

CNPA BOARD MEETING**APPROVED** Minutes of the meeting held on Wednesday, 27 September 2017**Venue:****Zeta Room, Culham Conference Centre, Culham Science Centre,
Abingdon, Oxfordshire OX14 3DB**

Present Vic Emery (Chair)
Phil Craig
Paul Kernaghan
Kenna Kintrea
Mark Neate
Gwen Parry-Jones
Neelam Sarkaria
Rob Wright
Mike Griffiths, CEO / Chief Constable
Christopher Armit, Operations Director
Simon Chesterman, Capability Director
Joyce Robertson, People Programme Director

Apologies Kenneth Kilpatrick, Business Director

In Attendance Richard Cawdron, Head of Executive Office and Legal Advisor
Catherine Pepler, Board and Committee Secretary
Rosemary Powdrill, Board and Committee Manager
Stuart Rodgers, Staff Officer
Richard Saunders, Interim Head of HR
Rebecca Webber, Interim Head of Engagement and Communications

Start: 11:00 hrs approx.**1 Chair's Announcements**

The Chair welcomed members to the Board Meeting and congratulated the CNC on its exemplary performance in relation to the deployment of officers under Operation Temperer, which was invoked on 15 September 2017.

The Chair advised that he had also been elected as the Chair of the Shared Services Joint Oversight Committee [REDACTED]

The Chair also informed members that he had attended a number of government-sponsored cyber security meetings since the last Board meeting.

Karen Feather, Ministry of Defence Police Clerk to the Police Authority, had been scheduled to observe the Board meeting, but she was unable to do so and had sent her apologies.

No potential conflicts of interest were reported.

2 Minutes of the Board Meeting held on 26 July 2017

The minutes of the Board Meeting held on 26 July 2017 were accepted as a true record of the Meeting.

In connection with the two outstanding actions from the 26 July 2017 minutes, it was noted that a revised Risk Appetite Statement had been submitted to the meeting and that an update on the Ballistically Protected Vehicles had been provided *[in the CEO / CC's Business Report]*.

3 Standing items

3.1 CEO / Chief Constable's Business Report 14 July 2017 - 20 September 2017

The CEO's Business Report had covered the period from 14 July 2017 - 20 September 2017.

Operation Temperer

After the failed bomb attack at Parsons Green, Operation Temperer had been invoked and during the night of 15 September 2017 the CNC had planned for a deployment of officers and the receipt of military personnel onto nine CNC sites. The military had started to arrive on 16 September 2017 and CNC officers from across the organisation had begun to deploy to 15 Home Office (HO) forces.

On the reduction of the threat level from critical to severe, the CNC officers had been withdrawn to base locations and reset to routine operations over a period of 72 hours. Once again, the Site Licence Companies had been extremely understanding of the Operation Temperer requirement and supportive of military receipt operation at their locations. At a National Police Chiefs' Council, Chief Officers' Day on 25 September 2017, the CNC had been thanked for its support during Operation Temperer. National debrief, internal debrief and cost capture work would be carried out in due course.

[REDACTED]

[REDACTED]

CHALLENGE:

Concern was expressed regarding the potential frequency of Government's invocation of Operation Temperer and the possible convergence of an invocation of Operation Temperer and a Site Licence Company issue. This concern was noted but the recurrent invocation of Operation Temperer by Government was considered likely.

CHALLENGE:

The professionalism of the CNC in the complexities of Operational Temperer had been noted and it was questioned whether it was time for the CNC to extend its expertise to other Forces, as a CNC lead now may stand it in good stead in the future. It was confirmed that this was already taking place, for example, information had been shared with the Ministry of Defence Police regarding the delivery of medical training.

[REDACTED]

STRATEGIC ENGAGEMENT

Department of Energy and Industrial Strategy (BEIS)

The Chair and CEO / CC had had an introductory meeting with the new minister, Richard Harrington, on the 9 August 2017; the primary focus of which had been Infrastructure Policing and the pension age for operational officers. (An Equality Impact Assessment on the pension age was work in progress.)

