

CNPA BOARD MEETING

APPROVED Minutes of the meeting held on Wednesday, 28 March 2018

Venue: Pall Mall Room, Army & Navy Club, 36 Pall Mall, London SW1Y 5JN

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 (Unable to attend due to flight cancellation.)
Richard Cawdron, Head of Executive Office and Legal Services

In Attendance Catherine Pepler, Board and Committee Secretary
Rosemary Powdrill, Board and Committee Manager
Stuart Rodgers, Principal Staff Officer
Richard Saunders, Interim Director of HR
Rebecca Webber, Interim Head of Engagement and Communications

Paul Winkle, Safety, Security and Assurance Director, Generation, EDF Energy
Karen Feather, Clerk to the Ministry of Defence Police Committee
Martin Molloy, Security Projects and Assistant Head, Directorate of Security and Resilience, Ministry of Defence

Start: 11:00 hrs approx.

1 Agenda and Chair's Announcements

The Chair welcomed members to the Board Meeting. He also welcomed Paul Winkle, EDF Energy, who would be replacing former Authority member, Gwen Parry-Jones on 1 April 2018 and Karen Feather and Martin Molloy from the MOD who were observing the meeting. No potential conflicts of interest were reported.

2 Minutes of the Board Meeting held on 31 January 2018 and Actions

The minutes of the Board Meeting held on 31 January 2018 were accepted as a true record of the Meeting.

There was one outstanding action regarding Ballistically Protected Vehicles and it was noted that details would be provided later in the meeting, under Item 5.2.

3 Standing items

3.1 Chief Executive Officer's Business Report 25 January 2018 – 28 March 2018

Strategic Engagement

Infrastructure Policing (IP): BEIS had written to the Policing Minister to ascertain the situation regarding the Infrastructure Policing Review. A response was awaited.

S90 Memorandum of Understanding (MOU) Energy Act Report from the Office for Nuclear Regulation (ONR): ONR had recently distributed its S90 MOU Energy Act report on the effectiveness of the CNC, which had been complimentary of the standards that the CNC had

delivered and the progress that had been made in the last five years. A meeting chaired by BEIS was scheduled to be held in early April 2018 to finalise the report and to identify areas for review in 2018/19. The report would be formally raised at the May 2018 Board meeting.

Civil Nuclear Security Board (CNS-B): The CEO had attended a CNS-B meeting at the end of February 2018.

Operation Tempered / Strategic Armed Policing Reserve (SAPR): The national SAPR plan, which had underpinned Operation Tempered, had recently been reviewed and re-circulated to forces. Work was being finalised to ensure that any (minor) changes to the CNC's own plans were addressed.

Counter Terror Awards: The CNC has been selected as recipients of the Counter Terror Policing Award for the development and testing of plans, which had been very successfully put into effect in May and September 2017, to mobilise Authorised Firearms Officers around the UK following terrorist atrocities, whilst at the same time, receiving military personnel to maintain the integrity of the security posture around the CNC's policed sites. The award was a credit to all the officers and police staff who had played a full and active part in the planning and execution of the CNC's part in SAPR and it had further raised the national profile of the CNC.

Operations

Adverse Weather Conditions: Every site, including the CNC Headquarters had suffered snow, high winds and sub-zero temperatures since the last Board meeting, [REDACTED]

Policing Activity: Appropriately focussed patrolling from Authorised Patrol Vehicles "outside the site wire", had resulted in a number of positive interactions with host forces. CNC officers had initiated the seizure of uninsured vehicles and had intervened in connection with a number of missing people. Arrests had also been made regarding the possession of drugs, drink driving and theft (not from site).

Site License Companies

Dounreay Site Restoration Limited (DSRL)

Relationship with Site: Project Servator had been launched at an Initial Operating Capability (IOC) status and very positive feedback had been received from the ONR regarding a recent Counter Terrorism table-top exercise involving the CNC and the site.

Sangars: Sellafeld Ltd was thanked for the environmental protection that had been / was being installed on the sangars.

EDF

Optimisation Programme: CNC and EDF had discussed proposed "Optimisation" plans and extraordinary design validation testing was scheduled to take place in April 2018, which if successful, would then require ONR approval.

Relationship with EDF: Engagement at strategic level was largely focussed on "Optimisation" and the CNC had continued to demonstrate effective intervention during counter terrorism exercises, and in a rolling programme of response model testing.

[Redacted]

Security Assessment Principles (SyAPs)

EDF (Corporate Security and Heysham Site) and SL had been working hard to prepare their new Nuclear Site Security Plans under the SyAPs regime and these were scheduled to enter the ONR assessment phase very soon.

Within the Headquarters

Counter Terrorism Exercises and Testing: The Counter Terrorism Exercise programme for 2018-19 would commence with Dounreay in May 2018.

