

Minutes of Meeting:

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	26 January 2022 Skype teleconference
Meeting Called By	Craig Mackey, Interim Chair	Start Time	10.00 hrs
Reference Meeting No.	CNPA 20220126	End Time	12.30 hrs

MEMBERS:

Sir Craig Mackey	Interim Chair, CNPA	
Pamela Duerden	Industry Representative Member, NDA	
Jerry Haller	Industry Member, EDF	
Andrew Harvey	Independent Member	
Chris Pilgrim	Independent Member	
Sue Scane	Independent Member	
Rebecca Weston	Industry Member, Sellafield Limited	

In ATTENDANCE:

CC Simon Chesterman	Chief Constable/Chief Executive	
T/DCC Louise Harrison	Temporary Deputy Chief Constable	
T/ACC Duncan Worsell	Temporary Assistant Chief Constable	
Richard Cawdron	Director of Governance, Compliance and Legal Services	
Richard Saunders	Director of People & Organisational Development	
	Chief Finance Officer	
	Chief Supt, Div Commander, S Division	
	Supt, Head of Ops Support & Change	
	Head of Engagement and Comms	
	Head of Governance & Assurance	
	Board & Committee Manager	
	Strategy & Assurance Manager	
	Board & Committee Secretary	

APOLOGIES from attendee(s):

Mark Rouse	Industry Representative Member, DSRL	
T/ACC Michael Vance	Temporary Assistant Chief Constable (Operations)	
	Supt, Chief of Staff, Executive Office	
	Head of Risk & Insurance	

CIVIL NUCLEAR POLICE AUTHORITY (CNPA) MEMBERS ONLY SESSION

A CNPA Members Only Session was held not held prior to the CNPA Board meeting on this occasion.

1. 1.1 WELCOME & CHAIR'S UPDATE

welcomed everyone to the meeting and highlighted that it was the first time that the CNPA Board had met collectively since the sad and tragic news of the death of Vic Emery, CNPA Chair [on 18 December 2021]. recognised Vic Emery's passion and capacity for work, and the significant loss incurred by his family, the CNPA/CNC and wider public sector. A minute's silence was held to pause and reflect on Vic Emery.

██████████ then observed that it was his first meeting as the Interim CNPA Chair (the Chair).

1.2 APOLOGIES

Apologies for absence were as indicated above.

1.3 CONFLICTS OF INTEREST

No conflicts of interest were declared.

2. UPDATE OF EVENTS SINCE THE LAST MEETING ██████████

Document Reference: Agenda

The Chair advised that work since the last meeting had largely revolved around establishing CNPA continuity and the way forward. He thanked Members for the feedback that they had provided.

The Chair also took this opportunity to welcome ██████████ and ██████████, who were attending their first CNPA Board meeting as Independent CNPA Members.

No comments or questions were raised regarding events since the last meeting.

3. APPROVAL OF MINUTES OF MEETING HELD ON 01 DECEMBER 2021 (██████████)

Document Reference: PAB(22)R01

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting held on 01 December 2021 represented an accurate record of the meeting.

No comments or amendments were put forward.

DECISION:

The draft minutes of the CNPA Board Meeting held on 01 December 2021 were **APPROVED** as an accurate record of the meeting.

4. REVIEW OF CNPA ROLLING ACTION LOG (Chair)

Document Reference: PAB(22)R02

The Chair asked Members if they were content for the “Proposed Closed” actions to be closed and no comments or questions were raised.

The Chair asked if there were any comments, questions or any actions omitted from the Action Log. No items were raised.

With reference to **Action PAB290921-01 – Strategy Session**, ██████████ advised that assumptions underpinning the Strategy were being reviewed. Two strategy sessions were being proposed. Firstly, a session *circa* March 2022, regarding assumptions and secondly, a more detailed strategic session in the summer of 2022, to commence planning for the next three years.

At this juncture, ██████████ advised that he was very grateful to ██████████ for his assistance in respect of data underpinning the EDF program. It was hoped that Government might be able to provide an update on market analysis for the proposed summer strategy session. ██████████

██████████ He also raised that the Industry Members’ attendance at the strategy session would be valued. ██████████ indicated that she would advise ██████████ accordingly.

[REDACTED]

DECISION:

- (i) Members **APPROVED** the closure of the actions that had been logged in the CNPA Rolling Action Log as “Proposed Closed”.
- (ii) Members **NOTED** the written updates on ‘ongoing’ actions.

