

CNPA BOARD MEETING

APPROVED Minutes of the meeting held on Wednesday, 29 May 2019

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

Present Vic Emery (Chair)
Mike Calloway
Paul Kernaghan
Mark Neate
Neelam Sarkaria
Rebecca Weston
Simon Chesterman, CEO / Chief Constable
Christopher Armitt, Capability Director / T/DCC
Richard Saunders, Director of People and Organisational Development
Duncan Worsell, Operations Director / T/ACC

Apologies Paul Winkle

In Attendance Richard Cawdron, Head of Executive Office and Legal Services
Rob Poole, Head of Finance & Business Efficiency
Eleanor Walker, Head of Governance
Jo Summers, Governance and Assurance Manager
Rebecca Webber, Communications Manager [*for Victoria Bartlett, Head of Engagement and Communications*]

Catherine Pepler, Board and Committee Secretary
Stuart Rodgers, Principal Staff Officer

Start: 11:00 hrs approx.

1 Agenda and Chair's Announcements

The Chair welcomed members to the Board meeting including new Authority member, Rebecca Weston, who was attending her first CNPA Board meeting [*and who would be responsible for representing the views and interests of Dounreay Site Restoration Ltd (DSRL)*]. It was also noted that it was Simon Chesterman's first CNPA Board meeting as CEO / CC.

Two new Authority members were in the process of being appointed by the Department for Business, Energy and Industrial Strategy (BEIS). Processes were also ongoing to recruit to the role of Director of Corporate Services (formerly the role of Business Director) and the role of Deputy Chief Constable.

An interim CNC governance structure was in place, but a report would be circulated to Board members in due course, with a view to strengthening the CNPA / CNC's governance.

Apologies for absence were as detailed above and no potential conflicts of interest were reported.

2 Minutes of the Board Meeting held on 21 March 2019 and Review of Actions

The minutes of the Board meeting held on 21 March 2019 were accepted as a true record of the meeting and the actions were updated as detailed in the list at the end of these minutes.

3 Standing items

3.1 Chief Executive Officer's Business Report 13 March – 21 May 2019

The CEO's Business Report had covered the period from 13 March – 21 May 2019 and it was noted that:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Office for Nuclear Regulation (ONR) – Section 90 Memorandum of Understanding (MOU) Annual Report

It was reported that the Office for Nuclear Regulation had now submitted its final Section 90 report on the CNC to BEIS, which was a balanced, fair and complimentary assessment of the hard work that had been undertaken by the CNC.

BEIS

A Quarterly Sponsorship Meeting had been held on 23 May 2019. A meeting was also due to be held between the CNC, Civil Nuclear Police Federation, the CNPA Chair and the new Minister, Andrew Stephenson, on 25 June 2019, [REDACTED].

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Operations

Policing Activity

Officers at the CNC's sites had intervened regarding suicidal missing people, drink drivers, minor trauma incidents and accidents, including a road traffic collision at Dungeness.

The Strategic Escort Group had undertaken three further Dounreay Exotics Consolidation Project (DECP) operations, which had been successful, despite poor weather conditions. It was noted that ONR had praised the Strategic Escort Group in its Section 90 letter and that the US Department of Energy had invited the Group to the US Embassy in London to receive an Award of Excellence.

COMMENT:

It was particularly noted that the International Atomic Energy Agency (IAEA) had requested assistance in drafting documentation to support the training of international security forces in best practice around the escort of nuclear material.

Site Licence Companies

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Counter-Terrorism Exercise

A Level One Safety and Security Exercise had taken place at the DSRL site, during which the Constabulary had employed "officers from the Notice To Operate (NTO) facility" for the first time. The "threat" had been defeated and learning points would be embedded in forthcoming response model testing.

CHALLENGE:

It was queried and confirmed that MDP (and Vulcan) personnel had worked alongside the CNC's Authorised Firearms Officers in the DSRL counter-terrorism exercise.

Sellafield Limited (SL)
Response Model Testing

The 2019/20 Response Model Testing programme had now begun at Sellafield and the response from participants had been extremely positive.