Project Servator: As already mentioned, Dounreay had achieved Project Servator Initial Operating Capability (IOC) status and following on from this, [Redacted] Project Servator would form an important part of the CNC's "deter" mission.

Incident Management System (IMS) and Main Site Control Facility (MSCF): The MSCF IOC date had been declared and the CNC was working closely with SL on identified risks and challenges.

Metropolitan Police Service (MPS) Training: The contract for delivering training to the MPS was under review for post July 2018 and a further review would be conducted in November 2018.

Capability Improvement Programme

Emergency Services Mobile Communications Programme (ESMCP): The CNC was awaiting decisions from the Home Office regarding revised timelines for the ESMCP. The CNC was not scheduled to incur costs until it purchased the associated hardware and this would not be necessary for some time. The project had been paused until formal direction on timescales and scope was available.

Firearms Training: The 2018/19 training plan would follow a complex Authorised Firearms Officer refresher delivery model, including online National Centre for Applied Learning Technologies (NCALT) training.

[Redacted]

[Redacted]

[Redacted]

People

Pensions Update: It was reported that BEIS had written to the Cabinet Office and HM Treasury to

convey the CNPA / CNC and Civil Nuclear Police Federation's position on the pension age of its officers.

CHALLENGE:

It was queried whether there was a timescale for a response regarding the letter from BEIS to the Cabinet Office and HM Treasury and it was noted that the CEO was due to meet the CNC's BEIS minister in April 2018.

Security Update

There had been five "low" risk security incidents since the previous Board report, one of which had been referred to ONR.

ACTION: PAB280318-01: The Communications Team to add a note to the CEO's Brief (scheduled for circulation on 29 March 2018), to extend to CNC employees the Board's warm congratulations on being awarded the national Counter-Terror (CT) Policing Award and the Board's recognition of employees' efforts during recent adverse weather conditions.



AGREED:

- (i) The Chief Constable's Business Report 25 January 2018 to 28 March 2018 was noted.

3.2 Audit, Risk and Governance Committee (ARGC) Chair's Report of ARGC Meeting held on 15 February 2018

The draft minutes of the ARGC meeting held on 15 February 2018 had been circulated as part of the March 2018 Board meeting documentation. There were no additional comments.

AGREED:

- (i) The draft minutes of the ARGC meeting held on 15 February 2018 were noted.

3.3 People Management

People Management Update

Governance and Management

[At the March 2018 Senior Appointments Committee (SAC) meeting, the proposal to change the position of Interim Director of Human Resources to a substantive post had been approved in principle for submission to the Authority for endorsement. The SAC had also supported the renaming of the post to Director of People and Organisational Development. At the March 2018 Authority meeting, there had been an endorsement of the recommendation of the SAC for the establishment of a new Executive-Level Director of People and Organisational Development post.]

People Strategy: The People Strategy was scheduled to be the subject of a formal review in

April 2018 and a full report on recruitment and retention would be submitted to the May 2018 Board meeting.

TACOS: Officers now had access to information regarding their pay during the TACOS assimilation period. Full financial modelling had now been undertaken to convert the business case cost modelling into actual budgeting and forecast data. Overall, in the first five years, there was no estimated variation in costs shown in the financial forecasting model.

Pensions on-boarding to Alpha: The Government had delayed on-boarding to Alpha (the new civil service pension provision) for certain employer bodies, including the CNPA, from April 2017 to sometime in 2018, due to legal challenge. HM Treasury had also approved a further delay for Combined Pension Scheme (CPS) employer bodies to on-board to Alpha to 2019, whilst new scheme administrators were appointed. Equiniti would be the new UKAEA CPS pension scheme administrators from 1 April 2018.

The CNC would begin to project manage the on-boarding process to Alpha, pending further details from HM Treasury.

Pension Age: The BEIS Minister had sent a letter dated 14 March 2018 to HM Treasury setting out the Civil Nuclear Police Federation's position on the normal pension age for CNC officers. BEIS officials had also advised that its impact assessment on the effects of increasing the normal pension age for CNC officers would be completed in April 2018, but it was unable to provide a timeline beyond this in terms of a ministerial brief.

Developing - *'We will develop our staff and support them to achieve their potential'*: A refresh of the People Management Strategy in April 2018 would provide revised deliverables and timelines for 2018/2019.

Healthy, Fit and Safe - *'We will develop and promote a culture of fitness, wellbeing and safety in all that we do'*: The Stress Management Society had carried out a wellbeing survey in 2015 and one of the recommendations had been that focus groups should be held with different CNC employee groups, to explore some of the stressors placed upon them. This exercise was undertaken by ACAS in 2016, which had provided a report to the CNC, with local and organisational actions. Alongside this, a CNC psychologist had been appointed. A mental health plan was being created and it was intended to introduce a mental health and stress monitoring group. A full report would be submitted to Board in six months' time.

