

CNPA BOARD MEETING

Minutes of the meeting held on Wednesday 24 September 2014

**Whitfield Room, Ashley Building, Honourable Society of the Middle Temple,
Middle Temple Lane, London EC4Y 9AT**

Present Sir Philip Trousdell (Chairman)
Ian Abbott
Stephen Barrett
George Beveridge [*departed 3.10 pm*]
Paul Kernaghan
Mark Rouse [*departed 2pm*]
Rob Wright
Mike Griffiths, CEO / Chief Constable
Simon Chesterman, Capability Director
Ally Cook, Business Transformation Director

Apologies Gwen Parry-Jones, Safety and Assurance Director, EDF Energy
Alan Cooper, Operations Director

In Attendance Joyce Robertson, Divisional Commander S Division (for
Operations Director)
Richard Cawdron, Head of Executive Office and Legal Services
Victoria Bartlett, Head of Engagement and Communications
Rosemary Powdrill, Board and Committee Manager
Catherine Pepler, Board and Committee Secretary
Manuel Fernandes, Chief Medical Officer [*Agenda Item 7.6*]

Start 11:00 hrs

1 Chairman's Announcements

The Chairman welcomed everyone to the meeting.

He reminded members that the Authority meeting in September 2013 had considered the implications of introducing an annual schedule of monthly Board meetings (10 in total). It was agreed at that meeting that, during the ongoing Governance restructure at HQ, bi-monthly Board meetings were a more realistic timetable for the business but that the proposal would be revisited in September 2014.

During the intervening year, the level of member contact with the business had increased through the mentoring programme and the new internal governance structure at HQ is driving the programme of work at Board. The Chairman opined that the frequency of bi-monthly board meetings feels 'about right.'

Members discussed and agreed that they were content to continue with bi-monthly Board meetings; it was for individual members to initiate site visits and maintain their contact with the business. Members were reminded that details of any visits undertaken should be forwarded to the Secretariat for recording on a central database. It was agreed that a further review of the principle of monthly board meetings would take place in September 2015.

AGREED:

- (i) Bi-monthly Board meetings remain the correct level of frequency for the

present but a further review of the principle of introducing monthly board meetings to take place in September 2015.

(ii) It was for individual Board members to proactively arrange site visits to maintain contact with the business and to forward details to the Secretariat to record centrally

2 Apologies

There were apologies from Gwen Parry-Jones and the Operations Director, who was represented by the Divisional Commander S Division.

3 Minutes of the meeting held on 30 July 2014

The Minutes of the Board Meeting held on 30 July 2014 were approved, subject to the following comments:

Gwen Parry-Jones had given very positive feedback to the Chairman regarding her observations as new member of the July 2014 Board meeting; the key issue that she raised was in relation to the number of Employment Tribunals ongoing and she questioned why matters were not being settled at an earlier stage. This issue would be addressed at Agenda Item 7.7.

The Minutes would be formally signed off by the Chairman outwith the meeting.

4 Matters Arising

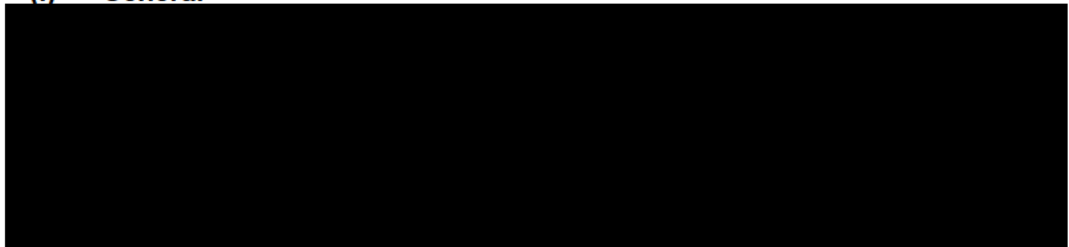
Actions arising had been updated outwith the meeting in accordance with the Chairman's preference. It was confirmed that Action PAB300714-05 remained ongoing.