5. CHIEF CONSTABLE/CHIEF EXECUTIVE’S REPORT [REDACTED])

Document Reference: PAB(22)R03

The Chief Constable/Chief Executive’s Report was submitted to update CNPA Board Members on the headlines of routine and new business at an “Official” level since 02 December 2021.

[REDACTED] outlined his report and the Chair asked if there were any questions or comments.

[REDACTED]

[REDACTED] noted that a culture and gender equality review was being undertaken by [REDACTED]. As a new CNPA Member, he requested brief context details and confirmation whether the review was specifically for the Constabulary. [REDACTED] advised that the [REDACTED] review was for the CNC. He also confirmed that Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) was undertaking a broad look at the police service in terms of vetting and counter-corruption, including the CNC. [REDACTED], had been appointed by the Home Secretary to conduct an independent inquiry into Couzens and whether any “red flags” had been missed, and misogyny in the police service. In addition, the CNC had initiated a Cultural Review by [REDACTED] had been asked to undertake an independent look at that work and to advise the CNC on any additional action it should be taking. The CNC was therefore undertaking a health-check of itself.

In connection with [REDACTED] comments on COVID-related challenges at the end of 2021 and the sterling response of the Force, [REDACTED] requested that this and the continuing COVID-imposed pressures be formally noted. In this context, she observed that [REDACTED] Report had mentioned the postponement of a commendation ceremony. She highlighted the importance of reward/recognition and requested the new date for the commendation ceremony, in case any CNPA Members wished to attend. [REDACTED] explained that it was planned to hold one commendation ceremony in the north and one in the south. Details were being discussed. He reassured Members that personnel were still receiving commendations, but formal ceremonies would take place in due course, hopefully with Members of the Authority present. [REDACTED] commented that should letters of commendation be required from the CNPA Board/CNPA Members, she was sure it/they would be pleased to assist.

Action PAB0260122-01: [REDACTED] to arrange for CNPA Members to be advised of commendation ceremony dates and times.

At this juncture [REDACTED] raised the importance of the CNPA/CNC taking a strategic approach to its way forward and the importance of recognising the type of external assistance that might be required. He realised that the Constabulary was probably conducting work in this respect, but he highlighted that it would be a key programme, that would need to be executed in the right way. [REDACTED] concurred with this view and noted the necessity of adopting a strategic approach.

No further comments and questions were put forward.

DECISION:

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

6. ITEMS FOR DECISION

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6.2 Pay and Grading Review Full Business Case [REDACTED]

Document Reference: PAB(22)R04

This report was submitted to present the proposal resulting from the Police Staff Pay and Grading Review. The proposal was based on the negotiating parameters authorised by the CNPA Board on 29 July 2021 and formal consultation with Prospect. It was also underpinned by the Full Business Case (FBC) (Version 0.1 Body + Appendices).

Members were requested to:

- a) Note the FBC and internal assurance approvals (including a Gate 3 review), which underpinned the Police Staff Pay and Grading Review proposal; and
- b) Approve the proposal for it to be formally put to Prospect, to enable Prospect to ballot its membership accordingly.

[REDACTED] advised that the proposal had been raised at the People Committee meeting on 20 January 2022, having reached that point via a long period of debate and discussion.

[REDACTED] highlighted key points of the proposal. In terms of next steps, he advised that the proposal was due to be presented to a Change Board meeting, the date for which was to be confirmed. He also raised that the CNC had been involved in ongoing dialogue with BEIS, which had indicated that it would be able to internally approve the incorporation of the expansion of the South-East Allowance beyond management grades into the technical and administrative grades, once the current pay-freeze had been lifted.

The Chair asked if there were any questions or comments on this item, but none were raised.

The Chair thanked [REDACTED] and his Team for all the work and consultation that had been undertaken regarding the Police Staff Pay and Grading Review proposal

DECISION:

- (i) Members **NOTED** the Full Business Case and internal assurance approvals (including a Gate 3 review), which underpinned the Police Staff Pay and Grading Review proposal.
- (ii) Members **APPROVED** the proposal, for it to be formally put to Prospect, to enable Prospect to ballot its membership accordingly.

[There was no agenda item 6.3.]

