

CNPA BOARD MEETING**Minutes of the meeting held on Wednesday, 29 November 2017****Venue: Baskerville and Clarendon Rooms, Blue Fin Building,
110 Southwark Street, London SE1 0SU**

Present Vic Emery (Chair)
Paul Kernaghan
Kenna Kintrea
Mark Neate
Neelam Sarkaria
Rob Wright
Mike Griffiths, CEO / Chief Constable
Christopher Armit, Operations Director
Simon Chesterman, Capability Director
Kenneth Kilpatrick, Business Director

Apologies Phil Craig
Gwen Parry-Jones

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

Start: 11:00 hrs approx.

1 Chair's Announcements

The Chair welcomed members to the Board Meeting and reported that in the last two months, he had had a number of meetings. Two of these meetings had been with the Director, Civil Nuclear & Resilience, Department of Business, Energy and Industrial Strategy (BEIS); one of which was his mid-year appraisal. The Chair advised that he was in the process of conducting mid-year appraisals with CNPA Board members.

The Chair further advised that Phil Craig, Gwen Parry-Jones and Charlotte Vitty, British Transport Police Authority, had sent their apologies as they were unable to attend the Board meeting that day.

No potential conflicts of interest were reported.

2 Minutes of the Board Meeting held on 27 September 2017

The minutes of the Board Meeting held on 27 September 2017 were accepted as a true record of the Meeting.

Updates on outstanding actions were discussed, as detailed in the action list at the end of the minutes.

AGREED:

- (i) It was agreed that the Health, Safety and Environmental Report should be a standing item on the Board agendas in future.

3 Standing items

3.1 CEO / Chief Constable's Business Report 21 September to 21 November 2017

The CEO's Business Report had covered the period from 21 September 2017 to 21 November 2017.

Operation Temperer

The reimbursement of costs for the two CNC Operation Temperer deployments to date, was anticipated to take place in the new year.

COMMENT:

The CNC was commended for the recognition and positive feedback that it had received from military and Home Office police force personnel regarding its deployments under Operation Temperer.

Operations

An international escort operation had been completed on schedule.

Policing Activity

Over the reporting period, the CNC had been involved in making five arrests, had been requested to assist Home Office forces on four occasions and had deployed Tactical Care Officers on four occasions.

[REDACTED]

Employment Tribunals

In discussions regarding current employment tribunals it was observed that the Senior Appointments Committee and the CNPA had approved a Whistleblowing Policy.

[REDACTED]

Sellafield Limited

Several operations had taken place at Sellafield Limited, during which the CNC had controlled the movement of material and had cordoned off a detonation area, to facilitate the disposal of a number of containers of "dated" material.

[REDACTED]

Sellafield Recovery Capability - Recruitment and Retention:

A *[dynamic search]* course was scheduled to take place in Quarter 4 of 2017/18.

EDF

The Managed Response Solution (MARSO) had been embedded across all EDF sites and Response Model Testing had been positively commented upon by the Office for Nuclear Regulation. In addition, during counter-terrorist safety and security exercises at Sizewell and Hartlepool, CNC officers had demonstrated excellent situational awareness of the sites and their ability to promptly respond to site incursion scenarios.

Magnox - Harwell

Joint training sessions for the Magnox lead team had been undertaken, alongside training in connection with Response Model Testing.

Counter Terrorism Exercises and Testing

Planning was well advanced for a Sellafield counter-terrorism demonstration exercise.

Firearms Training

Further development of the training programme for AFOs was scheduled to be finalised shortly, with a continued drive to improve the effectiveness of the CNC's response via on-site training and reduced abstractions.

Metropolitan Police Service (MPS) Training

The delivery of training in support of the MPS and national armed uplift had continued. [REDACTED]

Operation Plato

On 24 October 2017, the CNC's plans and readiness for a policing response to a Marauding Terrorist Firearms Attack were reviewed by representatives from the National Counter Terrorism Policing HQ and National Police Chiefs' Council Armed Policing Portfolio. [REDACTED]

Ballistically Protected Vehicle(BPV) Capability

A training programme for BPV drivers was underway at Sellafield and Dounreay. [REDACTED]

Pensions Update

The appeal hearings in relation to the Employment Tribunal for Judges and for the Fire Brigade Union regarding pension transitional protection arrangements were likely to be heard in December 2017.