New CNC Accommodation

In April 2019, the Sellafield Ltd Executive Team had endorsed the Strategic Outline and Economic Business Case for the provision of more suitable and sustainable accommodation for the Operational Policing Unit.

EdF Energy

The wide-range of regular stakeholder meetings were continuing to function effectively.

Within the Headquarters

Counter-Terrorism Exercises and Testing

Meetings had taken place with ONR and Sellafield Limited to discuss the annual counter-terrorism exercise at Sellafield, including the more direct and detailed involvement of CNC Post Incident Managers.

Firearms Training Unit

The training requirement for firearms commanders had been refreshed during 2018/19.

Following the award of the four-year firearms training licence at the end of 2018, the College of Policing was now reported to be satisfied with the CNC's response to its recommendations and its return visit to validate improvements had been cancelled.

Capability Improvement Programme

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Security Update

It was advised that there were no security breaches in this reporting period and that no General Data Protection Regulation (GDPR) breaches had been recorded, although there was a continued use of “near misses” as learning opportunities.

Summary

The CNC’s first Strategic Leaders’ Forum had been held on 24 / 25 April 2019, which would enable the CNC to shape its organisational values, which were emerging as “Proud, Ambitious, Inclusive and Agile”.

[REDACTED]

AGREED:

- (i) The Chief Executive Officer’s Business Report 13 March – 21 May 2019 was noted.

3.2 Corporate Dashboard / Balanced Scorecard for 1 month to 30 April 2019

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- [REDACTED]

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The Corporate Dashboard / Balanced Scorecard for 1 month to 30 April 2019 was further discussed.

COMMENT:

The importance of intelligence gleaned via [REDACTED] work was noted. It was affirmed that this information was very helpful and that [REDACTED] work also provided job enrichment opportunities for the Authorised Firearms Officers.

[REDACTED]

[REDACTED]

[REDACTED]

CHALLENGE:

It was queried whether the use of the Red/Amber/Green (RAG) statuses in the Corporate Dashboard / Balanced Scorecard had related to progress monthly, progress to target etc. and it was acknowledged that there might be a mixed use of the RAG status within the report.

[REDACTED]

[REDACTED]

[REDACTED]

CHALLENGE:

It was queried and affirmed that the driver training had been included within the budget.

[REDACTED]

[REDACTED]

[REDACTED]

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AGREED:

(i) The Corporate Dashboard / Balanced Scorecard for 1 month to 30 April 2019 was noted.

3.3 Consolidated Financial Performance Report to 31 March 2019

[REDACTED]

[REDACTED]

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The Consolidated Financial Performance Report to 31 March 2019 was noted including future risks and issues and the achievement of the Q2FC and Q3FC targets for charges to the Site Licence Companies.

3.4 Audit, Risk and Governance Committee (ARGC) Chair's Report

A copy of the draft minutes of the ARGC meeting held on 16 April 2019 had been circulated to Board members as part of the May 2019 Board meeting documentation.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

It was also advised that an ARGC Scrutiny Panel Meeting had just taken place and appreciation was expressed regarding the work that had gone into the draft 2018-19 Annual Report and Accounts.

An ARGC telecon meeting regarding the Annual Report and Accounts was due to be held on 4 July 2019, after which, an e-mail would be sent to Authority Members recommending their approval of the 2018/19 CNPA Annual Report and Accounts and requesting that any comments or dissents be reported to the Board and Committee Secretary (copied to the Head of Finance and Business Efficiency) by 5pm on Friday, 5 July 2019. *[In the absence of any comments or dissents, the Authority would be deemed to have agreed the CNPA 2018/19 Annual Report and Accounts for signature by the CEO / CC as Accounting Officer, for onward transmission to the National Audit Office for sign-off.]*

AGREED:

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

3.5 People Management Update

Equality, Diversity and Inclusion (EDI) - latest developments:
The following key steps had been planned to establish "Inclusion" as one of the CNCs' core values:

- the further development of the branding work already undertaken with PENNA to establish CNC as an Inclusive Employer;
- re-construction of the existing CNC branding "temple" to remove silos and enshrine inclusivity across all Strategic Objectives (SO1 – SO4) through Inclusive Practice Delivery Plans;
- the establishment of distinctively accessible 'Inclusion' intranet web pages;
- the initiation of a Disability Equality project to audit the current disability provision including buildings and services; and
- work to address diversity-disparity in terms of Ethnicity and Gender, including the Gender Pay Gap.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Equiniti – Pension Administration

The CNC had moved to the Equiniti's new administration system, Compendia, in January 2019, [REDACTED]. The aim was for both employer and employee self-service to be available in June 2019 and once live, the system would represent the first step in improving access to pension information for all parties.

