

CNPA BOARD MEETING

Minutes of the meeting held on Wednesday, 23 November 2016
at the
White Room, Blue Fin Building, 110 Southwark Street, London SE1 0SU

Present	Vic Emery (Chairman) Paul Kernaghan Kenna Kintrea Mark Neate Gwen Parry-Jones Neelam Sarkaria Rob Wright Mike Griffiths, CEO / Chief Constable Christopher Armit, Operations Director Simon Chesterman, Capability Director Kenneth Kilpatrick, Business Director Joyce Robertson, People Programme Director
Apologies	Phil Craig
In Attendance	Nigel Calvin, Communications Manager Richard Cawdron, Head of Executive Office and Legal Advisor Peter Henderson, Cruxludi Catherine Pepler, Board and Committee Secretary Rosemary Powdrill, Board and Committee Manager

Start: 11:00 hrs approx.

1 Chairman's Announcements

The newly appointed CNPA Chairman welcomed members to his first Board Meeting, including independent member Neelam Sarkaria, who was also attending her first Board Meeting. The Chairman thanked the Executive for the induction he had been given. He advised that he had made several site visits, where he had been warmly welcomed and had been impressed with the work of the Constabulary. The Chairman advised that he would like one / two Board meetings per year to be site-based. On 15 December 2016, he was scheduled to meet Richard Westlake, Department of Business, Energy and Industrial Strategy (BEIS), with a view to discussing strategic priorities.

The Chairman informed members that he welcomed constructive challenge and pertinent debate during Board meetings.

No conflicts of interest were reported.

2 Minutes of the Board Meeting held on 28 September 2016

The Minutes of the Board Meeting held on 28 September 2016 were accepted as a true record of the Meeting.

The Board Meeting actions were then discussed, as detailed in the list at the end of these Minutes.

3 Standing items

3.1 CEO / Chief Constable's Business Report, September to November 2016

The CEO's Business Report had covered the period from 29 September 2016 to 16 November 2016 (report reference PAB(16)R51). It was reported that:

(i) Strategic - Pensions

Two meetings had taken place with the Minister and had focused on the pension age for CNC firearms officers. The Capability Director had since written to the Minister's officials, articulating

the CNPA's position and seeking answers by the end of November 2016, in order to progress the Constabulary's transition to a new pension scheme.

- (ii) **Strategic – Infrastructure Policing (IP)**
The next key date regarding Infrastructure Policing was 28 November 2016, when a Permanent Secretaries' meeting was due to be held.
- (iii) [REDACTED]
- (iv) [REDACTED]
- (v) **DSRL**
An assessment of the material left on the DSRL site, post DECP, was scheduled to be concluded in December 2016.
- (vi) **Sellafield Limited**
The Constabulary was scheduled to host US and Canadian visitors to the forthcoming counter-terrorism exercise at the Sellafield Ltd site. The visitors would also spend two days seeing how the Constabulary trains for and delivers its tasks at this site. It was noted that the CNC was now recognised as a national lead on rural Servator *[an innovative and collaborative community approach to policing, to assist in the protection of local areas]*.
- (vii) **Sellafield Training Facility (STF)**
The construction of the Sellafield Training Facility was slightly ahead of plan with handover now scheduled for November 2017.
- (viii) **EDF and MARSO**
The Executive Team had attended the annual EDF Strategy Conference at Barnwood, at which a range of CNC high level issues had been raised.
- (ix) **Capability Improvement Programme**
Ballistically Protected Vehicle (BPV) capability
The BPV project had remained in exception [REDACTED]

Action PAB231116-01: The Capability Director to discuss the details of the BPV project with the Chairman and the reasons why it was in exception.

[REDACTED]

ESMCP

An outline business case had been produced using Home Office guidelines, [REDACTED]

[REDACTED]

Metropolitan Police Service (MPS) training

MPS training continued to be delivered successfully by the Firearms Training Unit (FTU) at Bisley. Five courses had been completed so far and 96 out of a total of 100 officers had been successful. The sixth course had started on 30 October 2016.

