

| Civil Nuclear Police Authority Board Meeting | | | |
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| Meeting Date | 5 October 2023 | Venue | [REDACTED] |
| Start Time | 10.15 hrs | End Time | 13.30 hrs |
| Reference No. | CNPA20231005 | | |
| MEMBERS: | | | |
| Susan Johnson | CNPA Chair | [REDACTED] | |
| Pamela Duerden | Industry Representative Member, NDA | [REDACTED] | |
| Andrew Harvey | Independent Member | [REDACTED] | |
| Sir Craig Mackey | Independent Member | [REDACTED] | |
| Chris Pilgrim | Independent Member | [REDACTED] | |
| David Tomblin | Industry Representative Member, EDF | [REDACTED] | |
| Mark Rouse | Industry Representative Member, DSRL | [REDACTED] | |
| Sue Scane | Independent Member | [REDACTED] | |
| In ATTENDANCE: | | | |
| Simon Chesterman | Chief Constable | [REDACTED] | |
| Stephen Martin | Deputy Chief Constable | [REDACTED] | |
| Richard Cawdron | Director, Governance and Enabling Services | [REDACTED] | |
| Michael Vance | Interim Assistant Chief Constable | [REDACTED] | |
| [REDACTED] | Board & Committee Secretary | [REDACTED] | |
| [REDACTED] | C/Supt – Head of Strategic Development | [REDACTED] | |
| [REDACTED] | Senior Staff Officer to Chief Constable Simon Chesterman | [REDACTED] | |
| [REDACTED] | Temporary Head of Governance & Assurance | [REDACTED] | |
| [REDACTED] | Chief Finance Officer | [REDACTED] | |
| [REDACTED] | Board and Committee Manager | [REDACTED] | |
| [REDACTED] | Staff Officer to Richard Cawdron | [REDACTED] | |
| OBSERVERS: | | | |
| [REDACTED] | Head, Civil Nuclear Security Policy, Department for Energy Security & Net Zero (Observer) | [REDACTED] | |
| [REDACTED] | Head of CNC Sponsorship, Department for Energy Security & Net Zero (Observer) | [REDACTED] | |
| APOLOGIES | | | |
| [REDACTED] | | | |
| [REDACTED] | | | |
| 1. | Welcome and Chair's Update (Susan Johnson) | | |
| | The Chair welcomed attendees to the meeting (including [REDACTED]) | | |
| | 1.2 Apologies | | |

The Board sought and received assurance on the following:

- [REDACTED]
- Following a discussion at ARFC, [REDACTED] recommended that the Board receive a presentation on the new apprenticeship approach to AFO recruit training. The Chair agreed to add this to the Board forward work programme.
- [REDACTED]

[REDACTED]

The Board sought and received assurance on the following:

- [REDACTED]
- The Chair raised that [REDACTED] had produced a helpful correspondence about the national firearms situation for officers in the Weekly Brief.
- [REDACTED]
- [REDACTED]
- [REDACTED]

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| | <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] <ul style="list-style-type: none"> • The Chair would have a further discussion with the Chief Constable regarding the communication to the Board Members and assurances to the SLC's if officers were to be deployed as part of the national contingency plan. |
| <p>Action 02</p> | <p>[REDACTED] to do a presentation in December's Board (if there is capacity with the agenda) on the apprenticeship programme for new AFO recruits and how the associated governance and management arrangements differed.</p> |
| <p>Action 03</p> | <p>[REDACTED]</p> |
| <p>Action 04</p> | <p>Board and Committee secretary to circulate to all Board members [REDACTED] letter to the Home Secretary</p> |
| <p>Action 05</p> | <p>[REDACTED]</p> |
| <p>Action 06</p> | <p>[REDACTED]</p> |
| <p>Decision 03</p> | <p>Board Members NOTED the Chief Constable/Chief Executive's Report.</p> |
| <p>6.</p> | <p>ITEMS FOR DECISION/ENDORSEMENT</p> |
| <p>6.1</p> | <p>Medium-Term Financial Plan – Update/Assumptions [REDACTED]) Report Ref: PAB(23)66</p> |
| | <p>[REDACTED] provided an overview of the key themes that were incorporated into the Medium-Term Financial Plan (MTFP), and the actions being taken to manage these.</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> • The Chair commented that the Chancellor had announced there would be a cap on recruitment growth in the public sector, and it was unclear at this point what that would mean for CNC, but anticipated further information would follow once Parliament reconvenes. <ul style="list-style-type: none"> ■ [REDACTED] <ul style="list-style-type: none"> • [REDACTED] spoke of the importance of how the portfolio would be managed due to its complexity. The Chair advised that would be one of the areas the Board would review when producing next year's business plan at November's strategy meeting. • [REDACTED] spoke of the importance of focusing on areas that the Board and the organisation would have the greatest impact on, such as acting on intelligence, improving the IFC pass rate [REDACTED] |

