

Civil Nuclear Police Authority Board Meeting			
Meeting Date	31 July 2024	Venue	
Start Time	09.30 hrs	End Time	12.30 hrs
Reference No.	CNPA20240731		
MEMBERS:			
Susan Johnson	CNPA Chair		
Alyson Armett	Industry Representative Member		
Andrew Harvey	Independent Member		
Chris Pilgrim	Independent Member		
Sir Craig Mackey	Independent Member		
Sue Scane	Independent Member		
In ATTENDANCE:			
Stephen Martin	Deputy Chief Constable		
Richard Cawdron	Director, Governance and Enabling Services		
Karen Sanders	Interim Director of People		
Kerry Smith	Assistant Chief Constable		
Michael Vance	Temporary Assistant Chief Constable		
	Head of Finance		
	Board & Committee Secretary		
	Superintendent-Strategic Development		
	Senior Staff Officer to Chief Constable Simon Chesterman		
	Strategic Analyst		
	Head of Business Development, Sustainability and Estates		
	Chief Supt – Training		
	Board and Committee Manager		
OBSERVERS:			
	Department for Energy Security & Net Zero		
	Head of CNC Sponsorship, Department for Energy Security & Net Zero		
	nominated Dounreay CNPA representative		
	Prospect		
	Civil Nuclear Police Federation		
	Chief Superintendents Associations		
APOLOGIES			
Simon Chesterman - Chief Constable			
Pamela Duerden - Industry Representative Member, NDA			
David Tomblin - Industry Representative Member, EDF			
- Temporary Head of Governance & Assurance			
– Chief Finance Officer			
1.	Welcome and Chair's Update (Susan Johnson)		

	<ul style="list-style-type: none"> <li>• [REDACTED] was welcomed to his first CNPA Board meeting as an observer. [REDACTED] is replacing [REDACTED] as the industry representative for Dounreay.</li> <li>• All Staff Associations representatives were also welcomed.</li> <li>• [REDACTED].</li> </ul> <p><b>1.2 Apologies</b> Apologies were recorded above.</p> <p><b>1.3 Conflicts of Interest</b> No Conflicts were raised.</p>
2.	<b>Update of events since last the Board</b>
	<p>2.1 The Chair highlighted the following updates:</p> <p>[REDACTED]</p> <p>Endorsement was given by Authority Members during the meeting for the addition of an Assistant Chief Constable (ACC) within the Executive Team, and agreement to proceed with the appointment of a permanent Assistant Chief Officer (ACO) People (ACOP). It was confirmed that the ACOP recruitment pack was in place.</p> <p>2.2 [REDACTED] provided the following updates:</p> <ul style="list-style-type: none"> <li>• Ed Miliband is the new SoS for the Department for Energy Security and Net Zero (DESNZ) and Lord Hunt is the Minister of State within DESNZ and has previous experience of the nuclear industry.</li> <li>• The Government are focussed and keen to progress on projects within the Department, with 3 submissions ongoing within [REDACTED] team.</li> <li>• [REDACTED]</li> <li>• Existing challenges remain with the transition of pension arrangements. Expecting a Cabinet Office decision regarding this matter by the end of July.</li> <li>• The Department were unable to present CNC's proposal regarding effective pension age (EPA) to the previous Government before the General Election. The intention was to submit the pension proposal either in August or September.</li> <li>• The Spending Review (SR) has been launched, with a one year rollover from Autumn, followed by three year SR from Spring 2025.</li> </ul> <p>Members sought assurance on the following:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul>

