

Minutes of Meeting:

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	29 January 2020 [Redacted]
Meeting Called By	Vic Emery, Chair	Start Time	09:00
Reference Meeting No.	CNPA_20200129	End Time	12:45

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]
Patsy Northern	Director of Corporate Services	[Redacted]
Richard Saunders	Director of People & Organisational Development	[Redacted]
T/ACC Duncan Worsell	T/ACC/Operations Director	[Redacted]
Victoria Bartlett	Head of Engagement and Comms	[Redacted]
Richard Cawdron	Head of Exec. Office & Legal Advisor	[Redacted]
Rob Poole	Head of Finance & Business Efficiency	[Redacted]
Stuart Rodgers	Principal Staff Officer	[Redacted]
Eleanor Walker	Head of Governance & Assurance	[Redacted]
Mike Gill*	RSM	[Redacted]
Louise Harrison	ACC Designate	[Redacted]
Sheree Owen	Chief of Staff	[Redacted]
Jo Summers	Governance & Assurance Manager	[Redacted]

*Observing

1. CNPA MEMBER'S ONLY SESSION (Vic Emery)

Not required.

2. WELCOME & CHAIR'S UPDATE (Vic Emery)

The Chair opened the meeting and thanked everyone for their time yesterday at the Strategic Workshop and their company at dinner.

2.1 APOLOGIES

The Chair noted No Apologies but observed that Paul Kernaghan was running late and would join the meeting as soon as he could.

2.2 CONFLICTS OF INTEREST

No conflicts of interest were declared.

2.3 UPDATE OF EVENTS SINCE LAST MEETING

The Chair provided an update from the last meeting held 27th November and advised:

Board Effectiveness Review: Mike Gill from RSM was in attendance and observing the meeting as part of the Effectiveness Review. The Chair explained that a series of 1:1 interviews were scheduled to be held with Members and the Executive with the Review outcomes being presented back to the Authority Board Meeting in March 2020.

The Chair also welcomed Patsy Northern, Director of Corporate Services, to her first formal Board Meeting and Louise Harrison, ACC Designate and Sheree Owen, CNC Chief of Staff who were observing the meeting in the run up to their official start dates.

The Chair noted that this was Paul Winkle's last Board Meeting as he was moving off to a new role [REDACTED] but advised that the CNPA was still awaiting confirmation of his successor. It was also noted that it was also Paul Kernaghan's last Authority meeting after successfully completing two terms on the Board. The Chair stated that he would take time at the end of the meeting to offer up his thanks for their contributions to the organisation.

The Chair provided a short brief on his Catch-Up Meeting with Helen Shirley Quirk on 23rd January 2020.

3. APPROVAL OF MINUTES OF THE AUTHORITY (BOARD) MEETING HELD ON 27th NOVEMBER 2019 (Vic Emery)

Document Reference: PAB(20)R01.

No comments or amendments were put forward.

DECISION:

The draft minutes of the Authority (Board) meeting held on 27th November 2019 were Approved as a true record of the meeting.

4. REVIEW OF CNPA ROLLING ACTION LOG (Vic Emery)

Document Reference: PAB(20)R02.

The Action Log was reviewed by the Board.

It was noted that Actions PAB2019-07 and PAB2019-08 were attached to Victoria Bartlett and relate to the development of the Corporate Communications Strategy due in April 2020. It was recognised that the target due date for these actions should therefore be May 2020.

[REDACTED]
[REDACTED] It was noted this action would be considered under the Agenda Item.

DECISION:

Members APPROVED the closure and sign off those actions 'Proposed Complete'.

5. ITEMS FOR DECISION

5.1 POLICE CONDUCT, COMPLAINTS AND PERFORMANCE REGULATIONS 2019 (DCC Chris

Armitt)

Document Reference: PAB(20)R03

The purpose of the paper was to advise the CNPA on the upcoming changes to the misconduct and complaints regime for Home Office forces and to seek confirmation that, in accordance with Section 58 of the Energy Act 2004, the CNPA wished to adopt the updated conduct and complaints regulations that would come into force on 1st February 2020.