Changes to the Discount Rate for Public Sector Pension Schemes

A reduction in the discount rate for calculating employer contributions in unfunded public service pension schemes had been confirmed in the Budget on 29 October 2018. This would not affect the CNPA / CNC whilst the organisation was in the UKAEA Combined Pension Scheme and based on the "GAD assessment", it was understood that there would be no impact of employer contribution rates until 2022. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Leadership and Management Programme

The Level 5 cohort and Level 3 cohorts were progressing as scheduled.

Competencies Values Framework (CVF) College of Policing

The working groups supporting the implementation of the CVF were continuing to progress as planned and completed CVF work had been discussed at the recent CNC Senior Leaders' Forum.

[REDACTED]

[REDACTED]

[REDACTED]

Health and Wellbeing

National Exhibition Centre Health at Work Conference 2019

Members of the Occupational Health and Wellbeing Team had provided a presentation on the Constabulary's approach to dealing with muscular-skeletal disorders at the National Exhibition Centre Health at Work Conference 2019, which had been very well received. Feedback from the event had indicated that the CNC was at the forefront of this area.

Peer support

The willingness of employees to engage as champions in the various occupational health and wellbeing areas had been admirable. In addition, the CNC was training two mental health first aid instructors, who were scheduled to train a network of approximately 60 CNC mental health champions / first aiders by the end of this financial year. In the interim, the Civil Nuclear Police Federation had funded approximately 15 Federation representatives to train as mental health first aiders.

Mental Health

The CEO / CC had signed the MIND (mental health charity) blue light pledge and the Time to Change pledge at the CNC's April 2019 Senior Leaders' Forum, demonstrating the CNC's commitment to reducing the stigma regarding mental health conditions.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

CHALLENGE:

It was asked where work regarding bullying and harassment issues was dealt with within the organisation and it was advised that such issues fell under the remit of the occupational health and wellbeing team and that they were also addressed from an equality, diversity and inclusion perspective. Bullying and harassment was monitored by the Constabulary.

[REDACTED]

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AGREED:

- (i) The People Management Update was noted.

3.6 Health, Safety and Environmental Report 1 April 2018 to 31 March 2019

Key findings presented in the Health, Safety and Environmental Report 1 April 2018 to 31 March 2019 were that:

- the overall total of accident incidents within the reporting year had shown a 31% increase on the previous year. The increase was primarily due to the dynamic training, which had inherent unpreventable risks;
- there had been 20 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) events reported to the Health and Safety Executive (HSE) in the reporting year, which was two more than last year. The 20 RIDDOR events had all been in the RIDDOR Lost Time Category;
- the radiological data for monitored CNC personnel undertaking operational activities and specialist operations involving the movement of radiological material had not revealed any significant radiological exposures; and

- the number of civil liability claims (11) this reporting year, was the lowest for the last three years, with 12 and 14 claims recorded in the previous two years. No trends had been present.

CHALLENGE:

The trends behind the increase in accident incidents were queried and it was advised that there had been an increase to 100% involvement of deployable Authorised Firearms Officers in Response Model Training and more challenging training, although the number of injuries had been the same as in 2015-6.

AGREED:

- (i) The Health, Safety and Environmental Report 1 April 2018 to 31 March 2019 was noted.

4.1 Staff Engagement Survey / Investors in People (IiP)

The CNPA Board had requested a staff engagement survey and it had been noted that there was a potential opportunity to merge this with the online staff engagement survey that was required should the Constabulary pursue IiP reaccreditation.

