Freedom of Information request: 2018/0245

Thank you for your freedom of information request received on the 8th of December 2018 in which you requested the following:

Your request:

Please provide the full versions of the Executive Board minutes for the Centre of Ecology and Hydrology (CEH) for meetings held in 2018.

Our response

I can confirm UK Research and Innovation does hold information relevant to your request.

The redacted 2018 CEH Executive Board Minutes are attached at annex A.

Redactions within the minutes have been made in line with the following exemptions under the Freedom of Information Act (FOIA):

- Section 36 – Prejudice to effective conduct of public affairs
- Section 40 – Personal Information
- Section 41 – Information Provided in Confidence
- Section 43 – Prejudice to Commercial Interests

A schedule of redactions is also attached.

Section 36 – Prejudice to effective conduct of public affairs.

Section 36, as a qualified exemption, requires the application of a Public Interest Test and consideration by the public authority’s ‘Qualified Person’. The appointed Qualified Person for UK Research and Innovation is Sir Mark Walport, our Chief Executive Officer. Sir Mark has considered the extract from the May minutes, and it is his opinion that the material contained therein should be exempt as prejudice would occur from disclosure.

Section 36 - Public Interest Test

The factors considered under the Public Interest Test, for and against disclosure of the material within the scope of the request are summarised below:

Factors in favour of releasing the information were:

- There is a general interest in the disclosure of this information to ensure and openness of a public authority.
• There is also a public interest in the transparency in order to ensure accountability of public organisations and the decisions undertaken.

Factors against releasing the information were:

• Decisions require a ‘chilling effect’. Disclosure of discussions would inhibit free and frank discussions, and that the loss of frankness and candour could damage the quality of advice and deliberation and lead to poorer decision making.

• Release may also inhibit potential future free and frank exchanges of views for the purposes of deliberation

Overall UK Research and Innovation considers that the public interest is best served by maintaining the section 36 exemption.

Section 40 – Personal Information

Redactions have been made to withhold personal information. Section 40 (2) of the Freedom of Information Act provides an absolute exemption for the disclosure of personal data of individuals who would not expect their details to be placed in the public domain.

As an absolute exemption Section 40 does not require a Public Interest Test.

Section 41 – Information provided in confidence

Section 41 of the Freedom of Information Act provides an absolute exemption for information provided to the organisation in confidence.

As an absolute exemption Section 40 does not require a Public Interest Test.

Section 43 – Commercial Interests

Factors in favour of releasing the information were:

• There is a general public interest in the disclosure of this information to ensure transparency and openness of a public organisation.

• There is also a public interest in the transparency in order to ensure accountability of public organisations and how they spend public money.

Public interest test in favor of withholding the information:

• Releasing information of commercial interest is likely to prejudice the commercial interests and activities of UKRI.

• Releasing information provided in confidence to UKRI is likely to damage the possibility of ongoing relationships with this and other Institutes.

• Breaching the commercial interests may also adversely affect future negotiation opportunities for UKRI.

UKRI has reached the view that, on balance, the public interest is better served by withholding this information under section 43(2) of the FOI Act.

If you have any queries about this response please contact me, or if you are unhappy with the service you have received in relation to your request and wish to request a review of our decision, please write to:

Complaints Officer
Please quote the reference number above in any future communications.

If you are still not content with the outcome of the review, you may apply to refer the matter to the Information Commissioner for a decision. Generally, the ICO cannot make a decision unless you have exhausted the review procedure provided by UKRI. The Information Commissioner can be contacted at:

Information Commissioner
Wycliffe House,
Water Lane
Wilmslow
Cheshire
SK9 5AF

Enquiry/Information Line: Between 9am and 5pm Monday to Friday 0303 123 1113 or 01625 545745

Further information about the Office of the Information Commissioner can be found at [http://www.ico.gov.uk/](http://www.ico.gov.uk/)

Yours sincerely,

UK Research and Innovation, Information Governance Team

Email: foi@ukri.org
**MINUTES OF EXECUTIVE BOARD MEETING 31 January 2018**

<table>
<thead>
<tr>
<th>Section 40 (Personal Data)</th>
<th>All pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 41 (Provided in confidence)</td>
<td>Page 5, item 5.3, bullet 3</td>
</tr>
</tbody>
</table>
| Section 43 (Commercial in confidence) | Page 2, item 3, bullet 3  
|                             | Page 6, item 6.2, bullet 2 |

**MINUTES OF EXECUTIVE BOARD MEETING 19 March 2018**

<table>
<thead>
<tr>
<th>Section 40 (Personal Data)</th>
<th>Pages 1 - 4 and 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 43 (Commercial in confidence)</td>
<td>Page 1, item 2, bullet 3 and 4</td>
</tr>
</tbody>
</table>

**MINUTES OF EXECUTIVE BOARD MEETING 21 May 2018**

<table>
<thead>
<tr>
<th>Section 36 (Prejudice to effective conduct of public affairs)</th>
<th>Page 7, item 11, bullet 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 40 (Personal Data)</td>
<td>All pages</td>
</tr>
<tr>
<td>Section 41 (Provided in confidence)</td>
<td>Page 7, item 11, bullet 3</td>
</tr>
<tr>
<td>Section 43 (Commercial in confidence)</td>
<td>Page 7, item 11, bullet 3</td>
</tr>
</tbody>
</table>

**MINUTES OF EXECUTIVE BOARD MEETING 11 July 2018**

<table>
<thead>
<tr>
<th>Section 40 (Personal Data)</th>
<th>Pages 1 - 3</th>
</tr>
</thead>
</table>

**MINUTES OF EXECUTIVE BOARD MEETING 19 September 2018**

<table>
<thead>
<tr>
<th>Section 40 (Personal Data)</th>
<th>Pages 1 - 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 43 (Commercial in confidence)</td>
<td>Page 2, item 5.1, bullet 7</td>
</tr>
</tbody>
</table>

**MINUTES OF EXECUTIVE BOARD MEETING 28 November 2018**

<table>
<thead>
<tr>
<th>Section 40 (Personal Data)</th>
<th>Pages 1 - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 41 (Provided in confidence)</td>
<td>Page 6, item 9.1, Bullet 3</td>
</tr>
</tbody>
</table>
MINUTES OF EXECUTIVE BOARD MEETING 31 January 2018

Attendees:
Mark Bailey (Chair)  Kathleen Parsons
Jaqui Dingle  Nick Wells
Rosie Hails (Secretary)
Alan Jenkins

1. MINUTES OF MEETING HELD 22 NOVEMBER 2017
   - The minutes were formally accepted as a true and accurate record of the previous meeting. Action updates noted. There were no matters arising.
   - **A4:** NERC CAB: EB to consider and advise JD of potential VE for 17/18 & 18/19 before pre CAB meeting. **31 January Update:** JD will advise NERC there are no VE cases anticipated.
   - **A18:** AOB: MJB to consider the funding and allocation arrangements for IMPs in the broader sense. EB supported MJB proposal for 30% of IMP time covered by overhead & likely (not confirmed) stipend (B3 £15k/ B2 £20k) would be reduced (to include proposal writing time. Rest of time must be covered by CWI not by non-project duties. MJB/KP to review and provide formal proposal. **Action Update:** IMP in play, still working on the numbers and will discuss with KP for finance model. **31 January Update:** JD to forward rules for IMP.
   - Ahead of the next Whitley meeting, 9 Feb (where the decision will be communicated) EB re-confirmed their support for the decision made at the November meeting. JD will provide a brief update at the SB meeting (6 February):
     - The CEH Executive Board supported **Recommendation 10:** for CEH data on allowances (by gender, band) and bonuses (by gender, band, section/area) to be provided for EB review for the 2 year period to end October 2017 and then (following Science Structure change in November 2017) 5 months to end March 2018. Ongoing, data will be maintained by P&S and reported within the EB pay paper. Subject to EB review, this be published to staff, in order to assure staff we are applying the principle of transparency and consistency. Head of P&S will check in particular (i) that the 5 months’ data to end March 2018 is not ‘distorted’ by a small number of bonus payments made under the new structure and (ii) that either allowance or bonus data at aggregate level does not allow identification of individuals.

2. FINANCIAL RESULTS TO DECEMBER 2018
   - The Board noted the summary of the financial results YTD, showing a break even position for the nine months to December. Variances were noted. CWI is behind non-pay but they are off-setting one another.
   - Management reports: new format. Currently only covers two months (unable to backdate to include the previous months) but ‘total’ line provided for April to October and delivery against forecast shown.
   - New reports provide clarity around staff pay, including what is paying for different types of time.
   - Rephasing: KP to prepare and issue a note to staff to confirm rephasing needs to be formally approved via RMS (include in EB Comms to SB). and to be alerted to look out for such instances and flag with SDs.
   - **No concern around NC non pay at the moment; this is being specifically looked at in the Business Plans.** to circulate to EB an analysis of NC pay and non pay..
   - to remind staff of the requirement to complete iT ime weekly (include in EB Comms to SB)
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- ODA: KP to ask [redacted] if there is any flex to move between this and other NC this year and whether there are any options on non-pay so that they match, and if so what the implications would be.
- Capital forecast: work undertaken with [redacted] to identify items of capital that can be brought forward from 18/19. [redacted] is involved in supporting procurement, so equipment should be received by year end. Consideration needs to be given to how staff time required during the purchase process can be accounted for as this can be time consuming.
- Pay costs: continually adjusted in the CARP. KP to provide EB with information on the original budget against the final figure, useful for considering next year’s budget.

3. BUSINESS PLANNING - UPDATE
- Update summary to be provided to SB next week.
- Science Area plans have been consolidated. Issues highlighted:
  - Income projection versus what is built into the CARP. [redacted] Variation between customer groups noted. Figures will be reviewed to understand how confident they are; the challenge is security of income.
  - Non pay costs: higher than expected (this is normal and will be adjusted as usual) at £400k. To be followed up to see what this includes.
  - FTE and pay cost: reviewed to see how much of the income supports the labour requested. Shows the request for FTE is higher than the number of FTEs in the plan. Differences noted between science areas, some look like they have some areas that have more staff than the income being brought in and vice versa. Consideration could be given to whether there is a skills mix issue with the work coming in. The option of taking ‘Data’ out of Pollution will be discussed.
- EB to review the draft paper before providing to SB.
- EB noted thanks to [redacted] contribution to CEH over the past few years.

4. OVERSEAS WORKING OPERATIONAL ISSUES
- The Board noted the update on progress of the overseas working group.
- Locations where CEH is prepared to operate:
  - Sensitivity around some countries visited.
  - Regional stability needs to be considered alongside the countries deemed as high risk by the FCO and Control Risk (and monitored in case a country’s situation changes) so that recommendations can be put to EB of the countries they won’t authorise travel to.
  - Difficulty noted that some future EU funding is related to countries that we wouldn’t want staff to work in, ie not a clear cut ‘high risk/no go’.
  - Need to communicate to staff an organisational statement as part of our duty of care.
  - The Tender Team could flag during the bid process where travel would be involved to countries we wouldn’t want staff to work for safety reasons.
  - The CEH Executive Board supported **Recommendation 1**: to agree a process to define the countries and how this will then be communicated to staff and built into processes (e.g. Bid/No Bid decisions).
  - KP to draft organisational policy not to work in high risk countries. AJ to advise any additional countries to be included.
- **Emergency and out of Hours Contacts.**
  - Currently no process for lone working overseas (only in the UK). Contract costs would be increased if this was not allowed.
  - ‘Duty of Care’ as an employer highlighted.
5. PEOPLE

5.1. PSC OUTCOMES

Post Requests:

- Work has been undertaken to ensure affordability of the posts presented for consideration. Concern was raised regarding cost and also pressure on HR. Reminder that posts requested must be fundamentally critical to the business.
- Workforce Plan versus posts requested (Para 7): the distribution across bands is different (particularly for those posts not supported by PSC) to the numbers approved by EB in the workforce plan, the table highlights that there is a higher demand for higher bands.
- The CEH Executive Board agreed the following:

Science posts approved:

i. RA post at B6 (1 FTE) for a Hydrological/Mathematical Modeller in Hydrological Processes and Extremes Group within Hydro-Climate Risks Science Area. **Recommendation 1.**

ii. OE post at B5 (1 FTE) for a Senior Natural Capital Scientist in the Community and Restoration Ecology Group of the Biodiversity Science Area. **Recommendation 2.**

iii. RA post at B7 (1 FTE) for a Spatial Modeller and Ecologist in the Community Restoration Ecology Group of the Biodiversity Science Area. Supported in principal, subject to the CWI contracts being confirmed. **Recommendation 3.**

iv. RA post at B7 (1 FTE) for an Ecologist and Field Survey Coordinator in the Community Restoration Ecology Group of the Biodiversity Science Area. **Recommendation 4.**

v. OE post for B5 (1 FTE) for a Global Ozone Scientist in the Wetlands, Grasslands, and Croplands group within the Soils and Land Use Science Area at Bangor. Deferred until discussions at SB taken place. **Recommendation 5.**

vi. RA post for B7 (1 FTE) for an Ecological GIS and Remote Sensing Scientist in the Land Use group in the Soils and Land Use Science Area at Lancaster. **Recommendation 6.**

viii. OE post for B5 (1 FTE) for a Scientific Project Manager in Water Resources Science Area. **Recommendation 7.** Provisionally supported but AJ to discuss with [ ] options for fulfilling the resource requirement internally.

ix. **Apprenticeship at B7 (1 FTE) – 2 year FTA – for a Scientific Project Officer in Water Resources Science Area.** Consideration needs to be given by Head P&S to
the recruitment conditions for apprenticeship. **Recommendation 8.** Deferred pending outcome of Recommendation 7 post.