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>Chair stressed the importance of clarification from the Department on two items; [REDACTED], as well as the EPA for existing CNC officers.</li> <li>[REDACTED]</li> </ul> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>Decision 01</b>	Authority Members <b>ENDORSED</b> the addition of an Assistant Chief Constable (ACC) within the Executive Team and <b>AGREED</b> to proceed with the appointment of a permanent ACO People.
<b>3.</b>	<b>Approval of minutes of the meeting held on 23 May 2024</b> (Susan Johnson) Report Ref: PAB(24)R61
<b>Decision 02</b>	The draft minutes of the CNPA meeting held on <b>23 May 2024</b> were <b>APPROVED</b> subject to an amendment being made in section 7.2, bullet point 4 from [REDACTED] to [REDACTED]
<b>4.</b>	<b>Review of the CNPA Rolling Action Log</b> (Susan Johnson) Report Ref: PAB(24)R62. Actions PAB23052024-07 and PAB23052024-09 were updated during the meeting. Refer to the log for details.
<b>Decision 03</b>	Board Members <b>NOTED</b> the CNPA Rolling Action Log updates.
<b>5.</b>	<p><b>Chief Constable's Report</b> - DCC Stephen Martin (DCC SM) Report Ref: PAB(24)R63</p> <p>DCC SM provided an update on the headlines of routine and new business since 23 May 2024.</p> <p>Additional updates included:</p> <ul style="list-style-type: none"> <li>The Chief Constable had an introductory meeting with Minister Lord Hunt who expressed interest in maintaining an ongoing structured engagement with the Chief Constable, which was seen as highly positive for CNC.</li> <li>CNC's Commendation and Awards evening was scheduled for 21 August, where Authority Members will be in attendance.</li> <li>DCC SM will be attending the funeral of an officer who passed away recently.</li> </ul>

	<p>Members made comments, or sought and received assurance on the following:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>• A query was raised about the length of Independent Office for Police Conduct (IOPC) reviews and whether they were affecting CNC investigations. DCC SM advised that delays may have affected some cases but acknowledged that the IOPC have a sizable workload to manage.</li> <li>• DCC SM advised that there was a case due to be heard by Avon and Somerset police force regarding a previous CNC officer. The other six members involved in the investigation were due to attend CNC hearings in October. There may be some media interest due to the nature of the investigation. The Department would be formally updated later this week by the DCC SM.</li> <li>• [REDACTED]</li> </ul>
<b>Decision 04</b>	Members <b>NOTED</b> the Chief Constable/Chief Executive's Report.
<b>6.</b>	<b>ITEMS FOR DECISION/ENDORSEMENT</b>
<b>6.1</b>	<p><b>OBC for Solar panels and Electric Vehicle charging</b> – [REDACTED] &amp; Richard Cawdron Report Ref: PAB(24)R65</p> <p>Approval sought for the following two Outline Business Cases (OBC's):</p> <ul style="list-style-type: none"> <li>• Solar Panels</li> <li>• Electric Vehicle Charging Infrastructure (EVCI)</li> </ul> <p>Members made comments, and sought and received assurance on the following:</p> <ul style="list-style-type: none"> <li>• [REDACTED] were given assurances that it was achievable that the finances for those projects could be spent in-year.</li> <li>• [REDACTED] was informed that the full business case was going to be submitted to the Department by today.</li> </ul>
<b>Decision 05</b>	<p>Members <b>APPROVED</b> the following two Outline Business Cases:</p> <ul style="list-style-type: none"> <li>• Solar Panels</li> <li>• Electric Vehicle Charging Infrastructure (EVCI)</li> </ul> <p><b>AGREED</b> that the OBC's could be submitted to DESNZ for assessment.</p>
<b>6.2</b>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]:</p>

	<ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul>
Action 01	[REDACTED]
Decision 06	[REDACTED]
6.3	<p><b>Q1 Forecast –</b> Report Ref: PAB(24)R67</p> <p>Members were provided with the year-to-date Civil Nuclear Police Authority's (CNPA) financial performance at the end of June 2024 Period 3 and of the Quarter 1 Forecast (Q1FC).</p> <p>Members sought assurance that actions on the following would be included:</p> <ul style="list-style-type: none"> <li>• [REDACTED] was given assurance by [REDACTED] that the contract award update was included in the funding. [REDACTED] raised that the Q1FC 2023/24 Net expenditure table had incorrect year dates.</li> <li>• A discussion took place regarding what recruitment efforts were being made and the impact the numbers were having on operational delivery. [REDACTED] advised that the focus was on the priority sites, [REDACTED]. Workforce planning has anticipated that CNC should be at Establishment by next year if things progress as they are. [REDACTED] also outlined there has been a reduction in the time to hire, and that work was taking place to look at candidate's experience during the different stages of recruitment/onboarding. There would also be a review of the Initial Foundation Programme (IFP) to assess whether it could be delivered differently to improve retention.</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• The Chair queried the high percentage of police staff vacancies. [REDACTED] gave assurances that the processes being used for officers was also being applied to police staff. Work was in progress to review salaries, due to the competitive nature of local salaries in other sectors/industries.</li> <li>• [REDACTED]</li> </ul>



