

[REDACTED]

CNPA BOARD MEETING

APPROVED Minutes of the meeting held on Wednesday, 30 May 2018

**Venue: Room 3, Building E6, Civil Nuclear Constabulary,
Culham Science Centre, Abingdon OX14 3DB**

Present	<p>Vic Emery (Chair) Phil Craig Paul Kernaghan Mark Neate Neelam Sarkaria Paul Winkle</p> <p>Mike Griffiths, CEO / Chief Constable Christopher Armit, Operations Director Simon Chesterman, Capability Director Kenneth Kilpatrick, Business Director Richard Saunders, Interim Director of Human Resources (Agenda Item 2 onwards)</p>
Apologies	<p>Kenna Kintrea Rob Wright</p>
In Attendance	<p>Victoria Bartlett, Head of Engagement and Communications Julie Carlisle, Data Protection Officer (Item 6.3) Richard Cawdron, Head of Executive Office and Legal Advisor Catherine Pepler, Board and Committee Secretary Rosemary Powdrill, Board and Committee Manager Stuart Rodgers, Principal Staff Officer Matt Thomas, Head of IT (Item 7.3)</p>

Start: 11:00 hrs approx.

1 Agenda and Chair's Announcements

The Chair welcomed members to the Board Meeting. No potential conflicts of interest were reported.

Kenna Kintrea was scheduled to step-down from membership of the Authority in July 2018, so although unable to attend, the May 2018 Board meeting was technically her last meeting. It was particularly requested that a note of thanks be recorded for her contributions to the CNPA meetings, which had been appreciated. *[On 31 May 2018, the Nuclear Decommissioning Authority (NDA) had formally submitted a nomination for Kenna's replacement to the Department of Business, Energy and Industrial Strategy (BEIS). Further details were awaited.]*

It was also advised that at a meeting held on 23 May 2018, the Senior Appointments Committee (SAC) had supported advice that the role of Director of People and Organisational Development could be offered to the Interim Director of Human Resources in accordance with the CNC's organisational Restructuring Policy. The SAC had agreed that this course of action be recommended to the Authority for ratification.

AGREED:

- (i) Authority members present at the May 2018 Board Meeting agreed that the role of Director of People and Organisational Development should be offered to the Interim Director of Human Resources in accordance with the CNC's organisational Restructuring Policy.

[The Interim Director of Human Resources joined the meeting.]

2 **Minutes of the Board Meeting held on 28 March 2018 and Actions**

The minutes of the Board Meeting held on 28 March 2018 were accepted as a true record of the Meeting. There were no queries regarding discharged actions and updates on outstanding actions were provided, as detailed in the action list at the end of these minutes.

3 **Standing items**

3.1 Chief Executive Officer’s Business Report 28 March 2018 – 30 May 2018

Weapons retention

Following a recent shooting incident in Belgium, in which a man had fatally shot two police officers with their own guns, a reminder regarding weapons retention had been circulated to CNC personnel.

[Redacted]

College of Policing

The CEO had met the new CEO of the College of Policing and it was proposed to take up his invitation to establish a CNC “ambassador” to the College. This would be an important business relationship in view of the CNC’s forthcoming quadrennial licencing visit and the licencing assessment of the Griffin Park Tactical Training Centre.

National Police Chiefs’ Council (NPCC)

The CEO had met the Chair of the NPCC. Discussions had included the NPCC’s funding formula and the CNC’s [Redacted] share of costs in connection with the current two-year Undercover Policing Enquiry. Membership of the NPCC was considered to be important in view of the CNC’s position within national policing, but the CNC’s unique funding model had been explained. BEIS had subsequently agreed to make retrospective payment (but not future payment) of the CNC’s share of the costs.

COMMENT:

It was clarified that funding in relation to the Undercover Policing Enquiry was funding for police services’ representation, not the enquiry.

Griffin Park Tactical Training Centre

The Griffin Park Tactical Training Centre was currently the CNC’s most significant issue. Further detail was provided under Item 4.1.