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| | <ul style="list-style-type: none"> • [REDACTED] • The Chair is keen to see all of the figures for the next 5 years set out in the Medium-term financial planning (MTFP) and acknowledged this was work in progress. The Chair highlighted the importance of efficiencies and capitalising on areas that were within CNC's sphere of control i.e reviewing shift systems. The Chair raised her confusion about the cost avoidance link to efficiencies and requested that the executive review whether the costs were actually being avoided or whether they were just being delayed. The Chair suggested regular benchmarking, where appropriate with Home Office forces, to identify opportunities for further efficiencies. • PD spoke about the criticality of cessation dates and for the Board to consider the potential of having a Service Level Agreement on how to manage the variability of key dates. RP agreed that some joint scenario planning would be helpful. |
| Action 07 | [REDACTED] |
| Action 08 | [REDACTED] and [REDACTED] to convene a meeting with all of the [REDACTED] on joint scenario planning regarding cessation. |
| Decision 04 | Board Members: <ul style="list-style-type: none"> • NOTED the content of the report. • CONSIDERED/DISCUSSED the key financial implications shown in the report and ENDORSED the approach being taken |
| 7. | ITEMS FOR DISCUSSION |
| 7.1 | Asset Update (Richard Cawdron) Report Ref: PAB(23)R67 |
| | Richard Cawdron (RC) provided an Asset update on the following business critical CNC initiatives: <ul style="list-style-type: none"> • CNC Estates strategy • CNC Decarbonisation roadmap and deliverables • CNC Fleet strategy • [REDACTED] • [REDACTED] <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> • [REDACTED] • The Chair advised that there would be a number of virtual briefing sessions taking place prior to the next Board meeting in order to bring Members up to date with all of the elements that would form part of the Estates Strategy. The briefings were not compulsory, but attendance was advisable. |
| Decision 05 | Board Members: <ul style="list-style-type: none"> • NOTED The structure and content of the Asset Update and NOTED the work being planned and undertaken in respect of the Asset Update |
| 7.2 | Cultural Dashboard update (Nicola Bacon) Report Ref: PAB(23)R68 |

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| | <p>█ informed the Board that the cultural dashboard had been reviewed at the People Committee and illustrated the extensive work underway to improve standards and culture. The executive team were keen to draw on the experience of Authority members in finalising key performance indicators.</p> <p>The Board offered the following insights:</p> <ul style="list-style-type: none"> • The Chair acknowledged the challenges of producing a cultural dashboard and change would be made over the long term. An overarching definition of the culture the organisation was seeking would help to frame a set of milestones and metrics alongside the actions in the current dashboard. The executive team were encouraged to challenge each other further as to whether the current metrics would meaningfully change the culture of the organisation. • CC SC confirmed that a draft statement has been drafted. • █ advised the team to describe more clearly what the culture programme was trying to achieve and the direction of travel. • █ advised using a culture profiling tool which captures views from across the organisation on the current culture and staff aspirations in order to formulate actions and metrics. • CC SC felt there could be some helpful metrics that could come from the staff survey. • █ spoke of the importance of creating positive KPI's, in areas that the executive could positively reinforce. • █ spoke of the limited diversity within senior security and nuclear forums and for the Board to consider whether it felt that it should improve its own diversity to help better understand some of the challenges that the organisation was facing. • The executive were challenged as to whether they felt there was more of a cultural issue within CNC than initially thought. Both the CC SC and █ commented that CNC broadly had a healthy culture which needs to keep evolving but recognised there were some serious problematic behaviours with a small minority of staff. • █ spoke of the importance of continuing to focus on the wider cultural dimensions such as decision making and what success looked like. |
| Decision 06 | Board Members : NOTED the contents of the report and provided suggestions on future direction. |
| 7.3 | Health & Safety (Nicola Bacon) Report Ref: PAB(23)R69 |
| | <p>█ highlighted that the work was based on a number of H&S reviews. She thanked the staff involved for their contributions. █ had raised with NB about making the actions more strategic. █</p> <p>█ commented that there may be some duplication of effort taking place and NB had been given the task, with the support of █ of clarifying whether CNC was a radiation employer.</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> • A discussion took place about next steps and it was agreed that a further update should be brought back to the Board at a later date as part of the People Director update with revised set of strategic actions. |

