

CNPA BOARD MEETING

APPROVED Minutes of the meeting held on Wednesday 10 October 2018

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

Present

Vic Emery (Chair)
Mike Calloway
Phil Craig
Paul Kernaghan
Mark Neate
Neelam Sarkaria
Rob Wright
Mike Griffiths, CEO / Chief Constable
Christopher Armit, Operations Director
Simon Chesterman, Capability Director
Kenneth Kilpatrick, Business Director (via telecon)
Richard Saunders, Director of People and Organisational Development

Apologies Paul Winkle

In Attendance

Helen Shirley-Quirk, Director, Nuclear, Department for Business, Energy and Industrial Strategy (BEIS)
Matt Parr, HM Inspector of Constabulary and Fire & Rescue Services, HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
Emma Aldred, Head of Occupational Health and Wellbeing (for Item 4.3)
Victoria Bartlett, Head of Engagement and Communications
David Challinor, Programme Manager, Capability Improvement Programme (for Item 5.3)
Richard Cawdron, Head of Executive Office and Legal Services
Amy Cole, Board and Committee Manager
Phil Moss, Specialist Clinical Psychologist (for Item 4.3)
Catherine Pepler, Board and Committee Secretary
Stuart Rodgers, Principal Staff Officer

Start: 11:00 hrs approx.

1 Chair's Announcements

The Chair welcomed members to the Board Meeting, in particular, Helen Shirley-Quirk, Director, Nuclear, BEIS; Matt Parr, HM Inspector of Constabulary and Fire & Rescue Services (HMICFRS) and Mike Calloway, CNPA member from the Nuclear Decommissioning Authority (NDA), who was attending his first meeting.

Mike Calloway raised a potential conflict of interest in relation to Item 5.3, Griffin Park Tactical Training Facility, because the facility is owned by the NDA. However, the Chairman advised that, in his opinion, this did not amount to a conflict of interest.

2 Minutes of the Board Meeting held on 26 July 2018 and actions

The minutes of the Board Meeting held on 26 July 2018 were accepted as a true record of the Meeting.

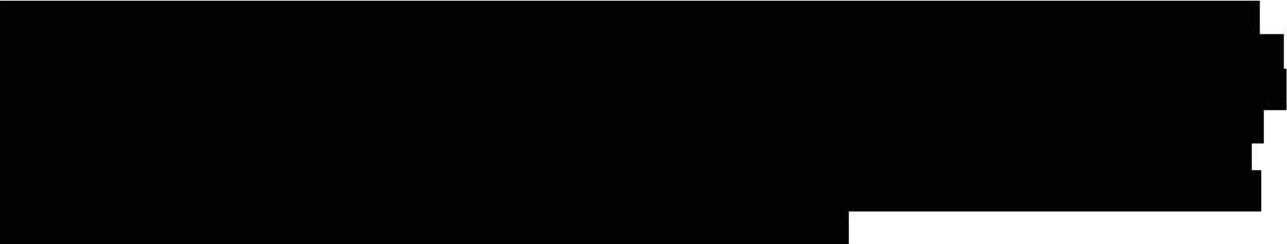
Updates were given on outstanding actions, as noted in the attached action list.

3 Environmental Remarks by Helen Shirley-Quirk & Matt Parr

The Director, Nuclear, Department for Business, Energy and Industrial Strategy (BEIS), outlined the new governance arrangements that are being put in place between the CNC and BEIS. The



formal structure will complement the regular meetings that already take place between BEIS and the CNPA Chair and the CNC CEO /CC throughout the year.



The CNC is scheduled to have an HMIC inspection in 2019. This would be tailored by the CNC, with input from BEIS, in order to gain better insights into areas of concern and areas where the organisation might be able to improve.

4 Standing items

4.1 Chief Executive Officer’s Business Report 27 July 2018 – 2 October 2018
BEIS Governance Structure



. Quarterly sponsorship meetings will cover aspects such as policy and procedural matters, along with areas of mutual work and will provide the opportunity to drive key issues forward. There will be meetings in November 2018 and February 2019 (before the CEO/ CC’s departure in March 2019) to embed an agreed working model in advance of the new CEO/CC’s arrival. It was confirmed that these meetings would not have any effect upon the CNC’s autonomy around operational activity and that formal terms of reference will be put in place. It was noted that the new governance model was being introduced to aid with openness and transparency between the two parties and that it would help to shape the Framework Agreement between BEIS and the CNC.

AGREED:

- (i) The CEO/CC & CNPA Chair would report back to Board on the items that are shared with BEIS during Sponsorship meetings.



Taser X2 Rollout

The CEO/ CC reported progress on the rollout of the new X2 Taser. It was noted that measures have been introduced to mitigate the risk of discharges, including command-led arming procedures.

Employment Tribunals

The CEO/ CC updated Board members on current employment tribunals.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The CEO/CC's Business Report, 27 July 2018 – 2 October 2018 was noted.