The Pay Award

The Police Remuneration Review Body report had been published in mid-September 2017. It had recommended awarding police federated and superintending ranks a cost of living increase of 2%. The Home Secretary had confirmed to the Police Remuneration Review Body that 2% would be awarded to Home Office police federated and superintending ranks, but that this would be made up of a 1% consolidated pay increase and a 1% non-consolidated, non-pensionable bonus payment. The Home Secretary had also made it clear that the funding of the 1% bonus payment would have to come from further efficiencies within the services and therefore within individual Forces' existing budgets.

It was also observed that the Government had announced future flexibility on the 1% public sector pay cap.

Since 2015, CNPA/CNC had applied the determinations of the Police Remuneration Review Body to police officer pay and the CNC was currently awaiting details from BEIS in respect of the additional non-consolidated 1% bonus.

[REDACTED]

AGREED:

- (i) The award of a 1% consolidated pay increase and a 1% non-consolidated, non-pensionable bonus payment to police federated and police superintending ranks was agreed.
- (ii) The 1% bonus payment would be drawn from efficiency savings within the CNC's existing budget.

Security Visit

A visit led by BEIS, with representatives from Sellafield Ltd, the Nuclear Decommissioning Authority and the CNC had visited several US facilities and companies to discuss the utility of simulation and modelling in supporting operational planning and exercising. The visit to the Los Alamos site had also provided an excellent opportunity to benchmark the CNC's current security operation against that of its US colleagues.

Infrastructure Policing

All work on infrastructure policing had been on hold since March 2017, but the CEO / CC had written to the Police Strategy and Reform Unit in the Home Office, proposing an interim consolidation meeting to review the efforts that had been made to date and to identify uninitiated work pending direction from the Cabinet Office.

OPERATIONS

Escort Activity

In the two months since the last Board there had been one sea move and one air move.

International Operations

It was advised that the sea move in progress at the time of writing the CEO / CC's Business Report had now been completed. [REDACTED]

Policing Activity

In the last two months frontline officers had made/assisted in eight arrests and had otherwise

assisted the Home Office forces an additional nine times.

SITE LICENSE COMPANIES

Dounreay Site Restoration Limited (DSRL)

[REDACTED]

Continuing development of the DSRL relationship

The CNC had continued to develop working relationships with DSRL across a broad range of initiatives, including the DSRL Equality, Diversity and Inclusivity project and the Women's Network, the Stand Up to Bullying initiative and the Wellbeing audit. The CNC Operational Policing Unit at Dounreay had also continued to provide DSRL with appropriate briefing material for the site workforce, including details to assist in raising awareness of current risks and threats.

COMMENT:

DSRL had appreciated the engagement of the CNC in respect of its initiatives.

Sellafield Limited

[REDACTED]

[REDACTED]

Recruitment

On 2 and 3 September 2017, a local recruitment event had been held in Workington. It had been specifically aimed at attracting talent from the local community (as a study of officers at Sellafield had shown that those recruited locally were more likely to be retained by the CNC) and feedback had been overwhelmingly positive.

[REDACTED]

CHALLENGE:

In view of the success of local recruitment, it was queried whether this was standard practice. It was advised that this had not always been the case and that it was not always easy to recruit locally.

An analysis of the reasons for personnel leaving the Constabulary was suggested.

EDF

Managed Response Solution (MARSO) Optimisation Options

MARSO had recently been reviewed by EDF and engagement was ongoing with a view to finding revenue savings.

[REDACTED]

Relationship

The relationship between EDF and the CNC had remained strong and healthy at all levels, despite the ongoing financial challenges and it was reported that the CNC had representation at Divisional Commander level on the EDF Security Capability Working Group.

