

Minutes of Meeting:

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	27 th November 2019 HQ, Culham
Meeting Called By	Vic Emery, Chair	Start Time	11:30
Reference Meeting No.	CNPA_20191127	End Time	14:40

MEMBERS:		
Vic Emery	Chair, CNPA	[REDACTED]
Mike Calloway	Industry Representative Member, NDA	[REDACTED]
Paul Kernaghan	Independent Member	[REDACTED]
Sir Craig Mackey	Independent Member	[REDACTED]
Mark Neate	Industry Representative Member, Sellafield	[REDACTED]
Neelam Sarkaria	Independent Member	[REDACTED]
Sue Scane	Independent Member	[REDACTED]
Rebecca Weston	Industry Representative Member, DRSL	[REDACTED]
Paul Winkle	Industry Representative Member, EDF	[REDACTED]
In ATTENDANCE:		
CC Simon Chesterman	Chief Constable/Chief Executive	[REDACTED]
DCC Chris Armitt	DCC / Capability Director	[REDACTED]
T/ACC Duncan Worsell	T/ACC / Operations Director	[REDACTED]
Richard Saunders	Director of People & Organisational Development	[REDACTED]
Richard Cawdron	Head of Exec. Office & Legal Advisor	[REDACTED]
Rob Poole	Head of Finance & Business Efficiency	[REDACTED]
Victoria Bartlett	Head of Engagement and Comms	[REDACTED]
Eleanor Walker	Head of Governance & Assurance	[REDACTED]
Jo Summers	Governance & Assurance Manager	[REDACTED]
Rosemary Powdrill	Board and Committee Manager	[REDACTED]
Cathy Pepler	Board and Committee Secretary	[REDACTED]
Stuart Rodgers	Principal Staff Officer	[REDACTED]

1 CNPA MEMBER’S SESSION (Vic Emery)

The CNPA Members’ session is a ‘free space’ time for discussion on any matter that any of the Members wish to raise to discuss as ‘Member/CNPA only’

It was agreed that Members would advise the Chair in advance of each meeting of any items they wish to raise and whether this forum was required.

1.1 Approval of Minutes of Authority Meeting held on 20 September 2019 (Chair)

Document Reference: PAB(19)R77

The Chair reminded Members that at the August meeting of the ‘Authority’, Members had agreed to disband the ‘CNPA Board Committee’ (known as the CNPA Board Meeting) and reassert the ‘Authority’ as the primary oversight and governance body of the CNC. Therefore, the sign-off of these minutes closed the business of the ‘Authority’ as a separate meeting.

Members noted this with no comment.

DECISION:

The draft minutes of the Authority meeting held on 20 September 2019 were approved as a true record of the meeting.

1.2 Approval of Minutes of the Senior Appointments Committee (SAC) Meeting held on 20 September 2019 (Vic Emery)
Document Reference: PAB(19)R78

DECISION:

The draft minutes of the SAC meeting held on 20 September 2019 were approved as a true record of the meeting.

2 WELCOME & CHAIR'S UPDATE (Vic Emery)

2.1 Apologies

Apologies were received from Mark Neate, Rebecca Weston, Craig Mackey and DCC Christopher Armitt.

2.2 Conflicts of Interest:

No conflicts of interest were declared.

2.3 Chair Update of Events since last Meeting

The Chair, Vic Emery (VRE) advised that, since the last Board meeting on 20th September 2019, progress had been made to appoint to the role of Operations Director/Assistant Chief Constable, with interviews due to take place in London on 29th November 2019. There had been ten applicants for the role and five of those had been shortlisted, of which three had gone forward to interview stage.

VRE advised he had a meeting with ONR Chair (Mark McAllister) on 26th September 2019. VRE briefed that ONR had been most supportive and encouraging of the CNC and had emphasised the long-term requirement for the role of the CNC within the nuclear industry.

The Chair advised that the Director of Corporate Services, Patsy Northern, would take up her post on 20th January 2020.

The Board Effectiveness Review survey was due to commence with questionnaires being distributed to Members week commencing 2nd December 2019. VRE advised that responses were requested by 12th December. Members were made aware that RSM would attend Board and Committee meetings in early 2020 as observers and would conduct face-to-face interviews during January 2020. It was noted that the Secretariat would contact Members in due course to make the necessary arrangements.