[Redacted]

[Redacted]

Escort Activity

An air move had been successfully completed [Redacted]

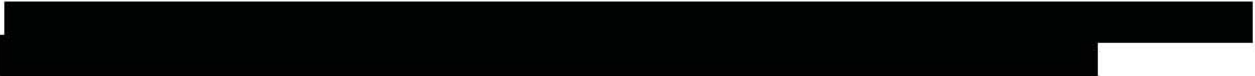
Policing Activity

There had been a number of S59 Energy Act requests from host police forces in the last month and assistance provided by the CNC had included tracking a violent offender, locating a twelve-year old girl and treating a six-year old, who had been struck by a motorcycle.



SITE LICENSE COMPANIES
Dounreay Site Restoration Limited (DSRL)

Earlier in May 2018, the first counter-terrorism exercise of the year at Dounreay had taken place. Comments from the Office for Nuclear Regulation (ONR) after the exercise had been very complimentary.



EdF



It was also advised that the acceptance of the need for on-site training had been most helpful. [redacted] and the interoperability between EdF and the CNC had been particularly evident in the site security control rooms.

COMMENT:

The Executive was asked if further assistance from industry Board members was required regarding on-site training sessions and it was advised that further assistance was not considered necessary at this juncture. (A CNC / EdF meeting was scheduled to take place in early July 2018, which would include discussions regarding on-site training.)



WITHIN THE HEADQUARTERS
Counter-terrorism Exercises and Testing

The CNC had continued to closely support the site licence companies' annual counter-terrorism exercises. In early May 2018, a national Operation Temperer exercise had been held, which had involved CNC participation on a table-top and command basis. Early feedback had been positive.

Project Servator

Project Servator teams had been established at Sellafield and Dounreay and rollout had commenced at EdF sites.

Firearms Training

AFO training had been changed, with a view to achieving fewer abstractions per year, a more efficient training delivery and an improved response effectiveness.

Metropolitan Police Service (MPS) Training

The CNC had continued to collaborate with MPS to deliver initial training in support of the national uplift in AFOs [REDACTED]

Recruitment of National Firearms Instructors (NFIs)

The CNC was piloting a specialist NFI recruitment pipeline for ex-military firearms instructors.

CAPABILITY IMPROVEMENT PROGRAMME

Emergency Services Mobile Communications Programme (ESMCP)

Revised ESMCP timescales had been promised later in the year.

Pensions Update

The Chief Secretary to the Treasury had replied to a letter from the Minister of Business and Industry, setting out the position taken by her Department on the pension age of CNC officers. The Chief Secretary to the Treasury had also offered to meet to discuss the matter and the CEO had requested that BEIS accept this opportunity. [REDACTED]

Security Update

There had been four security incidents since the previous report. All the incidents had been deemed "low" risk; one of which was referred to the ONR.

AGREED:

- (i) The Chief Executive Officer's Business Report 28 March 2018 – 30 May 2018 was noted.

3.2 Audit, Risk and Governance Committee (ARGC) Chair's Report of ARGC Meeting held on 12 April 2018. Verbal report on ARGC Annual Report and Accounts Scrutiny Panel Meeting held on 30 May 2018 and proposed course of action / timescales re ARA approval.

The minutes of the April 2018 ARGC meeting had been circulated as part of the pack of Board documents.

It was also advised that an ARGC Scrutiny Panel meeting had taken place immediately before the Board meeting, at which the draft CNPA 2017/18 Annual Report and Accounts (ARA) had been reviewed. It was advised that the production of the ARA was currently on schedule and that a copy would be circulated to members in due course.

AGREED:

- (i) The reports on the ARGC meeting held on 12 April 2018 and the ARA Scrutiny Panel Meeting on 30 May 2018 were noted.

3.3 People Management Update

The CNC's Executive Strategy Meeting had formally agreed a restructuring proposal to form the People Directorate. The People Programme would be formally closed and existing project governance would be transferred to the People Management Committee.