The paper also recommended that the CNPA adopted model 1 for the review of public complaints and delegated all those responsibilities assigned to the PCCs within Home Office force structures to the CNPA People Committee.

The DCC explained that these changes were designed to enhance accountability of police forces but advised that it was unlikely that adoption for non-Home Office Forces would follow the same timeline and that the CNPA should expect an implementation date of 6 months later.

The Chair opened the paper up for questions and comments.

Neelam Sarkaria (NS) commented that this was a step in the right direction and was supportive of the recommendations. MS expressed that there was an underlying piece to this as it represented a cultural sea change for managers but was confident that cultural changes could be achieved. In response to this, the DCC CA advised that there was a training package that has been written for the CNC and this had now been rolled out across the organisation and was progressing well. Rebecca Weston (RW) asked whether there was a broader implementation plan being considered over and above this. The DCC CA explained the full training plan arrangements. The Chair requested that feedback on training (once implemented) was reported through the Chief Constable's Report for assurance that it had been carried out. **ACTION 001**

Mark Neate (MN) stated that he had clarification on two points. Firstly, who was the appropriate authority, as MN assumes it was the Chair of CNPA, who delegates to the CNC Executive. The DCC confirmed that this was correct role and it was the DCC who supported this. Secondly, in MN's opinion, the model was bizarre, as it could be interpreted that all the safeguards are not there. The DCC assured that the safeguards are already in place but not highlighted to that detail in this paper. The DCC then explained the process and further assured that IOPCC would take over any investigation if there was an act by an officer which resulted in death or serious injury. On acts or events that could result in serious injury, the IOPCC would have close overview of the management handling of such a situation and, in general, there is a lot of IOPCC scrutiny and oversight.

MN further asked whether complainant reviews could be broadened and what that would mean (referring to P/p3 'Options'). The DCC explained that in our model, CNPA has replaced the PCCs. The DCC further explained that a Complainant Review could be in two forms. One where the CNC conducts a review of how the complaint is being managed if it is not satisfied with the handling of that complaint or, as a member of the public, a review can be requested of how the complaint is being handled and if not satisfied with the outcome, the complaint will be referred to the IOPCC. The CC further reinforced this point and advised that the Chair has the ability to 'dip check' into the review if required and further assured that there is a robust layer of scrutiny in the process. The CC also advised that there is quarterly meeting with IOPCC to ensure compliance to the standards.

The Chair commented that CNC generally has low numbers of public complaints but now that CNC is doing more work 'outside the wire', the organisation needs to be alert to the fact that there is more exposure to receiving complaints from the public. The CC agreed and acknowledged that CNC are more exposed and, in that event, and if anyone was accused of gross misconduct, the CNC would be subject to public hearings. [REDACTED]

Paul Kernaghan (PK) commented that the performance of IPOCC needs to be monitored too as there had been instances where its conduct hasn't always been appropriate. PK advised that if there were any concerns around the IOPCC conduct or approach, then the CNPA would be able to make

representation as appropriate.

Mike Calloway (MC) enquired about whether the Regulations applied in Scotland. The DCC advised that they apply to the whole of the UK but added that the Scottish Government had opted out of the 'Bard' approach, which won't be applied to Scottish Police Officers. This situation gave CNC a challenge, as the CNC has officers in Scotland working under the jurisdiction of the Scottish Government, so CNC is using a twin-track approach.

DECISION:

Members AGREED to:

1. Adopt the Police Conduct, Complaints and Performance Regulations 2019.
2. To adopt model 1 to ensure that the CNPA maintains an oversight of public Complaints.
3. Delegate those responsibilities that are applicable to a PCC to the CNPA People Committee.

6. ITEMS FOR DISCUSSION

6.1 AFO (AUTHORISED FIREARMS OFFICER) RECRUITMENT UPDATE (Richard Saunders)
Document Reference: PAB(20)R04.

This report provided the Board with an update of the ongoing work and activity in the recruitment of Authorised Firearms Officers (AFOs) [REDACTED].

