

Minutes of Meeting:

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	25 March 2020 Skype teleconference
Meeting Called By	Vic Emery, Chair	Start Time	10:05 hrs
Reference Meeting No.	CNPA 20200325	End Time	11.55 hrs

MEMBERS:		
Vic Emery	Chair, CNPA	[REDACTED]
Mike Calloway	Industry Representative Member, NDA	[REDACTED]
Sir Craig Mackey	Independent Member	[REDACTED]
Mark Neate	Industry Representative Member, Sellafield	[REDACTED]
Neelam Sarkaria	Independent Member	[REDACTED]
Sue Scane	Independent Member	[REDACTED]
In ATTENDANCE:		
CC Simon Chesterman	Chief Constable/Chief Executive	[REDACTED]
DCC Chris Armitt	DCC / Capability Director	[REDACTED]
ACC Louise Harrison	ACC / Operations Director	[REDACTED]
Patsy Northern	Director of Corporate Services	[REDACTED]
Richard Saunders	Director of People & Organisational Development	[REDACTED]
Richard Cawdron	Director of Governance, Compliance and Legal Services	[REDACTED]
Rob Poole	Head of Finance & Business Efficiency	[REDACTED]
Eleanor Walker	Head of Governance & Assurance	[REDACTED]
Victoria Bartlett	Head of Engagement and Comms	[REDACTED]
Sheree Owen	Chief of Staff	[REDACTED]
Sarah Shevlin	Board & Committee Manager	[REDACTED]
Jo Summers	Governance & Assurance Manager	[REDACTED]
Cathy Pepler	Board & Committee Secretary	[REDACTED]
APOLOGIES:		
Rebecca Weston	Industry Representative Member, DRSL	[REDACTED]

1. **CNPA MEMBER'S ONLY SESSION** (Vic Emery)
Session not required.
2. **WELCOME & CHAIR'S UPDATE** (Vic Emery)
The Chair opened the meeting and requested succinctness, in view of the current Covid-19 pandemic circumstances.
 - 2.1 **APOLOGIES**
The Chair advised that Rebecca Weston had sent her apologies for absence.
 - 2.2 **CONFLICTS OF INTEREST**
No conflicts of interest were declared.

2.3 UPDATE OF EVENTS SINCE LAST MEETING

The Chair highlighted that the Covid-19 pandemic had developed since the January 2020 Authority meeting, which had resulted in disruption and dislocation to 'business as usual'.

The Chair invited ACC Louise Harrison to speak as the senior officer of the CNC COVID-19 Gold Group. Louise Harrison (LH) confirmed that CC Simon Chesterman and DCC Chris Armit were engaged with the National Police Chiefs' Council and those respective Gold Meetings. LH advised that she was in daily contact with the Department for Business, Energy and Industrial Strategy (BEIS) and the Office of Nuclear Regulation (ONR). LH advised that CNC absence rate levels were currently below the national average and there was a "green" officer attendance status at all the CNC sites. Initial Foundation Course training, transferee training and Command and Control Centre training was being continued, but all other training had been suspended. Trainers were on standby to be deployed if necessary. CNC personnel had been allocated "key worker" status and planning for the short / medium term, together with the return to normal circumstances and the re-commencement of suspended training was under discussion.

Sue Scane (SS) advised that on 24 March 2020, there had been [REDACTED]

[REDACTED] LH responded that essential training courses were currently continuing in line with Home Department Forces and guidelines [REDACTED]

The Chair thanked LH for her update.

The Chair reminded members that they had received an email from DCC Chris Armit advising that [REDACTED]

The Chair also advised that he had received the draft report and summary of the Board Effectiveness Review recently carried out. The Chair explained that the Review feedback was due to have been provided at this meeting, but this had been deferred due to keeping the agenda more streamlined given the current environment. The Chair advised that generally, the Review had been very positive with some recommendations suggested. The formal review would be circulated, and two action plans would be formed – one for the Authority (Board) and one for the Executive.

The Chair also advised that he was scheduled to hold a catch-up meeting with Helen Shirley-Quirk, Director, Civil Nuclear and Resilience, BEIS, on 26 March 2020 and he requested that any items that members would like him to raise at the meeting, should be sent to Sarah Shevlin.