3 Approval of Minutes of the CNPA Board Meeting held on 20 September 2019 (Vic Emery)
Document Reference: PAB(19)R79

The draft minutes of the Board meeting held on 20th September 2019 were approved as a true record of the meeting.

Paul Kernaghan (PK) requested that his contact details on the front page of the Minutes be updated.

4 Review of CNPA Rolling Action Log (Vic Emery)
Document Reference: PAB(19)R80

The actions contained in the action log were reviewed. The Chair noted that the actions were presented in a new format and that this was in response to the new governance arrangements that were being introduced.

The Chair reminded the CNC Executive that a written update was to be provided to the Secretariat by the Action Owner in advance of the meeting to ensure a transparent recording of progress.

DECISION:

The two outstanding actions, PA200919-07 and PA200919-08, both related to communication and engagement issues that were not scheduled to be delivered until April 2020 and therefore, it was agreed they remained ongoing.

Action PAB200919-06 relating to MFSS was to remain 'Ongoing' until Deloitte's review and options paper has been presented.

All other proposed 'Complete' actions were agreed.

- **ITEMS FOR DECISION** – No Items brought forward

5 ITEMS FOR DISCUSSION

CNPA/CNC Strategic Ambition Work & Planning (Simon Chesterman)

Document Reference: PAB(19)R81

The CC provided an update on the work commissioned and carried out to date by Deloitte in support of developing the CNC's Strategic Ambition.

The CC further advised that a high-level strategic plan would be developed for CNPA to consider and the CNC would also formulate a high-level strategic change roadmap that addressed the associated funding requirements. Strategic Stakeholder Consultation Sessions would also be taking place during December and Members should note that they may possibly be approached to provide input.

The Chair opened the item for questions and discussions.

The CC advised that BEIS's contribution to the exercise had been valuable and that the Director Nuclear (Helen Shirley- Quirk) had been supportive. The Chair agreed that in his discussions with Helen Shirley-Quirk, she had been both supportive and encouraging of the work that CNC was undertaking.

The CC reminded Members that work was also undertaken by BEIS to analyse the complete strategic nuclear landscape and the output of that analysis had since been made available and subsequently confirmed that, from a strategic perspective, the CNC was a fundamental requirement to protecting the UK nuclear landscape going forward and would need to be sustained and augmented over the next 30 years or more.

Sue Scane (SS) commented that having official recognition of the importance of sustaining CNC was excellent and this would underpin and support the ambition work.

Neelam Sarkaria (NS) welcomed the findings of BEIS and commented that the work undertaken by Deloitte was eminently credible due to the fact that it was independent and therefore added strength to the overall work being done.

Paul Winkle (PW) suggested that in respect of external stakeholders being approached, it would be useful for Deloitte to approach key diversity groups for input. The CC made a note of this to pass to Deloitte. **Action PAB271119-01**

[REDACTED]

The CC added that the key to the way forward was a review of the current funding model and determining alternative options around that. Sue Scane (SS) commented that she was surprised that the organisation had been able to operate efficiently within what she considered to be a 'restrictive' funding model.

The Chair (VRE) advised that he had discussed with the CC the timeline for presenting the findings of the Deloitte's work to the Board and it was determined that the output would be available at the January Board Meeting. With this in mind, VRE suggested that a separate strategic session be held in advance of the Board Meeting, so the standard Board agenda was not impacted - thus giving Members the chance for a wider debate. It was discussed and agreed that a Strategic Workshop would be held the day before, followed by a Board dinner with the formal Board Meeting to be held the following morning. The Board Committee Manager was tasked to make the arrangements.

Action PAB271119-02

No further questions or statements were brought forward.

DECISION:

Members Noted the paper.

6 Authorised Firearms Officer (AFO) Recruitment, Retention and Resourcing (Richard Saunders)
Document Reference: PAB(19)R82

This paper was to note.

RS provided summary highlights from the paper of the ongoing work and subsequent recommendations made in relation to addressing the recruitment and retention risk [SRR10] and the options to meet the forecasted increase in demand for AFOs over the next two financial years.