[REDACTED]

The Chair opened the paper up for questions and comments.

VRE referred to NS as to whether she had any comments to put forward as Chair of the People Committee.

NS commented that she and the Committee regarded recruitment as an activity that was still work ongoing. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] The Chair requested that CNC considers its approach to performance management and performance reporting in order to make sure that the appropriate data is available to provide proper scrutiny across all levels of the organisation and to enable performance to be reported in a way that provides assurance and transparency. **ACTION 002**

MN highlighted that for the courses projected over 2 years, assuming that they reach their maximum number of intakes per course, would generate [redacted] intakes per year. [redacted]

[redacted]. RS agreed.

[redacted] course.

The CC responded and explained that it was unusual to get 100% pass rate for firearms training generally and that a 60% pass rate was the average success rate across Home Office Forces. [redacted]

[redacted]

[redacted]

[redacted].

The Chair further queried whether there were any unexploited areas for recruitment such as the Prison Service, ex-military etc. RS responded that CNC has tried to reach into all areas as much as possible. RS added that CNC could branch out possibly to target graduates and this is being considered, but currently the social media push is the most effective activity.

RS also confirmed that CNC are proactively targeting minority groups and there are initiatives and campaigns in place, but that these have had a mixed impact.

[redacted]

PK asked whether CNC had thought about the various technologies available to test that particular failure point in order to target that earlier in the process. The CC responded that he had looked at this on a national level and the technology is available but not yet mature enough that he would recommend using it at the moment. The technology is early in its development, very expensive and complicated.

[redacted]

[REDACTED]

No further questions or comments were put forward.

DECISION:

Members NOTED the AFO Recruitment Update.

6.2 CNC RETENTION AND RESOURCING UPDATE (Richard Saunders)

Document Reference: PAB(20)R05.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chair opened the paper up for questions and comments.

[REDACTED]

[REDACTED]

It was confirmed that exit interviews are mandated in CNC.

A discussion was held on the development of a retention strategy. RS advised that a 3-year retention strategy was in place but was being refreshed together with the action plan and it was expected to be completed next week.

The Chair requested that the Retention Strategy be circulated to the Board Members for transparency and information with the detailed action plan being routed to the People Committee.

ACTION 004

The Chair asked if the costs were being captured in the budget? RP replied that the costs were being captured but that it was hard to 'see' where they were, as there were lots of different cost elements. RP further advised that more work was being done for next year's budget to phase and identify the costs more clearly.

[REDACTED]

[REDACTED]. RP confirmed that it would and advised that it would be addressed under the Finance Agenda Item 7.3.

[REDACTED]

[REDACTED]

[REDACTED].

It was further discussed and agreed that whilst CNC should proceed with caution, efforts should continue to collaborate.

No further questions or comments were put forward.

DECISION:

Members NOTED the update.

6.3 [REDACTED]

[REDACTED]

[REDACTED].

The Chair opened the paper up for questions and comments.

[REDACTED]

[REDACTED]

[REDACTED].

[REDACTED].

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

No further questions or comments were put forward.

DECISION:

[REDACTED]

6.4 [REDACTED]

[REDACTED]

[REDACTED]

The Chair opened the paper up for questions and comments.

[REDACTED]

The Chair enquired to the accuracy of data. RP responded that the overall accuracy is reasonably good.

SS asked what does 'Gen2' do? RP explained the background and functionality.

SS reflected on the huge effort from CNC to achieve this positive progress and it should be noted that [REDACTED] would not have made this progress without the support of RP and his team. This was acknowledged by the Board.

RP reported that integration still has issues; however, more plans were now in place, regular checking was taking place and errors and faults were being addressed as they arose to avoid a backlog. Also, work was now ongoing on reconciling data on a monthly basis and working through the mismatches.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

RW requested appropriate pre-board information would be helpful before we get to the decision-making point, so it is well informed decisions being taken.