5 Standing Items

5.1 CEO's Business Report:

The CEO introduced his Business Report that covered the period from July to September 2014 and updated as follows:

(i) General



Stakeholder engagement had taken place in August with the new Chief Constable of Cumbria, resulting in a commitment to build a much closer senior team relationship. A BPV Stakeholder day at Millbrook Proving Ground was attended by the Minister, who also visited Barrow to see INS and observe SEG officers on board ship and in action. Brian Cowell, Director of Operations, EDF, visited Culham HQ.



[REDACTED]

(ii) Employment Tribunals

A detailed oral update is provided at Agenda Item 7.7.

(iii) Future Site Guardforces

[REDACTED]

In the interim, CNC will continue to provide these functions and support RSRL in the training and integration of SGS on site.

At Dounreay, the training programme for the Police Control Room (PCR) Operators and the transition of non-AFOs into the PCR is ongoing. Good relationships have been established and interaction with the site guard force remains very positive; the guard force has assumed responsibility for access control and search and CNC officers have been redeployed accordingly.

(iv) DSRL and the Exotics

Multi-agency tabletop exercises were successfully undertaken in early September; these were very well supported by Police Scotland, Cumbria Constabulary and British Transport Police. [REDACTED]

[REDACTED] CNC is engaged and ready for operations.

(v) Consolidated Stakeholder Option

The Sellafield Security Enhancement Programme (SSEP) Training Facility Strategic Outline Business Case was approved by the NDA Executive Sanction Committee on 12 August 2014 and is expected to progress through the NDA Board and to DECC for approval. [REDACTED]

[REDACTED] See Agenda Item 6.3.

(vi) EDF and the MARSO Programme

Recruitment to EDF sites remains on track with the next initial recruits course the last to be conducted as part of the uplift programme for EDF.

(vii) Within the Headquarters

Firearms Instructors

Arrangements are in hand to plan and run an internal National Firearms Instructors Course 'in house' before the end of FY14-15, [REDACTED]. The College of Policing [CoP] review of instructor numbers is expected to report by the end of October 2014.

Capability Review

The College of Policing review of AFO weapon and equipment carriage and associated risks is expected to report by the end of October 2014 and outcomes will be presented to the November Board meeting.

NATO Summit 2014

See para. 5.1(i) above.

Southern Range

Work is ongoing to confirm CNC requirements for purpose-built long-term range, training and accommodation facilities at the [REDACTED]

[REDACTED] representatives, together with representation from DECC and EDF, attended CNC Headquarters on 18 September 2014 to discuss the proposal and to define user requirements [REDACTED]

[REDACTED] The Bisley solution continues for the short term to ensure that CNC has guaranteed training facilities; it is adequate in the short term - as the Board visit in November will confirm - but it is not a particularly cost effective option – see Agenda Item 7.4.

The People Programme

A full briefing is given at Agenda Item 7.3.

Command and Control Business Case

The contract for Command and Control will be placed with Capita once approvals to revised business cases that include whole life costs have been received from SLCs.

Emergency Services Mobile Communications Programme [ESMCP]

[REDACTED]

Ballistically Protected Vehicles

The roll out of the BPV capability and driver training remains on track with rollout from December 2014 until March 2015.

Attachment to SO19

Two Operational Firearms Commanders (OFCs - Bronze) spent a week training with SO19 in September, [REDACTED]

[REDACTED]

- **Performance Update:**

The CEO introduced the performance report against key deliverables in the Strategy and Business Plan 2014-17 for the 5 months to 31 August 2014. He updated that management action is focussed on Strategic Priority 3 [Stakeholder Confidence] and reversing its deteriorating position.

In discussion, the following matters arose:

Strategic Priority 2: Capability to Respond

[REDACTED]

Strategic Priority 3: Stakeholder Confidence

Milestones for Stakeholder Management and the Communications Strategy were requested by members and the HEC will update the November Board meeting.