**Science posts not supported:**

vii. **OE post for B6 (1 FTE)** Ecosystem Carbon Scientist in the Emission Sources, Sinks and Solutions group within the Atmospheric Chemistry and Effects Science Area. It is proposed this post would work on LULUCF project. AJ to discuss with subject to clarification of qualifications required. **Recommendation 8.**

**Infrastructure posts supported:**

x. **OE post for B7 (1 FTE)** for a PA to the Science Director (Alan Jenkins)

xi. **OE post for B4 (1 FTE)** for a Head of Finance Subject to clarification of qualifications required. **Recommendation 9.**

xii. **OE post for B8 (1 FTE)** for a Function Support for the Impact & Innovation Directorate. Previous post holder ( ) appointed to a Science Area Coordinator role however case provides explanation of increase in FTE required. **Recommendation 10.**

xiii. **OE post for B5 (1 FTE)** HR Manager Policy & Reward – to deliver the working for CEH workstream as part of G&O and longer term, as a key member of HR team to manage casework, policies, pay and reward mechanisms; if approved then recruitment action would be to skill match existing FTA to the role ( ). This post was agreed in principle by November EB meeting as part of the consideration of the future structure for P&S. Post will now proceed to skills match.

xiv. **OE post for B6 (1 FTE)** for a Category Manager to support establishment of new CEH Procurement Function. Costed in transition costs as part of GO project. **Recommendation 11.**

xv. **OE post for B5 (1 FTE)** HR Systems and Analytics Manager to provide systems management and analytics support across CEH; if approved then recruitment action would be to skill match existing FTA to the role ( ). This post was agreed in principle by November EB meeting as part of the consideration of the future structure for P&S. Post will now proceed to skills match.

xvi. **OE post for B4 (1 FTE)** Head of Communications. Subject to clarification of qualifications required. **Recommendation 12.**

**Approved post (like-for-like replacement at Band 7 or 8 not requiring full PSC/EB approval):**

xvii. Catering Assistant (1 FTE) – OE – Band 8 – based Wallingford.

xviii. Science Support Administrator (1 FTE) – OE – Band 8. To replace current post holder ( ) following promotion to Band 7 role.

xix. Licence Administrator (1 FTE) – OE – Band 7 – based Wallingford. This follows the promotion of previous post holder ( )

5.2. **Turnover & Leavers - Analysis**

- The Board noted the summary analysis of turnover and reasons for leaving CEH in 2017.
• Data allowing comparison with other members of the NERC family was noted. The benchmark data has been reviewed and shows a similar rate to other public sector organisations.
• Turnover (and sickness) has increased; figures will continue to be monitored.
• Exit interview data (when possible to collect) will continue to be gathered.
• Brexit: doesn’t appear to be as much of an issue as it was in 2016.
• No apparent Wallingford peak in science turnover, figures are roughly the same at all sites.
• Need to keep reassuring staff and make sure we give them a thriving career and do what we can to keep people here.
• Opportunity with independence to set a new agenda, eg new terms for new staff. Give message to staff that pay and reward issues will be addressed.
• Better approach needed to succession planning.
• to plan a ‘People resilience planning’ meeting to consider B3-5 staff: MJB/SDs
• to draft a note to add to People comms plan.

5.3. PAY
• The Board noted the bonus (13) and allowances (36) awarded in the period 1 November - 31 December 2017.
• Need to make full use of the flexibilities available.

5.4. WORK PRESSURE RISK ASSESSMENT
• The Work Pressure risk assessment for 2108 and the Staff Survey Action Plan have been reviewed by the WPRG.
• The 2018 Staff Survey is being deferred to later in the year due to the current IiP assessment. A proposal for when the survey could be run will be put to EB for consideration at a later date.
• to reword Annex A: 1. Current and potential stressors identified / 5. Any further actions necessary: Action is for Head of P&S to consider how to resource the activity.
• The CEH Executive Board approved the Work Pressure Risk Assessment for 2018 (following slight rewording to the Risk Assessment).
• Updated risk assessment will be published on the intranet.

5.5. MERIT PROMOTION
• Additional item presented; paper tabled.
• Band Pen Pictures outline the expectations at different bands (reflect CEH values and reference to NERC removed).
• Proposed constitution of panels provided.
• EB to provide written comments/feedback to on the proposals re expectations at different bands and constitution of panels. No response means approval.

6. BUSINESS PERFORMANCE
6.1. BOARD BALANCED SCORECARD
• The latest version of the scorecard incorporating Q3 updates was presented. ‘Red’ items discussed:
  o People & Skills (for the whole of organisation): turnover increased; sick absence worse than historically.
  o External Project Delivery: as the milestone planning approach is not being put in place, this metric will not be delivered. KP to update/replace metric with Science Area KPIs developed for SB.
  o Management Statement / Assurance:
    ▪ Establishment Audit 17/18: some of the outcomes of the audit have been disputed; RCUK response is awaited to the comments made.
6.2. ORGANISATIONAL RISK
- The Board noted the risks that have been reviewed and input to RAMS (Risk Assurance Mapping System).
- MIB/RSH to add a risk to RAMS for ‘generic reputational risk arising from science projects & publications’.

7. SAFETY, HEALTH & ENVIRONMENT
- The Board noted the SHE paper:
  - Environmental
    - Surveillance audit undertaken at Bangor Aber field station.
  - SHE
    - Outcomes of the combined SHE internal audits provided.
  - H&S
    - Outstanding H&S documentation on the PMS: relevant project leaders were sent details on 5 January of the fourteen projects with outstanding H&S documentation on the PMS. JD to highlight in the EB comms paper for SB that outstanding projects require this to be rectified immediately.
    - Online training: completed by all but two staff in 2017.
    - Accident, Incident and Near Misses: nine accidents, seven incidents and one near-miss reported since the last Executive Board meeting
- A draft PRF will be circulated to PSC offline; EB to discuss/agree at a Huddle. Consideration is being given to incorporating other infrastructure responsibilities (eg QA / risk compliance) into the role.

8. CEH OPERATING PLAN
- The Board agreed the timetable for the 2018/19 Operating Plan.
- The CEH Executive Board agreed to continue to have the Operating Plan and also to have an organisational business plan.
- NW to develop the concept for an organisational business plan.
- Section 6, Instrumentation: Sub Section Lead: [redacted]
- Section 7, Site facilities: Section Lead: RSH
- Delete:
  - Section 5, Science Areas:
    - Environmental Informatics and Monitoring & Observing Systems
    - Science Management Groups
  - Appendix 7: Roles & Responsibilities: Head of Monitoring & Observing
  - Appendix 12: Corporate Policies
- Appendix 9: Terms of Reference:
  - Sub Section Lead for Environmental Informatics Coordination Group: [redacted]
  - Add: Web Governance Board and Overseas Working Group

9. SENIOR MANAGERS’ FORUM (21 MARCH MEETING)
- The CEH Executive Board agreed that the Terms of Reference should include that one strategy meeting will be held per year.
- Need to ensure that the connection with the Infrastructure Function Heads is maintained.
- Proposed items for March meeting:
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- One hour session/presentation from the Director from the National Centre for Public Engagement
- Science structure: review current position and benefits
- G&O: company set up and principles of staff terms
- Performance management
- Enterprise arm
- Presentation of Business Plans and discussion of outcome re income and key messages (importance of ensuring that RMS is up to date etc).
  - Opportunities planning
  - JD to draft the agenda for 21 March meeting.
  - NW/AJ/RSH to work on an item re challenges around key customers and getting people involved in opportunities.

10. DIRECTOR’S UPDATE
   - No update

11. EB WORKPLAN
   - Workplan reviewed. Changes made for the March meeting:
     - Significant item on Business Planning.
     - JD to ask to keep People items to a minimum.
     - Delete Director’s Update
     - SHE: short item
     - OG: info paper
     - REF: to go to SB

12. AOB
12.1. CEH AC & TOC AGENDA
   - EB supported the draft agenda for the 6th AC meeting to be held in Edinburgh on 27 & 28 March.
   - Comments on agendas to MJB.

13. SUMMARY OF EB ACTIONS
   - See attached list. Note: additional combined Communication Plan summarising all comms.

14. EB PERFORMANCE

15. INFORMATION PAPER 1: YEAR PLANNER 2018
   - Noted

DATE OF NEXT MEETING 19 MARCH 2018 AT WALLINGFORD.
1. MINUTES OF MEETING HELD 31 JANUARY 2018

- The minutes were formally accepted as a true and accurate record of the previous meeting. Action updates noted. There were no matters arising.
- **A12**: People – Turnover-Leaver Analysis: to plan a ‘People resilience planning’ meeting to consider B3-5 staff. **19 March update**: Due to diary pressures, a date in July will be identified.
- **A19**: Operating Plan – NW to develop the concept for an organisational business plan. **19 March update**: An underpinning strategy document will be required before the delivery plan can be drafted.

2. FINANCIAL RESULTS TO DECEMBER 2018

- The Board noted the summary of the financial results YTD.
- The management accounts and financial results as at February 2018 show a breakeven position (deficit of £100k). Currently in a good position for March but this is historically when variations (pay and non pay) are presented, however a break even position at year end is still expected. Thanks were extended to teams for achieving this result. The guidance is to spend as planned.
- A high value (£80k) of capital expenditure will remain underspent in March. This will be challenging to manage.
- KP has flagged a potential £900k capital risk (the delivery is expected to be received 29 March) to... completing the underpinning strategy document.
- Actions are in place to follow up on discussion with [name] in regards to rephasing and how this impacts on the gross income this year. This remains within the parameters agreed with the EU.
- ERAMMP project: expected to be signed shortly. The Board requested a considered overview of how large value projects could be better managed going forward, ie to ensure they fit within a timeframe in future.

3. FINANCE EB WORKSHOP

- KP led a discussion on the Financial Plan review.
- The CEH Executive Board discussed recommendations 1 – 5:
- **Recommendation 1**: EB discussed the areas to address the 18/19 deficit. The CEH Executive Board agreed that we would put in tasks to achieve a balanced budget but will present the underlying deficit as a risk to NERC.:
  - Potential areas of additional income:
    - AI/RSH to advise SAHs at SB (21 March) that an additional £600k funding is required. SAHs to plan and identify where additional funding (with minimum sub contracts (as close to zero as possible)) can be secured from. Need SAHs to understand the requirement to do this with current staff not currently fully allocated. Highlight support opportunities from NBI and...
reflect on output from SMF. KP to provide supporting information to aid the SB discussion.

- AI/RSH to discuss with each SAH the impact on individual SA plan of the above to include narrative on how new monies and new customers will be found.
  - Potential areas of savings:
    - AJ/RSH to consider the implications if £100k is moved from non pay into pay (across the NC portfolio to maximise the pay element of the NC allocation).
    - Infrastructure target: potential areas of savings are being considered by [REDACTED] and [REDACTED].
    - JD/NW/KP to identify Infrastructure non pay savings of 7.5%.
    - Software on information security: JD will present options to the Board at a later date. Deferred option for future discussion.
    - Training post: to be reconsidered at a later date when the expected income for the post is clearer; NW to present a case for the longer term to EB. Extension for this post to be put forward in good time eg 6 months before end of contract.
    - Additional press officer: request to be discussed at a later point with the training post.
    - Assume transfer in costs = SBS charge: need to ensure that everyone has worked on the same basis. Make as neutral at the moment and manage as needed.
    - No contingency (£50k)
    - CEH will be presenting a deficit to NERC and outlining how we are addressing the challenges so that they understand the risk built into the plan.