RS reported that recruitment had stabilised and that there was a significant increase in the recruitment of new officers [REDACTED] on each of the next six Initial Firearms courses (IFCs)]. However, RC also cautioned that the level of attrition of AFOs was an increasing concern and required specific management attention, as it was a risk for the organisation.

RS also advised that the RSM Audit actions were now all complete.

The Chair opened the item for questions and discussions.

Mike Calloway (MC) queried why the risk SSR10 remained in red on CNC's risk register but the ranking on the BEIS Risk Register had been reduced to Amber. The CC advised that in his view, the CNC risk must remain at red due to current attrition levels (despite the fact that recruitment was now improving) and to keep Management attention on the issues. The CC explained that the BEIS Risk Register ranking was based on a different calculation of risk and, because the recruitment situation had improved, BEIS were content to reduce it to amber.

The Chair asked what would happen now that [REDACTED] (Lead on the recruitment and retention recovery work) was leaving and would she be replaced? RS advised that Sheree Owen would shortly be arriving as the Chief of Staff and some of the work will transfer to her and the resourcing professionals within HR will pick some up.

[REDACTED]

[REDACTED]

RS also advised that a job enrichment strategy was key to the retention of officers. The Chair commented that he noted that this tied in with the outcomes of the staff survey results and the need to increase the attractiveness of AFO roles. The Chair queried where the resource would come from to develop this strategy as the current incumbent was departing from the organisation and RS advised that there had been a new Superintendent Chief of Staff role created in the Executive Office who would take the lead from early 2020.

The Chair requested going forward, that recruitment and retention be split and reported on separately [REDACTED] RS agreed to do this.

No further questions or statements were brought forward.

DECISION:

The update on Authorised Firearms Officer (AFO) Recruitment, Retention and Resourcing was noted.

7 Staff Engagement Survey (Richard Saunders) Document Reference: PAB(19)R83

This paper was to Note. Members were asked to consider the details of the Staff Engagement Survey report and to identify any specific actions required.

RS presented the highlights of the findings report from the Staff Engagement Survey held July/August 2019 (the first full survey since 2011). RS explained that the report set out an initial high-level analysis and reminded Members that the survey was designed to give the CNC a better understanding of what the organisation does well and where it needs to improve.

RS advised that 41.8% of employees took part but that there was a variance in response rate between staff and officers, with a 64% response rate from staff and 36% from officers. RS also advised that there were substantial variations in the scores and commentaries by location and these highlighted the need for locational variances to be addressed as location-specific issues.

The outcomes of the survey had identified a number of positives and negatives, significant areas for improvement in engaging the workforce (particularly in respect of officers) and the opportunities to address those issues through a co-ordinated organisation-wide response. A key theme highlighted throughout the report was that of trust.

Positive messages were received in relation to the benefits of team working and the sense of belonging and a recognition that diversity and inclusion in the organisation was improving.

Negative issues that had emerged, primarily in relation to officers were: boredom and a lack of job enrichment activities; micromanagement and the underutilisation of the skills and capabilities of officers - leading to a sense of disempowerment and demotivation; a perceived unfairness in relation to the promotion process; a lack of visible appreciation for work well done and the absence of a work life balance.

RS further advised that one of the first steps in response was to prioritise communication around the outcomes of the survey and to assure all staff that their feedback had been read, considered and action would be taken. RS advised that he proposed that a Corporate Action Plan be developed which addressed the organisation-wide activities and the work be discharged through a CNC Engagement Working Group with attendees taken from across the organisation. It is also proposed that an Advisory Group, with representation from a broad spectrum of roles and levels across CNC, supports the Working Group. RS explained that the Engagement Working Group will report to the Chief's Management Group and will be chaired by the Director of People & Organisational Development.

The Chair opened the item for questions and discussions.

NS noted that the survey was an important milestone for the organisation and that the priority was to engage in open and frank discussion of the issues. NS suggested it was important to engage with staff and feedback the findings before the action plan was published. The other Members agreed that this was important.

Victoria Bartlett (VB) responded that this was being discussed and supported this approach and explained that being transparent in the feedback was vital.

MC commented that the issue that stood out from his perspective was that of organisational values, in respect of which there were many emotive comments. MC suggested that sensitivity needs to be exercised as to how this was fed back and how it was responded to. Members also endorsed this point.