[REDACTED]

WITHIN THE HEADQUARTERS

CT Exercise Activity

[REDACTED] Hinkley Point B had successfully completed its counter terrorism exercise and active planning was underway for forthcoming exercises at other sites.

[REDACTED]

[REDACTED]

Resilience and Business Continuity

All business continuity plans were up to date / in the process of review, within their respective schedules.

Metropolitan Police Service (MPS) Training

To date 228 MPS officers had attended CNC delivered training and 202 had been successful.

[REDACTED]

[REDACTED]

Body Worn Video for AFOs

A business case was due to be prepared regarding the proportionate introduction of Body Worn Video for Authorised Firearms Officers.

Other areas of new capability were also being developed.

[REDACTED]

THE PEOPLE PROGRAMME

Pensions

The further delay to on-boarding the CNPA to the 'alpha' scheme to April 2019 had meant that:

- employees would remain in a final salary scheme for a further year;
- the employer's pension contribution would remain at 19.3%, with a budget saving of circa £1million per year;
- there was more time to determine the officer's normal pension age with Government; and
- more time to establish the CNPA's position in relation to exemption from the Civil Service Compensation Scheme.

It was also noted that the CNPF continue to appeal to Government regarding the pension age issue.

Sellafield Occupational Health Provision

It had been agreed that Sellafield Ltd would continue medical provision through its own Occupational Health Department and a final review and sign-off of the situation was scheduled to take place within the next month.

Security Breaches

There have been four incidents since the previous report. Appropriate action had been taken in all cases with local management action where necessary.

AGREED:

- (i) The CEO / Chief Constable's Business Report 14 July 2017 to 20 September 2017 was noted.

3.2 Audit, Risk and Governance Committee (ARGC) Chairman's Report

An ARGC Meeting had taken place on 7 September 2017, draft minutes for which had been circulated as part of the Board meeting documentation.

Two items were highlighted. Firstly, that the formulation of a lobbying policy had been requested by the ARGC and secondly, that the CNC had secured the internal auditor's (RSM's) support to help it to prepare for the introduction of the General Data Protection Regulations in May 2018.

It was advised that an update on the implementation of the General Data Protection Regulations would be presented to the Board 6-months out [*this was subsequently noted on the draft November 2017 Board agenda.*]

[REDACTED]

CHALLENGE:

The possible need for the investigation of recruitment and retention at the Audit, Risk and Governance Committee was raised. It was advised that the situation was being addressed - a recruitment and retention audit had taken place and had been submitted to the September 2017 Audit, Risk and Governance Committee.

AGREED:

- (i) The Audit, Risk and Governance Committee (ARGC) Chairman's Report was noted.

4 Items for approval

4.1 Outline Draft Strategy and Business Plan 2018-21

The outline draft Strategy and Business Plan 2018-21 had been submitted to the meeting to provide members with the opportunity to challenge and to shape its contents. Pending direction from the Cabinet Office regarding the Infrastructure Policing Review, the Plan was focussed on delivering the CNC's primary operation to the civil nuclear sector.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The Board was broadly content with Outline Draft Strategy and Business Plan 2018-21,

[REDACTED]

4.2 TACOS Proposal

[The late submission of the TACOS proposal paper had been agreed by the Chair.]

Following Board approval of the strategic business case for TACOS on 29 March 2017, five consultation and two technical meetings had taken place with the Federation and two meetings with the Superintendents' Association. Neelam Sarkaria had been in attendance at the consultation meetings as the independent CNPA Board member nominated to observe the process and to provide reassurance to the Board around the parameters set. It was confirmed that an open and collaborative negotiation process had taken place to achieve a people-focussed outcome

Since the last Board update, a change request had been approved by the Senior Responsible Owner (SRO), the Capability Director, and ratified by the Executive team, amending the planned commencement of the implementation of the new TACOS to September 2018.

[REDACTED]

[REDACTED]

CHALLENGE:

It was queried whether other TACOS costs could arise after agreement had been reached and it was advised that no additional potential TACOS cost areas had been discerned.