- **Recommendation 2:** Long Term Income Projections: EB agreed for SDs to lead a discussion at the Science Board on long term science income.
  - The basis for the financial case will be the organisational income projections presented in November 2017.
  - Need to consider: how we deliver new income growth; how to develop a robust long term forecast; and how we engage with the science community and science leaders to take it forward. The Board will need to drive this to make it happen.
  - The status quo without NBI reduces considerably.
  - SAHs were cautious in their Business Plans. This will be the first opportunity SDs have had to discuss/challenge the figures with them. SB will set the scene / get them thinking, follow up with 1:1 discussions.
  - BD team need to engage with the plan and work with the SAHs to bring it together.
  - SDs/NW to provide to JD specific examples of income missed or not currently being pursued through not having independence / as a result of contractual restrictions etc. Include data gathered by Tender Support where the reason may be unclear but we are aware of challenges eg World Bank.

- **Workforce Plan Assumptions and Pay Budgets**
  - Ultimately want to give SAHs responsibility for their budget when they understand their business plans further (eg to take into account vacancy factor etc).
  - KP to ask SAHs to pull out project committed STAs required for 18/19 and beyond in their business plans and record in the STA column for future staff need.
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- Need to identify what skills are being released in relation to the change in NC funding and what the plan is for those skills, eg so that we can look at how we can utilise these with new business support (in line with what they would want to do in that area).
- Allocation to existing projects is taking place.
- Institute Funding (IF): can more accurately identify where getting FEC / cofounding (most of this in overhead).
- to provide a breakdown of the 4.3 Total FTE transfers from/(to) other Science Areas in 18/19 (Annex E, ‘CEH Consolidated’).
- Funding / Customer Group Income Details (Annex F) to be revised as some of the data is not in the correct place.
- Discussions will need to be held with SB to ensure that the long term assumptions of the WFP are met. For staff not allocated to income, SAHs with agreement of will need to decide how their time is allocated in 18/19 to ensure that this is something meaningful for the organisation. The direction needs to be linked with the income plans. Need to make sure that everyone is working to the highest performance.
- A project will be set up for student supervision to provide clarity about how this is paid for.
- Aim is for 100% allocation including 15% non-project time duties (contingency needed in IF for staff that can’t be). Need to identify what we want to allocate IF for in the long term.
- to investigate if the change in NC explains under allocated staff.
- Message to be emphasised that under allocated staff must be considered for posts before recruiting externally.
- Additional income would address some of this issue if utilising existing skills.

**Recommendation 3:** Infrastructure Plans: EB reviewed the infrastructure plans and agreed
- Additional resources in Comms and Business Development (beyond NBI). Comms post to go through normal channels. to come to May EB.
- Additional investments in Information Security Software – to be brought back to a later Board for discussion/approval.
- Investment in a CEH Compliance Officer – to be brought back to a later Board for discussion/approval.

**Recommendation 4:** Capital: EB decided on the split of capital between science (£340k) and Infrastructure (£150k). The Science balance will be delegated to Science Board for prioritisation. The Infrastructure balance will be delegated to the Director People and Operations.
- to double check split in funding for CCS (Annex K).
- JD to look at the consequences of agreed budget on CCS/Facilities.

**Recommendation 5:** FEC & Staff Rates: EB approved FEC and Staff Rates for use from 1 April 2018.

4. PEOPLE

4.1. PSC OUTCOMES

Post Requests:
- The CEH Executive Board agreed the following:

  **Science posts approved:**

  i. **OE post at B6 (1 FTE)** for a Land Surface Modeller in Land Surface Science Group within Hydro-Climate Risks Science Area. To be skills matched to existing RA.

  **Recommendation 1.**

Recommendation 2.

iv. OE post at B5 (1 FTE) for a Global Ozone Scientist in the Wetlands, Grassland and Croplands group within the Soils and Land Use Science Area at Bangor. This post was supported by February Science Board. EB noted that PSC has approved the amended job description and that the post is listed here as it needs to be recorded as a new post.

Science posts not supported:

ii. OE post at B5 (1 FTE) for a Senior Data Scientist in the Environmental Data Sciences Group of the Pollution Science Area. PSC did not support this post request at this time, and have asked that the skills specification and Job Description are reviewed and amended to reflect Band 5 responsibility and to clarify the job role within the organisation. A revised job description has subsequently received. EB supported a post in this area (skills shortage) but a very clear job description and needs description is required. It was noted that this post would be additional to the workforce plan. AJ/RSH to discuss if this post should be recruited as something else would need to be lost (as it would be over the WFP).

Infrastructure posts supported:

v. OE post for B6 (1 FTE) for Senior Engineer following the resignation of the current post holder. 

Recommendation 3.

vi. OE post for B6 (1 FTE for a Facilities Operations Manager following resignation of current post holder). 

Recommendation 4.

viii. OE post for B5 (1 FTE) for an International Business Development Opportunities Manager. AJ to review applications if not on the interview panel. Useful for SB to understand what this role is and how will interrelate to them.

Recommendation 5.

Posts approved outside PSC/EB due to urgency of need:


x. EB supported recruitment as soon as possible for a Researcher Development Coordinator

Approved post (like-for-like replacement at Band 7 or 8 not requiring full PSC/EB approval):

xi. Science Support Administrator (0.6 FTE) – OE – Band 8. To replace current post holder.

Pay on Appointment

• Review undertaken of how many posts used these flexibilities.
• Used more for Infrastructure posts than science in the period of review.
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- SAHs and Infrastructure Function Heads have been made aware of this flexibility. A case needs to be put forward with supporting evidence of why the higher salary is necessary.
- Demand for POA review process is ongoing.
- EB supportive for POA to continue.

**Appraisal 2018/19**
- The CEH Executive Board supported:
  - Recommendation 6: the 2018/19 appraisal timetable.
  - Recommendation 7: the Board expectations of FJP content.
  - Recommendation 8: the approach for senior managers to encourage consideration of the CEH Core Values and Core Expectations and feedback during appraisal discussions
- Timetable to be published this week.
- (Annex D) Reference to Science Coordinators (Science Staff (2 para) and Notes 1.) to be amended to ‘Head of Science Co-ordination and National Capability’.
- The Board support actively seeking upwards feedback (this will also be discussed/highlighted at the SMF on Wednesday).

4.2. **PAY**
- The Board noted that 9 allowances were awarded in the period 1 January 18 to 28 February 18.
- It was noted that bonus payments approved between March and June 2018 will be delayed payment until July 2018 in order to remain within the NERC pay remit guidelines.
- The volume of requests has increased since Christmas.
- Consideration will need to be given to how these are awarded in future, eg quarter by quarter to avoid ‘first come first served’ and ensure requests are considered fairly.
- NW to put a paper to PSC for consideration of a Research Innovation Challenge award for CEH as part of the bonus ‘pot’.
- Consideration to be given to publishing bonus data.

5. **SAFETY, HEALTH & ENVIRONMENT**
- The Board noted the SHE paper outlining the:
  - Outcomes of the external and combined internal audits.
  - Good compliance to the PMS was highlighted; only two projects have no documentation on the PMS.
  - Online training: one staff member has not completed the required training. The Group Leader has been informed but the training is still outstanding.
  - Accident, Incident and Near Misses: seven accidents, three incidents and two near-misses have been reported since the last Executive Board meeting. Details of the RIDDOR reportable incident were noted. Further investigation is being undertaken with individual to see if there is any underlying condition (implications for fieldwork etc).

6. **ISO 9001:2015 MANAGEMENT REVIEW**
- Update provide as part of the routine and periodic Quality Management Review required under the ISO 9001:2015 standard.
- There has been a number of changes to systems (using JIRA for non-compliance eg), and a change in the audit procedure, which will now focus on looking at improvements.
- Results of the third Customer Survey noted. The next survey will be run next month.
• Review of contractual deadlines will be added to the Project Manager Audit process. Action has already been initiated in relation to the turn-around time in contracts and, going forward, any contracts at risk will be flagged with delivery to timelines will be captured in future.
• Calibration / traceability of equipment used in projects was raised in the last audit. It was noted that this more of an issue (includes not labelling equipment and not keeping routine systematic records) at Wallingford as there is no one point of contact. A CEH-wide policy for resolving this is being drafted.
• JD to discuss with the requirements of the recommendation for P&S to consider the scope/requirements of a competency framework to ensure staff are capable of delivering contractual requirements, provide evidence thereof, inform training requirements and meet ISO9001 requirements. It was acknowledged that this would be significant piece of work and not feasible (due to a lack of capacity) to be undertaken by P&S at the moment.

7. SENIOR MANAGERS’ FORUM (21 MARCH MEETING)
• is coordinating the meeting.
• A slightly updated Agenda has been included in the papers circulated.
• Proposed topics for the post dinner discussion requested.
• G&O item will include the risks around the timeframe; staff terms/pay. JD will answer general G&O questions throughout the day.

8. EB WORKPLAN
• Workplan reviewed. Changes made for the May meeting:
  o Key Board Deliverables: progress update 17/18 and draft 18/19 (EB to draft two deliverables each).

9. AOB
• None

10. SUMMARY OF EB ACTIONS
• See attached list. Note: additional combined Communication Plan summarising all comms.

11. EB PERFORMANCE
• 8, 8, 7, 7, 8

12. INFORMATION PAPER 1: YEAR PLANNER 2018
• Noted

13. INFORMATION PAPER 2: OG UPDATE (13 MARCH MEETING)
• Updated GPC / T&S policy notice to be issued by NERC shortly. It was highlighted that managers will now be expected to review receipts (Annex A Meal Claims – alcohol).

DATE OF NEXT MEETING 21 MAY 2018 AT WALLINGFORD.
MINUTES OF EXECUTIVE BOARD MEETING 21 May 2018

Attendees:
Mark Bailey (Chair)       Kathleen Parsons
Jaqui Dingle             Nick Wells
Rosie Hails                      (Secretary)
Alan Jenkins

1. MINUTES OF MEETING HELD 19 MARCH 2018
   • The minutes were formally accepted as a true and accurate record of the previous meeting. Action updates noted. There were no matters arising.

2. SCIENCE & BUSINESS PLANNING (INCORPORATING SB OUTCOMES)
   • Meeting held 15 May; draft minutes have been circulated.
   • Feedback provided on the discussion re setting annual priorities (delivering NC, ODA, CWI, LTSS, and IF). Message to be given to staff: improved planning required, individuals to look /plan across the year and discuss any conflicts with GLs / SAHs.

3. COMMERCIAL INNOVATION UPDATE
   • The Board noted the commercial innovation performance for 2017/18.
   • The Board expressed thanks to [__name__] for [__contribution/diligence__] on the Licence Agreement for the LCM 2015.
   • Performance Targets and Performance (Annex A):
     o Deals: 2017/18 Actuals (6): includes renegotiations/renewed contracts. 2018/19 target (6) will therefore be an increased objective. More narrative requested on the 2018/19 targets to provide clarification.
     o 2018/19 targets: focus will be on marketing the deals rather than on the early phase of the project.
     o Partnerships / attracting SMEs etc: the expectation is that there will be a move towards product sales in future.
   • Staff to be reminded that when they receive internal funding they need to provide a report at the end of the project.
   • NW to incorporate SAH strategic input on Innovation Targets for 18/19 to show how investment areas are being taken forward.
   • Commercialisation activity to be incorporated into the Business Plan; discussion to be held at SB.
   • Consideration to be given to how this can be included in the forthcoming evaluation exercise.
   • Update paper to be provided to the CLG Board at the end of 2018.
   • MJB to include update in next presentation to staff.

4. EXTERNAL TRAINING OFFER
   • The Board noted the achievements summarised in the CEH Training Offer Progress Report.
   • The reasons for continuing with the training post were outlined. It was noted that the income generated from delivering training on grants had not previously been earned and would not have been received without the training opportunities being identified. NW to confirm that all income associated with training delivered is included in Science Area Business Plans.
   • The CEH Executive Board supported the proposal to consolidate the current Business Development Manager (Training) role at 0.6FTE Band 5.
The CEH Executive Board supported the proposal to establish a Training Development Fund, initially for 2 years, to develop new training opportunities. NW & KP to clarify the FTE allocation / exact number of days required (for the delivery plan).

It was noted that:
- there would be no charge for the time to deliver training, as this will be delivered by existing staff.
- Staff are supportive of the initiative.
- Costs for each course would not be fully recouped in one year.
- Income received from training will be used to fund future training opportunities.

