March 2024 Board meeting to agree the final budget and an interim MTFP.
<p>Action 03</p>	<p>[REDACTED] to make some revisions to the budget that reflects the following :</p> <ol style="list-style-type: none"> 1. Include various scenario plans with staff impact probabilities 2. Include a greater focus on efficiencies as listed <p>■ [REDACTED] ■ [REDACTED] [REDACTED]</p>

	<p>5. Review projects could be postponed and any risks to the core mission</p> <p>6. [REDACTED].</p>
Decision 13	<p>Board Members:</p> <ul style="list-style-type: none"> • NOTED the overall budget position for 2024/25 and how this will be used to build the rest of the medium-term financial plan. • NOTED the key reasons for increase in the proposed 2024/25 budget (Section 4.2) • REVIEWED: <ul style="list-style-type: none"> ○ Initial budget for wider consultation ○ Proposals to change recharging for firearms (Section 4.8) ○ Proposal to be discussed with DESNZ to access the Capital allocation (section 4.9) • NOTED emerging issues/ risks (section 4.11) • NOTED the work being delivered on efficiencies and cost avoidance were progressing (Section 5) • AGREED that the draft version of the budget required further revisions prior to consultations with the [REDACTED] and to feedback to the CNPA at January's Board.
8.	STANDING ITEMS
8.1	<p>Due to the length of discussions that took place on the decision and discussion items it was agreed by the Board to only cover exceptions of the following standing items:</p> <ul style="list-style-type: none"> • Service Change Update Report - PAB(23)R87 • Corporate Performance Report Q2 – PAB(23)R88 • Operations Report - PAB(23)R89 • People Directorate Report - PAB(23)R90 • Finance Report (P7) - PAB(23)R91 <p>There were no comments or observations raised by Members on any of the papers.</p>
9.	ITEMS FOR READING
9.1	<p>Audit, Risk and Finance Committee (ARFC) Sue Scane</p> <p>9.1.1 Chair's Report of the ARFC Meetings on 1 & 27 November (Sue Scane) Paper Ref: PAB(23)R92</p> <p>9.1.2 Minutes of the ARFC Meeting held on 1 November 2023 Paper Ref: PAB(23)R93</p> <p>There were no comments or observations raised by Members on any of the reading papers.</p>
10.	ANY OTHER BUSINESS
10.1	<p>January 2024 CNPA Board Meeting arrangements (Chair) The CNPA Board Meeting on 31 January is scheduled to be held at [REDACTED]</p>
Distribution of Minutes: CNPA Board Members, CNC Executive	