The Chair stated the Board will require costed options.

No further questions or comments were put forward.

DECISION:

[REDACTED]

7. STANDING ITEMS

The Chair commented that in the interest of time, it should be assumed that the Standing Item Reports had been read and each item would take questions and comments directly.

[REDACTED]

[REDACTED]

7.1 CHIEF CONSTABLE/CHIEF EXECUTIVE'S BUSINESS REPORT (Simon Chesterman)

Document Reference: PAB(20)R08

The report updated CNPA Board members on the headlines of routine and new business from 15th November 2019 to 21st January 2020.

The CC wished to record formally for the Minutes his grateful thanks for the excellent work and the role Duncan Worsell had discharged in his time as T/ACC. This was noted and reinforced by the Chair and Members.

The Chair opened the paper up for questions and comments.

The Chair commented that there was a lot in the report and clearly the CC had spent time engaging with staff and stakeholders, which was positive.

A few clarification points were raised by the Members which the CC answered appropriately and satisfactorily.

A brief discussion was held on the work 'outside the wire' and what CNC officers encountered. [REDACTED]

[REDACTED]. The Chair accepted that any route to collaboration was a positive step, but the CNC must remain mindful of its core role. The CC stated that he fully agreed and would never allow the core mission to be compromised. The CC explained the roles the officers would undertake if they came across a situation 'outside the wire' and cited an example of detaining a drunk driver and waiting for the local police to arrive. The CC also advised that the local police [REDACTED] are supportive of training some CNC officers and giving CNC breath test kits for CNC patrol cars to use should they come across a suspected drunk driver.

The CC also advised that there was an organised crime group close to some sites which could pose a threat. [REDACTED]

The Chair stated that there was a need to reinstate the regular session with the Federation and Staff Associations. The CC agreed to arrange these. **ACTION 010**

No further questions or comments were put forward.

DECISION:

The Chief Constable/Chief Executive's Business Report was noted.

7.2 CORPORATE PERFORMANCE DASHBOARD (Executive)

Document Reference: PAB(20)R09

The Corporate Performance Dashboard for January 2020 reported on the CNC's consolidated performance against targets, presented as a dashboard of headline information, with progress against programmes and projects (CNC Change Portfolio – 4 Year View 2019-22) and a "heatmap" of the Constabulary's risk system in respect of Strategic and Emerging risks.

The Chair opened the paper up for questions and comments.

SS enquired to why there was such a dip in sickness absence in December. The T/ACC advised that there had been a viral infection that had affected a number of people.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chair observed that a lot of work had gone into developing the Corporate Dashboard Report and that it had greatly improved the Board's ability to review metrics and data. However, now that the permanent DCS was in place, the Chair asked the CC and DCS whether the DCS could review the developing dashboard and consider other ways to improve it further in terms of bringing more meaningful data forward. For example, how the CNPA and CNC can appropriately target performance measures to drive the business. The Chair noted that currently the Board just gets HR measures and this must expand this into other areas of the organisation. It was also discussed that establishing one central source of data and a performance reporting framework to support the dashboard is vital. The Chair stated that having consistent leading and lagging metrics that offer consistent month on month monitoring and assurance against overall performance would be beneficial. The CC and DCS agreed to review this and consider a way forward. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Against the Portfolio Plan, the Chair noted that CNC currently reported against 3 'big' projects but there seemed to be a lot of other 'projects' identified. The Chair commented that he was not sure what they were and whether they were 'bona fide' projects, as they seemed more 'business as usual'. An action was placed on the CC to look at this in more detail and to re-categorise the projects if appropriate. **ACTION 012**

No further questions or comments were put forward.

DECISION:

The Corporate Performance Dashboard December 2019 and the progress of the Directorates against their key performance indicators was noted.

7.3 FINANCE REPORT (Rob Poole)
Document Reference: PAB(20)R10

The paper presented the year-to-date CNPA's financial performance at the end of December 2019, as part of the presentation of the Q3FC.