Project to be reviewed in 12 months’ time to assess success.

NW/KP to consider how to monitor/track the income received from training.

Comms to staff: NW to provide a slide for next MJB update and publish a note on the intranet.

5. PEOPLE

5.1. PSC OUTCOMES

Post Requests:
- It was noted that planning in terms of the Business Plan won’t take into account any changes the Board make but new posts can be accommodated in the Workforce Plan (WFP).
- The CEH Executive Board agreed the following:

*Science posts approved:*

i. **2 year FTA (secondment) post at B6 (1 FTE)** for a Liaison Officer in the Catchment to Coast Group in the Soils and Land Use Science Area. **Recommendation 1.**

ii. **OE post at B6 (1 FTE)** for an Applications Development Operations Engineer in the Environmental Data Sciences Group of the Pollution Science Area. **Recommendation 2.**


iv. **OE post at B6 (1FTE)** for a Data Scientist in the Environmental Data Sciences Group of the Pollution Science Area. **Recommendation 4.**


*Approved post (like-for-like replacement at Band 7 or 8 not requiring full PSC/EB approval):*

i. Research Contracts Administrator (1FTE) – OE – Band 7. To replace current post holder [REMOVED].

- Once the Science Area Business Plans are approved, the Board will reconsider the WFP. There is a need to understand/review the profile as post requests are often at a higher band than in the plan.
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- A revised Post Request Form (amended to guide managers to provide explicit information which will inform the job advert and use standard wording to ‘sell’ CEH within the CEH/NERC/UKRI context) will be introduced in May.

5.2. PAY
- The Board noted the new allowances and bonuses awarded between 28 February and 30 April.
- A ‘light touch’ review on allowances will be undertaken this year (NERC requirement).
- Bonus payments approved between March and June 2018 will be delayed for payment until July 2018 in order to remain within the NERC pay remit guidelines. Going forward, due to the number of requests submitted, which is at a higher level than can be accommodated within the budget, it may be necessary to review the amounts paid. JD will consider the approach to be taken for next year and put a proposal to PSC.
- To publish bonus figures for 2017/18.

6. SAFETY, HEALTH & ENVIRONMENT
- CEH SHE meeting, with Union Side (US), 5 May: positive meeting with no significant items or issues to report. Overseas working and work pressure were raised; consideration will need to be given to addressing both.
- NERC Safety Management Team meeting, 6 May: no notable difference with CEH and the other centres. UKRI policies (revision of NERC policy) will be reviewed. Relationship between US / UKRI is not known; a paper has been drafted but not yet considered.
  - Plan for overseas H&S: will identify any actions that will be responsible for.
  - To share the Overseas Action Plan with JD. Are there any safety issues not yet addressed that need to be considered?
  - CEH overseas policy: time resource is proving an issue in moving things forward. Assistance may be sought from or to help develop the final document. Some areas (eg daily allowance) will need to come back to the Board for consideration / approval.
- The Board noted the SHE paper:
  - Changes within the SHE Team: is currently covering 2 ½ posts (working to resolve).
  - Results of external BSI audits.
  - Progress against environmental targets.
  - Results of the combined SHE internal audits.
  - Online training completion: Group Leaders have been asked to advise the twenty five staff who have not completed training within a 15 month period to complete this promptly.
  - Accident, Incident and Near Misses: eight accidents, six incidents and four near-miss reported since the last Executive Board meeting.

7. BUSINESS PERFORMANCE
7.1. BOARD BALANCED SCORECARD
- The latest version of the scorecard incorporating Q4 updates was presented.
- ‘Red’ items discussed:
  - Gross CWI Income: ‘red’ as a result of rephasing (better planning needed from staff).
  - People & Skills: ‘red’ due to turnover.
Turnover rate includes retirees, excluding these figures would reduce the overall rate (but it would not then be comparable to past figures).

The Board noted concern of the current rate.

Low uptake for exit interviews, which makes understanding the reasons for leaving difficult.

Sickness rate: within tolerance.

Recruitment: on track.

- Management Statement / Assurance: ‘red’ due to outcome of recent audit. Action plan has been developed (Item 9.1).
- SBS: continues to be ‘red’.

Future Income: ‘amber’

- Business Plan for the Business Case is being developed.
- Science Board has previously considered how they can be engaged more in developing future income and acknowledge the need to make them part of strategic discussions.
- I&I intend to develop a formal engagement plan with consultants; look at which international regions we work in etc.
- Income Action Plan: aim is to see more meaningful action resulting from it (eg look at income across the piece).
- Difficult to look too far into the future / influence opportunities that can arise.

7.2. ORGANISATIONAL RISK - RAMS

- The Board discussed the risks that have been reviewed and input to RAMS (NERCs Risk Assurance Mapping System).
- to update Risk 311 (EU project expenditure disallowed by EU and not funded) to include ‘error’.
- to amend Risk 309: Significant reduction in income making CEH financially and or scientifically unsustainable ‘over a 5-year term’. Consideration to be given to current impact as ‘major’ rather than ‘severe’.
- Bribery: routine staff training is not currently required. A draft ‘Gifts & Hospitality’ policy has been pushed back to UKRI for further work; when this comes into force, training will be required.

8. IiP FEEDBACK

11:00

- [Redacted] joined the meeting
- led a discussion on the outcome of the iiP submission.
- Bronze level comfortably achieved. It was noted that the framework is demanding and CEH has therefore done well to achieve it. It’s a snapshot at a point in time and captures CEH at one moment, reflecting it’s in a state of flux
- is attending the PACT meeting on 5 July to discuss the Board’s priorities and help put actions in place.
- Next review with EB will be December 2018 and will review progress of the action plan.
- Leadership: the People Management Framework was sent to GLs to identify priorities at the beginning of the year. The issue of delivery of training being hampered by the lack of budget was acknowledged.
- Communication: how can this be improved through the organisation so that staff have confidence in the Board? All options were thought to have been implemented. Constraining external factors make trying to grow the organisation difficult but we don’t have the buy-in from staff.
- Reward and recognition: (universally the lowest scoring aspect of any online survey).
o Merit Promotion: poor communication / lack of understanding from staff that individuals can create ‘institutional/organisational need’ to work at a higher level. The amount of effort that goes into the scheme was noted. More effective description / communication from line managers needed.
o Bonus (as with pay): external constraints noted. There is an increasing number of nominations with a limited budget.

- Perceived levels of stress placed on people:
o The Board have tried to communicate with staff, eg the dramatic change in the funding model and the external restrictions placed on us.
o Policies and procedures add to pressure at other levels.
o The Board want transparency/efficiency (other groups put recommendations for the Board to consider). Good policies and procedures are important.

- Action Plan, top priorities:
o values piece: work with staff and integrate into communication and policies; could be done without requiring a significant amount of work.
o science strategy: involve staff in production and communicate positively about the future.

- EB were encouraged to work with [redacted] and direct her to where the Board would like actions / improvements to be made for [redacted] review in December.

12:05 left the meeting.

9. FINANCE

9.1. AUDIT COMPLIANCE ACTION PLAN
- Action plan developed in response to the RCUK ‘limited assurance’ rating from the audit undertaken in November 2017.
- The main issues identified in the audit, which reviewed a mix of current and completed grants, were outlined and the proposed action plan to resolve them presented.
- Audit return visit to CEH, October 2018:
o Scientific staff will be better briefed before they meet with the auditors in future.
o RCUK grants could be targeted to make sure that all documentation is correct.
o Target communication with staff working on the relevant projects and talk to them collectively.
o Including in QA audits won’t provide assurance on some of the issues.
o PIs to be responsible for resolving all problems in the current grants with assistance from the Finance team.
o PIs to understand the responsibilities and comply with the Ts&Cs.
- The Board will be kept up to date monthly with progress on the action plan and relevant updates provided at EB meetings.
- The CEH Executive Board supported the actions and communications proposed to resolve the issues raised through the RC Audit Assurance report.

9.2. BUDGET
- KP outlined the updated position on the 2018/19 budget following discussion at the March EB meeting.
- Additional income (Pollution, Soils & Land Use, Biodiversity) relates to year end and a change in how some income is recognised.
- Concern flagged re speculative income noted in Science Area plans. This is being followed up with SAHs to understand what income has been secured.
All Infrastructure areas contributed to the savings. Facilities’ savings had already been planned in advance rather than in response to this request. The consequences of a reduced budget on L&D and IT were highlighted:

- **IT**: the normal replacement programme was already going to be impacted this year due to a Spectre intel chip issue involving a large number of affected PCs needing to be replaced (IT are investigating if all these PCs need to be replaced). Director P&Ops asked for a review in October 2018.
- **L&D**: EB need to agree what is required for leadership development, affordability versus desirability, and Director P&Ops requested a review when EB consider options for the budget in the autumn.

The CEH Executive Board agreed:

- the resubmitted 18/19 budget for CEH (due to NERC 18 May 2018), &
- for the submission to be the basis for the June CARP submission for 18/19.

An increase in G&O costs was flagged, KP will raise this with NERC.

### 9.3. YEAR END RESULTS

- The Board discussed the management accounts and financial results for 2017/18 financial year.
- The importance of better planning and forecasting was noted.
- Capital to be prioritised/strategic discussions to be held at SB.
- **IT capital**: is submitting a bid to RTS via ITAG for data storage (the current system will reach end of life in December 2019 and needs to be replaced otherwise it will pose a security risk). It will be an issue if the funding is not received from ITAG as there is not enough capacity in the IT budget to cover the costs involved. IT are also considering requirements at Edinburgh (whether to replace the Edinburgh cluster or use JASMINE).

### 9.4. NEW BUSINESS INVESTMENT

- The latest proposal for the investment was discussed. This has been scaled back from previous versions and outlines diversification through overseas development and commercial investment.
- **Core Team**:
  - **Tender Coordinator (Band 6)**: after year 1, the post will be contributing to an efficiency gain in CEH through better support to scientists and better quality to grants/tenders etc. Further information on the cost involved and the income anticipated to be included in the proposal. Post request to include how the post will relate to the current bid support team.
  - **Head of China Strategic Partnerships**: increased interest from Lancaster University noted as they have opened a university there. Costs may not be needed (50% of this role may not come to fruition), this is included as a contingency. May need to consider as a separate investment.
  - **Sub-Saharan Africa**: the expectation is that this market will grow; DfID investment in the area noted. Good opportunity currently available to develop links with KEFRI (flagging that CEH interest would extend beyond the forestry arena). The long-term ambition will be to have a person in the country. Further investigation to define what the individual would be working on was supported.
  - **Market analysis**: the actual cost benefit would be greater than £21k, as this work would be undertaken by existing staff, including the proposed new Tender Coordinator.

The CEH Executive Board supported in principle the latest NBI allocation. Post requests forms for the International Opportunities Development Manager and
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Tender Coordinator to be submitted to PSC but are not required to come back to EB for approval.
• NW to draft the CEH approach for undertaking market analysis for TOC information/support.
• Connectivity with SB needed, to ensure their support/understanding of overseas development/investment.

10. CEH RESPONSIBILITIES
• The CEH Executive Board agreed the proposed changes of responsibility (until end June 2018). RSH to consider who will take over her responsibilities for studentships from July.
• MJB/AJ will be reviewing [redacted] workload with [redacted] to add Business Continuity Planning under ‘Other’.
• The Board formally extended thanks to [redacted] for [redacted] work and support to KP and the Board as Acting Head of Finance.

11. KEY BOARD DELIVERABLES
• MJB to update the Key Board Deliverables for 2017/18 to allow publication to staff.
• [Blacked out text]

12. DIRECTOR’S UPDATE
• No items to note.

13. EB WORKPLAN
• Workplan reviewed. Changes made for the July meeting:
  ◦ Add CARP: to formally approve the June CARP (submission date: 22 June).
  ◦ SMF: At the Science Board (15 May), the SAHs requested that the September SMF meeting be postponed to spring 2019. The original intention was to hold an annual strategic meeting, combined with the SMF. MJB to draft a proposal for EB re ‘SMF/Strategic Meeting’ item and date for next meeting (currently 26 Sept).

14. AOB
14.1. DIRECTORS UPDATE (19 JUNE)
• EB supported the proposal to combine the next address to staff with the UKRI visit to CEH (18 July).

14.2. UKRI Visit (18 JULY)
• NW/MJB to discuss the programme for the UKRI visit (18 July) and ensure that this is taken through to NERC.