The Chair referred Members to the copy of his letter dated 20 March 2020 to the Director, Civil Nuclear and Resilience, which he had circulated to Members on 25 March 2020.

No further comments or questions were put forward.

3. APPROVAL OF MINUTES OF THE AUTHORITY (BOARD) MEETING HELD ON 29 JANUARY 2020

(Vic Emery)

Document Reference: Draft Minutes

The Chair advised that he had noted two typographical errors in the draft January 2020 Authority (Board) meeting minutes.

ACTION PAB250320-01: EW/SSh to correct the typographical errors in the January 2020 Authority (Board) meeting minutes.

No further comments or amendments were put forward.

DECISION:

The draft minutes of the Authority (Board) meeting held on 29 January 2020 were APPROVED as an accurate record of the meeting.

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

Document Reference: Action Log

The Chair requested agreement from the Members that all actions marked 'Proposed Complete' be closed out and the commentary noted against the ongoing actions.

Mike Calloway (MC) suggested the closure of action [REDACTED]

No further comments or amendments were put forward.

DECISION:

Members APPROVED the closure and sign off the actions that had been logged as 'Proposed Complete' and the commentaries against the 'ongoing' actions.

5. ITEMS FOR DECISION

5.1 STRATEGIC AMBITION

5.1.1 Strategic Ambition (Simon Chesterman)

Document Reference: PAB(20)R15

The Chair highlighted that the CNPA Strategy 2020-2023 had not been circulated until 23 March 2020 and it clearly required further work. Due to its late submission, the Chair intimated that he would prefer a dedicated meeting on this paper to allow Members time to review and consider the contents thoroughly. The Chair suggested a further meeting should be reconvened in approximately one week's time.

ACTION PAB250320-02: SSh to arrange dedicated meeting for the discussion of the CNPA Strategy 2020-2023.

DECISION:

Members AGREED the deferral of discussion on the CNPA Strategy 2020-23 to a dedicated meeting (date and time to be confirmed).

5.1.2. Strategic Delivery Framework (Simon Chesterman)

Document Reference: PAB(20)R15A

The Strategic Delivery Framework paper presented the steps and activities regarded as necessary in progressing the current Strategy paper to the point of delivery.

The Chair stated that he was content with the Strategic Delivery Framework and what it proposed.

The Chair opened the item up to Members. No questions or comments were put forward.

The Chair queried and it was confirmed by SC that the five steps set out in the draft Strategic Delivery Framework would be followed. SC advised that the steps had been formulated from Cabinet Office best practice and that Strategic Ambition work would be submitted to the Constabulary Change Board, the Chief's Management Group and the Strategic Ambition Working Group meetings as appropriate, and also reported to the Authority (Board) for sign-off of each of the five steps.

Nor further questions or comments were brought forward.

DECISION:

Members APPROVED the Strategic Delivery Framework and the proposed steps as outlined in report reference PAB(20)R15A. It was NOTED that the CNC would report back to the Authority

(Board) for sign-off of each of the five steps set out in the Strategic Delivery Framework.

5.2 PROPOSED BUDGET 20/21 (Rob Poole)

Document Reference: PAB(20)R16

Rob Poole (RP) highlighted that progress against the Strategic Ambition and the CNPA/CNC's ongoing response to Covid-19 could result in some budget alterations at a later date, but assured Members that any required charges would be reported back to the Authority (Board) on 30 July 2020 as part of the Q1FC review.

RP provided a very brief background to the recommendations put forward in the paper.

Neelam Sarkaria (NS) asked if the CNC was aware of any emergency funds for any CNC critical operational business requirements. RP responded that he was not aware of any such emergency funds, but if the budget 20/21 was approved, he proposed [REDACTED]

[REDACTED] Sue Scane highlighted that she was content with progress regarding the budget.

The Chair asked if the CNC was confident that mutual aid costs would be recoverable. CA responded that expenditure in relation to the provision of mutual aid would be tracked and charged as had been the case under the Operation Temperer.