Debate had continued with BEIS in relation to the pension age for CNC officers.

COMMENT:

It was advised that the pension age issue had been discussed with the Director, Civil Nuclear & Resilience, BEIS.

Security Breaches

The CNC security department had carried out a "no notice" cyber security exercise. Further cyber security exercises had also been planned, in addition to a seminar for senior managers at Culham, to further raise awareness of associated risks.

There had been four security incidents since the previous report.

AGREED:

- (i) The CEO's Business Report was noted.

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

An ARGC Meeting had taken place on 9 November 2017, draft minutes of which had been circulated as part of the Board meeting documentation.

It was highlighted that the ARGC had requested the CNC to carry out a self-assessment based on the National Audit Office's "Cyber security and information risk guidance for Audit Committees".

COMMENT:

The seriousness of cyber security threats was noted.

AGREED:

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

3.3 People Management Update

In view of the volume of work currently underway by the CNC regarding people issues and at the suggestion of Neelam Sarkaria, Board member, the People Management update had been raised.

Following the approval and adoption of the People Strategy, a People Management Committee (PMC) had been established in March 2017, as the CNC's senior management forum for people matters and independent Authority member representation on the Committee had been provided by Neelam Sarkaria.

Achieving High Standards

Significant progress had been made in improving AFO deployability, [REDACTED]

Business Partnering model

The HR department had continued to implement a Business Partnering Model of service delivery, focused on providing proactive advisory services to support early management intervention. Since the introduction of this model, there had been a significant decrease in employment tribunal cases

Equality Diversity and Inclusion (EDI) Strategy

The EDI Strategy had been submitted to and approved by the People Management Committee at its inaugural meeting in March 2017. The strategy had set out standards and objectives for equality, diversity and inclusion and would be formally presented to the Board at a future meeting.

Equality Consultative and Support Network (ECSN)

A key deliverable of the EDI Strategy had been the establishment of the ECSN, which had been set up in April 2016. A series of meetings had been held, themed around specific strands of diversity, including disability and gender. There had been good levels of attendance at the meetings, including attendance by Board members.

Employee Relations

Positive and productive relationships had been established with the Civil Nuclear Police Federation (CNPF), the CNC's branch of the Police Superintendents' Association, England and Wales (PSAEW) and Prospect representatives.

CHALLENGE:

It was suggested that a recording mechanism be established regarding issues raised by the CNPF/PSAEW/Prospect and that focus be given to some of the outstanding matters. It was advised that an invitation to the next Joint Consultative Council meeting had been extended to the Prospect Negotiations Officer.

Pay and Grading Review (Police Staff)

The review of police staff pay and grading had commenced.

CHALLENGE:

Dialogue with the Association representatives between Joint Consultative Council meetings was recommended.

Management and Leadership Apprenticeships

The CNC had procured management and leadership development apprenticeships at level three and level five for sergeants and inspectors and these programmes were scheduled to be implemented in early 2018. The apprenticeships would also be offered to police staff who had progressed through the organisation.

Change management learning programme

A series of change management courses had been commissioned and delivered to managers across the CNC.

Learning and Development Future Vision

The Head of Corporate Learning and Development had presented a "Future Vision" paper to the PMC, setting out a change in the role and function of learning in CNC.

Coaching and Mentoring programme

Corporate Learning and Development, in conjunction with the People Programme, had now implemented a level five coaching and mentoring programme, to provide two cohorts of qualified, internal coaches and mentors who could support the development and performance improvement of officers and staff. A further two cohorts were planned.

CHALLENGE:

It was queried whether the CNC had a mentoring culture and advised that the CNC had examples of mentoring and coaching, but more work was required to establish a mentoring culture.

CHALLENGE:

It was queried whether the coaching and mentoring programme had received focus from the perspective of the individual, including succession planning and advised that personal career development reports and appraisals were conducted regarding performance, although there was more to do regarding development and support.

COMMENT:

It was advised that the Site Licence Companies might be able to provide some mentoring assistance.

CHALLENGE:

A deep-dive into personnel development and support was requested and it was advised that a "road map" would be submitted to the next Board meeting.