[REDACTED]

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7. ITEMS FOR DISCUSSION

7.1 CNC Business Efficiency Plan Update

Document Reference: PAB(22)R10

This report was submitted to provide information on CNC's progress in developing a Business Efficiency Plan to support the CNPA and the CNC in delivering good public best value without compromising effectiveness.

The CNPA Board Members were invited to note the report.

introduced the report together with a supplementary slide identifying areas across the organisation for review in terms of potential efficiencies.

The Chair opened the item up for comments and questions.

was pleased to see that a cross-organisational approach was being adopted, as having worked in back-office positions for most of her career, a back-office efficiency squeeze and front-office immunity felt hard. concurred with this view and queried the targets being sought by the Business Efficiency Plan i.e. whether the Constabulary was looking to see what could be achieved or whether particular outcomes were being sought. He further enquired whether independent challenge would form part of the efficiency programme. also asked whether there was any correlation/connection/overlap between the Business Efficiency Plan and the previously discussed Police Staff Pay and Grading Review proposal.

advised that the Executives had not yet had the opportunity for discussion regarding the areas identified for review. nevertheless responded that he did not see any conflict between the efficiency work and the Police Staff Pay and Grading Review proposal. The Police Staff Pay and Grading mechanism would create the structures and systems for modernisation purposes, allowing both flexibility and adaptability. The proposal potentially provided the opportunity to broaden efficiencies by widening the Constabulary's recruitment reach across the UK and it also provided the opportunity to look differently at the way in which resources were deployed. Examining efficiencies e.g. via the vacancy factor, could apply within the context of the Police Staff Pay and Grading Review proposal, so a challenge was not envisaged in this space.

At this juncture, observed the need for clarity regarding the strategic objectives and the amount of energy that should be put into each of these, as well as business efficiency targets by the end of the year.

Based on experience, highlighted that setting an organisation a very difficult cost reduction challenge generated considerable numbers of ideas and placed the organisation under significant pressure to think the unthinkable. The challenge impacted morale and absorbed substantial levels of operational time. He therefore raised the importance of a connection between business efficiency and strategic intent. In summary, there was no point in launching a fundamental exercise that would absorb considerable operational time, if the level of savings was inconsistent with the strategic direction of travel. Clarity in respect of intended achievements was required.

The Chair advised that CNPA Members might be able to assist by offering business efficiency review/challenge, but he further highlighted the need for understanding the areas of business that were worth review. He observed that he had seen end-to-end evaluations chasing minimal financial savings, that missed substantial savings because they deferred looking at the most difficult area – culture. Structure and design would be required to point the way ahead. The Chair thanked for sharing the work that had been conducted on business

efficiency to date, and he looked forward to seeing further iterations of the Plan in due course. The Chair suggested that the Business Efficiency Plan should be brought back to the CNPA Board as part of the wider conversations on strategy *[a note to this effect was added to existing Action PAB290921-01 – Strategy Session]*.

No further comments or questions were raised.

DECISION:

- (i) Members **NOTED** the CNC Business Efficiency Plan Update.

[REDACTED]

[REDACTED]

[REDACTED]

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8. STANDING ITEMS

8.1 Health and Safety Report [REDACTED] on behalf of [REDACTED] Document Reference: PAB(22)R13

The purpose of this report was to illustrate how the Health, Safety and Environment Policy Statement of Intent objectives were being met.

[REDACTED] apologised that Section 3 of the report had incorrectly referred to one Reporting of Dangerous Disease or Occurrences Report (RIDDOR) incident, instead of two.

The Chair then asked if there were any comments or questions on the Health and Safety Report.

[REDACTED] observed that injury figures in 2021 were being compared to injury figures in 2020 and she queried whether the trend in injury figures in 2021 was consistent with the pre-COVID trend. She also requested the number of the 19 injury events reported for November – December 2021 that had been below the RIDDOR classification thresholds, but had resulted in absence on sick leave. [REDACTED] indicated that it would be helpful for this aspect to be discussed on an on-going basis. [REDACTED] indicated that these queries would be taken as actions.

Action PAB260122-02: [REDACTED] to clarify by e-mail whether the trend in injury figures in 2021 was consistent with the pre-COVID trend and advise on the number of the 19 injury events reported for November – December 2021 that had been below the RIDDOR classification thresholds but had resulted in absence on sick leave.

[REDACTED] commented that the increase in the number of training courses in 2021 had given rise to a previous query.