People Strategy

A People Strategy review was scheduled to take place in June 2018 and current people strategy highlights were that:

- the Equalities Consultative and Support Network had held its Annual General Meeting on 25 April 2018, to mark the completion of the educational phase of the Equality, Diversity and Inclusion Strategy; and that
- a strategic engagement meeting between management and Prospect branch representatives had been held on 2 May 2018. A strong, healthy working relationship had been established and formal structures for dialogue and engagement outside Joint Consultative Committee meetings had been agreed.

Resourcing

The CEO had commissioned a review to establish a baseline from which changes could be monitored. The "Star Chamber" review had identified opportunities for organisational redesign and the potential to achieve long-term savings from people resources across the organisation through delivering greater efficiencies.

The TACOS project had remained on-track to be delivered to timescales.

Revised working arrangements with the new pensions administrator "Equinity" had commenced. It was also advised that a further appeal by the Ministry of Justice regarding pension protection arrangements was expected, so on-boarding to Alpha may require a further delay (to 2020).

Healthy, Fit and Safe

A full Healthy, Fit and Safe Delivery Plan was scheduled to be submitted to the People Management Committee in June 2018. Mental health had remained a high risk and high profile issue, but it would be substantially addressed via the Delivery Plan.



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CHALLENGE:

It was queried and confirmed that AFO recruits understood that if they failed the initial foundation course they would be required to leave, although there was some concern that the recruits did not always fully appreciate this fact. There had been instances in which training attrition had appeared to have a galvanising influence on remaining recruits.

CHALLENGE:

It was queried and confirmed that a staff survey was planned for commencement later in the year. (The forthcoming Tailored Review of the CNPA / CNC by BEIS would include questions on diversity and morale and employee engagement metrics were likely to be required.)

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COMMENT:

It was noted that the CNC had launched "Ask the Executive" sessions and it was suggested that the people issues raised should be taken forward as a strategic plan with a clear vision.

[Redacted text block]

COMMENT:

The importance of ascertaining the perspective of leaders within the CNC was highlighted, rather than an over-reliance on key performance indicators. It was advised that the Operations Director had visited all CNC's northern units and the Strategic Escort Group in the previous ten days. Question and answer sessions had been held and there had appeared to be good levels of morale.

COMMENT:

It was advised that consideration was being given to the creation of a People Sub-Committee to report into the CNPA Board.

A full update on progress regarding the wellbeing survey had been submitted to the Board meeting and it was noted that:

- the wellbeing survey had been undertaken by the Stress Management Society in 2015 and had resulted in a set of recommendations, which had now been closed off;
- one of the recommendations had been that focus groups should be held throughout the CNC to further explore the stressors experienced by employees. ACAS had conducted the focus groups and had provided the CNC with a report of findings, an executive summary of which was due to be published in July 2020;
- a clinical psychologist had joined the CNC in January 2018 and he was working with the Head of Occupational Health and Wellbeing to develop the CNC Mental Health and Psychological Wellbeing Plan;
- *Our People Strategy 2020 – Healthy, Fit and Safe – Delivery Plan including the CNC Mental Health and Psychological Wellbeing Plan* was scheduled to be published in July 2018, which would set out activities that the Occupational Health and Wellbeing department were scheduled to undertake before March 2020; and
- a further wellbeing survey was due to be take place in March 2020.

ACTION: PAB300518:03: The Interim Director of Human Resources to circulate the Healthy, Fit and Safe – Delivery Plan (incorporating the CNC Mental Health and Psychological Wellbeing Plan) and details of associated work to Board members.

COMMENT:

It was suggested that it would issue a powerful statement if a CNC employee who had had a mental health issue and had returned to work, was willing for this information to be communicated within the CNC.

CHALLENGE:

Membership of the Healthy Workplace Committee and People Management Committee was queried and clarified.

AGREED:

- (i) The People Management Update was noted.