RP advised that the Proposed Budget 20/21 report indicated that there was uncertainty in terms of what and when changes would be made to current pension arrangements and the implications of the increase to the employer's contribution rate (currently 19.3% but increasing to 27.25%). In addition, the current Pension fund was due to be revalued, which again could lead to an increase in employers' costs. Sue Scane suggested that BEIS should be contacted for clarification regarding pension funding.

ACTION PAB25032020-03: RP/RS to contact BEIS for clarification regarding pension funding.

It was noted that there had been a series of budget scrutiny meetings held with the Members separate to this meeting and therefore the Members had had appropriate transparency and working discussions relating to the formulation of the budget.

No further questions or comments were put forward.

DECISION:

- (i) Members ENDORSED the Proposed Budget 20/21 including a review of budget allocations at Q1FC 20/21.
- (ii) Members APPROVED IN PRINCIPLE the proposed CNC charging schedule 2020/21 and delegated a detailed review and final endorsement of the charges to the April 2020 ARFC meeting.
- (iii) Members NOTED the risks set out in section 3.7 of the Proposed Budget 20/21.

6. ITEMS FOR DISCUSSION

6.1 STAFF SURVEY: PROGRESS AGAINST ACTION PLAN (Richard Saunders)

Document Reference: PAB(20)R17

The paper had been submitted to update the Authority regarding progress to date and planned actions resulting from the 2019 Staff Engagement Survey.

Richard Saunders (RS) provided an overview of progress against the Staff Engagement Survey Action Plan.

The Chair opened the item up to questions or comments.

Sue Scane raised whether there were dates in the Staff Engagement Survey Action Plan that would require revision in the light of the Covid-19 circumstances. RS confirmed that there would be and advised that work would need to be done to review the current target dates.

ACTION PAB250320-04: RS to arrange for the revision of Staff Engagement Survey Action Plan dates in view of the Covid-19 circumstances.

The Chair enquired as to how success or performance against the actions was being measured. RS responded that the success of the actions would be primarily gauged via the results of the next Staff Survey, which was proposed for autumn 2020. RS added that the Staff Associations would be asked to encourage their members to participate in the next Survey.

No further questions or comments were put forward.

DECISION:

Members NOTED progress to date and planned actions resulting from the 2019 Staff Engagement Survey.

6.2 [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED].

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED].

The Chair opened the item up for questions and comments.

The Chair requested an examination of the outsourcing of the CNPA/CNC's transactional processes. PN confirmed that outsourcing would be investigated and advised that beneficial discussions with the NDA were being continued.

[REDACTED]
[REDACTED]
[REDACTED].

MC queried the timing of the proposed outline business case given the impact of the Covid-19 virus. PN advised she had been involved in the writing of such business cases before, and a working group had been set up with the workload to be shared with the other [REDACTED] Forces. PN added that best endeavours would be made to produce the outline business case by June 2020.

[REDACTED]
[REDACTED]
[REDACTED].

PN confirmed that [REDACTED] Sue Scane observed that this was a positive result, as the dispute had been a significant risk.

No further questions or comments were put forward.

DECISION:

Members NOTED the Chief Constable/Chief Executive's Business Report.

7.2 CORPORATE PERFORMANCE DASHBOARD (Executive)

Document Reference: PAB(20)R25

The Corporate Performance Dashboard reported on the CNC's consolidated performance against targets.

SC provided an overview of the Dashboard. In respect of Strategic Objective 1 – Operations, he highlighted that the CNC was running at approximately [REDACTED]. He advised that CNC had challenges in connection with strength versus establishment, but there were signs that improvements were starting to have an effect.

The Dashboard for Strategic Objective 4 – People, had included details of Initial Foundation Course size targets, the number of recruits who had started each Course and the number of recruits who had graduated from each Course.

The Chair opened the item up to questions and comments.

The Chair reminded RS that as previously indicated that he would like the Dashboard to include the number of applicants in the "pipeline" and RS advised that this information was already held on the Corporate People Management Dashboard, so it should not present an issue to include it in future Corporate Performance Dashboards.

ACTION PAB250320-08: RS to include the number of applicants "in the pipeline" in the future Corporate Performance Dashboard, Strategic Objective 4 – People charts.