The paper also sought approval in principle that urgent spending priorities for 2020/21 could commence (section 3.5) prior to [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

A short conversation was held noting that CNC can only charge actual costs against provision of service, which is not helpful when managing project delays and recruitment and retention issues.

[REDACTED]

[REDACTED]

[REDACTED]

SS advised that work on the draft budget for 2020/21 was ongoing and that there had been a number of Budget Scrutiny Meetings with Members; the final draft would be presented to AFRC for recommendation to the March CNPA Board Meeting. SS further explained that the budget scrutiny meetings had engaged the site operators and had taken them through the detail and that there is support and understanding of the pressures by the site operators.

SS commented that her main concern was whether the CNC was getting a grip of the efficiency programme and whether it was delivering on this. [REDACTED]

[REDACTED]. The Chair agreed and identified that the commentary around explaining 'what we are doing' and 'why we are doing it' was important, so that the site operators could understand and defend the value of CNC back to their organisations.

MN asked for clarity around the request to approve the urgent spending priorities for 2020/21 prior to the final budget sign off. RP advised more of the detail behind the request and explained that the expenditure on recruitment and training must be launched now to meet the recruitment dates for April 2020.

MN commented that he preferred the appendices that used to be tabled as they reported the totality of costs per site operator and he requested whether these could be added back into the Finance Report. **ACTION 014**

No further questions or comments were put forward.

DECISION:

- (i) The Finance Report was noted.
- (ii) Members APPROVED the urgent spending priorities for 20/21 prior to the final budget sign off.

7.4 JANUARY 2020 PEOPLE COMMITTEE CHAIR'S REPORT OF MEETING HELD ON 22 JANUARY 2020 (Neelam Sarkaria)
Document Reference: PAB(20)R10A

NS commented that the People Committee was moving in the right direction, although collating and reporting data was challenging; however, NS recognised that the action arising (Agenda Item 6.1) would support better reporting moving forward.

NS stated that one of the key issues was to get the People Committee to act as an assurance role on behalf of the Board and that function was not yet there.

It was noted that the People Committee would have a pivotal role in supporting the strategic ambition as it develops its 'people strategy' to support the ambition.

No further questions or comments were put forward.

DECISION:

The People Committee Chair's report of the meeting held on 22nd January 2020 was noted.

7.5 AUDIT, RISK AND FINANCE COMMITTEE (ARFC) CHAIR'S REPORT & MINUTES OF BUDGET SCRUTINY PANEL MEETING HELD ON 27 NOVEMBER 2019 (Sue Scane)
Document Reference: PAB(20)R11

The ARFC Chair commented that she had covered off some of this report already at various points in the Agenda today. In her view, the budget scrutiny meetings were a worthwhile exercise for the

site operators and she considered the meetings to be helpful and positive.

No further questions or comments were put forward.

DECISION:

The Board noted the Report and the Minutes of the Audit, Risk and Finance Committee Budget Scrutiny Panel Meeting held on 27th November 2019.

7.6 STRATEGIC RISK REPORT AS AT 31st DECEMBER 2019 (Chris Armitt)

Document Reference: PAB(20)R12

The report presented CNPA's Strategic risks as at 31st December 2019 (based on the records maintained within 4Risk) and provided information to the Board on the assurance over the control framework from those managing the risks. It also included information about emerging risks.

DCC CA presented a short summary of the paper.

The Chair opened the paper up for questions and comments.

A long discussion took place around the targeting of risks and the RAG status. MN observed that where CNC was targeting an 'Amber' outcome, then a commentary giving an explanation and suggested mitigation should be provided. DCC CA advised that this detail was within the individual risk reports, but would ensure that an extra column to include this information was provided at Board level reporting. **ACTION 015**

A lengthy discussion also took place around the appropriateness and relevance of the strategic risks and the reporting commentary and assessments against them. It was concluded that the current risk reporting did not provide sufficient assurance to the Board and the linkages between risk appetite, detail and mitigations was unclear. It was recognised that there was a lot of risk management at management level, but this style of reporting was not revealed sufficiently at Board level.