Medical Standards

A full review of CNC's medical standards had been undertaken. The revised standards would underpin the medical assessments for all operational officers and would ensure compliance with the College of Policing requirements for AFOs. The medical standards would be further revised following a review by the CNC's newly-appointed psychologist.

Occupational Health and Wellbeing

Significant enhancements have been made to the CNC's Occupational Health provision. These enhancements had included the funding of private medical treatment (where long NHS waiting times had made private medical treatment a demonstrably cost-effective option) and the implementation of a new Occupational Health application. The new application would provide a secure platform for the storage of medical records, the processing of new applicants' medical data and the provision of a management self-service module for Occupational Health referrals. The system had had the additional benefit of addressing data

risks and ensuring compliance with the new General Data Protection Regulations, which would come into force in May 2018.

Hearing Assessments

A new hearing assessment mechanism had been established (for completion in 2018), which would enable Occupational Health staff to undertake more informed hearing assessments for AFOs.

Overall, the CNC was making good progress on the implementation of the People Strategy through co-ordinated activity across all areas of the business.

COMMENT:

It was noted that collective agreements had been signed on 28 November 2017 between the CNPA and both the Civil Nuclear Police Federation and Police Superintendents' Association of England and Wales on new terms and conditions of service (TACOS). Appreciation was expressed for all the work that had been undertaken in achieving this significant step forward.

CHALLENGE:

The establishment of a People Strategy was seen as a positive step, but it was queried how the People Management report would relate to the performance and risk reports. It was also queried what action was underway in respect of the EDI Strategy. It was advised that a great deal of work had been achieved in the past year regarding strands of diversity and that a journey of progress was underway.

AGREED:

- (i) The People Management Update was noted.
- (ii) It was agreed that "People Management Update" should be placed on the Board agenda as a standing item.
- (iii) A deep-dive personnel development and support "road map" would be submitted to the next Board meeting. [The "road map" was subsequently added to the January 2018 draft Board agenda].

4 Items for approval

4.1 Draft Strategy and Business Plan 2018-21 and Draft Budget 2018-21

The strategic objectives for 2018-21 had been presented to the September 2017 Board meeting and the draft budget had been prepared on the basis that the strategic objectives were fully resourced.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

CHALLENGE:

It was queried whether there were likely to be efficiencies in 2018 as a result of the use of the new Griffin Park Tactical Training Centre and it was advised that training was being planned from April 2018.

A Firearms Efficiency Savings Gold Group had been tasked to identify and secure savings to fund the Griffin Park Tactical Training Centre.

CHALLENGE:

The structure of the draft Strategy and Business Plan 2018-21 was felt to be somewhat difficult to follow.

Action: PAB291117-01:

Draft Strategy and Business Plan 2018-21 - the Business Director to align outcomes by March 2021 with the key deliverables for 2018-21.

At the January 2018 Board meeting, it was proposed to present a strategy and business plan that had been scrutinised internally and externally with a budget that would support the CNC's strategic objectives / key deliverables and that was affordable to the Site Licence Companies.

AGREED:

- (i) The Draft Strategy and Business Plan 2018-21 and Draft Budget 2018-21 report was noted.

4.2 CNC AFO use of Body Worn Video (BWV)

On 20 January 2016, the National Police Chiefs' Council (NPCC) had mandated the use of overt BWV for Home Office police forces' AFOs and had invited non-Home Office forces to decide upon implementation depending on their unique circumstances.

The CNC Executive had supported in principle the proportionate adoption of BWV technology for its AFOs.

This was subject to the development of an operational requirement, a full business case to support any future decisions and any necessary approvals e.g. from the Office of Nuclear Regulation and Site Licence Companies. No procurement or operational decisions had been made and BWV had not featured in this year's budget.

CNC officers were likely to record limited footage and most of this would be outside the wire during deterrence patrols.

In addition, the

Government, public bodies such as the Courts and the Independent Police Crime Commission and the public would expect AFOs to be deployed with BWV in public.

CHALLENGE:

Concern was raised regarding the potential need to switch BWV on and off in / after an emergency. Whilst recognising that this might involve a training discipline, it was also noted that automatic activation technology was also progressing.