3.4 Health, Safety and Environmental Year-end Report 1 April 2017 to 31 March 2018

Key findings in the Health, Safety and Environmental Year-end Report 1 April 2017 to 31 March 2018 were that:

- the total number of injury events had shown a 20% reduction on the previous year. This was the lowest number of events in a full 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 53% drop in incidents during Firearms Training and a 22% drop in incidents during Personal Safety Training;
- the total number of RIDDOR reportable events had shown a 43% reduction in comparison with the previous year, with 19 reports in 2017/18, in comparison with 33 reports the previous year;



- the 2017 radiological exposure data had shown that designated, monitored CNC personnel, had had negligible exposures during normal working activities, with just over 82 % of all CNC monitored personnel not having had a measurable exposure during the radiological reporting year; and
- there had been 12 civil liability claims during the reporting year, which was the same number as the previous year. No specific trends were present and, with regard to the majority of the claims, liability had been denied.

COMMENT:

The good health and safety trends were noted and it was advised that health and safety issues were being raised in the weekly CNC Executive Strategy Meetings. In addition, there had been an increase in pre-training warming-up exercises, which had appeared to be beneficial in reducing injury.

ACTION: PAB300518-04: The Health, Safety and Environmental Year-end Report 1 April 2017 to 31 March 2018 had noted that three investigations had been conducted into slightly higher than average radiological exposure readings, which had shown that they were related to the fact that the dosimeters had been sent via the postal system. The Capability Director to clarify whether the dosimetry details provided in the report represented actual or adjusted data.

AGREED:

- (i) The Health, Safety and Environmental Year-end Report 1 April 2017 to 31 March 2018 was noted.

4 Items for approval

[Redacted content]

[Redacted content]

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[Redacted content]

[Redacted content]



the learning arising from allegations and investigations. All new recruits had been briefed as part of their initial foundation course.

Ten reports had been received via *Safecall* regarding local management issues, all of which had been resolved. (Eleven reports had been received in 2016/17.)

Twenty-two cases had been reported in 2017/18 regarding miscellaneous matters, the majority of which had been in respect of minor traffic offences, i.e. speeding. These had been recorded and dealt with by local managers in accordance with the National Police Chiefs' Council's guidelines.

Thirty-one officers had been the subject of entries in the Constabulary Discipline Record, having received management action for a variety of minor misconduct breaches. This had indicated that local managers were dealing regularly and appropriately with minor breaches.

PSD was called upon on, a daily basis, to advise and assist with a myriad of people management issues which had involved assisting with grievances, Employment Tribunals and Risk Assessment Panels. A good working relationship had continued between the PSD and Unit Commanders and there was also a good relationship between the PSD and the Civil Nuclear Police Federation. PSD had also played an active role in recruitment and vetting enquiries in conjunction with the security department.

The Police and Crime Act 2017 had contained a number of reforms across the police complaints and discipline system and these changes were being implemented, including the introduction of the Police Barred and Advisory List (details of officers and staff who had been dismissed) and the application of the police disciplinary system for former officers, which also applied to police staff.

It was reported that independent investigators were employed on temporary contracts to assist in the work of the PSD, particularly in situations that might otherwise involve a conflict of interests. In addition, Independent member, Paul Kernaghan, was on hand to provide advice and scrutiny on behalf of the Police Authority.

The level of complaints, misconduct proceedings and suspensions from duty were considered to be proportionate in relation to a force of the CNC's size.