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| Action 09 | Nicola Bacon to ensure that the H&S report with revised strategic actions is incorporated into December's People Directorate Report for the Board. |
| Decision 07 | Board Members NOTED the findings of the H&S report and its associated plan. |
| 7.4 | Police Officer Overtime (DCC Stephen Martin) (SM) Report Ref: PAB(23)R69a |
| | An update was provided on the current trends and impacts of Police Officer overtime in the CNC. The Board sought and received assurance on the following: <ul style="list-style-type: none"> • [REDACTED] observed that the report had limited information about what plans were in place to address the overtime issue and asked how the SLC's could support with this. SM to reflect and update the Board at the next meeting. • [REDACTED] queried the ongoing reliance on overtime by a few officers. SM acknowledged the risks associated with an overtime culture [REDACTED]. • [REDACTED] sought greater assurance that plans were being adjusted when assumptions either did not come to fruition or were different. • CM queried how resourcing of new projects impacted on overtime pressures and further assurance is needed on how robustly this is factored into overall programme planning. |
| Action 10 | DCC to update the Board with suggestions on how to address the officers overtime and how the SLC's could support with this. |
| Action 11 | The Chair to consider how the Board strategy session in November could be used to further explore some of the issues raised on resource pressures |
| Decision 08 | Board Members NOTED the paper. |
| 8. | STANDING ITEMS |
| 8.1 | Service Change Update Report (Richard Cawdron/[REDACTED]) Report Ref: PAB(23)R70 |
| | The Service Change Update reported progress in relation to Service Change activities. Updates provided since the paper was submitted were as follows: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] The Board sought and received assurance on the following: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] |
| Action 12 | [REDACTED] |
| Decision 09 | Board Members NOTED progress to date detailed in the Service Change Report. |
| 8.2 | Operations Report (ACC Michael Vance) Report Ref: PAB(23)R71 |
| | ACC Michael Vance (MV) provided the Board with the latest update on CNC operations. The Board sought and received assurance on the following: |

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| | <ul style="list-style-type: none"> In response to a query from [REDACTED], MV confirmed that formal and informal reward and recognition initiatives were regularly used to recognise excellent performance. The Chair to reflect further on how the Board could form part of that recognition process. |
| Decision 10 | Board Members: NOTED the content of the Operations report |
| 8.3 | People Directorate Report (Nicola Bacon) Report Ref: PAB(23)R72 |
| | <p>The People Directorate Report provided an update on people management and organisational development activity and an oversight of people performance metrics.</p> <p>The People Directorate Report was taken as read and it was noted that it had been discussed at People Committee earlier in the week. No queries were raised.</p> |
| Decision 11 | Board Members NOTED the contents of the People Directorate Report and the details in Appendix 1. |
| 8.4 | Finance Report (P5) - [REDACTED] Report Ref: PAB(23)R73 |
| | <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> |
| Decision 12 | <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> |
| 8.5 | SIRO Report (Richard Cawdron) Report Ref: PAB(23)R74 |
| | <p>RC provided an update on Cyber Strategy, related workstreams and the transition to CNC's new IT service provider.</p> <p>The Board sought and received assurance on the following:</p> <ul style="list-style-type: none"> [REDACTED] congratulated the team on the progress made on cybersecurity. |
| Decision 13 | Board Members NOTED the contents of the SIRO Report |
| 9. | ITEMS FOR READING |
| 9.1 | Audit, Risk and Finance Committee (ARFC) Sue Scane |
| | <p>9.1.1 Chair's Report of the ARFC Meetings on 6 September (Sue Scane) Paper Ref: PAB(23)R75</p> <p>9.1.2 Minutes of the ARFC Meeting held on 6 September 2023 Paper Ref: PAB(23)R76</p> <p>The Chair noted that the ARFC had recommended crisis communication training for Authority members. Given the national issues on firearms resilience the Chair</p> |

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| | suggested that training should be arranged and should take account of the roles of the [REDACTED] members in their home organisations. The Chair to meet with the Head of Communications to discuss a training proposal that would incorporate the recently agreed Communications Protocol. |
| Action 13 | Chair to meet with Head of Communications to agree Authority training proposal. |
| 9.2 | People Committee: (Chris Pilgrim) |
| | 9.2.1 Chair's Report of the People Committee Meeting held on 2 October 2023 (Sir Craig Mackey) CM gave a thorough update of People Committee developments to the Members at the Members Only meeting and did not have anything to add. |
| 10. | ANY OTHER BUSINESS |
| 10.1 | October 2023 CNPA Board Meeting arrangements (Chair) The CNPA Board Meeting on 1 December 2023 is scheduled to be held in [REDACTED] The Chair indicated that Minister [REDACTED] had now changed and he was able to meet with the Authority on 30 November, prior to the Board's strategy meeting. [REDACTED] advised that she would provide an update when the Minister's diary was confirmed. |
| Distribution of Minutes: CNPA Board Members, CNC Executive | |