[REDACTED]

[REDACTED]

AGREED:

- (i) The CNC Executive's support in principle for the proportionate adoption of BWV technology for its AFOs was noted and the Board endorsed this direction of travel.

5 Items for discussion

5.1 Infrastructure Policing

A letter dated 11 October 2017 from the Cabinet Office to Principal Private Secretaries at the Home Office, BEIS, Ministry of Defence, Department of Transport, HM Treasury and the National Security Advisor had appeared to indicate that the Infrastructure Policing Review had been brought back onto the Government's agenda. It had been advised that due to competing priorities, legislation should not be progressed early within this parliament. However, assurance was sought that in the meantime, departments were continuing to focus on delivering closer ways of working between the individual forces.

[REDACTED]

Where possible, the CNC had begun to prepare for future work by re-establishing links with the other forces and departments. The Chief Constables of the CNC, Ministry of Defence Police and British Transport Police had met and a draft response was being prepared to the Cabinet Office letter, including strong representation that any substantive work should be properly resourced by departmental funds.

[REDACTED]

AGREED:

- (i) The Infrastructure Policing report was noted.

5.2 Recruitment and Retention

At the September 2017 CNPA Meeting, the sustainment of operational establishment levels during a period of challenging recruitment and retention had been identified as an emerging risk. A report had been submitted to the November 2017 Board Meeting, which had reflected

on the ongoing recruitment position and early actions to support recruitment and retention.

It was observed that there would appear to be a reasonably healthy recruitment situation for the remainder of the recruiting year, [REDACTED]

Initial Firearms Courses for 2018/19 had been planned. A career fair plan was now in place and assessment centres were being run monthly. In addition, a review would be initiated to establish:

- a thorough understanding of why people join the CNC; and
- how the CNC could increase its “employer brand” in the market and target groups of individuals not currently applying to become AFOs, but who were likely to have the necessary capabilities and attitude.

Action: PAB291117-02:

The Interim Head of HR to provide the CNPA Board with an equality and diversity report in conjunction with the Equality, Diversity and Inclusion Strategy.

It was advised that the review work would be aligned to advertising to increase the number of suitable CNC AFO applicants. A refresh of the website and application process would also be undertaken.

[REDACTED]

[REDACTED]

AGREED:

- (i) The Recruitment and Retention report was noted.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The BPV Project Update was noted.

5.4 Griffin Park Tactical Training Centre update

The new Griffin Park Tactical Training Centre was needed for the CNC to meet its operational commitments at Sellafield and the construction project was being managed by Deloitte Real Estate on behalf of the Nuclear Decommissioning Authority (NDA).

The main build contractual completion date was 11 December 2017.

[REDACTED]

Lifecycle costs had also remained the subject of close review, to promote the efficient operation of Griffin Park and so that training costs could be recharged to duty-holders on an equitable basis.

[REDACTED]

AGREED:

- (i) The Griffin Park Tactical Training Centre Update was noted.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The MFSS Cloud Applications Programme report was noted.
- (ii) It was agreed that the implementation of the CNC's new TACOS should not be deferred beyond September 2018 and that plans should be drawn up to facilitate this.

Second MFSS Post-Project Review

A second MFSS post-project review had been carried out by the CNC's Programme Management Office following transition to MFSS in April 2016, to look at the benefits that had been accrued from the initial implementation.

[REDACTED]

A benefit that had not been included in the original case for change had been the MFSS Oracle system's hosting of the CNC's annual appraisal reporting process. This functionality had facilitated a reduced administrative burden on staff and managers and speedier transactional processing.

Further work was needed to quantify the savings in travel management and to embed reporting of these savings as key management information.

CHALLENGE:

It was queried how CNC users had found the MFSS system. It was reported that there had been positive and negative comments. There was an MFSS Users Group but feedback from users was necessary in order to promote problem resolutions.

AGREED:

- (i) The Second MFSS Post-Project review was noted.

Business Updates

6.1 Consolidated Performance Report to 31 October 2017

The Consolidated Performance Report for the seven months to 31 October 2017 had combined performance against the key deliverables in the Strategy and Business Plan 2017-20, financial performance against budget and a report on the management of CNC's strategic risks.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Quarter 2 forecast had achieved a balanced budget and the Constabulary was focused on delivering to the forecast outturn at year end.