A conversation ensued about the application and value of 4Risk as a risk management tool.

An exchange was had on developing an integrated Risk Management Framework for CNC. The Chair suggested that now the DCS was in post, a thorough review of CNC's risk policies, processes and reporting should be conducted and, if an overall corporate risk management framework did not exist, then one should be created. The Board agreed that a more meaningful reporting of risk at Board level would be welcome. **ACTION 016**

No further questions or comments were put forward

DECISION:

The Authority noted the Strategic Risk Report as at 31st December 2019.

7.7 HEALTH, SAFETY AND ENVIRONMENT REPORT (Chris Armitt)

Document Reference: PAB(20)R13

The paper reported on the Health Safety and Environment report up to 31st December 2019.

RW commented that this was a good report on wellbeing and addressing issues on mental health.

No further questions or comments were put forward

DECISION:

The Health Safety and Environment Report was noted.

7.8 SIRO'S (SENIOR INFORMATION RISK OFFICER'S) UPDATE (Richard Cawdron)

Document Reference: PAB(20)R14

No further questions or comments were put forward

DECISION:

8. The SIRO's Update was noted.

CNC OPERATIONS DE-BRIEF

8.1 DECP (Dounreay Exotics Consolidation Project) (Chris Armitt)

Document Reference: PAB(20)R15 (Presentation)

The Board was unanimous that this was an excellent piece of work. The Chair requested that the Board's congratulations and thanks were passed on to the SEG.

9. **DECISION:**

The CNC Operations De-Brief was noted.

ANY OTHER BUSINESS

9.1 Authority Meeting Self-Assessment (Vic Emery)

VE asked members for feedback on the way that the meeting had been conducted. Members responded that they had considered this a good meeting and were content with the proceedings.

Special thanks were extended to Cathy Pepler for her excellent organisation of the workshop and Board meeting off-site.

9.2 Revision of Authority Meeting start time to 10am (Vic Emery)

VE asked Members if they were supportive of future Board Meetings starting at 10am, since it had been observed that all attendees were usually on site early on Board Meeting days. Members advised that they were content with Board Meetings starting at 10am.

9.3 CNPA Strategic Workshop held 28th January 2020 – Outcome

The Chair stated he wished to record the outputs of the Strategic Workshop held the day before the Board meeting for the purposes of the Minutes.

Following the presentation and discussion of the Strategic Ambition work, Members:

- i. ENDORSED the recommended scope and emerging direction for taking forward the CNC Strategic Ambition as presented in the slide pack.
- ii. APPROVED the exploration of the recommended options (identified in the green boxes) in good faith with external stakeholders and CNC to determine detailed delivery requirements against each.
- iii. AGREED that the CNC would develop the ambition work in line with the discussions held at the workshop and bring it back to Board Meetings for regular consultation, progress reporting and support and guidance from the CNPA.

The Chair advised that the primary action that came out of the workshop discussions was for CNC to bring back a framework or plan of how the strategic work was going to be taken forward (route to delivery) and by whom for the next Board Meeting. **ACTION 017**

The Chair also recorded that a Stakeholder Management Plan was essential in supporting the strategic work as it developed, because primary stakeholders were key in supporting the CNC in pursuit of its wider ambition. RC advised that this had already been identified and work was ongoing to develop a suitable stakeholder management plan.

9.4 The Chair closed the meeting by extending his grateful thanks and appreciation, on behalf of the Board and Constabulary, for the commitment and efforts of Paul Winkle and Paul Kernaghan. The Chair presented both Members with a token of thanks for their contribution.

10. ITEMS FOR READING

10.1 CNPA DECISION LOG - Document Reference: PAB(20)R16

Meeting concluded at 12:45 pm

Distribution: CNPA Board Members, CNC Executive
Date of Next Meeting: Wednesday, 25 March 2020 in [REDACTED] [REDACTED]