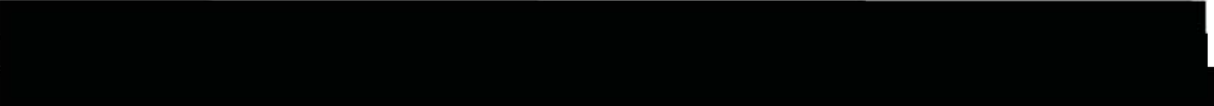
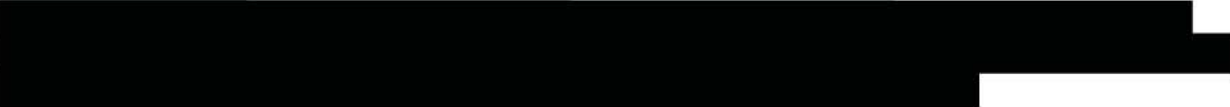
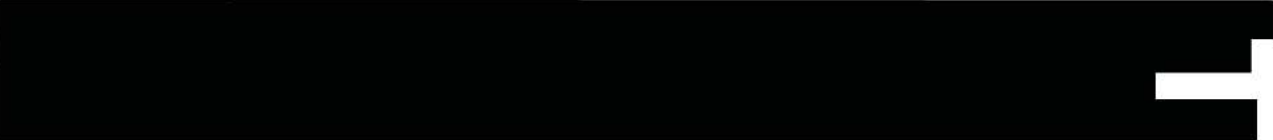
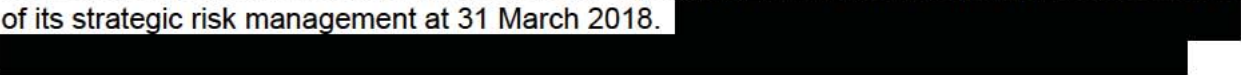
AGREED:

- (i) The Professional Standards Department Annual Report 2017/18 was noted.

5 Items for discussion

5.1 Consolidated Performance Year-end Outturn Report 2017/18

The Consolidated Performance Year-end Outturn Report 2017/18 had presented the CNC's consolidated performance against its strategic objectives, with its financial performance and a view of its strategic risk management at 31 March 2018.



[Redacted]

Programmes and Projects

Whilst programme and projects had been separately reported under the relevant Strategic Objective, the Portfolio Management Office had also advised that a minimum standard for managing and delivering projects had been introduced in February 2018 and formal reviews on compliance and changes had commenced in April 2018. It was also noted that a draft capability and career development plan was scheduled to be reviewed by the Executive Team in May 2018.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Strategic Risk

Overall, the strategic risk register had shown a generally stable performance to 31 March 2018. No new strategic risks had been added to the register during the last period.

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

It was observed that 2017/18 had included the following positive achievements:

- a complimentary 2017 ONR report under the Section 90 Memorandum of Understanding;
- two successful Operation Temperer deployments;
- receiving the 2018 Counter Terror Policing Award;
- good deployability figures;
- a reduction in Reg. 10 notices;
- no counter terrorism exercise failures;
- an IT rollout, reducing travel requirements; and
- new TACOS.

CHALLENGE:

The size of the pack of reports submitted to the Board meeting had received comment and it was advised that the Business Director was looking into the summarisation of part of the Consolidated Performance Report.

ACTION: PAB300518-07: The Business Director to arrange for the Financial Performance chart to include an additional column for variance against budget, in addition to the column detailing variance against the quarter forecast.

[Redacted]

[Redacted]

AGREED:

- (i) The Consolidated Performance Year-end Outturn Report 2017 / 18 was noted.

5.2 S90 MOU Energy Act Report from ONR

The 2017 ONR report under the Section 90 Memorandum of Understanding had been formally accepted at a meeting between BEIS, ONR and the CNC in April 2018. It was the third annual report written by ONR Civil Nuclear Security for BEIS and had covered areas not reported upon by the College of Policing or Her Majesty's Inspector of Constabulary for England and Wales (HMIC).

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

It was noted that the College of Policing was scheduled to conduct the CNC's quadrennial, full firearms relicensing inspection in December 2018, which would be critical to the CNC's credibility as a firearms force.

Furthermore, an HMIC inspection of the CNC was due to take place in 2019, based on the principles of a Policing Effectiveness, Efficiency and Legitimacy (PEEL) inspection, tailored to the environment of the Constabulary.

Overall, 2018 and 2019 would see the CNC comprehensively inspected by three of its key external agencies. In all cases, there would be a requirement for in-depth preparation - plans for which were already in place.