No further comments and questions were put forward.

DECISION:

(i) Members **NOTED** the Health and Safety Report.

8.2 Strategic Performance Report with Balanced Scorecard to 31 December 2021

[REDACTED]
Document Reference: PAB(22)R14

This report was submitted to provide strategic-level information and explanation on the Corporate Balanced Scorecard for Performance across the Civil Nuclear Constabulary (CNC) and to invite discussion and comment on any areas of underperformance.

The CNPA was invited to:

- consider the report and particularly the Balanced Scorecard (Appendix A);
- consider the reporting by exception in Section 3.3, which identified where performance did not meet the expected target or was showing significant negative trends; and to
- note that the Scorecard would continue to be reviewed and refined as part of the wider business planning and prioritisation exercise planned for the early Spring, to ensure its alignment to the Strategic Plan and that the needs of the Executive and the CNPA were being met.

[REDACTED] introduced the report.

The Chair asked if there were any comments/questions. He also requested Members to advise if they knew of any good performance reporting systems, that might be of benefit to the Constabulary.

No comments or questions were raised.

DECISION:

- (i) Members **CONSIDERED** the Strategic Performance Report with Balanced Scorecard to 31 December 2021 and particularly the Balanced Scorecard (Appendix A).
- (ii) Members **CONSIDERED** the reporting by exception in Section 3.3, which identified where performance did not meet the expected target or was showing significant negative trends.
- (iii) Members **NOTED** that the Scorecard would continue to be reviewed and refined as part of the wider business planning and prioritisation exercise planned for the early Spring, to ensure its alignment to the Strategic Plan and that the needs of the Executive and the CNPA were being met.

8.3 Strategic Risks and Emerging Risks Report and Opportunities Register to 7/1/2022

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Document Reference PAB(22)R16

The purpose of the report was to provide an update on the risk management arrangements, assurances around the Strategic and Goal Risks and the Armed Policing Strategic Threat Risk Assessment (APSTRA) risks since the last reporting period (3 November 2021).

The CNPA was invited to:

- note the report and risk management arrangements; and
- note the status of risks shown in Appendix A (strategic and goal risks) and Appendix B APSTRA risks, with further details at Appendix C for the red APSTRA risks.

() introduced the report and the Chair asked if there were any comments or questions.

No comments and questions were raised.

DECISION:

- (i) Members **NOTED** Strategic Risks and Emerging Risks Report and Opportunities Register to 7/1/2022 (PAB(22)R16) and risk management arrangements.
- (ii) Members **NOTED** the status of risks shown in Appendix A (strategic and goal risks) and Appendix B APSTRA risks, with further details at Appendix C for the red APSTRA risks.

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9. ITEMS FOR READING**9.1 AUDIT, RISK AND FINANCE COMMITTEE (ARFC) ()****9.1.1 Chair's Report of ARFC Meeting held on 29 November 2021**

Document Reference: PAB(22)R18

9.1.2 Draft Minutes of ARFC Meeting held on 29 November 2021

Document Reference: PAB(22)R19

The Chair asked the ARFC Chair () if she wished to bring any items to the attention of the CNPA Board. She responded by highlighting that the National Audit Office (NAO) had experienced staff sickness issues resulting in a lengthy audit. () and his Team had nevertheless carried out exemplary work in dealing with audit issues, standard matters and (). () auditors [engaged by the NAO] were scheduled to attend the next ARFC meeting and it was hoped that they would facilitate a timely conclusion to the forthcoming 2021/22 audit.

On behalf of the CNPA, the Chair thanked [REDACTED] and his Team for all the work that had been undertaken regarding the CNPA Annual Report and Accounts 2020/21.

No further questions or comments were raised.

9.2 PEOPLE COMMITTEE [REDACTED]

9.2.1 Chair's Report of People Committee Meeting held on 20 January 2022 [REDACTED]

Document Reference: Verbal Briefing

[REDACTED] advised that he was now the Chair of the People Committee and that he had asked [REDACTED] to review the Committee, hopefully with the other members of the Executive, to perhaps evolve the way in which it operated. Suggested changes in this respect would be brought back to the CNPA Board.

[REDACTED] confirmed that the Police Staff Pay and Grading Full Business Case and the Gender Responsive Policing Strategy had been discussed at the January 2022 People Committee meeting.