<b>Action 02</b>	Finance to communicate with budget holders the importance of forecasting planned expenditure in agreed timescales.
<b>Decision 07</b>	<p>Members :</p> <ul style="list-style-type: none"> <li>• <b>NOTED</b> P3 outturn Period 3 financial performance against budget.</li> <li>• <b>ENDORSED</b> the changes to the Q1FC agreed by CMG – Expenditure</li> <li>• <b>NOTED</b> the impact on the SLCs of the Q1FC</li> <li>• <b>NOTED</b> and <b>CONSIDERED</b> the implications of the financial risks identified.</li> <li>• <b>NOTED</b> progress on the contract award in relation to FuNDS</li> </ul>
<b>6.4</b>	<p><b>Review of Terms of Reference for CNPA committees</b> – Susan Johnson Report Ref: PAB(24)R68</p> <p>Approval sought for the revised Terms of Reference (ToR) of the following committees:</p> <ul style="list-style-type: none"> <li>• CNPA</li> <li>• Audit, Risk &amp; Finance Committee</li> <li>• People Committee</li> <li>• Senior Appointments Committee</li> </ul> <p>There were several comments made in reference to the revised ToR's. The Board and Committee Secretary noted the feedback from the members and would make the necessary changes.</p>
<b>Action 03</b>	Board and Committee team to amend the Terms of Reference with the feedback raised by Board Members.
<b>Decision 08</b>	Members <b>APPROVED</b> the revised Terms of Reference for the following committees CNPA, Audit, Risk & Finance Committee, People Committee, Senior Appointments Committee subject to changes being made that were raised at the meeting.
<b>7.</b>	<b>ITEMS FOR DISCUSSION</b>
<b>7.1</b>	<p><b>Staff Survey Outcomes and Next Steps</b> – Karen Sanders Report Ref: PAB(24)R69</p> <p>Members were provided with an update on the CNC's Investors in People (IiP) accreditation and the proposed future activity associated with staff engagement.</p> <p>Members commented on the following:</p> <ul style="list-style-type: none"> <li>• Acknowledgement that there was now a more thoughtful plan in place, and the use of mini surveys were a good approach to use. Being transparent with staff about areas that could and cannot be achieved was important when communicating with the workforce. Ensuring that surveys were integrated into the overall cultural change plan were essential and there was an executive wide ownership of staff engagement. Members were keen to see that staff engagement was appropriately linked to the cultural work.</li> <li>• [REDACTED] welcomed more involvement around surveys as staff associations were well versed in that area.</li> </ul>
<b>Action 04</b>	Karen Sanders to involve the Staff Associations when working on survey related activity.
<b>Decision 09</b>	Members <b>NOTED</b> the report and the recommended next steps
<b>7.2</b>	<p><b>Cultural Action Plan progress update</b> - ACC Kerry Smith &amp; [REDACTED] Report Ref: PAB(24)R70</p>

	<p>Members were updated on the ongoing work associated with the Cultural Action Plan. Detailing the progress made so far, and the next steps towards development of a framework for ongoing monitoring and reporting.</p> <p>Members sought and received assurance on the following:</p> <ul style="list-style-type: none"> <li>• [REDACTED] acknowledged the positive shift in culture over the past few years, noting that the first and second line managers courses have greatly improved managers ability to support their staff.</li> <li>• A discussion took place about ensuring that the list of actions and activities were turned into an outcomes framework with potential themes such as levels of advocacy and retention rates included.</li> <li>• Chair emphasised the importance of the framework's visuals and gave an example of using foundational pillars as the key themes to represent culture as a suggestion.</li> <li>• ACC KS advised that the impact of activity was being reviewed and assessed there were already 80 completed actions with evidence to support the work. The next steps would include running a prioritisation exercise with each of the lead owners which would help understand its linkage to other projects and provide leverage from other resources to support the cultural work.</li> <li>• The Department and Board Members were keen to know what impact the 80 completed actions has had on the organisation.</li> <li>• Agreed that the next stage of the work would be socialised at the People Committee in October and then presented at November's Strategy meeting.</li> </ul>
<b>Action 05</b>	ACC Kerry Smith [REDACTED] to produce an analysis on the impact the completed actions has had on the CNC to date.
<b>Action 06</b>	ACC Kerry Smith to link in with Chris Pilgrim about the Cultural framework
<b>Decision 10</b>	Members <b>DISCUSSED</b> the progress and current position as well as the requirement for the ongoing monitoring and reporting.
<b>7.3</b>	<p><b>Lessons learned from first Apprenticeship cohort and next steps - [REDACTED]</b></p> <p>[REDACTED]</p> <p>Report Ref: PAB(24)R71</p> <p>Members were provided with an in-depth evaluation of the first apprenticeship initial foundation programme, with lessons learned so far and next steps.</p> <p>Members commended [REDACTED] and her team about the openness of the review and the challenges they have faced.</p> <p>Members sought and received assurance on the following:</p> <ul style="list-style-type: none"> <li>• [REDACTED] advised the dropout rate for the firearms course had slightly improved (due to the limited data), aided by providing better support for candidates with neurodiversity needs.</li> <li>• [REDACTED]</li> <li>• The Chair thought it would be beneficial for [REDACTED] and her team to collaborate with the Department/sponsorship team and learn from their experiences navigating the bureaucracy of the apprenticeship levy.</li> </ul>
<b>Action 07</b>	[REDACTED] and her team to collaborate with the Department/sponsorship team and learn from their experiences navigating the bureaucracy of the apprenticeship levy.
<b>Decision 11</b>	Members <b>NOTED</b> the evaluation and provided comments.
<b>7.4</b>	[REDACTED]