Police Officer recruitment and attraction: For 2017-18, Strategic Workforce Planning had set a delivery requirement of recruits for the full financial year.

Retention (Wastage): Overall officer wastage (resignations, retirements, capability exits, dismissals, ill-health retirements) had been steadily increasing over the past 12 months and had now reached 11.7%.

Gender Pay Gap Reporting

The gender pay gap was a measure of the difference between the average earnings of men and women across an organisation. Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, public authorities listed under Schedule 2, with 250 or more

employees, were required to publish gender pay gap Information on an annual basis.

Based on actual pay figures as a 31 March 2017:

- the difference between the mean hourly rate of pay for men compared to women at all levels across the CNC was 5.6%, which was significantly below the Office for National Statistics' 2016 figure of 17.5%; and
- the difference between the median hourly rate of pay for males compared with females at all levels across the CNC was 10.5%, which was significantly below the Office for National Statistics' 2016 median hourly rate of pay of 18.2%.

The difference between the mean bonus pay for males compared with females at all levels across the CNC, regarding bonuses paid 1 April 2016 to 31 March 2017 was 30.76% and the difference between the median bonus pay for males compared with females at all levels across the CNC was 31.7%. Although a much lower percentage of males received a bonus compared with females, the higher rate of bonus pay was due to the senior roles (to which the bonus payments related) being almost exclusively occupied by males. However, one of the bonus payments was a legacy payment that was bought out in March 2017. It was also noted that the bonuses for the Superintending ranks would remain until the implementation of TACOS.

Proposed activities in connection with the Gender Equality Action Plan 2018-21 should have a positive impact upon gender inequalities, including the gender pay gap.

CHALLENGE:

It was asked if gender pay gap figures could be produced that differentiated between police officers and police staff.

ACTION: PAB280318-02: The Interim Director of Human Resources to provide Authority members with gender pay gap figures that differentiated between police officers and police staff.

COMMENT:

It was suggested that the CNC's gender pay gap figures could be a positive communication topic and it was advised that the Communications Team would use these details in due course.

CHALLENGE:

It was queried whether the CNC's equal pay gap data was also positive and it was advised in the affirmative.

CHALLENGE:

The importance of identifying improvements in gender pay gap data was raised and it was observed that identified gaps would be the subject of future focus.

AGREED:

- (i) The first CNC official review of gender pay gap information, based on actual pay figures as at 31 March 2017, was approved for publication on the CNPA / CNC web pages on the Gov.UK website and the designated Government's website for gender pay gap reporting.

[The gender pay gap information was uploaded onto the Gov.UK designated website on 28 March 2018 and was published on the CNPA and CNC websites on 3 April 2018.]

3.4 Health, Safety and Environmental Report to 28 February 2018

Key findings presented in the Health, Safety and Environmental Report to 28 February 2018 had been 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;
- there had been a significant reduction in the number of minor injuries during training events, with a 50% drop in incidents during Firearms Training and a 21% drop in incidents during Personal Safety Training;
- the number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences

Regulations) reportable events was currently showing a 50% reduction compared to same date last year, with 15 reports this year compared to 30 reports last year; and

- the number of civil liability claims (ten) to this point in the reporting year was the same as last year and lower than the previous year. An increase had occurred in hearing-related claims following an Employment Tribunal case involving a Home Office Force. No other trends had appeared present and in almost all of the claims, liability had been denied.

A slight increase was also reported in the number of “slip, trip and fall” incidents and an increase in the number of near miss reports.



An interim arrangement was in place in connection with hearing assessments, but the CNC was continuing to develop a new assessment process.

CHALLENGE:

It was queried whether the reduction in training injuries had been due to the dilution of training, but it was confirmed that the training had remained dynamic and kinetic.



AGREED:

- (i) The Health, Safety and Environmental Report to 28 February 2018 was noted.

4 Items for approval

4.1 Strategic Plan 2018-2021

Since the January 2018 Board meeting, the following changes had been made to the Strategic Plan 2018-2021:

- the budget information had been aligned to the budget details that had been submitted to the March 2018 Board meeting in report reference PAB(18)R21 (Item 4.2 below refers);
- the section on strategic risks, impact and mitigations had been updated to ensure that they had remained aligned to the Strategy (pages 16 to 18); and
- small editorial changes have been made.

COMMENT:

It was suggested that a 3-year budget trajectory would be helpful. It was advised that a Strategic Planning Conference, attended by the Executive and senior managers, was due to be held in August and the initial budget position tended to be considered at this juncture.

AGREED:

- (i) The Strategic Plan 2018-2021 was approved.

ACTION: PAB280318-03: The Executive Secretariat to prepare a covering note from the Chair, presenting the Strategic Plan 2018-21 to the Secretary of State to discharge the Authority’s responsibility under Schedule 12, Part 1(3b) of the Energy Act 2004.