Payment for Operation Temperer 1 and 2 costs (recoverable from the Home Office via the National Counter Terrorist Policing Headquarters), may not be received until late January 2018.

[REDACTED]

[REDACTED]

CHALLENGE:

The temporary prioritisation of IT resources towards the laptop rollout and Griffin Park Tactical Training Centre IT requirements was noted. [REDACTED]

[REDACTED] The General Data Protection Regulation work had not been paused.

[REDACTED]

[REDACTED]

**CHALLENGE:**

Operation Temperer cost reimbursement was queried and it was advised that the National Counter Terrorist Policing Headquarters (NCTPHQ) had confirmed that it was content with the CNC returns and that these would be credited.

AGREED:

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

6.2 Health, Safety and Environmental Report to 31 October 2017

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

- the current total of injury events was 17% lower than last year, with a significant 40% reduction in training-related events. This the lowest total of injury events to this point in the reporting year for the five years that data had been recorded in this format;
- no RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable events had occurred since the last Board report. Overall, the number of events this reporting year was currently showing a 50% reduction compared to last year and was the lowest to this point of the reporting year for the last four years;
- the annual Health and Safety Audit programme had just commenced and the results would be available for the next Board report; and
- since the last report there had been two civil liability claims relating to historic training events. Overall, the total number of claims (five) to this date in the reporting year was lower than in the previous four years.

The near miss report requested at the September 2017 Board Meeting (action PAB270917-02), would be submitted to the January 2018 Board meeting.

AGREED:

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

6.3 TACOS Implementation

The TACOS proposal had been approved by the CNPA Board in September 2017 and sign-off by the representative bodies had been completed on 28 November 2017. Preparations had begun for the implementation of the agreed proposal, with effect from 1 September 2018.

COMMENT:

The sign-off of the new TACOS was recognised as a very good outcome. Implementation would mean that the CNC's TACOS would be fairly compatible with those of the Home Office forces, although arrangements, for example, for unsocial hours, would be different.

[A TACOS update was released by the CNC Communications Team to CNC personnel on 29 November 2017.]

Action:PAB291117-03:

The CNPA Chair to write to the Civil Nuclear Police Federation representatives, to thank them for their professionalism during the TACOS negotiations.

AGREED:

- (i) The TACOS update, including progress, planned activities and delivery plans was noted.

[REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The Emergency Services Mobile Communications Programme update was noted, including the challenges and implications that would be faced by the CNC in its transition onto the Emergency Services Network (ESN).

6.5 General Data Protection Regulation

The General Data Protection Regulation (GDPR) was due to come into force in the UK on 25 May 2018.

The CNC had contracted with RSM for support in complying with the Regulation and the associated work had been split into education and awareness and data mapping and gap analysis.

An education and awareness session had been held for the Executive Team and senior managers in Culham on 12 October 2017. Data mapping and gap analysis had also commenced and was currently on target for delivery by Christmas. Further progress reports will be presented to the Audit, Risk and Governance Committee and to the CNPA Board.

COMMENT:

It was noted that there were significant penalties for non-compliance with the new General Data Protection Regulation.

AGREED:

- (i) The update on progress made in implementing the new General Data Protection Regulation due to come into force in May 2018 was noted.

7 AOB

7.1 Project dashboard

CHALLENGE:

A one-page dashboard to show project interdependencies and timescales was requested and it was agreed that this would be provided as an appendix to the Consolidated Performance Report.

7.2 Board Meeting self-assessment

On reflection on the conduct of the Board Meeting, it was felt that subjects were being adequately aired and debated, but evidence of more assurance would be of assistance. The submission of summaries for Board papers was requested, although it was acknowledged that it was the CNC's general practice.

The Executive's view of Board meetings was requested. It was advised that the current meetings were felt to involve the challenge of details. An appropriate level of accountability was required. A considerable amount of work was involved in the preparation of the Board reports, but internally, the CNC should balance this with an appropriate level of resources. Preparing for the Board cycle of business was considered a welcome and useful discipline.

7.3 Next Meeting

It was advised that the next Board Meeting was scheduled to be held on Wednesday, 31 January 2018 at Culham, Oxfordshire.

As there were no further items of business, the meeting closed at approximately 13.25 hrs.