Action 08	
Decision 12	
7.5	
Decision 13	
8.	<b>STANDING ITEMS</b>
8.1	<p><b>Corporate Performance Report Q1 – DCC Stephen Martin</b> Report Ref: PAB(24)R73</p> <p>Members were provided with an update on corporate performance, risk and progress made against the strategic goals, Annual Business Plan (ABP) and the Portfolio projects up to the end of Q1 2024/25.</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> <li></li> </ul>
Decision 14	<p>Members <b>NOTED</b> the following:</p> <ul style="list-style-type: none"> <li>The progress with the delivery of the ABP for 2024/25 – Appendix A</li> <li>The corporate performance measures and the corresponding risks and projects recorded within Appendix B, against the 3 strategic goals</li> </ul>
8.2	<p><b>Service Change Update Report</b> (Richard Cawdron) Report Ref: PAB(24)R74</p>



	<p>The Service Change Update reported progress in relation to Service Change activities.</p> <p>[REDACTED]</p>
<b>Decision 15</b>	[REDACTED]
<b>8.3</b>	<p><b>Operations Report</b> (Temp/ACC Michael Vance) Report Ref: PAB(24)R75</p> <p>T/ACC MV provided Members with the latest update on CNC operations.</p> <p>[REDACTED]</p>
<b>Decision 16</b>	[REDACTED]
<b>8.4</b>	<p><b>People Directorate Report</b> (Karen Sanders) Report Ref: PAB(24)R76</p> <p>Karen Sanders provided an update on the work of the People Directorate. No comments raised by Members</p>
<b>Decision 17</b>	Members <b>NOTED</b> the contents of the People Directorate Report
<b>8.5</b>	<p><b>Assets Update</b> – Richard Cawdron Report Ref: PAB(24)R78</p> <p>An Assets update was provided on the following initiatives:</p> <ol style="list-style-type: none"> <li>1) CNC Property Strategy</li> <li>2) CNC Decarbonisation Roadmap and deliverables</li> <li>3) [REDACTED]</li> <li>4) CNC Southern Firearms training facilities</li> <li>5) CNC Fleet strategy</li> </ol> <p>[REDACTED]</p>
<b>Decision 18</b>	[REDACTED]
<b>9.</b>	<b>ITEMS FOR READING</b>
<b>9.1</b>	9.1.1 No ARFC meetings since the last Board meeting
<b>9.2</b>	<p><b>9.2.1 People Committee – Chair’s Report of the People Committee on 4 July 2024</b> – Chris Pilgrim Report Ref: PAB(24)79</p>

	<b>9.2.2 People Committee 4 July 2024 draft minutes</b> Report Ref: PAB(24)80
<b>Decision 19</b>	Members <b>NOTED</b> the items.
<b>9.3</b>	<b>Board Forward Plan</b> – Susan Johnson Report Ref: PAB(24)R81
<b>Action 09</b>	Board and Committee Team to refresh the Forward Look and upload it onto Egress
<b>10.</b>	<b>ANY OTHER BUSINESS</b>
<b>10.1</b>	<b>September 2024 CNPA Board Meeting arrangements</b> (Chair) Verbal The next meeting will be held at [REDACTED] on 24/25 September
<b>Distribution of Minutes:</b> CNPA Members, CNC Executive	