4.2 Budget 2018/19

The Strategic Plan 2018/21 had set out the key objectives for the CNC and the budget for 2018/19 was based on delivering the first year of this Plan.

A detailed budget showing costs by expenditure type and by individual cost centre had been

circulated to all Site Licence Companies (SLCs). The cost of the Emergency Services Mobile Communications Programme and capability payments had been excluded, both of which were to be funded by BEIS.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.3 Communications and Engagement Strategy

The Communications and Engagement Strategy (C&ES) had been updated from its 2017 version to cover the period 2018 – 2021 and was aligned with the Strategic Plan.

The 2017/20 Communications and Engagement Strategy had included an ambitious, detailed delivery plan with 24 key pieces of work, in addition to business-as-usual. Four of these items had not yet been delivered, due to circumstances outside the department's control. One item had been removed from the plan and one item had been partially delivered.

Under the 2017/20 Communications and Engagement Strategy, the largest piece of work that had been achieved and that would have the most impact on the organisation, was the launch of a new SharePoint hosted intranet.

The updated delivery plan had outlined a number of large scale projects that were critical to the organisation, including support for the implementation of TACOS and support of the launch / the continued promotion of the Griffin Park Tactical Training Centre.

COMMENT:

The strategy and development outcomes set out in the Communication and Engagement Strategy 2018 – 2021 were viewed as excellent and the importance of good communications in the CNPA / CNC was noted.

AGREED:

- (i) The Communication and Engagement Strategy 2018 – 2021 was approved in principal for circulation across the CNC, subject to re-consideration of the text regarding the Strategic Objectives and consideration of the inclusion of potential recruits as stakeholders.

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5 Items for discussion

5.1 MFSS Oracle Cloud Applications Programme

The aim of the MFSS Cloud Applications programme was to:

- upgrade the existing Oracle 'on premise' platform to Oracle Cloud Applications;

- on-board Cheshire Fire and Rescue Service (CFRS) and Avon and Somerset Constabulary (ASC) to Oracle Cloud Applications and to the shared service centre; and to
- migrate the CNC payroll from its current provider, CGI, to the MFSS Oracle Cloud Payroll.

The programme's original "go live" had been pushed back from April 2018 to 1 October 2018, but CNC's Cloud Applications project was showing an improving status against four criteria: time, scope, risk and resource, with an overall AMBER status and GREEN for scope.

Terms and Conditions of Service (TACOS):

The CNC had remained on target to implement its new terms and conditions by September 2018, via its current payroll provider, CGI, before migration to the MFSS Oracle Cloud payroll service in January 2019.

[REDACTED]

AGREED:

- (i) The MFSS Oracle Cloud Applications Programme update was noted.

[REDACTED]

[REDACTED]

[REDACTED]

5.3 General Data Protection Regulation

The new General Data Protection Regulation would apply in the UK from 25 May 2018 and fines for non-compliance would be up to 4% of annual global turnover or €20 million, whichever was greater, for the most serious infringements.

The CNC had contracted with RSM for support in complying with the Regulation.

Data Flow Mapping and Gap Analysis

Data Flow Mapping and Gap Analysis work had been completed and a report had been issued by RSM with recommended management actions, which were being taken forward by an internal project team.

Data Privacy Impact Assessments

RSM had also been asked to perform Data Privacy Impact Assessments (PIAs) on two high risk areas, namely medical records and finance data and CNC staff would work alongside RSM, to understand how the PIAs should be completed.

Recruitment of Data Protection Officer

The GDPR had required the appointment of a Data Protection Officer, to oversee the data protection strategy and its implementation and to ensure continuing compliance with the regulation. A data protection officer had been recruited and had started in her new role.

COMMENT:

It was observed that a significant amount of "people data" was held by MFSS and that there was a necessity to ensure that this was monitored for compliance. It was advised that this was a separate activity work stream.

Training was making good progress.

AGREED:

- (i) The General Data Protection Regulation update including the CNC's GDPR Activity Plan was noted.

Business Updates

6.1 Consolidated Performance Report to 28 February 2018

The Consolidated Performance Report to 28 February 2018 had combined performance against the CNC's strategic objectives with its financial performance for the period and a view of the CNC's strategic risk management. The focus of attention had been on operational delivery.

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7 AOB

7.1 Board Meeting self-assessment

On reflection of the conduct of the Board Meeting, it was considered that there had been a substantial agenda and that all parties had had the opportunity to express their opinions. Not all members had found it easy to hear what was being said.

7.2 Next Meeting

The next Board Meeting was scheduled to be held on Wednesday, 30 May 2018, at the Civil Nuclear Constabulary's offices, Culham Science Centre, Abingdon OX14 3DB.

As there were no further items of business, the meeting closed at approximately 13.35 hrs.