Strategic Priority 4: Effectiveness and Efficiency

Members were advised that at Dounreay there is an evident change in the culture of senior CNC officers who are presenting performance dashboards to management meetings on site with a clear understanding of the issues raised. This is an encouraging development and represents best practice.

AGREED:

- (i) The report was noted
- (ii) HEC to update the November Board meeting in relation to Milestones for Stakeholder Management and the Communications Strategy (Strategic Priority 3).

Action PAB240914-01: HEC to update the November Board meeting on key milestones for Stakeholder Management and the Communications Strategy (Strategic Priority 3).

- **P5 Financial Report:**

[REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

- i. [REDACTED]

AGREED:

- (i) The P5 Financial report was noted.

- **Strategic Risk Update:**

The CEO updated the Board on developments in risk reporting and noted that the nine strategic risks are currently being revisited; they will be reviewed at the CNC's Planning & Performance Committee (October) and will be considered at the ARGC meeting in October and the November Board meeting.

AGREED:

- (i) The risk update was noted.

- **Strategic Health, Safety and Environmental Update:**

The CD introduced the report, which outlined Health, Safety and Environmental performance for the month of August 2014. The quarterly

report would be presented and considered at ARGC on 29 October.

Overall, Health, Safety and Environmental performance trends (injury and near miss reports) continue to show a small reduction in the number of incidents involving injuries to CNC employees.

AGREED:

- (i) The Strategic Health Safety and Environmental update for August 2014 was noted.

5.2 Audit and Risk Management Committee Chairman's Report

The ARGC Chairman updated that there had been no ARGC meeting since the last Board meeting in July and that the next meeting (deferred from September) would take place on 29 October 2014.

6 Items for approval / discussion

6.1 Code of Ethics

The CD introduced the report and submitted as follows:

The Code of Ethics [CoE] July 2014 was prepared by the College of Policing with the aim of supporting each member of the policing profession to deliver the highest professional standards in their service to the public; it is based on nine policing principles. The Board had agreed at its meeting on 30 July 2014 that it should have oversight of the process of implementation within CNC, for it was the Board's role to endorse the adoption of a Code of Ethics relating to CNPA / CNC's values.

Progress towards the implementation of the Code of Ethics is being made in-house; it is being rolled out through the CNC's Culture Working Group that will become the Code of Ethics Implementation Group. Key members of staff and officer representatives, together with the Federation, Prospect and the Police Superintendents' Association of England and Wales [PSAEW], will co-ordinate the rollout. Consultation with the representative bodies, who are supportive of the proposal, is ongoing and further updates will be brought to the Board in due course.

In discussion, the following matters arose:

- i. The matter of accountability was raised and it was questioned whether there was a single point of accountability in the organisation. It was clarified that this was the CD. However accountability was both an individual and a collective responsibility that would be captured at an individual level as a core element of PCD evidence and collectively through the CD, from where it would feed into the CNPA's Annual Report & Accounts' Governance Statement.
- ii. The Code does not have a statutory basis and it is not contractual; it is based on trust and confidence that would be expected by the CNPA / CNC from all its employees. This intent would be captured within the CNC's Code of Ethics document, together with an explanation of where the document sits within the organisational framework and key messages would be reinforced at the CNC's Strategic Conference in March 2015.

AGREED:

- (i) The update on the adoption of the Code of Ethics was noted.
- (ii) The CNC's Code of Ethics documentation to clarify the intent of the Code and where the Code, which has no statutory basis, sits within the organisational framework.

Action PAB240914-02: CD to ensure that the CNC's Code of Ethics documentation explains its intent and captures where the Code sits within the organisational framework.