15. SUMMARY OF EB ACTIONS
• See attached list. Note: additional combined Communication Plan summarising all comms.

16. EB PERFORMANCE
• 8, 7, 8, 7, 7, 8

17. INFORMATION PAPER 1: YEAR PLANNER 2018
• Noted

18. INFORMATION PAPER 2: CEH ESTATE STRATEGY
• Noted

DATE OF NEXT MEETING: 11 JULY 2018 AT WALLINGFORD.
MINUTES OF EXECUTIVE BOARD MEETING 11 July 2018

Attendees:
Mark Bailey (Chair)               Kathleen Parsons
Jaqui Dingle                    Nick Wells
Alan Jenkins                        (Secretary)

1. MINUTES OF MEETING HELD 21 MAY 2018

- The minutes were formally accepted as a true and accurate record of the previous meeting. Action updates noted:
  - A1: Commercial Innovation Update: NW to incorporate SAH strategic input on Innovation Targets for 18/19 to show how investment areas are being taken forward. Progress update: No work completed to date. 11 July Update: preliminary discussion to be held at tomorrow’s SB (AOB) and included as an agenda item at the September SB.
  - A12 & A13: Key Board Deliverables: MJB to update 17/18 Key Board Deliverables (for publication to staff) and agree 2018/19 Deliverables. 11 July Update: MJB [redacted] but will provide 17/18 and 2018/19 Deliverables for publication to staff by the end of the week.
- There were no matters arising.

2. SCIENCE & BUSINESS PLANNING

- AJ outlined the agenda items and points of note:
  - Finance: as per the EB paper (EB18/49) with an additional item on strategic capital.
  - Income Planning: to identify / prioritise new activity.
  - Science Update: discussion of projects £300k plus (no issues/problems with any noted).
  - EIDC: regular update on the need to maintain engagement and publish data.
  - Staff Resourcing & Recruitment: considering how to deal with post replacement at SAH level.
  - SB Operations: raising the issue of resourcing in the current NC portfolio.
  - Information Sharing: summary of new NERC opportunities. MJB to provide an update on G&O.
- SB to be advised that actions allocated to them must be completed (e.g. comms to staff: better consistency needed in the messaging being given from the senior team and EB need to know that this has been done).

3. CEH RESPONSIBILITIES

- □ to make amendments:
  - Continue to include [redacted] and [redacted].
  - Students: MJB to be lead Director and to speak to [redacted] and [redacted] re the responsibilities. Concern noted re the continued vacant Student Coordinator post.
- □ Add:
  - Athena SWAN (MJB to discuss the role of Chair with [redacted] and [redacted]).
  - Quality Assurance ‘& Data Protection’.
  - Web Governance Board: [redacted] (Function Head Involvement).
Lancaster Head of Site: [Name] will take over from [Name], date to be agreed.

AJ: number of SAHs managed: 6.

MJB to complete the Change Line Management Form for RSH.

4. KEY BOARD DELIVERABLES

MJB to provide updated Deliverables for 17/18 and 18/19 by the end of the week

5. FINANCE

5.1. FINANCIAL RESULTS TO JUNE 2018

The Board discussed the financial results to June 2018.

The variance against the forecast on external CWI income and staff pay expenditure was highlighted. The management accounts are not yet complete to allow a breakdown down to individual SAs.

The £0.5m deficit principally relates to income and in part due to a new NERC accounting procedure for income recognition (where income is only recognised/received once agreed milestones have been met). The Finance team are working through the impact of the new rule to quantify the situation, as it will be important to know how this affects cash flow, and DSAs are reviewing affected contracts. Where no milestones exist, it may be the case that payment would not be received until the end of the contract, or it may be possible to agree when income will be paid. MJB to be kept up to date with the situation. It was noted that as a charity, this rule wouldn’t apply.

CWI Income Analysis by customer group – June 18 CARP (draft) compared to June 18 CBP (Annex A): will be included in the management accounts (which should be available next week). Assurance is needed from the SAHs that their predicted income is achievable or will need to flag what can’t be delivered and will need to be rephased to 19/20 (it was recognised that it might be too early to determine this). EB should be in a position to decide if funds can be released to balance the budget at the September meeting.

Time booking: a high level of days have not been booked, which impacts on income recognition; SB will be considering the actions needed to rectify this. It was agreed that it would be useful for SAHs if responsibility for time booking more clearly lay with the GLs. KP/ to confirm if time booking information is provided to GLs (for the SB discussion). SAHs to be made aware, at SB, of the importance of achieving accurate time recording and to cascade this responsibility to their teams.

Costs: underspend on pay (due to the current vacancies in Infrastructure and across the SAs, however, without accurate time booking this is difficult to fully quantify) and non-pay.

G&O: if Business Transfer is delayed, licensing costs etc will be affected. The results to the end of June will be reviewed and, if needed, EB will have an interim discussion ahead of the September EB meeting.

5.2. JUNE CARP SUBMISSION

The Board noted the June CARP submission, provided to NERC on 22 June, which has been provided for information. This will be discussed at the Centre Assurance Board (CAB) meeting 16 July.

Pre-meet telecon to be held (KP/ ) ahead of the CAB meeting.

KP/ to provide information to MJB for the CAB meeting re: recent grants won/bids submitted.

Staff turnover and available resource to deliver income was noted as a risk / challenge. Analysis is needed to fully understand the detail.
The Board formally approved the June CARP.

### 5.3. ASSURANCE AUDIT ACTION PLAN

- Update on the action plan provided.
- The NERC funding team will be helping to deliver the compulsory training for PMs working on UKRI grants.
- The CEH Executive Board supported the recommendation that only those PIs and PMs who have attended the training sessions (or watched the videos) and signed to demonstrate understanding of the UKRI (RCUK) Terms and Conditions are eligible to submit bids to UKRI.
- Challenges noted re training:
  - Finance are trying to encourage better consistency in the quality of the compliance training delivered by SAHs/Function Heads as this varies considerably and to ensure that it’s cascaded down throughout the whole team.
  - Finance has been attending the training sessions to answer questions.
  - iProcurement sessions: push back/challenge reported from some staff. Senior managers need to be role models and support the training to make sure the messages are delivered, ie policy/rules MUST be obeyed.
- KP to enforce message re compliance (procurement / GPC) at SB meeting.
- Info/stats on non-compliance cases to be included in future EB papers.
- DSAs will review final expenditure statements before paperwork is submitted, to ensure compliance with the contract. RCUK grants are being prioritised.
- May be useful to include ‘compliance’ at induction.

### 6. PEOPLE

#### 6.1. PSC OUTCOMES

- The EB noted the outcomes from the June PSC meeting.

**Post Requests:**

- PSC had no concern on this occasion re under allocation, for any of the posts requested.
  - The CEH Executive Board agreed **Recommendations 1 – 11:**

**Science posts approved:**

- **a.** RA post at B6 (1 FTE; 3 year FTA) for an Ecological Modeller in the Biodiversity Monitoring and Analysis Group of the Biodiversity Science Area based in Wallingford. Subject to amendments to the job description. **Recommendation 1.**

- **b.** OE post at B6 (1 FTE) for an Ecological Remote Sensing Scientist in the Land Use Group of the Soils and Land Use Science Area based in Lancaster. This post is an OE opportunity for an existing RA, to work on LCM 2015 plus ASSIST. Subject to amendments to the skills specification (to reflect OE band 6 level responsibilities). Proceed to skills match. **Recommendation 2.**

- **c.** RA post at B6 (1 FTE; 3 year FTA) Hydrological Modeller in the Water Resources Systems Group in the Water Resources Science Area based in Wallingford. **Recommendation 3.**

- **d.** OE post at B5 (1 FTE) Senior Field Service Engineer in the Land Surface Flux Measurements Group in the Hydro-Climate Risks Science Area based in Wallingford. PSC supported this post request including the Pay on Appointment proposal, subject to amendments to the job description. **Recommendation 4.**

Recommendation 5.

f. RA post at B6 (1 FTE; 3 year FTA) Climate and Land Surface Scientist in the Climate System Group in the Hydro-Climate Risks Science Area based in Wallingford. Subject to amendments to the job description. **Recommendation 6.**

**Infrastructure posts approved (all based in Wallingford):**

a. **OE post at B5** (1 FTE) for an International Development Opportunities Manager in the Business Development and Engagement Function. This post was approved by the EB as part of the New Business Investment determination. Advertising has commenced, interviews to be held at the beginning of August.

b. **OE post at B6** (1 FTE) for a Tender Support Executive in the Business Development and Engagement Function. Skills spec to be strengthened and agreed with Director P&O before the post is advertised. Post approved by EB in May 2018. Year 1 funded under NBI.

c. **OE post at B4** (1 FTE) for a Head of Project Support Services in the newly structured Finance Function. Pay on appointment will be agreed prior to advertising. Post previously approved in principle by EB.

d. **FTA post at B7** (1 FTE; extension of current 12 month STA to 21 months total) for a Project Management System Support 0.6 FTE and EU Coordinator 0.4 FTE in the Finance Function. **Recommendation 7.** Funded under G&O.

e. **OE post at B5** (1 FTE) for a Decision Support Accountant. The change in banding is to ensure consistency across the DSAs. The role is currently being delivered at Band 5. The post was supported at the higher level provided that it does not lead to any additional post request. **Recommendation 8.**

f. **OE post at B5** (1 FTE) for a Communications Manager in the Communications Team. PSC had not supported this post as they had concern that having two new posts in the area was a significant uplift, could costs be borne etc. EB considered the supporting information circulated prior to the meeting and, recognising that comms is an important area, approved the post. **Recommendation 9.**

g. **OE post at B6** (1 FTE) for a Media Relations Manager in the Communications Team. **Recommendation 10.**

h. **OE post at B6** (1 FTE) for an HR Advisor in the People & Skills Team. This post is a replacement arising from recent resignation (Jules McShee). **Recommendation 11.**

- VP to provide a report to EB on how many adverts are failing to recruit first time.

**Staff sickness**

- Reduction in the absence levels from 2016/17 levels noted. A formal set of data will be provided to SAHs and Function Heads to ensure that staff sickness is managed correctly.

**Interview Expenses**

- PSC reviewed the current policy for payment of interview expenses and were content that it is still fit for purpose.
6.2. **APPRAISAL**
- EB noted the progress on preparation of Appraisals and FJPs as at 28 June 2018.
- to provide EB, SAHs and Function Heads with the details of the individuals with outstanding FJP/Appraisal for follow up and submission by 31 July.
- EB, SAHs and Function Heads to require outstanding FJP/Appraisals to be submitted by 31 July.

6.3. **PAY**
- The Board noted the requirement for Director-level approval and notification of any pay on appointment above minimum plus 15%.

**2018 Allowance Review:**
- The CEH Executive Board supported:
  - **Recommendation 1:** for the allowance review, due to be undertaken now in accordance with the NERC pay policy, be managed by HR with recommendations made by Infrastructure Directors and Science Area Heads.
  - **Recommendation 2:** for Infrastructure Directors and SAHs to be provided with a secure set of the pay data for their respective staff (September) and share with GLs (their group only) and FHs (their function only) before making recommendations to HR (mid-October).

**Bonus:**
- The CEH Executive Board supported **Recommendation 3:** for individual bonus cases to be reviewed on a 6-monthly basis against a half-year bonus budget.
- The preference would be to consider bonuses on an ad hoc basis, however the challenge of a restricted annual ‘pot’ and the benefit of easier administration were recognised.
- If nominations total more than the 6-monthly budget, EB will be asked to consider if the budget can be increased or amounts awarded reduced.
- EB noted the bonuses / allowances (tabled) awarded since the last EB meeting.

**Allowances:**
- The CEH Executive Board supported:
  - **Recommendation 4:** for new allowance cases to be reviewed by PSC on a 6 monthly basis, alongside bonuses. Where, exceptionally, an urgent need arises, Chair PSC may be asked to agree to payment of a supported case outside of these arrangements. Temporary promotions to be considered where appropriate.
  - **Recommendation 5:** for Infrastructure Directors and SAHs to be notified now that they will be required to complete the allowance review during September, with a mid-October deadline. PSC to review and approve recommendations (15 November) and a summary be provided to EB (28 November).

**Gender Pay Gap:**
- NERC has published its report for 17/18. CEH information can be made available.

6.4. **L&D**
- Good evaluation feedback has been received on the L&D delivered.
- Half of the budget for individual requests (£26k out of £50K) has currently been allocated to meet individual training needs; ie requests received later in the year may need to be declined (requests are allocated on a come first served basis). If this happens, comms to staff will need to be done in a considered and sensitive way.
- No increase to the individual requests budget to be made.
- SAH level coaching (para 21) was recognised as essential and funding will need to be re-evaluated (met from the budget). The difficulty of no longer having a separate
coaching/personal development budget was recognised (noted as a concern by PSC).