CHALLENGE:

The proposed unsocial hours' costs were queried and explained.

CHALLENGE:

The CEO / CC (as Accounting Officer) was asked whether he found the TACOS proposal satisfactory and he responded in the affirmative.

AGREED:

- (i) The Board approved the TACOS proposal and provided delegated authority to the Capability Director to make a formal TACOS offer to the Police Superintendents' Association England and Wales and the Civil Nuclear Police Federation, as detailed in the TACOS Proposal (report reference PAB(17)R56) that had been submitted to the Board meeting.
- (ii) The Board to be consulted on any additional TACOS costs.

The enormous amount of work that had been undertaken in connection with the TACOS proposal by the CNC supporting team and staff association negotiation teams and Authority member, Neelam Sarkaria, was acknowledged.

4.3 Risk Appetite Statement

The Risk Appetite Statement had been amended following action PAB290317-06 by the CNPA Board to review the inclusion of operations within the risk categories. The risk categories had not been amended, but the revised Risk Appetite statement had clarified that that the risk categories should be applied to all risks; strategic risks, operational risks, project and emerging risks. The revised Risk Appetite Statement had been approved by the ARGV at its September 2017 meeting.

It was also advised that the risk management strategy, which had included a section on risk appetite, would be updated as necessary following the approval of the revised risk appetite statement. A further report on the use of the risk appetite and its application to CNPA/CNC would also be presented to the ARGC.

[REDACTED]

The objective of the Risk Appetite Statement was discussed and the need to ensure that appropriate governance was in place.

Action: PAB270917-01:

The Business Director to consider re-evaluating the health and safety risk appetite level in the “Risk Appetite across Risk Categories” table and to prepare a contextual note to append to the Risk Appetite Statement.

AGREED:

- (i) The Risk Appetite Statement health and safety risk appetite level to be reviewed and a contextual note to be prepared to append to the Statement.

[The Interim Head of HR left the meeting.]

5 Items for discussion

There were no items for discussion.

Business Updates

6.1 Consolidated Performance Report to 31 August 2017

The report had presented the CNC’s consolidated performance for the five months to 31 August 2017.

Performance

Performance was improving with regard to Strategic Objective 1 and Strategic Objective 4 and had remained stable in respect of Strategic Objective 2 and Strategic Objective 3.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Government's decision to lift the 1% pay cap on increases to Police Officer pay awards had added a cost pressure for 2017/18. Details were being sought on how the 1% bonus for Police Officers announced by the Home Office would be applied.

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The Consolidated Performance Report for the five months to 31 August 2017 was noted.

6.2 Health, Safety & Environmental Report to 31 August 2017

Key findings presented in the Health, Safety and Environmental Report to 31 August 2017 were that:

- the current total of injury events was the lowest to this point in the reporting year for the five years that data had been recorded in this format;
- events that had been reported to the Health and Safety Executive under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) were currently showing a 28% reduction compared to last year;
- the average figures for radiological exposure of monitored CNC personnel was the lowest since CNC had started recording separate data. A low level exposure event (cut in controlled area) had occurred since the last report; and
- the total number of civil liability claims was the lowest to this point of the year for the seven years that records had been available.

CHALLENGE:

The increase in the number of near miss reports (97) compared to the number to the same date last year (78) was queried and also the ratio of near miss reports to health and safety incidents.

Action: PAB270917-02:

The Capability Director to arrange for the Health, Safety and Environmental Report for the November 2017 Board meeting to include an analysis of near miss reports and the ratio of

near miss reports to health and safety incidents.

CHALLENGE:

It was queried whether the number of mental health issues was expected to rise. It was advised that the CNC's Authorised Firearms Officers submitted a self-declaration of fitness before every shift and that the CNC wanted personnel to feel able to raise mental health issues, so appropriate support could be offered, if necessary. A psychologist was being recruited.