6.2 Workforce Plan and Lifecycle costs

The CEO updated members on the impact and implications of movements in police officer numbers over the next 15 years due to withdrawal from civil nuclear sites that no longer require armed policing and their deployment to new nuclear power stations. He submitted:

[REDACTED]

[REDACTED]

[REDACTED]

In discussion, the following matters arose:

- i. The CEO advised that the Report set the scene for strategic debate at the November Strategic Conference. The DECC Triennial Review 2014 had not considered the future role of the CNC in the next 5/10/15 years for example, but that was not a reason to avoid addressing these important strategic issues. Members debated whether the CNC could have a strategic role offering greater utility to the nation

[REDACTED]

- ii. The Workforce Plan highlighted the huge challenges to the organisation over the coming years and members were reassured that DECC / ONR / EDF were fully appraised. It was recognised that careful management will be required, keeping all parties informed.

- iii.

[REDACTED]

[REDACTED]

AGREED:

- (i) The Workforce Planning update report PAB(14)R24 was noted.
- (ii) Workforce planning strategic issues and the challenges to the organisation to inform further debate at the November CNPA Strategic Conference.

6.3 Firearms Training at Sellafield

The CD introduced the Report that provided an update to members on the delivery of firearms training at Sellafield. He submitted:

The Sellafield Security Enhancement Programme (SSEP) Training Facility Strategic Outline Business Case was approved by the NDA Executive Sanction Committee on 12 August 2014 and it is expected to progress through the NDA Board and to DECC for approval.

[REDACTED]

Until the new range facility is delivered at Sellafield, compromise arrangements are necessary to ensure that authorised firearms officer (AFO) training can continue to be delivered against College of Policing (CoP) licensed standards. It was observed that the CNC has a duty to the Public and CNC Officers to train to requisite standards. Despite interim enhancements, current training facilities remain inadequate in size and reliability, resulting in a need to deliver some aspects of Sellafield training at external venues and incurring high levels of overtime and T&S costs.

The Firearms Training Delivery Plan is being remodelled to deal with this situation and fuller details of the core strategic issues and costings relevant to the delivery of coherent firearms training at Sellafield would be provided to the November Board meeting.

AGREED:

- (i) The report on Firearms Training at Sellafield, PAB(14)R25, was noted.
- (ii) Full details of the core strategic issues and costings relevant to the delivery of coherent firearms training at Sellafield would be provided to the November Board meeting.

Action PAB240914-03: CD to provide fuller details of the core strategic issues and costings relevant to the delivery of coherent firearms training at Sellafield to the November Board meeting.

6.4 BTP Review

The BTD introduced the report and summarised the progress on the Business Transformation Programme, its forward plan and timelines and the arrangements for enabling completion of the remaining strands of work [REDACTED]

[REDACTED] following his departure in January 2015.

Shared Services:

[REDACTED]

Restructure:

The design for Phase 2 restructure (signed off in-principle by Board) [REDACTED]

[REDACTED] will be rolled out between October 2014 and May 2015.

IT Modernisation:

The central element of this project is to implement a new commercial model (SIAM) by April 2016 that conforms with Cabinet Office principles including disaggregation, use of SMEs, service integration, Public Services Network implementation, use of G-Cloud etc. [REDACTED]

Continuity of Transformation:

The CNC is now at a point where business transformation can be sustained and completed under the direction of the new Business Director acting as SRO in a part-time capacity from January 2015. However, there is a need to appoint a full-time lead at a senior level to actively manage the work on a day-to-day basis on behalf of the SRO.

In discussion, the following matters arose:

- i. [REDACTED] Members requested assurance in relation to longer term contingencies for the shared service option and further assurance as to whether the business structure could continue to deliver. The impact on cyber resilience, G-cloud, Infosec etc. was raised and clarification of any applications that may be unsupported before 2016.
- ii. The CEO assured members that CNC has a contingency scenario until April 2016, but that longer-term contingencies are now being considered with an alternative technology provider (Unit 4). The BTM will update the November Board meeting and outline his contingency plan that will be managed in-house by the Shared Services Project Manager.

AGREED:

- (i) The business update was noted
- (ii) The BTM to update the November Board meeting on contingency plans should the Cabinet Office arvato option fail to deliver a shared service solution for implementation before 2016.