The Chair congratulated RP as the Payroll Accuracy Chart under Strategic Objective 3 – Business, had indicated 100% accuracy for February 2020. It was also noted that 94% of invoices had been paid within 30 days in February 2020, which was slightly under the target of 95%. RP commented that substantial work on the part of staff in the Human Resources and Finance Teams, and MFSS had resulted in the very pleasing 100% payroll accuracy figure. RP stated that there had been challenges regarding the payment of invoices, but firm work and training was being targeted to tackle areas of difficulty. PN was also scheduled to investigate the invoice payment process, particularly in respect of the more problematic areas, e.g. travel.

The Chair observed that the performance charts for Strategic Objective 1 – Operations had indicated that the organisation was under a certain amount of stress. SC concurred with this view, which was the result of attrition levels. SC also noted that if the high attrition levels were resolved, it would positively impact on a number of the Strategic Objective metrics.

LH observed that especially given the current Covid-19 difficulties, the low number of Reg 10 notices had indicated that the workforce was rising to the challenge of the current circumstances. The Chair particularly requested that it be recorded that the "leaning in" of the workforce had meant that the CNC was performing very well in what were currently adverse circumstances.

As a new member of the CNC and Executive, Mark Neate asked LH for her opinion of the CNC morale, management etc. LH advised that she had been very impressed with the general attitude and "can do" approach and professionalism of CNC personnel at all the CNC sites. There had been initial concern regarding Covid-19 from some CNC personnel and absence rates had risen, but these figures had not necessary been out of line with comparable figures in Home Department Forces. Governance structures and key messages had been put in place quickly. Personnel were returning to work and a positive approach had been adopted. The CNC was currently in a good position and almost at "business-as-usual" levels. The Chair hoped that this type of response from CNC personnel would be reflected in the next staff engagement survey. The Chair also advised that

he had asked Prospect and the Civil Nuclear Police Federation representatives to encourage the participation of their members in the survey. LH advised the BEIS representatives were attending the CNC's Covid-19 Gold Meetings, similarly, Federation and Staff Association representatives had attended Gold and Silver Meetings and overall, they had been very appreciative/supportive. RS added that the Federation and Prospect representatives had expressed a very positive view regarding the CNC's response to Covid-19.

MC commented that Covid-19 would significantly impact on programmes and projects. He suggested the identification of key items that must continue and consideration as to whether there were sufficient resources to progress these items. The Chair commented that he was pleased that peripheral projects had already been excluded from the Change Portfolio chart submitted as part of the Corporate Performance Dashboard documentation. SC further advised that, as outlined in the steps to be taken to achieve the Strategic Plan, the Report on CNC Change Portfolio – View 2020-2023 Projects and Change initiatives “inflight” and Ambition initiatives would need to be consolidated.

The Chair asked if the CNC had appropriate resources for the projects and if the timeframes were still appropriate. SC responded that at present, the answer was that the CNC had appropriate resources as personnel were working remotely, but any supply chain issues could present challenges, so the situation was being approached on a day-to-day basis. MC asked if there had been an identification of key projects and whether there were sufficient resources to progress those projects. SC advised that a blueprint for the future was required and the CNC then needed to allocate the right resources to those areas. CA observed that collectively, there was very little operational police personnel involvement in projects. Griffin Park was open for contractual work at present and work was still being completed within that facility, in line with guidance from Government.

[REDACTED], but the CNC's project resources currently remained focussed on projects.

No further questions or comments were put forward.

DECISION:

Members NOTED the March 2020 Corporate Performance Dashboard and the progress of the Directorates against their key performance indicators.

7.3 FINANCE REPORT PERIOD 11 (Rob Poole)

Document Reference: PAB(20)R26

The Finance Report Period 11 presented “the year-to-date CNPA's financial performance at the end of February, as part of the presentation of the P11”.

RP advised that there had been an underspend, which was £2.3m below the YTD Q3FC of £107.2m and that there were slight concerns regarding the possible impact of Covid-19 on the financial forecast.

The Chair opened the item up to questions and comments.