It was reported that the CNC currently held Investors in People (IiP) accreditation until August 2019 and that IiP's methodology had now changed to that of a partner seeking to assist organisations realise their full potential, rather than taking the stance of an auditor. A decision had been made at an IiP strategic review meeting, that the CNC would wish to be assessed in the first instance against the "developed status", with a view to achieving this and continuing to work towards the "established status".

The "developed status" was that appropriate principles and practices were in place and communicated and that people and leaders knew what was expected of them.

The "established status" was that people and leaders were actively engaged in ensuring the appropriateness and consistency of the principles and practices.

The CNC flight-path to IiP reaccreditation to the "developed status" would involve:

- a meeting to plan the on-line assessment and on-site assessment phase;
- the creation of a formal assessment plan to inform the on-site interviews and observations;
- a standard assessment report that would highlight the findings from the planning meeting and interviews and confirm the overall outcome, including feedback against the nine IiP indicators at the "developed" level; and
- a final feedback meeting to discuss the findings and development opportunities outlined in the report and consider how these might be actioned. The outcome of this meeting would form the basis for the 12 and 24-month reviews and any subsequent support from the IiP Community Interest Company.

Alternative Options

In terms of the staff engagement surveys, an alternative option had been explored, using an independent, but reputable company, to run multiple surveys throughout the year called "pulse surveys".

CHALLENGE:

Concern was raised that a combined staff engagement survey and the IiP survey would be an attempt to merge to very different surveys – an employee's survey and an employer's survey – and that the staff engagements survey questions should not be diluted in favour of IiP. It was confirmed that the merged survey would be subject to independent analysis.

CHALLENGE:

liP was seen to “speak to value” and the organisation’s values were queried. It was advised that new organisational values had been discussed at the CNC’s April 2019 Senior Leaders’ Forum and these would be embedded in due course i.e. Proud, Ambitious, Inclusive and Agile.

AGREED:

- (i) The Staff Engagement Survey / Investors in People approach as set out in Board report reference PAB(19)R37 was endorsed.

5 Items for discussion

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

AGREED:

- (i) [Redacted]

[Redacted]

- █ [Redacted]
- █ [Redacted]

5.2 AFO Recruitment, Retention and Resourcing

Governance

It was advised that the recruitment and retention of resources of Authorised Firearms Officers were managed through a series of Gold groups and established management functions, which monitored, developed and implemented the CNC's Authorised Firearms Officer Resourcing Strategy 2018-2020.

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Resourcing

The Executive had approved the extension of engagement, assessment and candidate generation work by three non-deployable officers to the end of November 2019.

CNC jobs website

Six thousand more users had accessed the CNC new jobs website 5 March 2019 to 12 May 2019 than the number of users who had accessed the old website 5 March 2018 to 12 May 2018.

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Business Updates

6.1 Professional Standards Department Annual Report 2018/19

Complaints

The Professional Standards Department Annual Report 2018/19, had advised that very few complaints were received from the members of the public as its public-facing role differed significantly from that of Home Office colleagues. During the reporting period, the CNC had received seven complaints from members of the public, which was three more than in the previous year, but consistent with historical numbers. Two of the seven complaints in 2018/19 had not been upheld, one complaint had been withdrawn and the remainder had been resolved locally in line with Independent Office for Police Conduct guidance. There had not been any significant trends.

Recordable conduct matters

Twenty-two cases had been finalised during the reporting period.

Safecall confidential reporting line

There had been twenty Safecall reports during 2018/19, which had represented a significant increase on the ten Safecall reports in the last reporting period, but all twenty reports been resolved at appropriate levels of management.

Miscellaneous matters

Thirty-five miscellaneous matters had been recorded in 2018/19 and these had been dealt with by local managers in accordance with the National Police Chiefs' Council (NPCC) guidelines, the majority of which had been minor traffic offences.


A total of fifteen officers had been the subject of entries in the Constabulary Discipline Record during 2018/19, compared with thirty-one the previous year.