Action PAB240914-04: BTM to report back to the November Board meeting on contingency plans should the Cabinet Office arvato option fail to deliver a shared service solution for implementation before 2016.

6.5 (i) Pension Age and Future Pension Provision

The CD introduced the report and submitted:

The Public Services Pensions Act 2013 will change the normal retirement age for CNC Authorised Firearms Officers (AFOs). When these changes are enacted (earliest 2016), the consequences would be that the normal retirement age of CNC operational officers would rise from age 60 to align with the state pension age of 68. It would also change the current CNC alignment to Home Department Police Forces [HDPFs] where the Act makes provision for retaining a pension age of 60.

The impact on CNC officers on both 'pre-1997' and '1997-2011' contracts is low as, given current age profiles, a good proportion will retain a contractual right to draw their full pension from age 60. The group where any changes to the pension age would impact would be those on 'post-2011' contracts.

[REDACTED]

In discussion, the following matters arose:

i. [REDACTED]

ii. [REDACTED]

AGREED:

[REDACTED]

[REDACTED]

(ii) Reform of CNPA Police Officers' Terms and Conditions

The CD introduced the report that considered options to modernise operational police officer terms and conditions of employment to ones that more effectively support the changing operational needs of CNC and reward officer's core capabilities. Options to modernise are aligned to the current national reform of terms and conditions across Home Office Department Police forces, based on the Winsor recommendations.

In discussion, the following matters arose:

■ [REDACTED]

■ [REDACTED]

AGREED:

[REDACTED]

7 Business Updates

7.1 HMIC Inspection

The CD introduced the business update and submitted as follows:

Section 62 of the Energy Act 2004 requires that the Constabulary is inspected from time to time by Her Majesty's Inspector of Constabulary [HMIC]. The purpose of the forthcoming inspection scheduled to commence in October 2014 is to inspect the effectiveness and efficiency of CNC's operational arrangements to include an assessment of: interoperability with host forces; critical incident management; operational decision making; post incident management and senior leadership / management.

HMIC will carry out preparatory work in September and attend the site exercise at Hartlepool on 24 September as observers. Fieldwork commences in October, with site visits to include Home Office forces, Police Scotland and EDF to assess the position in respect of interoperability. The inspection report will be worked up during late November / December 2014.

The terms of reference for the Inspection had been well drawn up to include a focus on interoperability with Home Office forces and officers have been educated regarding their roles in interoperability via briefings, JESIP training and an NCALT e-learning package to ensure there is common understanding. A Gold Group oversees CNC's preparedness for the Inspection.

AGREED:

- (i) The update was noted.

7.2 Fitness Programme Implementation

The CD introduced the business update on the implementation of fitness standards for all CNC's AFOs. He submitted as follows:

[REDACTED]

The CNC is licensed by the College of Policing to deliver firearms training. A condition of its Licence is to comply with national guidance and deliver training which complies with the National Police Firearms Training Curriculum. As the minimum standard of fitness for an AFO is 7:6, failing to implement this standard could affect CNC's Licence. The College is therefore supporting the CNC to develop an Implementation Plan.

As a result of contractual issues, the only CNC AFOs who are currently required to meet the fitness standard (7:6) are those officers who joined the CNC from 2011 onwards. This equates to around 50% of AFOs.

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The update was noted.

[REDACTED]

7.3 People Programme

The CD introduced the business update. He updated members on progress with the People Programme (not as yet a formal programme in programme management terms) and on key work streams (performance management; talent management; job enrichment; health and wellbeing; pensions and terms and conditions of service) that sit within the Programme. The imminent recruitment of a People Programme Manager and HR restructuring under Phase 2 of the

Business Transformation Programme will co-ordinate the workstreams and progress delivery of the Programme.

AGREED:

- (i) The update was noted.

7.4 Southern Range

The CD updated members on progress with securing the Southern range option at Longmoor.