4.2 Audit, Risk and Governance Committee Chair's Report of the ARGV Meeting held on 4 September 2018

Paul Kernaghan gave his last report to Board as Chair of the ARGV. The new Chair, Neelam Sarkaria, would take forward a 'deep dive' project [REDACTED]

AGREED:

- (i) The ARGC Chair's report regarding the ARGC meeting held on 4 September 2018 was noted.

4.3 People Management Update

[Emma Aldred, Head of Occupational Health and Wellbeing and Phil Moss, Specialist Clinical Psychologist joined the meeting.]

The Director of People and Organisational Development (DPOD) outlined key highlights of progress within the People Strategy.

Staff Survey

It was noted that the previous staff survey took place 5 years ago but there were a number of issues that required employee feedback, including: Wellbeing and stress management; Investors in People and HMIC Inspection. It was agreed that the staff survey outcomes that would be run in Q1 2019-20 would be reported back to a future Board meeting.

Action PAB101018-02: Outcomes from the Staff Survey to be run in Q1 2019-20 to be reported to a future Board meeting for Board members to review.

Investors in People

The CNC's award is due to expire in November 2018. Board members agreed that the CNC should pursue option 2, to enter at minimal cost a period of 'retaining recognition' until August 2019 (keeping the award status) with Investors in People, allowing time for an investigation to take place to consider whether continuing with the Standard [redacted] would be in the CNC's best interest.

[redacted]

TACOS

New terms and conditions for officers went live on 1 September, bringing into effect the assimilation process for alignment to Winsor. The Board congratulated the Project Team for achieving delivery of the key project milestone on time and to budget and requested that their appreciation be extended to all the personnel involved. The project would continue to work through the remaining assimilation processes with regular reports being submitted to Board.

Pensions

It was confirmed that HM Treasury has advised that the Alpha pension scheme would not be introduced until April 2020. A meeting has been arranged by BEIS for November 2018, when CNPA/ CNC, BEIS, HMT, Cabinet Office and the CNPF will discuss options in relation to CNC officer's future pension age.

[redacted]

[redacted]

[REDACTED]

[REDACTED]

Healthy, Fit and Safe

The meeting was informed of a comprehensive set of plans setting out how the organisation will deliver a holistic occupational health and wellbeing capability to support the operational mission including maintenance of deployability. Members of the Board particularly welcomed the work moving forward on mental wellbeing, that would mitigate the risk that CNC holds as a firearms force.

[REDACTED]

[REDACTED]

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.4 Health, Safety and Environmental Report to 31 August 2018

The Capability Director introduced key findings that had been presented in the Health, Safety and Environmental Report to 31 August 2018. These included:

- The overall total for accident incidents showed a predicted 33% increase on the previous year. However, the trend was downward with fewer accident events since the last report compared to the same period last year.
- Although the number of minor injuries during training events have shown a significant increase of 84%, the trend was downwards with less events occurring since the last report compared to the same period last year.
- A reduction has occurred in the number of RIDDOR Reportable events compared to the same date last year, with 7 reports this year compared to 10 last year.
- The radiological data for officers undertaking specialist operations involving the movement of radiological material has not revealed any radiological exposures for CNC personnel.

COMMENT

It was queried whether anybody has been seriously hurt and it was advised that the majority of RIDDOR reportable injuries have been slips and strains, with one traffic accident resulting in minor injuries.

It was noted that, although percentages appeared high, the actual number of cases was low, and no serious injuries were seen during the reporting period. It was believed that there have been more on-site incidents because a lot more training is now undertaken on site. In reviewing incidents, it should be noted that Personal Safety Training has been incorporated into firearms training to ensure that the training is realistic. The realistic nature of the training means that officers train in confrontational scenarios that, even with suitable and sufficient risk assessment and safe systems, will still have an inherent risk of injuries. All training is risk-assessed and as it becomes embedded on-site, the number of incidents is likely to fall. However, the dynamic nature of the training will inevitably produce some injuries, despite safeguards put in place.

COMMENT

It was queried whether the CNC was doing all it could to ensure that the numbers of injuries are being reduced and it was assured that safeguards, risk assessments and safe systems were all in place to help reduce the number of incidents.

Action PAB101018-04: The Health Safety and Environmental report to the November Board meeting to include an item on the risks associated with the management of dogs during deployments.

AGREED:

- (i) The Health, Safety and Environmental Report to 31 August 2018 was noted.

A presentation was given to the Board by the Head of Occupational Health and Wellbeing on the Healthy, Fit and Safe project. The focus of the project was to develop an environment to better the health, safety, well-being and fitness of all employees. It was reported that there has been significant investment in occupational health as wellbeing sits at the centre of everything the organisation does, and that the project has buy-in from all levels of the organisation. A comprehensive governance structure has been put in place to support delivery of the various elements of the project and to ensure cross-organisational working.

The key area that the CNC will focus on is the development and delivery of the CNC Mental Health and Psychological Wellbeing Plan. This part of the project remained in its early stages, but it was agreed that an update would be presented to the Board at its March 2019 meeting, when the framework has been embedded. It was acknowledged that mental health needs to become more visible and accepted within the organisation and in this context, the rollout of the Plan is fully supported by the Federation. It was noted that the NDA has done a lot of work in this area which could be shared.