AGREED:

- (i) The Health, Safety and Environmental Report to 31 August 2017 was noted.

6.3 Griffin Park Tactical Training Centre update

The Griffin Park Tactical Training Centre, formerly known as the Sellafield Training Facility, was required for the CNC to meet its operational commitments at Sellafield. Construction had remained ahead of schedule, with practical completion anticipated on 30 October 2017. The date for CNC occupation was expected to be early in 2018 and training delivery was being planned with effect from April 2018.

The integration of Griffin Park technology and systems with the wider CNC network represented a challenge and a significant amount of work was underway on various fronts to ensure that Griffin Park was completed, commissioned, licenced and handed over to the CNC for the safe delivery of firearms training. Arrangements were also being made to properly define the NDA-CNC relationship during year one (2018-2019) operations and beyond, and to put in place effective and efficient future delivery models.

AGREED:

- (i) The update on the Griffin Park Tactical Training Centre was noted.

6.4 Emergency Services Mobile Communications Programme

The Emergency Services Network would replace the current Airwave emergency communications network. Whilst still delivering mission critical voice communication, the Emergency Services Network would also provide broadband data services. Greater clarity on the availability of the Emergency Services Network was likely by the end of the calendar year, although the Home Office-led Emergency Services Mobile Communications Programme had announced that transitioning would not commence in 2018.

[The Interim Head of HR returned to the meeting.]

[REDACTED]

The Home Office Programme had confirmed that there were no plans to increase the core and non-core charges reflected in the Home Office Business Case Guidance documentation but currently, there was no information available regarding charging following the current contract period (2021) and current spending review period.

[REDACTED]

[REDACTED]

**CHALLENGE:**

Concern was raised regarding the Home Office-led Emergency Services Network running costs and it was advised that the CNC was fully engaged - the CNC project manager had actively represented the CNC and nuclear industry interests within police forums and the Home Office and would continue to provide regular and comprehensive reports to the CNC executives and the CNPA.

AGREED:

- (i) The update on the Home Office-led Emergency Services Mobile Communications Programme was noted, including the challenges and implications faced by the CNC in its transition onto the Emergency Services Network.

**6.5 Human Resources update
Strategic Objective 4 - People update**

A video was shown on Strategic Objective 4 – *We will attract, develop and retain the best people for our profession and lead them to achieve high performance in an inclusive, healthy, fit and safe environment.*

The video outlined that Strategic Objective 4 was about:

- “Our People”;
- how the CNC was delivering requisite capabilities in connection with the changing threat in meeting the CNC’s mission;
- ensuring that CNC officers were an intelligent, armed authority and the differentiating factor in the protection of civil nuclear material; and
- staff providing the requisite infrastructure to develop that capability.

COMMENT:

The video was considered a good reflection of the CNC. It was advised it would be amended with a view to making it available to a wider audience.

Action: PAB270917-03: The People Programme Director to arrange for the CNPA Chair to be provided with access to a copy of the video on Strategic Objective 4 – *We will attract, develop and retain the best people for our profession and lead them to achieve high performance in an inclusive, healthy, fit and safe environment.*

7 AOB**7.1 People Update**

It was confirmed that a People Update would be standing item on the Board agenda from November 2017 onwards.

7.2 Charlotte Vitty (British Transport Police Authority Chief Executive)

Charlotte Vitty, British Transport Police Authority Chief Executive was due to observe the November 2017 Board meeting.

7.3 Board Meeting self-assessment

On reflection on the conduct of the Board Meeting, it was considered that there had been energetic debate at the meeting that had provided clarity on the issues concerned.

7.3 Next Meeting

The next Board Meeting was scheduled to be held on Wednesday, 29 November 2017 at the Blue Fin Building, 110 Southwark Street, London SE1 0SU.

As there were no further items of business, the meeting closed at approximately 13.40 hrs.