[REDACTED]

[REDACTED] representatives attended CNC Headquarters on 18 September 2014, to discuss the proposal.

Work is on-going to confirm CNC requirements. A Value for Money assessment will then be required. DECC will look at funding, ownership and hiring arrangements. It was noted that if the CNC develops a firearms "Centre of Excellence", it is likely to attract interest from Agencies that require similar facilities.

In discussion, the following matters arose:

- [REDACTED]

AGREED:

- (i) The update was noted.

[REDACTED]

7.5 Emergency Services Mobile Communications Programme [ESMCP]

[REDACTED]

- [REDACTED]
- [REDACTED]

AGREED:

- (i) The update was noted

7.6 Muscular Skeletal Injuries

[Dr Fernandes joined the meeting for this item]

Dr Fernandes, Chief Medical Officer, presented to the meeting on his research in relation to the common causes of muscular skeletal injuries in policing organisations, based on a benchmarking exercise with MDP and PSNI and he advised that:

The main causes of back pain for police officers are:

- The wearing of heavy body armour;
- Sitting in patrol vehicles for long periods and
- Getting in and out of vehicles.

Standing patrols cause fewer problems in that respect.

An holistic review of what officers carry, including body armour, is currently ongoing in CNC. Body armour is heavy (basic kit is 4 stone + firearms kit is 1.5 stones = 5.5 stones) and some officers carry additional unauthorised kit - adding to this weight. This situation needs to be managed appropriately. However, the despatch of officers with full kit will always be a risk-based decision that reflects a balance between weight / ergonomic balance and the potential risk.

Ways of reducing the risk of injury to officers would be to ensure that officers are fit (cross-reference to fitness training standards at Agenda Item 7.2) and that they are better educated / trained to wear and use their kit correctly. This could include introducing 'warm up' sessions; defining 'super users' to carry out regular checks and engendering a team culture of officers looking out for each other.

Land rovers / vans reduce the risk of muscular skeletal injuries as they are more ergonomic / easier to get in and out of but they are an expensive option. Educating officers to access and exit vehicles correctly may be a more cost effective solution.

Consistency in the organisation's approach to treating muscular-skeletal injuries is required - rapid access to occupational health services and prompt treatment is key; this requirement will feed into the review of CNC's Occupational Health services that is about to commence.

AGREED:

- (i) The update was noted
- (ii) The despatch of officers with full kit is a risk-based decision that reflects a balanced judgement between the weight / ergonomic balance of kit and the potential situation to be addressed.
- (iii) The addressing of the main causes of back pain for officers caused by the wearing of heavy body armour and the sitting in patrol vehicles for long periods would be carried forward as part of the holistic review..

7.7 Employment Tribunals

The HEOLS updated the meeting on the current status of key employment tribunals in the [REDACTED]

[REDACTED] He advised members on the key issues in relation to each case.

[REDACTED]

AGREED:

[REDACTED]

[REDACTED]

8 AOB

The Chairman noted that the Authority meeting prior to Board had considered and authorised the publication of redacted Board Minutes on the CNPA website. The Secretariat had produced a set of redacted Board Minutes for May 2014 as an example and had further adjusted these to read well. The CEO requested that he review the redacted Minutes before they are published.

Action PAB240914-07: Secretariat to ensure that the CEO has sight of the redacted Board Minutes for May 2014 before they are published on the website.

There being no further items of business, the meeting closed at 16:00 hrs.

Actions arising from CNPA Board Meeting 24 September 2014

Number	Who	Action	Status
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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Actions arising from CNPA Board Meeting 30 July 2014

Number	Who	Action	Status

Actions arising from CNPA Board Meeting 28 May 2014

Number	Who	Action	Status

Actions arising from CNPA Board Meeting 12 March 2014

Number	Who	Action	Status

Actions arising from CNPA Board Meeting 22 January 2014

Number	Who	Action	Status

Actions arising from CNPA Board Meeting 8 November 2013

Number	Who	Action	Status