- The CEH Executive Board supported the proposed budget allocation for 18/19:

<table>
<thead>
<tr>
<th>Core Area</th>
<th>Suggested allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading and Developing</td>
<td>£34K</td>
</tr>
<tr>
<td>Delivering the Science</td>
<td>£111K</td>
</tr>
<tr>
<td>Communicating</td>
<td>£0</td>
</tr>
<tr>
<td>Growing the Talent Pool</td>
<td>£61K</td>
</tr>
<tr>
<td>Organisational Development</td>
<td>£13K</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>£217K</strong></td>
</tr>
</tbody>
</table>

- The CEH Executive Board supported the proposal for Group Leaders, who have responsibility for science staff time allocation in RMS, to agree the L&D request before it is sent to the L&D team for approval. GL rather than Line Manager, as they will have more oversight in terms of time and time allocation (is the training the best allocation of the individual's time) and the budget.

- MindTools:
  - Has been introduced as a development tool.
  - Ideally, all staff will ultimately be given access to use it as a resource, however cost may prevent this.
  - AB-J will be following up with the new line managers who’ve been given access to it to discuss what they’d like to explore further.
  - Want it to become a resource that’s embedded and used.
  - Needs to be introduced to all SAHs to allow them to use it and act as a coach to their staff (already introduced to IMT).
  - Needs to be seen as an L&D opportunity and staff encouraged to use it.

7. SAFETY, HEALTH & ENVIRONMENT

- The Board noted the SHE report. Points discussed:
  - Changes within the SHE Team: [redacted]/MJB to discuss the Biological Safety Officer role at Wallingford.
  - Environmental Communications: communications made by the Green Champion (Lancaster) were internal.
  - Results of the combined SHE internal audits: – non-compliance issues have been resolved, but JD to confirm with [redacted] if there is any legal requirement to report any non-compliance issues (where they are statutory requirements) raised in internal audits.

8. BUSINESS PERFORMANCE: ORGANISATIONAL RISK - RAMS

- The Board noted the latest Risk Register and the top 11 risks that have been submitted to the Centre Assurance Board (CAB) for review at the meeting on 16 July. These were presented to the CLG Board of Directors yesterday.
- Risk 309, Financial Management (Significant reduction in income making CEH financially and or scientifically unsustainable over a 5-year period): refers to the GO project - status quo position.
- Risk 277, HR (Insufficient suitably skilled staff): impact (currently minor) can be reassessed after the review with SB.
- Assessing & Categorising Methodology (Annex B): considered (not explored in detail) at the CLG Board of Directors meeting, 10 July. It was agreed that levels would need to be developed for CEH, as these are NERC limits; EB opinion will be sought in their development. The intention is to make the future risk assessment process (post Business Transfer) less complex to ensure that is a ‘live’ document.

9. DIRECTOR’S UPDATE
9.1. **CEH WHITLEY (18 JUNE)**
- Good meeting / discussion.
- JD provided feedback from the meeting.

10. **EB WORKPLAN**
- Workplan reviewed. Changes made:
  - Add:
    - Audit Assurance Action Plan as a standing item
    - SMF: November and January agendas
    - Appraisal: September agenda
    - Science & Business Planning: change lead to AJ
    - CEH Whitley : rename to Joint Consultative Committee
    - Check with [ ] when the Annual Review of Allowances will be undertaken.

11. **AOB**
- None

12. **SUMMARY OF EB ACTIONS**
- See attached list. **Note**: additional combined Communication Plan summarising all comms.

13. **EB PERFORMANCE**
- 8, 8, 7, 8, 8

14. **INFORMATION PAPER 1: YEAR PLANNER 2018**
- Noted

15. **INFORMATION PAPER 2: OG UPDATE (19 JUNE MEETING)**
- Noted

16. **INFORMATION PAPER 3: CEH CENTRE ASSURANCE BOARD**
- Noted

**DATE OF NEXT MEETING: 19 SEPTEMBER 2018 AT WALLINGFORD.**
1. MINUTES OF MEETING HELD 11 JULY 2018
   • The minutes were formally accepted as a true and accurate record of the previous
     meeting. Action updates noted. There were no matters arising.
   • A13: Safety, Health & Environment: JD to confirm with KP if there is any legal requirement
     to report any non-compliance issues (where they are statutory requirements) raised in
     internal audits. Outstanding.

2. SCIENCE & BUSINESS PLANNING
   • AJ provided feedback from the meeting held 11 & 12 September 2018, noting that comms
     have also been circulated.
   • Agenda:
     o Business Planning:
       ▪ a message is being circulated re the issues around UKRI grants and phasing of
         income.
       ▪ Pre-contract funding: the information provided by KP had been well received.
       ▪ Capital: 3 proposals are being developed further; relevant staff have been asked to
         provide further information.
     o CEH Strategy 2025: SAHs have been requested to provide information (3 – 6 bullet
       points). A ‘light-touch’ review of the Business Plans will be undertaken (timeframe to
       be agreed).
     o NC: projects are being finalised to enable delivery across the portfolio.
     o It is intended to launch UK-ScaPE as a programme to the wider science community
       before Christmas.
     o SMSPF: to be covered under Item 9.
     o REF: all were alerted to the forthcoming Centre Evaluation exercise. MJB noted that
       this had been raised at the Centre Directors’ meeting yesterday, as the final detail has
       not yet been provided.
     o Science advisory bodies: AJ is leading a proposal to bring the Chairs of existing
       programmes’ advisory groups together to form a science advisory body for the CLG
       Trustee Directors.
   • It was noted that this had been a positive meeting with good engagement. It was agreed
     that the format is effective.

3. CEH RESPONSIBILITIES
   • The Board discussed the updated Responsibilities.
   • JF to update:
     o Annex A: CARP: remove JD as Director responsible.
     o Annex B: add [Redacted] Head of Site, Lancaster.

4. KEY BOARD DELIVERABLES
   • The Board noted progress as at September 2018.
   • [Redacted] to amend Deliverable no 1: replace ‘E Africa’ with ‘Sub Saharan Africa’
   • JD to share the Sept progress update at the October Whitley meeting (Director’s Update
     item).
5. FINANCE

5.1. FINANCIAL RESULTS TO AUGUST 2018

- The Board noted the financial results to August 2018.
- Biodiversity staffing: further information has been shared with AJ.
- JD advised that the Workforce Plan had been reviewed for the end of August and there were only seven approved vacancies that did not have someone identified to start. HR are working hard to get vacancies filled quicker and this indicates progress to date. Compared to the plan, there is not a big drop in actual staff (as had been the case last year) and a clearer message needs to be given re the perception that there a lot of vacancies, as this is incorrect.
- Infrastructure: all G&O staff have been moved into their ‘home’ area, costs will be recharged to G&O via iTIME. The actual G&O financial position will be known once this work has been completed and the BAU Infrastructure costs will be accordingly reduced from that shown in Annexes D&E.
- Capital: the forecast is that this will be overspent against the budget (will be covered from next year’s NERC budget). It is expected that the £250k Chiltern Wing funding will not be spent by March. The Board noted this small (low) risk and supported the approach being taken. Finance will continue to monitor the situation.
- CWI Income Analysis by Customer Group (Annex I): discussion to be held outside EB to consider how the information can be broken down.
- MJB / Duncan Wingham meeting (Friday 21 Sept), key message to highlight: started the year with a £1mil deficit, through hard work, although budgets are tight, we’re managing well and being successful in securing funding.
- It was noted that, at the Science Board, SAHs had agreed that the new management information is more useful than the format/information they received previously.

5.2. ASSURANCE AUDIT ACTION PLAN

- The Board noted the updated position re key challenges and progress made to date.
- The next audit is due in October; anyone likely to be interviewed will be briefed beforehand.
- The auditors are supportive of the actions put in place.
- Grant Final Expenditure Statements (FESS): it was noted that some of the submissions cover a period prior to the current processes now in place and some have contained the issues highlighted in the audit (eg ineligible transactions). Going forward, Head of Finance will review statements, to identify any issues, before they are submitted. Once it is known which transactions the auditors want to query, they will be reviewed to identify any areas of concern.
- Finance will be developing a note for GPC approvers outlining the rules / exceptions of card usage to assist when approving transactions. to provide EB with the NERC GPC guidelines.
- EB supported for sanctions to be imposed on staff who repeatedly don’t comply with GPC rules.
- Congratulations were extended to on presentation to staff yesterday (RCUK Grants Compliance).
- January 2019 SMSPF: include agenda item on income phasing.

6. PEOPLE

6.1. PSC OUTCOMES

- The EB noted the outcomes from the PSC meeting held 6 September 2018.

Post Requests:
- The CEH Executive Board agreed Recommendations 1 – 10:
Science posts approved:

a) **RA post at B6** (1 FTE; 3 year FTA) for a Hydrological Modeller in the Land Surface Science Group of the Hydro-climate Risks Science Area based in Wallingford. PSC supported this post request subject to amendments to the job description. **Recommendation 1.**

b) **OE post at B5** (1 FTE) for a Senior Model Integration Scientist in the Land Surface Science Group of the Hydro-climate Risks Science Area based in Wallingford. PSC supported this post request subject to amendments to the skills specification (to reflect OE band 5 level responsibilities). **Recommendation 2.**

c) **OE post at B6** (1 FTE) Scientific Software Developer (Model Support) in the Land Surface Science Group of the Hydro-climate Risks Science Area based in Wallingford. PSC supported this post request subject to amendments to the job description. **Recommendation 3.**

d) **RA post at B6** (1 FTE; 3 year FTA) Data Scientist in the Environmental Data Science Group in the Pollution Science Area based in Lancaster. PSC noted the predominant NC funding underpinning this request but supported this post request including the Pay on Appointment proposal, subject to amendments to the job description. **Recommendation 4.**

e) **RA post at B6** (1 FTE; 3 year FTA) Field Ecologist in the Population Ecology Group in the Biodiversity Science Area based in Wallingford. PSC supported this post request subject to amendments on the advert. **Recommendation 5.**

f) **RA post at B7** (1 FTE; 3 year FTA) Plant Research Assistant in the Wetlands, Grasslands and Croplands Group in the Soils and Land Use Science Area based in Bangor. PSC supported this post request subject to amendments to the job description. **Recommendation 6.**

g) **RA post at B6** (1 FTE; 3 year FTA) Scientific Data Support in the Biodiversity Monitoring and Analysis Group in the Biodiversity Science Area based in Wallingford. PSC supported this post request subject to amendments to job description and clarification of advert wording. **Recommendation 7.**

h) **RA to OE post at B6** (1 FTE) Mathematical Modeller in the Hydrological Processes and Extremes Group in the Hydro-Climate Risks Science Area based in Wallingford. PSC supported this post request subject to amendments on the advert. **Recommendation 8.**

i) **RA post at B6** (1 FTE) Ecological Remote Sensing Scientist in the Land Use Group in the Soils and Land Use Science Area based in Bangor. PSC supported this post as an RA subject to further amendments to the post request to reflect its RA status. **Recommendation 9.**

Infrastructure posts approved:

j) **OE post at B6** (1 FTE) for a Research Contracts Advisor in Research Contracts, Licensing and Info Services Function based in Wallingford. PSC supported this post request, including the uplift in FTE by 0.2 FTE. **Recommendation 10.**

Post request approved outside PSC (Band 7 or 8 on a ‘like for like’ basis):
a) OE post – B7 (1FTE) Tender Support Assistant in the Business Development Function.

Recruitment Difficulties

- The Board noted the posts that have been advertised more than once between 1 September 2017 and 31 August 2018. It was highlighted, however, that most vacancies are filled successfully and attract good quality applications.
- The ‘Pay on Appointment’ flexibility is being used well but it remains that some posts are not being successfully filled in some areas. In these cases, higher salaries have been offered (eg apprentice posts re-advertised at a higher, non-apprentice, level) or employment agencies engaged, although given the additional costs involved with the latter, this is avoided as far as possible.
- The Board discussed the options considered at the PSC. Board comments:
  - Band 5 Fellowship opportunity:
    - ‘Grow your own’: could agree the future skills required and identify high performing RAs who could be offered this as a training opportunity.
    - (external) Fellowship: if offered, these would be aligned to NC and CEH’s aspirations, and proposals for new ideas invited from the fellow. Consideration would need to be given to the obligation on CEH to sustain and retain the fellow, in addition to the affordability of the role. This would be a significant investment but could prove useful if it brought in new ideas.
    - AJ/NW to consider the use of a ‘headhunter’ for their hard to fill posts.
    - JD to collate the potential options for addressing the difficult to recruit roles, for Staff Resourcing Committee and then EB consideration.
  - NW to discuss with opportunities to conjoin media promotion with recruitment campaigns.
  - Recruitment of a cohort of staff in crucial areas: EB supported the proposal to appoint two RAs for hard to fill posts (eg Apps Dev) to give a greater chance of retention at the end of the term.
- External secondments: not currently attractive as VAT is now payable (as UKRI does not have charitable status).
- EB requested to be informed of any resource problems, recognising the importance of investment.