PW added that the issue of boredom for officers' roles was a fundamental issue and that the fact that there was a low response rate from officers suggested that they were not sufficiently engaged.

SS commented that she would have expected more negative responses from dissatisfied officers if that were the case. The CC responded that some of these disengaged officers may have felt that there was little point in responding but, either way; he agreed that the issue of boredom was a key outcome that needed to be addressed. A discussion was held on the possible reasons why some officers did not respond.

RS referred to the communication plan at Appendix 3 for communicating out the survey results. He also explained that it was intended that the Action Plan would look to include local working and focus groups (volunteers from each site required) to identify and implement opportunities to improve the organisation based on the feedback. These responses would then be developed into local action plans.

MC asked if the focus group responses would be monitored. VB advised that the Communications Team would oversee the process and ensure that all feedback was collated.

The Chair commented that he supported the approach but cautioned that there must be a clear plan of actions, with timelines and people available to take ownership and discharge the actions, as well as regular executive oversight to ensure that progress is driven throughout the organisation. Both the Members and the CC agreed this.

The Chair also asked whether this approach could be achieved with the current resource. RS replied that the detail had not yet been finalised, but that he was comfortable that the People Directorate had the necessary professional resource to support the work.

VB also advised that a video from the CEO on the outcomes of the survey was being circulated to all managers for cascading and confirmed that the Staff Associations had been engaged and would actively participate in the process. *[Post Meeting Note: Video released 23rd November 2019].*

PW asked whether there was a need to highlight those sites where response rates had been particularly low, as this might indicate a need for additional support and RS advised that extra support would be provided.

MC enquired how the 'pick up' rate to the communications could be monitored. VB replied that the Communications Team would track this and if the 'hit' rates online through the intranet were low, it would also be cascaded through the Team Briefings.

The Chair enquired whether there was any benchmarking that could be done to bring some comparisons to the outcomes of the survey and RS responded that this could be done via Investors in People (IiP) and comparisons with the public sector/policing environments,

although he believed that the survey outcomes were not very different to what he might have expected in other similar Home Office police forces.

The Chair further commented that in his view, the challenges and options emerging from the feedback and currently being assessed are very much in line with the existing CNC skills and mission, but clearly the organisation at large is seeking opportunities to improve retention, work satisfaction and diversity as well as broaden its revenue streams and build new capabilities in response to the changing environment. The Chair added that the CNC needs to consider appropriate training for middle management, as their leadership and capabilities are key developmental requirements that are critical to increasing the levels of trust in the organisation. The Chair also asked for consideration of the overall culture of the organisation and what environment the culture fosters in CNC. This was agreed and recognised by the Members.

There was a short discussion on recognising the need for a command and control culture in the policing divisions but also recognising that other 'styles'/methods are required to foster empowerment, decision-making and job enrichment. The Chair commented that as part of the action plan, the Executive should consider how well do the development initiatives contribute to or detract from the CNC culture and, for example, how well does the leadership development support a positive people culture and is there an even spread between business understanding and people skills? RS said this would be considered in the overall action plan

The Chair advised that the Staff Engagement Action Plan should be a Standing Item on the People Committee agenda to allow for appropriate oversight and scrutiny from the CNPA. The CC and RS agreed with this. **Action PAB271119-03**

The CC stated that he would wish to re-run the process in 12 months' time. This was supported by the full Board as a decision.

The Chair asked what the status was on the Investors in People analysis. RS advised that the IiP outcomes will also be fed into the Action Plan but the IiP assessment was expected in January and would provide supporting validation and external views on the findings from the CNC.

No further questions or statements were brought forward.

DECISION:

Members NOTED the paper and ENDORSED the approach proposed by the Executive (noting the comments made during the discussion).

8 Griffin Park Tactical Training Facility (Simon Chesterman)

Document Reference: PAB(19)R84

The report updated on progress towards commencement of firearms training within Griffin Park Tactical Training Facility and asked Members to:

i.

[REDACTED]

ii.

[REDACTED]

[REDACTED]

[REDACTED]

The Chair opened the item for questions and discussions.