AGREED:

- (i) The Head of Occupational Health and Wellbeing would bring a full report on the CNC Mental Health and Psychological Wellbeing Plan to the Board meeting in March 2019.

[Emma Aldred, Head of Occupational Health and Wellbeing and Phil Moss, Specialist Clinical Psychologist, left the meeting.]

5 Items for approval**5.1 Change of Banking Provision**

The Business Director presented the Report and outlined that the CNPA currently banks with the Royal Bank of Scotland and has done so since formation in 2004. It operates two commercial accounts - one is a current account and the other interest earning. This arrangement has met the needs of the organisation to date, but there is now a requirement to move CNC's banking arrangements into the Government Banking Service (GBS).

Managing Public Money, Annex 5.6, sets out the requirements for the provision of banking services for government organisations. The default is that government organisations procure banking services from the GBS or seek an exemption from its Sponsoring Department and HM Treasury.

DECISION: The CNPA Board approved the change to the CNPA'S current banking arrangements with a move to the Government Banking Service (GBS).

5.2 Financial Delegations

The Business Director presented the report and summarised the proposed changes to the financial

delegation structure applicable to the Constabulary and the CNPA. These have been reviewed to align CNC with the changes required by the implementation of Oracle Cloud and the need to standardise the application of delegations. Currently, the CNC has levels of delegated authority applicable to each role that can be adapted to suit the requirements of the specific area of the organisation. It was proposed that standard levels of delegation are introduced, based on the rank or grade of the employee and would apply to normal operational expenditure within cover of budget or agreed forecast. Any external approvals e.g. BEIS, Cabinet Office or HM Treasury will be arranged outside the process and an additional authorisation would be required for all requisitions exceeding £25,000 (via the Procurement Team).

AGREED:

- (i) The CNPA Board approved the proposed changes to financial delegations.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

6 Items for discussion

6.1 Future Options for CNPA / CNC – Review from July 2018 CNPA discussions

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

6.2 Outline Draft Strategic Plan, 2019-22

The Executive Team has begun its strategic planning cycle for 2019-22 and has reviewed the current Strategic Plan, readjusted delivery timetables and agreed new areas of work over this period. The outline draft plan was presented to Board for initial review, to provide the opportunity for members to challenge and to shape its contents and to confirm it was broadly content with the key deliverables, output metrics and timelines.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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

[Redacted]

[Redacted]

[Redacted]

6.3 2019-22 Strategic Plan

The Capability Director submitted that, as part of the process of moving responsibility for strategic planning and performance to the Capability Directorate by April 2019, a review of the layout and format of the Strategic Plan had been initiated. A very early draft of the Plan was presented to be reviewed for format rather than substance. It was noted that the plan has been made intentionally more hierarchical. The current plan shows Strategic Objectives 1, 2, 3 and 4 given equal importance, whereas the new plan shows SO1 sitting above the other Strategic Objectives.

Board members agreed that the new format was easy to follow. The Strategic Plan would continue to be a rolling 3-year plan looking forward to where the CNC would be in 15 years' time. It was requested that the plan show more about outcomes rather than delivery and detail.

AGREED:

- (i) The style, layout and content of the 2019-22 Strategic Plan should continue using the new format.
- (ii) The draft was seen as tactical rather than strategic and in future versions, the focus should be on outcome rather than deliverables.

6.4 Future Governance Proposals – Direction of Travel

Future governance proposals were discussed under the CEO’s Business Report at Item 4.1.

[Redacted]

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

AGREED:

- (i) The CNPA Board members noted the contents of the report.

7. Business Updates

7.1 Consolidated Performance Report for the 5 months to 31 August 2018

A consolidated performance report for the five months to 31 August 2018 was presented.

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.4 General Data Protection Regulation (GDPR)

Board members received an update on progress made in implementing the new General Data Protection Regulation (GDPR) and Data Protection Act 2018. Phase 1 of the project has been delivered successfully and CNC was moving forward to Phase 2, which will bring the CNPA/CNC to full compliance with the new legislation. It was noted that there have been no major breaches to date.

AGREED:

- (i) CNPA Board members noted the GDPR report.

8 AOB

8.1 Board Meeting self-assessment

Members agreed that there was meaningful discussion, with plenty of opportunity to speak on a wide range of issues. The meeting covered some major issues and members were able to guide the Executive Team on several courses of action.

8.2 Phil Craig's last CNPA meeting

The Chair formally thanked Phil Craig for his positive and insightful contributions over his period of office and wished him well for the future. Board members agreed that communications at Dounreay have benefitted from direct engagement between Phil's team and the CNC.

8.3 Next Meeting

The next Board Meeting was scheduled to be held on Wednesday, 28 November 2018 in Room 3, Building E6, Civil Nuclear Constabulary, Culham Science Centre, Abingdon, Oxon OX14 3DB.

As there were no further items of business, the meeting closed at approximately 15.00 hrs