It was noted that in addition to the cases detailed above, the Professional Standards Department had been called upon to assist with a myriad of people management issues, including grievances, Employment Tribunals and Risk Assessment Panels. A good working relationship had continued between the Professional Standards Department, Unit Commanders and the Civil Nuclear Police Federation. The Professional Standards Department had also taken an active role in recruitment and vetting enquiries in conjunction with the Security Department.

On behalf of the Police Authority, Paul Kernaghan, had been available to provide advice and scrutiny in relation to the Professional Standards Department's handling of these matters.

CHALLENGE:

It was queried and confirmed that Safecall was a confidential reporting system and that issues raised were traced to the solution status.



[REDACTED]

[REDACTED]

CHALLENGE:

It was queried and confirmed that there was a Whistleblowing Policy in place.

AGREED:

- (i) The Professional Standards Department Annual Report 2018/19 was noted, including that:
- the level of complaints and misconduct allegations within the CNC had remained proportionate for a force of its size; and that
 - complaints and misconduct matters were taken seriously and were subject to open and transparent investigation by the Professional Standards Department and where appropriate by independent investigators.

6.2 MFSS Cloud Applications Update Report

The Multi-Force Shared Service (MFSS) Cloud Applications had gone live on 1 April 2019, which had represented a significant achievement, [REDACTED]

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

Information security weaknesses that were identified during an IT health-check had been assessed and the risks had been accepted post go-live by partner organisations' Senior Information Risk Owners. A plan to enhance information security had been prepared and agreed by Information Security Officers and Senior Information Risk Owners.

Reviews of lessons identified had been conducted [REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED] ns.

AGREED:

(i) The MFSS Cloud Applications Update Report was noted.

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6.5 SIRO [Senior Information Risk Owner] Report

It was observed that the key responsibilities of the SIRO included:

- overseeing the development of data security and information governance policies;
- ownership of the assessment processes for data and cyber risk;
- ensuring the Board was fully informed of key information risks;
- reviewing and agreeing actions in respect of key information risks;
- ensuring the effective implementation of the Information Asset Owner (IAO) / Information Asset Administrator (IAA) infrastructure;
- ensuring that identified information threats and vulnerabilities were investigated for risk mitigation; and
- ensuring effective mechanisms were established for the reporting / management of incidents and maximising the opportunity to learn from incident reporting and investigations.

Key Information

When the initial General Data Protection Regulation (GDPR) project team had begun to explore the existing structure and staff knowledge of roles and responsibilities in March 2018, significant gaps had been identified.

An initial GDPR introductory e-learning training package had been rolled out and had achieved record completion rates. College of Policing mandated training had been made available to all staff and officers. Seminar training had been delivered. Three cyber security videos had also been made available. Refresher training for 2019 / 20 was *work in progress* and Data Protection Impact Assessment (DPIA) training was due to be delivered during July 2019.

During 2018, the GDPR project team had undertaken a major review of the Constabulary's flow of information and had created Data Flow Maps and Data Registers. This work was now being expanded and was scheduled to result in a refreshed information risk register, which would be monitored by the CNC's Information Governance Team (IGSG).

Development Plans

Information Governance objectives for consideration [*in 2019/20*] had included the completion and approval an Information Governance Framework, Strategy and Business plan with clear objectives.

COMMENT:

Current resource issues were noted and it was confirmed that they would be discussed with the Director of People and Organisational Development.

CHALLENGE:

The Constabulary's compliance with the GDPR was queried and it was advised that there were resource / buy-in issues and that there had been a previous decision to disseminate the GDPR workload.

COMMENT:

The bringing together of cyber security and GDPR work in the SIRO report was seen as a positive step forward.

AGREED:

The SIRO [*Senior Information Risk Owner*] Report was noted.

7 AOB

7.1 Board Meeting self-assessment

On reflection on the conduct of the Board Meeting, it was felt that there had been increased input from the Executive, although discussion on the *Programme and Project Pipeline – PMO report of CNC Change Portfolio – 4 Year View 2019* would be appreciated.

7.2 Next Meeting

It was advised that the next Board Meeting was scheduled to be held on Thursday, 1 August 2019 as part of a site visit to Dounreay.

The CNC Corporate Video was shown to Board members.

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