COMMENT:

It was noted that the HMIC may wish to interview Board members as part of the 2019 inspection process.

AGREED:

- (i) The S90 MOU Energy Act Report from ONR and overview of inspections of the CNC due to take place in 2018-19 were noted.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Business Updates

6.1 MFSS Oracle Cloud Programme

The MFSS Cloud Applications programme was scheduled 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
- migrate the CNC payroll from its current provider, CGI, to MFSS Oracle Cloud Payroll.

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[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

Terms and Conditions of Service (TACOS)

The project to implement CNC's new TACOS from September 2018 had remained on target. CNC would remain with CGI, its current payroll provider and introduce new TACOS to its current payroll system, then migrate to MFSS's Oracle Cloud payroll service in January 2019.

[REDACTED]

AGREED

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.3 General Data Protection Regulation

The EU General Data Protection Regulation (GDPR) had applied in the UK as of 25 May 2018. In general, any action or activity that used Personally Identifiable Information would need to comply with the Regulation. Fines for non-compliance were severe.

The CNC had contracted with RSM for support in complying with the Regulation. An education and awareness session had been delivered in October 2017 and data flow mapping and gap analysis fieldwork had been completed in December 2017. This work had been extensively built on by CNC's project team and 32 information-gathering workshops had taken place to produce data flow maps and data registers.

Two Data Privacy Impact Assessments had been completed and the project team was currently working on a Data Privacy Impact Assessment template and policy. Additional template policies and procedures, including Privacy Policy Statements, Privacy Notices and GDPR-compliant Consent Forms were currently being transferred into a CNC template. A compulsory e-learning package had been rolled out to all CNC personnel and compliance was being monitored. Additional training would follow.

A questionnaire had been sent to third-party suppliers which process personal data, to assure compliance with their GDPR obligations as data processors. A communications plan had been drawn-up and a data protection section on the CNC's intranet had been launched. A business-as-usual assurance strategy was also being prepared to establish a 12-month rolling audit plan.

A brief GDPR presentation was provided to Board members by the Data Protection Officer.

CHALLENGE:

The Data Protection Officer was asked if the organisation was GDPR compliant and it was advised that that there was more work to be done, but that the organisation was as compliant as it needed to be at this stage.

CHALLENGE:

It was queried whether the work of CNC's Data Protection Officer was seen as a full-time position on a long-term basis. It was advised that the data protection work was likely to continue on a full-time basis for approximately six months before reaching a business-as-usual state, after which the Officer would also undertake legal work in support of the Constabulary's legal function.

AGREED:

- (i) The General Data Protection Regulation update was noted.

7 **AOB**

7.1 Board Meeting self-assessment

On reflection of the conduct of the Board Meeting, it was felt that:

- there had been some helpful, but timely discussions during the meeting;
- Authority members were not averse to more “pushback” from the Executive, if it was felt that the Authority was ‘overstepping the mark’; and that
- there had been a good pack of well-presented Board documents with a focus on people issues (although, as noted earlier in the meeting, the size of pack of reports submitted to Board meeting had received comment).

7.2 Phil Craig, Authority member

Authority member, Phil Craig, had advised that the October 2018 Board meeting was scheduled to be the last CNPA Board meeting that he would attend, before stepping-down from his position as Managing Director, DSRL.

7.3 IT Presentation

The Head of IT advised members that work was being conducted in-house with a view to moving from Board IQ to SharePoint on-line over the coming months. Further details would follow.

7.4 Next Meeting

On Wednesday, 25 July 2018, at 18.45 hrs, a briefing and private dinner was due to be held for Authority members and the Executive, at Sella Park Hotel, Calder Bridge, Cumbria, CA20 1DW. A site visit to the Griffin Park Tactical Training Centre was scheduled for Thursday, 26 July 2018, followed by CNPA meetings.

As there were no further items of business, the meeting closed at approximately 14.15 hrs.