6.2. APPRAISAL

- EB noted the progress on preparation of Appraisals and FJPs as at 31 August 2018.
- FHs/SAHs have access to the information, allowing them to follow-up with people individually.
- Congratulations extended to those who have 100% completion.
- to provide report to JD/AJ of outstanding individuals. All FJP & Appraisals to be completed by end September.

6.3. PAY

Allowances & Bonuses

- The NERC control on the allowance envelope (to maintain allowances at the 2015/16 baseline) has been relaxed, giving CEH more flexibility on allowance payments. The BEIS requirement, to limit at 1% any increase in average pay per FTE within the pay remit year, remains.
- The Board noted the new allowances and bonuses approved since 19.6.18.

Allowance review

- Being undertaken in accordance with the NERC pay policy.
- The review will be managed by HR with recommendations made by Infrastructure Directors and Science Area Heads.
7. **QA - ISO 9001:2015 and GDPR MANAGEMENT REVIEW**

- The Board discussed the:
  
  **Quality Management Review (Annex A):**
  - There are no outstanding actions from the last review.
  - The Quality Management Survey is no longer anonymised.
  - Para 12: replace ‘customer’ with ‘External stakeholder’ [complaints].
  - **Table 1 External complaints:**
    - Opportunities for improvement have been identified for the closed items.
    - **No 5: Incorrect Data Set provided to client:** the Board were advised that it is not unusual for CEH to be notified via external sources of errors requiring correction. Two reasons accounted for this specific error, both of which had been mitigated against. CEH is investigating who has used the data and what decisions have been made based on it.

  **CEH Quality Objectives 2018-19 (Appendix III):**
  - The Board reviewed the proposed format for the Key Board Deliverables. A deliverable for Safety, Health and Environment is included at the request of the ISO9001 auditor.
  - NW to revise Appendix III, CEH Quality Objectives 2018-19:
    - Change column title ‘Objective’ to ‘Measure’.
    - Nos 1&2: replace ‘TOC’ with ‘CLG Board’ [approval].
    - No 3: revise ‘Measures’ wording.
  - JF to update Appendix III ‘Progress’ with the Key Board Deliverables progress update (Item 4) and forward to NW.
  - All Directors to ensure that the Key Board Deliverable/Quality Objective is reflected on the Risk Register as appropriate.
  - The CEH Executive Board endorsed the use of the CEH Quality Objectives (pending the changes proposed) instead of the current Key Board Deliverable format.

- **Systems’ Testing**
  - The Board were advised that [redacted] will shortly be emailing all staff to advise that their data will be transferred into the test system for payroll testing.
  - JD to check with [redacted] whether all staff data is required for the first phase of system testing (re potential requests from individual staff for their data not to be used).
  - NW to clarify with [redacted]:
    1) *(Dependant on the outcome of A13)* whether the transfer of staff data into the test system is a legitimate business requirement and therefore staff cannot request for their data not to be used?
    2) accuracy of GDPR eLearning uptake percentage.
  - NW to follow up with [redacted]: Para 7e ‘EB to note the PMS should be reviewed to ensure it is flexible enough to proportionately manage the range of awards CEH receives’.
  - Provide wording for staff comms/slides to [redacted] re (Recommendation 2) uploading mandatory documentation on PMS.

- The CEH Executive Board endorsed the **Recommendation** for relevant individuals to take ownership of the GDPR for their areas.

8. **SAFETY, HEALTH & ENVIRONMENT**

- The Board noted the SHE paper.
- [redacted], is looking to meet with MJB/NW/AJ. [redacted] is identifying a date.
• The team will be running workshops on 1) the existing environmental targets and 2) how science can be undertaken that is more scientifically sustainable. has been asked to suggest individuals (eg SUNRISE, LTSS coordinators) who could go to the latter set of workshops. The outcomes from the workshops will be collated into a strategy/policy with targets developed for sustainability goals to enable review of how far NERC’s delivery matches into these goals.

• has responsibility for organising the workshops. EB are invited to propose names for participants.

Online Training
• As at 7 September 2018, twenty-five staff had not completed training within a 15-month period. All have been contacted and asked to complete this promptly.

• The CEH Executive Board supported Recommendation 1: for Directors, via management chains, to remind staff of the need for timely completion of all mandatory SHE training.

H&S Documentation on the PMS
• As at 7 September 2018, seventy-one active projects do not have H&S documentation on iShare. SAHs and GLs have been contacted and asked to complete asap.

• The CEH Executive Board agreed (Recommendation 2: to better achieve adherence to completion of H&S documentation on the PMS in a timely way) for SAHs to take responsibility for ensuring that this is uploaded to the PMS and for and to check that the mandatory documentation is in place when the request for project sign-off is received, otherwise this will not be granted. ADDENDUM: following the EB meeting, NW advised via email that ‘this is a change to current procedure, e.g. the Project PMS Site is only created after Project approval in RMS. As such this would require additional work, and review, prior to implementation.’

• The EB decision is therefore amended to: The CEH Executive Board agreed (Recommendation 2: to better achieve adherence to completion of H&S documentation on the PMS in a timely way) for SAHs to take responsibility for ensuring that this is uploaded to the PMS

• JD to draft an email to be issued to SAHs requiring outstanding mandatory documentation to be uploaded to the PMS immediately. AJ to forward the email to SAHs.

SHE Policies
• The SHE Team are conducting a review of all SHE policies and procedures in preparation for independence and will make necessary improvements and updates.

Overseas Working: Intranet Pages
• KP introduced the new pages that will shortly be available on the intranet, this will collate all overseas travel information. Once live, staff will be encouraged to provide feedback to ensure that any missing information is added.

• Further work is required on the TOIL / per diem payment issue.

• Emergencies: consideration needed re the resource and escalation process for when an emergency occurs overseas.

• JD to discuss with and a representative to develop an incident response proposal. to then work with to implement.

9. SENIOR MANAGERS’ STRATEGIC PLANNING FORUM (28 – 29 NOVEMBER 2018)
• The Board discussed the revised (incorporating discussion from the Science Board) draft agenda for the next meeting.

• MJB welcoming address to include context of the CEH position in the next 10 years.

• Item 2, Review of Strategy 2014-19: EB supported the proposal to circulate a questionnaire to staff to gather input, to aid the discussion. It was proposed this should not be on delivery but on the Vision and overarching aims.
• Items 6, SAH presentations, and 7, SA and cross SA challenges discussion: to be held before dinner on Day 1.
• Break out discussions: information to be provided beforehand to provide structure to the groups, ie people arrive informed.
• Day 2: short introduction before moving into the breakout groups (based on the SA challenge presentations).
• MJB to re-draft Agenda and circulate to EB for comment.

10. DIRECTOR’S UPDATE

Monday 17 September:
• Good meeting held with the Heads of Science from the Natural History Museum and Zoological Society of London. A follow-up meeting will be arranged in the next few weeks.

Centre Directors’ Meeting (18 September):
• CSR: Phil Heads to draft and circulate information. Centres have been asked to consider ‘what would you do with 20% less funding’; ‘what would you do with more money?’
• Tim Wheeler is the new UKRI Director for International.
• Discussion on pay.
• Ed Hill delivered a presentation ‘Decade on Oceans’. Slides will be shared when received.

11. EB WORKPLAN

• Workplan reviewed. No changes required.

12. AOB

12.1. IAN KENYON & RUTH ELLIOTT VISIT TO CEH
• Visit scheduled for 3 December. EB to keep the date free.
• Invitation initially extended during the Business Plan discussions.
• Draft programme to be developed.

12.2. NERC Council (27 September)
• MJB attending; papers have been circulated for comments.

13. SUMMARY OF EB ACTIONS

• See attached list. Note: additional combined Communication Plan summarising all comms.

14. EB PERFORMANCE

• 6, 7, 7, 6

15. INFORMATION PAPER 1: YEAR PLANNER 2018

• Noted

16. INFORMATION PAPER 2: COMMERCIAL INNOVATION UPDATE

• Noted

DATE OF NEXT MEETING: 28 NOVEMBER 2018 AT WALLINGFORD.
MINUTES OF EXECUTIVE BOARD MEETING 28 November 2018

Attendees:
Mark Bailey (Chair)  Kathleen Parsons
Jaqui Dingle  Nick Wells
Alan Jenkins  (Secretary)

1. MINUTES OF MEETING HELD 19 SEPTEMBER 2018
   • The minutes were formally accepted as a true and accurate record of the previous
     meeting. Action updates noted. There were no matters arising.

2. SCIENCE & BUSINESS PLANNING
   • AJ outlined the agenda items to be discussed at the meeting on 30 September 2018.
   • Tomorrow’s Staff Resourcing Committee meeting will provide information for a discussion
     on post requests.
   • Specific points noted:
     o NC large projects is badged as being on target however this needs to be reflected in
       RMS recording in a more timely way.
     o NC: decisions to be made around the allocation of non-pay funds. It was agreed that in
       future, unless this significantly affects workforce planning when it would need to be
       discussed at EB, AJ has the authority to agree changes to the non-pay budget.
     o JD/KP to review how to ensure income planning information to enable workforce
       planning is available for the following year in the Oct period of the current year.

3. SENIOR MANAGERS’ STRATEGIC PLANNING FORUM (SMSPF)
   • The Board discussed the meeting to be held on 28 & 29 November 2018.
   • Breakout sessions have been organised by SCs/BDMs.
   • Next steps will include providing a synthesis of the staff survey report, perceptions report,
     outputs of the breakout sessions to staff. NW to prepare slides for next steps.
   • MJB/NW to discuss comms/key messages for the Director’s Update to staff (4 Dec).
   • SAHs need to provide positive comms/messages from the meeting to staff and lead their
     teams to cascade in a similar manner.

4. FINANCE
   4.1. FINANCIAL RESULTS TO OCTOBER 2018
   • The Board noted the financial results to October 2018.
   • Overall, the position is in-line with the expected position.
   • Key variances noted:
     o Non-pay cost on external income. It was noted that the detail provided in the SB
       papers differs to the information provided in the EB papers. to confirm the
       components of NC non pay. Projects with 100% spend must cease spending. AJ to
       request that the author of the SB paper ‘Large Project Review’ checks the information
       with Finance prior to circulating to SB in future.
     o External income: SAHs will be discussing the figures at SB. to include a breakdown
       of sub contracts in the non-pay tables in future.
       ▪ The rate of draw down needs to be increased but the difficulty of managing this
         when we are constrained by when subcontractors bill us was acknowledged. to
         highlight at SB the need to improve income recognition.
       ▪ Extensions to projects: ‘no cost extensions’ are ‘no cost’ to the funder only. SB,
         not PLs, should make the decision on when projects can be rephased. The
         approval process for project extensions when independent to be considered.
(Annex G): £2m over-allocated at present:
  o Finance will action the classification correction to the funding source for monitoring grants, as these are still being included.
  o Some NERC grants are not starting until next year and the funds need to be moved into next year.
  o New NERC grants:
    ▪ AJ to request PIs talk to NERC about a realistic start date and flag with Finance when this hasn’t happened.
    ▪ DSAs to remind SAHs to follow up with PIs re action 8.
    ▪ Where not agreed with NERC to change the date, PI to advise DSA for Finance planning and escalation.
  o IF needs to be tracked for visibility.

Student supervision & liaison (Annex G): KP/MJB to review analysis of breakdown of costs.

Capital: an additional £140k has been allocated from NERC. Capital underspend 18/19
  o KP to follow up with re the whiteboard list.
  o AJ to discuss priorities with SB on Friday.

The CEH Executive Board agreed, in order to reduce the risk of a capital underspend in 18/19, to bring forward further science equipment purchases from 19/20 to manage re-phasing of capital funding for the Chiltern Wing from NERC (£0.5m capital allocation being transferred to 19/20).

RMS Time Booking (Annex H): improvement in time recording noted (no area is ‘red’).

4.2. ASSURANCE AUDIT ACTION PLAN

The Board noted the update on the progress made to date and the key challenges remaining.