MC enquired into how substantial the work outstanding was. The CC provided a detailed update of the works outstanding, reminding Members that there were 3 lists ranging from critical to 'snagging'.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

No further questions or statements were brought forward.

DECISION:

Members NOTED the paper and NOTED the delay.

9 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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12

[REDACTED]

13 Finance Report (Rob Poole)
Document Reference: PAB(19)R89

Paper for Noting.

The Chair opened the item for questions and discussions on the assumption that all Members had read the report in advance and noting that there was a Budget Scrutiny Meeting directly after the Board Meeting.

RP advised that a first draft budget 2020-2021 exercise had been completed and would be presented to the additional ARFC meeting following the Board meeting. RP explained that there were some substantial pressures identified in relation to recruitment and retention, officer pay awards and capability/IT related costs that needed debate.

No questions or statements were brought forward.

DECISION:
Members NOTED the contents of the Finance Report.

14 People Committee Report & Minutes of Meeting held on 17th October 2019 (Neelam Sarkaria)
Document Reference: PAB(19)R90

Paper for Noting.

NS introduced the report and highlighted that the meeting held on 17 October 2019 had been the first quarterly meeting of the People Committee, introduced as part of the governance improvement initiative. NS added that the Committee had established a clear way of working within its approved Terms of Reference and the breadth of its remit. Work was now in progress to bring forward the key reports and metrics to the next meeting.

No questions or statements were brought forward.

DECISION:

Members NOTED the first update report and the minutes from the inaugural meeting of the People Committee.

15 Audit, Risk and Finance Committee (ARFC) Report & Minutes of meeting held on 5th November 2019 (Sue Scane)

Document Reference: PAB(19)R91

Paper for Noting. **SS** highlighted the key issues from the Audit, Risk and Finance Committee meeting held on 5th November 2019.

No questions or statements were brought forward.

DECISION:

Members NOTED the Report and the Minutes from the meeting.

16 Strategic Risk Report (Simon Chesterman)

Document Reference: PAB(19)R92

Paper for Noting. The report highlighted CNPA's Strategic risks as at 31st October 2019 (based on the records maintained within the "4Risk" system) and provided information to the Board on the assurance over the control framework from those managing the risks.

The Chair opened the item for questions and discussions on the assumption that all Members had reviewed the Risk Report in advance.

The Chair commented that the report proposed a full review of the suite of risk management framework documents that should go to an AFRC meeting in the New Year. The Chair stated that he endorsed this and considered that a review of the CNC's risk appetite, the policy and process was overdue. **SS** agreed to look at this in the ARFC.
Action PAB271119-10

No questions or statements were brought forward.

DECISION:

Members NOTED the Strategic Risk Report.

17 Health, Safety and Environmental Report (Simon Chesterman)

Document Reference: PAB(19)R93

Paper to Note.

It was noted that the key findings in the Health Safety and Environmental report to 31st October 2019 were largely positive and no civil liability claims had been received during this current reporting period.

No questions or statements were brought forward.

DECISION:

The positive Health Safety and Environmental Report to Board was noted.

18 **ANY OTHER BUSINESS**

Board Meeting Self-Assessment (Vic Emery)

The Chair advised that the auditors, RSM, who would be conducting the Board Effectiveness review, would be attending the Board Meeting on the 29th January 2020 and the ARFC Meeting on 19th February 2020 to observe.

NS requested that they should also be invited to observe the new People Committee, and this was agreed. SS raised that a BEIS Audit Committee representative would also be in attendance at the February ARFC meeting.

19 **Location for July 2020 CNPA Site Visit (Vic Emery)**

The Chair reminded Members that the July Board Meeting normally coincided with a site visit.

Action PAB271119-11

20 **Finance Manual (Rob Poole)**

RP requested that those Members who had not done so were asked to send any comments on the Finance Manual to RP by no later than 12 December.

Items for Reading

CNPA Decision Log Document Reference: PAB(19)R94

Meeting concluded at 14.40 hrs

Distribution: CNPA Board Members, CNC Executive, Eleanor Walker, Jo Summers, Sarah Shevlin, Stuart Rodgers, Sian Chandler

Date of Next Meeting:

Wednesday, 29th January 2020 @ 09:00