The Chair asked whether the £2.3m underspend could be carried forward into 2020/2021. RP responded that the CNPA/CNC's current charging model prevented the ability to create reserves and prevented the ability to carry money forward, although the CNC would investigate expenditure in 2019/20 to prevent longer term issues e.g. the possible usage of underspend monies to pay MFSS costs that had been funded via working capital and were due to be charged back in the new year via depreciation.

Sue Scane whether there had been discussions with BEIS regarding any flexibility in respect of the CNPA/CNC funding model and also whether the CNC had been required to submit any estimates of its Covid-19 costs to BEIS. RP advised that there had been discussions with BEIS regarding year end, but as the majority of the CNC's direct funding was not from BEIS, the CNC had not been asked to report back significant additional financial data to BEIS at present. The CNC had set up codes etc. to monitor Covid-19 expenditure. Sue Scane queried, and RP confirmed that a Letter of

Comfort had not been received from BEIS in respect of spending 1 April 2020 onwards. RP advised that the CNC's funding from BEIS (apart from funding in connection with the Emergency Services Mobile Communications Programme) was relatively low.

The Chair observed that there had appeared to have been fortuitous rather than planned savings. RP responded that there had been a mixture of savings, including some fortuitous savings. The savings strategy had been discussed at the previous ARFC meeting and going forward, the CNC wanted to further develop the tracking of efficiency savings.

No further questions or comments were put forward.

DECISION:

Authority members NOTED the Finance Report Period 11.

7.4 PEOPLE AND ORGANISATIONAL DEVELOPMENT DPOD REPORT (Richard Saunders)

Document Reference: PAB(20)R27

The People and Organisational Development DPOD (Director of People and Organisational Development's) Report provided the Authority with an update on key initiatives for people and organisational development in the CNC.

The paper also sought Members Approval of the Gender Pay Gap paper at Appendix 1, to enable the data to be published.

RS advised that with respect to the Gender Pay Gap, the report noted the outcome of the gender pay gap information, based on actual pay figures as at 31 March 2019, in relation to police staff (P1-M3 grades), police officers (Federated and Superintending ranks) and the Executive grades. RC advised that the CNC was still performing in line with the National Gender Pay Gap of 8.6% and RS confirmed that the CNC's gender pay gap information had shown a slight improvement on the figures published the previous year.

The Chair opened the item up for questions or comments.

RS also advised that the CNC continued to experience challenges in providing Equiniti, the pension administrator, with clean and validated CNC employee data. Extensive internal contingencies had been put in place to manage issues regarding the Capgemini interface and to ensure that the necessary data was being held and was up-to-date. In addition, the Government Actuary's Department (GAD) was undertaking a liability assessment on the pension and required the data for 31 March 2020. There was high CNC confidence that this deadline would be met, which would then reduce the risk of potential challenges from the National Audit Office (NAO) and Pensions Regulator.

SS highlighted that the Report had referred to the provision of the required data by 23 March 2020. RS confirmed the provision of July – December 2019 data by 23 March 2020 had been achieved. Continued issues with the Capgemini interface had meant that January – March 2020 data was now due to be transposed by the end of the week via the manual contingency process that had been put in place. Final March 2020 data would be completed in at the beginning of April 2020. Equiniti were aware of and satisfied in respect of the situation.

With respect to the pay remit business case, justifying a 3.4% increase in the total pay-bill for CNC police staff, the Chair queried, and RS confirmed that an increase in the total pay-bill for CNC police staff above the 2% provided for in the Civil Service Pay Guidelines was being sought. It was also observed that Non-Departmental Public Bodies which exceeded the 2% pay guidance would be subject to a further scrutiny panel in presenting their case to Cabinet Office.

The Chair queried whether liP and the retention of CNC officers were scheduled to be discussed at the April 2020 People Committee. Neelam Sarkaria (NS) confirmed they would be and advised that discussions on these items had not taken place in advance of the March 2020 Authority (Board) meeting, as the People Committee meetings were bi-monthly.

NS thanked RS for the report, which had been helpfully set out. NS suggested that consideration be given to the compilation of a BAME (Black, Asian and Minority Ethnic) pay gap report and RS advised that this work was already underway.

RS informed members that [REDACTED]
[REDACTED]
[REDACTED].