Congratulations and thanks were extended to the team for the work undertaken to achieve the outcome of the follow-up visit in October 2018, which restored the CEH rating to ‘Moderate Assurance’.

MJB to highlight the achievement at his Staff Update on 4 December.

The CEH Executive Board agreed that the recommendations in the report should be accepted and adopted by CEH:
  o **Recommendation**: that CEH continue to fully implement the time recording adjustment process.
  o **Recommendation**: that a process should be put in place whereby the project review process is monitored by the Head of Project Support Services to ensure that appropriate reviews are undertaken which are of the quality expected and relevant to the control needs of CEH. There should be a schedule of projects and plan dates that is held centrally and reviewed by Head of Project Support Services (HoPSS). The findings should be reported to the Board on a 6 monthly basis. Note that until the HoPSS is in place, this oversight will be provided by the Head of Finance.
  o **Recommendation**: that relevant compliance training forms part of the induction process for relevant new joiners in the future.
  o **Recommendation**: that the current use of the GPC exception form is reviewed and guidance updated and communicated to staff.

HoPSS to consider with the Quality and Compliance Manager future reviews/audits of risk logs/project plans.

4.3. CARP: NOVEMBER SUBMISSION

The Board noted the November CARP, submitted to NERC on 8 November and discussed at the Centre Assurance Board meeting on 26 November.

5. PEOPLE

5.1. PSC OUTCOMES

The EB noted the outcomes from the PSC meeting held 15 November 2018.
The new workforce planning process is being implemented.

To forward the full set of Staff Resource Committee (SRC) papers (29 November meeting) to MJB and circulate the additional/late SRC paper to SB for discussion on Friday.

EB were advised of an urgent post request to be raised at SRC, for a project coordinator to support GCRF project. It was noted that the post will be fully funded; the paperwork will follow shortly. The CEH Executive Board approved the post request in principle providing that the appropriate funding/requirements are in place.

Post Requests:
The CEH Executive Board approved / noted the following post requests:

Science posts approved:

a) RA to OE opportunity at B6 (1 FTE) for a Meteorologist in the Climate System Group in the Hydro-climate Risks Science Area based in Wallingford. Proceed to skills match.

Recommendation 1.

Post request approved outside PSC:

a) OE post – B6 (1 FTE) for a Tender Support Executive and Team Lead. Replacement post. Approved by EB in October due to urgency of recruitment.

Investors in People (IIP) Action Plan

The Board discussed the priority areas within the action plan. As background, it was noted that for the assessment the assessor had compared CEH against a standard and noted what CEH could learn from high performing organisations.

PACT has reviewed the actions, which focus on the areas that were just achieved, and considered how they could be introduced into CEH. Action areas include:

- training for leaders (will be considering what resourcing would be needed to support this activity and will present a proposal to EB),
- CEH values (lining up with the People Strategy activity),
- recognition and reward (NW previous proposal for ‘impact awards’ to be considered).

Para 12 b) ‘How SAHs and Group Leaders feel the new management teams are working.’ AJ to consider how differences within SAs re management structure can be resolved.

NW to confirm if IiP & Athena SWAN are required for / useful to bids and tenders.

The CEH Executive Board endorsed Recommendation 2: the proposed topics for the Assessor’s first annual review (December 2018) on the progress against the action plan:

- How well people feel connected into their science area. Review this particularly in the cases of groups for which the SAH is located offsite.
- How SAHs and Group Leaders feel the new management teams are working.
- Whether there is greater consistency in how different science areas/groups operate and communicate.
- A comparison of progress against the science structure benefits map, versus the changes anticipated.
- Whether connections between science areas and infrastructure functions are more effective, eg SAMT, SPT, SAST.

5.2. PAY

The Board noted the outcome of the recent allowance review. Few changes had been made, providing assurance that those in place are justified.

The Board approved the new allowances and bonuses proposed.

Allowances:

- 23 (16%) new allowances were awarded.
- An increase to the pay budget has been made to accommodate the allowances. A summary of the reasons for the allowances is available if required.
An improved male/female distribution was noted.

- Bonuses:
  - Awards will remain within the bonus budget and pay remit.
  - Care to be taken that bonuses are awarded correctly, i.e., not for carrying out what is expected within the job description.

- The CEH Executive Board supported **Recommendation 1**: in order to manage bonuses within the (pay remit) budget, team bonuses will be limited to £300 per person and bonuses reduced to 75% (rounded to nearest £25) of the ‘standard’ amounts.

- VP to share the Bonus / Allowance data (Annex B) at the SRC meeting (29 November) and request any objections for publishing (remove the note against the Finance bonus payments).

6. **SAFETY, HEALTH & ENVIRONMENT**

- JD provided feedback from the NERC Safety Management Team meeting held yesterday:
  - NERC/UKRI are appointing a new H&S lead.
  - They will be working closely with STFC going forward.
  - The team discussed the purchase of new systems to support overseas travel. Two companies have been invited to submit a tender. It was felt that it would be beneficial to have one contract across all centres, which NOC and CEH could use until Business Transfer (providing a good opportunity to ‘test run’ them for potential engagement in future). This would provide an emergency SOS package but could be expanded to cover other areas. JD will share the information with the Board when the tenders have been returned and the costs known.

- EB noted the SHE report:
  - Environmental Communications:
    - CEH Environmental Awareness Days: JD to discuss with [redacted] the staff suggestion made at the Environmental Awareness Day for under-allocated CEH data analysts to review the sub-metered energy use at Edinburgh & Wallingford sites to identify areas of high use.
  - Progress against Environmental Objectives:
    - Energy (Bangor & Lancaster): The Executive Board discussed the proposal that the target for energy reduction at Lancaster and Aber should be increased, given that the 10% reduction target has already been achieved and there are on-going works to improve the fume hoods in the laboratories at Lancaster which will further reduce energy use. It was agreed that the target should not be amended, as it is not possible to reduce it indefinitely, and should be reported as ‘met’.

- Online training completion: non-completion rate noted.
- Documentation on PMS compliance: as at 14 November, there were three projects on the PMS without H&S documentation. These are being chased.
- Accident, Incident and Near Misses: since the last EB meeting there have been nine accidents, five incidents, two near-misses, one ill-health and one fire alarm activation reported.
- A review of SHE Policies & Procedures is being undertaken. Final drafts will be put to the SHE Committee for consideration / approval.
- Overseas Travel:
  - The CEH Executive Board supported the suggestion for SAHs to include overseas travel as a regular agenda item (under Health & Safety) at their Science Area team meetings and to encourage staff to report all near-misses, accidents & incidents which occur when working overseas.
  - It is the PMs responsibility to complete risk assessments for their project/s and share with relevant staff. This affects all field work and not just overseas work.
KP / are investigating holding a pool of smart phones (or possibly satellite phones depending on the location of field work). KP to present a paper for discussion to a future EB meeting.

AJ to request adds SHE as a standing item at SB (under feedback from EB).

7. BUSINESS PERFORMANCE

7.1. ORGANISATIONAL RISK

- The Board noted the latest Risk Register and the top 11 risks that were reviewed at the Centre Assurance Board (CAB) meeting on 26 November.
- All were reminded to amend the ‘control actions planned’ date when editing risks.
- JD is working with the Quality and Compliance Manager on a different risk assessment matrix, which should be easier than the current system.
- Comments from the CAB meeting:
  - Risks 309 & 350 could be down-graded from Current Risk ‘red’ after Gateway 4, as we are now in a position where we expect to become independent and we are getting a new system. JD to reduce (at the NERC level) risks 309 and 350 to amber.
  - EU risks (362 & 307): the CAB queried if these had been appropriately captured. NW to review the EU risk log and advise MJB if the rating for risks 362 & 307 need to be increased.

7.2. BALANCED SCORECARD

- The latest version of the scorecard incorporating Q4 updates was presented.
- Private Sector (red): a paper is being presented to SB to prioritise which areas should be targeted through a focussed new opportunities approach.
- SBS Delivery (red): no change, service remains poor with CEH staff taking on more work.
- New systems: proceeding to CRT (1st stage testing). Agreement has been received from Kainos for a delivery date of 1 November with contingency built in.
- IT (moved from green, Q1, to amber, Q2): had flagged, earlier in the year, a concern re the budget, as there is a significant need for PCs (eg those connected to science projects and meeting rooms; is providing a priority list to JD) and licence costs are increasing. It was noted that the team is undertaking a significant amount of work with regards to independence with no additional staff and this is putting individuals under pressure.
- P&S (red to amber): improvements to the recruitment process have made it quicker. The sickness rate has improved from last year. Concern was noted re the high turnover rate.
- Facilities (amber): some staff absences and a difficulty recruiting some posts (this will impact on the support that science gets).
- Future Income: to change the owner to

8. BRAND PROPOSAL

- AM led a discussion on the brand proposal, setting out the proposed direction of travel. At this stage, approval in principle is sought from the Board, the detail will be developed later.
- ‘Brand’: clarity of who we are and projecting it outwards, so others have a clear idea of who we are, the scope of what we do etc.
- A different level of engagement is expected from different staff, it is acknowledged that there could be some staff resistance to it. Staff need to understand that they represent CEH, not an individual. Want to engender a CEH ethos in staff and get them to understand why it’s important to them ‘brand immersion’.
- CEH’s Brand Position (Annex A):
  - This might be wider than just comms.
  - Working with SAs re the priority areas for business development etc.
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- Cost (b) ‘clarity of our priority future funders and stakeholders’: information in the Business Plans.
- Be clear what we want to grow.
- Keep EB up to date.

- CEH’s Name (Annex B):
  - Need to change the logo to remove NERC, so this is a good opportunity to update it.
  - Adding ‘National’ gives a sense of national scale.
  - Good to give an impression of something bigger.
  - Timeframe for completion is not determined but could be earlier than Business Transfer (removal of NERC logo will be needed for this date).

- CEH’s Brand Hierarchy (Annex C):
  - Where something is CEH owned we will want a hierarchy, joint projects may still need separate branding.
  - Full Board support noted.

- CEH’s Visual Identity (Annex D):
  - Logo would be more contemporary.
  - Different options to be developed for consideration.
  - The changes will be made gradually, so it may look messy in the short term.

- The CEH Executive Board:
  - Endorsed the approach to building CEH’s brand.
  - Agreed in principle to re-visit CEH’s name. A proposal to be developed and put to the CLG for discussion / approval.
  - Endorsed the approach to CEH’s brand hierarchy.
  - Agreed in principle to update selected aspects of CEH’s visual identity.

- Planning: timing to be aligned with the independence piece. Resolution by the CLG Board of Directors will be required before it can progress.
  - Domain names that may be considered should be registered in readiness.

9. DIRECTOR’S UPDATE

9.1. NERC DIRECTORS UPDATE (NDU) & CENTRE DIRECTORS’ MEETINGS

- NDU meeting (20 November):
  - Discussed how to be better prepared for maximum influencing of cross-council working and having an influence in funding. No further information provided re the REF.
  - Sir Mark Walport is looking to appoint a Chief of Staff.
  - Collective concern noted re what’s happening in the Centres, NERC/UKRI. It was agreed that each Centre would complete a spreadsheet (to be provided by NERC) of the pressures and activities for 2019 and their priorities. All Directors to provide MJB with a list of the pressures, activities and priorities for 2019.

- Centre Directors’ meeting (23 November). Items discussed:
  - Strategy (being re-written).
  - Appropriate governance of Centres once independent.
  - BTA to be divided into transition and long term agreement.
  - NC commissioning to be kept light touch and work with HO.
  - Next phase of LTSM: clarification of the volume of funding to be provided. Concern noted that LTSM accounted for a significant proportion of the total budget. If this is to continue, a discussion/workshop should be held with senior staff.
  - Discussion on the FCC formula.

10. EB WORKPLAN

- Workplan reviewed. Changes made:
  - Amend: People (inc Staff Resourcing Committee).
11. AOB

11.1. IAN KENYON & RUTH ELLIOTT VISIT TO CEH (3 DECEMBER)

- Agenda circulated.

12. SUMMARY OF EB ACTIONS

- See attached list. Note: additional combined Communication Plan summarising all comms.

13. EB PERFORMANCE

- 8, 8, 8, 7

14. INFORMATION PAPER 1: YEAR PLANNERS 2018 & 2019

- Noted

15. INFORMATION PAPER 2: CEH CAB PAPERS (26 NOVEMBER MEETING)

- Noted

DATE OF NEXT MEETING: 14 JANUARY 2019 AT WALLINGFORD.