[REDACTED] advised that he had been pleased with [REDACTED] input in introducing the Gender Responsive Policing Strategy, as he considered this to be an encouraging indication of leadership in what was an important issue. There appeared to have been a positive reaction by the People Committee to the Gender Responsive Policing Strategy and the document would be submitted to the CNPA Board in due course.

The Gender Responsive Policing Strategy had included a significant number of actions and the People Committee would probably wish to assist the Constabulary in focusing attention on a smaller number of items. The Cultural Audit findings would provide additional context and [REDACTED] noted the need to ensure appropriate links to the Gender Responsive Policing Strategy.

The Gender Responsible Policing Strategy was clearly focussed on gender, but it was recognised that there was a need to ensure that other protected characteristics were taken into account, which again, were likely to be linked into the Cultural Audit and any emerging plans for cultural change. The Gender Responsive Policing Strategy was at an early stage of development, but it was encouraging at this stage.

The Chair thanked [REDACTED] for accepting the role of People Committee Chair and thanked [REDACTED] taking a People Committee Membership role.

No questions or comments were raised.

9.3 CNPA Board Decision Log

Document Reference: PAB(22)R20

No questions or comments were raised on the CNPA Board Decision Log.

10. ANY OTHER BUSINESS

10.1 March 2022 CNPA Board Meeting Arrangements (Chair)

Document Reference N/A

The Chair thanked Members for their comments and feedback in respect of his e-mail of 19 January 2022, which outlined his view of current CNPA priorities. He opined that there was an overall consensus for holding the 30 March 2022 CNPA Board meeting on a face-to-face basis, if possible and legal. The proposed venue was discussed. The Chair summarised by asking Members to work on the assumption that the 30 March 2022 CNPA Board Meeting would be held in person at [REDACTED]. Endeavours would be made to arrange a meal the evening before the CNPA Board Meeting, for those colleagues who wished to and were able to join. It was proposed to hold the May 2022 CNPA Board meeting in [REDACTED].

10.2 CNPA BOARD SELF-ASSESSMENT (Chair)

Document Reference: N/A

The Chair observed that the meeting had proceeded quicker than anticipated. He then asked Members if they had any suggested improvements. ██████ responded that the pace of the meeting had been very good and suitable focus had been applied at appropriate points; overall the right balance of attention had been achieved. ██████, ██████, and ██████ concurred that the meeting had been very effective and that it had stopped at the right points/focussed correctly. ██████ observed that the ability to vary the speed of the meeting and take time when necessary was important and that he felt this had been accomplished during the meeting that day.

██████ then raised the point that Board meetings needed to be useful for attendees as well as Members and he suggested that reflection on this point might be appropriate going forward. The Chair advised that ██████ was currently conducting work on governance. He acknowledged that the CNPA Board meetings were expensive in terms of 'time' and he asked ██████ and the Executive Team to challenge the CNPA if too many of the Constabulary's personnel were being asked to attend the meetings. ██████ responded that the Executive Team clearly needed to attend the CNPA Board meetings. He would reflect on the matter, but he was unable to see anyone of the list of attendees that day, whose time would be better spent elsewhere. The Chair observed that it might also be of benefit to reflect on required attendees in respect of the sub-committees etc.

Action PAB260122-03: Meeting Attendance

██████ to consider whether too many CNC personnel were being asked to attend the CNPA Board meeting, sub-committees etc.

10.3 Remembrance of Vic Emery / CNC personnel

██████ advised that the Constabulary felt that it might be appropriate to establish an annual form of remembrance for colleagues lost during the previous 12 months, such as a momentary period of reflection. The Constabulary was also currently considering a more permanent reminder of Vic Emery, perhaps at Griffin Park. The Chair indicated that the CNPA would await details of the suggestion for the recognition of Vic Emery's contribution to the CNPA/CNC.

The Chair thanked everyone for their input into the meeting that day. He also thanked the Executive Team for the papers that had been submitted. He recognised that the CNPA could not proceed at pace in meetings unless there were clear reports and he noted that there had been significant improvements in highlighting key issues.

Meeting concluded at approximately 12.30 hrs.

Distribution: CNPA Board Members, CNC Executive
Next Meeting Date: 04 March 2022 Extraordinary Board Meeting at 14.30 hrs (Virtual Meeting) 30 March 2022 CNPA Board Meeting at 10.00 hrs (In person, at ██████)