No further questions or comments were put forward.

DECISION:

Members:

- (i) NOTED the content of the report.
- (ii) APPROVED the Gender Pay Gap paper at Appendix 1 to enable the data to be published.

7.5 AUDIT, RISK AND FINANCE COMMITTEE (ARFC) CHAIR'S REPORT & DRAFT MINUTES OF MEETING HELD ON 19 FEBRUARY 2020 (Sue Scane)

Document Reference: PAB(20)R28

SS, ARFC Chair highlighted matters raised at the ARFC held on 19 February 2020, that she sought to bring to the attention of the Authority (Board) in line with CNPA governance matters. SS further advised that the February 2020 ARFC had been a positive meeting with a number of visitors.

No questions or comments were put forward

DECISION:

Members noted the ARFC Chair's Report and the draft minutes of the ARFC Meeting that had been held on 19 February 2020.

7.6 STRATEGIC RISK REPORT AS AT 29 FEBRUARY 2020 (Patsy Northern)

Document Reference: PAB(20)R29

The Strategic Risk report presented CNPA's strategic risks as at 29 February 2020 using the 4Risk system and had provided the current status of assurance over the control framework.

PN provided a brief overview of the Strategic Risk Report.

The Chair opened the item up to questions or comments.

SS commented that it was encouraging to see the downward movement of several risk scores and advised that the ARFC had been encouraging the proactive management of risks by risk owners.

No further questions or comments were put forward.

DECISION:

- (i) Members NOTED the content of the Strategic Risk report as at 29 February 2020 and the attached appendix.
- (ii) Members NOTED that the Executive oversight of risk had moved to the Director of Corporate Services with immediate effect.

7.7 HEALTH, SAFETY AND ENVIRONMENT REPORT (Chris Armitt)

Document Reference: PAB(20)R30

The Health, Safety and Environment Report dated 29 February 2020, reported how the Health, Safety and Environment Policy Statement of Intent objectives were being met in CNC.

CA provided a brief overview of the Report.

The Chair opened the item up to questions or comments.

The Chair concurred with CA that Health, Safety and Environment Report dated 29 February 2020 had represented a good report with pleasing downward trends (for example, the overall total number of injury incidents was showing a predicted (annual rate) decrease of 30% on last year and there had been 15 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) events reported to the Health and Safety Executive, which had represented a decrease of four reports to the same reporting date last year).

No further questions or comments were put forward.

DECISION:

Members NOTED the Health Safety and Environment Report.

8. ANY OTHER BUSINESS

The Chair noted again that other business items had been deferred to the May 2020 Authority (Board) meeting, but asked if there were further items requiring discussion.

SC highlighted that the police had been given new powers in relation to Covid-19. Friendly advice and support would be given to communities before enforcement, but potentially, there could be police enforcement of the new powers on the nuclear sites. MN indicated that fundamentally, Sellafield Limited would support appropriate action e.g. regarding social distancing in relation to the new powers.

The Chair asked on the status of the body worn video (BWV) camera pilot which was raised at last Board Meeting. SC advised that the CNC was about to pilot BWV facilities (off-site only) at Hartlepool. There were no plans for the use of BWV “behind the wire” at present.

Craig Mackey suggested the capture of organisational learning regarding Covid-19, for example, technology that was working well, or unexpected areas of difficulty. Consideration of the potential impact of a Covid-19 (or similar) scenario on call / command centres was also suggested. LH commented that this was a good point and would capture it via the Gold Group meetings.

ACTION PAB250320-09: Via Gold meetings, LH to ensure that organisation learning regarding Covid-19 was noted and that consideration be given to the potential impact of a Covid-19 (or similar) scenario on call / command centres.

Difficulties regarding the holding of the meeting via Skype were noted and alternatives were suggested. An action was agreed for PN to look at alternative options.

ACTION: PAB250320-10: PN to investigate conference call systems in view of the difficulty of the March 2020 Authority (Board) meeting via Skype.

9. ITEMS FOR READING

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

Meeting concluded at: 11.55 hrs

Distribution: CNPA Board Members, CNC Executive
Date of Next Meeting: Wednesday, 27 May 2020. Details TBC