National Firearms Instructor (NFI) recruitment

A CNC initial NFI course was underway with eight students - five from CNC and three from other forces. One more initial NFIC was scheduled for Q4 FY16-17 [REDACTED]

[Redacted]

Site-focused Training Activity

Site-focused training was continuing as planned and feedback was positive. To accelerate delivery in FY17-18, EDF Energy had agreed to support arrangements for activity to be delivered during the site working day.

(x) **The People Programme Pensions**

Timelines were now very tight for the Constabulary to on-board the Alpha pension scheme by the April 2017 deadline. T [Redacted]

[Redacted]

TACOS

[Please see Item 4.5.]

(xi) [Redacted]

AGREED:

(i) The CEO / Chief Constable's Business Report September to November 2016 was noted.

3.2 Audit, Risk and Governance Committee (ARGC) Chairman's Report of the ARGC Meeting held on November 2016

The draft Minutes of the ARGC Meeting held on the 8 November 2016 had been circulated to members.

[Redacted]

[Redacted]

AGREED:

(i) The ARGC Chairman's report was noted.

4 Items for approval / discussion

4.1 Draft Strategy and Business Plan 2017-20

[Redacted]

[Redacted]

[Redacted]

[Redacted]

It was reported that Principal Risks, impacts and mitigations would be updated following an Executive Team/ Board risk workshop in early 2017 and that budget and planned expenditure information would be added prior to submission of the draft Strategy and Business Plan to CNPA Board in January 2017.

[Redacted]

[REDACTED]

AGREED:

- (i) The draft Strategy and Business Plan 2017-20 was noted.

4.2 CNC People Strategy 2020

A need had been identified for an organisational approach to people and a strategic approach to the leadership, management and development of the Constabulary's personnel. The purpose of the strategy was to attract, develop and retain the best people for the organisation and to lead them to high performance, in an inclusive, healthy, fit and safe environment. The draft CNC People Strategy 2020 had six strands, which set out the direction of travel:

- **Performing**
To proactively manage the professionalism and performance of our people against the standards required of the College of Policing and other professional bodies, to achieve business success;
- **Inclusive and engaged**
To actively develop a culture of engagement and inclusivity and promote and acquire a diverse work force;
- **Resourcing**
To forecast the Constabulary's future people needs through comprehensive workforce

planning and to attract and recruit the best people to all the Constabulary's roles. The Constabulary would retain and reward its staff through recognition of their professionalism and contribution to the delivery of its service;

- **Leading**
To demonstrate excellence in leadership and management in an environment in which the Constabulary's personnel would reach their professional potential and achieve success. The Constabulary would be ambitious for its future and would encourage innovation and change;
- **Developing**
To train, develop and support the Constabulary's personnel, to achieve the strategic objectives and vision of the CNC. The Constabulary would also ensure that learning provisions were of the highest quality and would stand up to legal scrutiny in the event of any post-incident investigation; and
- **Healthy, Fit and Safe**
To develop an environment that would embrace the health, safety, well-being and fitness of all employees and embed this in the culture of the organisation.

The leadership and governance of the People Strategy was queried. It was confirmed that the implementation of the People Strategy would be governed through a new People Management Committee (PMC), chaired by the Capability Director / DCC. PMC business would be reported to the CEO / CC at the Planning and Performance Committee Meetings (PPC). It was advised that Board representation on the PMC would be welcomed and Neelam Sarkaria agreed to undertake this task.

AGREED:

- (i) The draft CNC People Strategy 2020 was approved, subject to an amendment to the governance chart, to indicate staff associations' engagement through the Joint Consultative Council and also clarification how personnel would be lead and developed.
- (ii) Neelam Sarkaria to become a member of the People Management Committee.

4.3 Planning, Performance and Risk Framework

The Constabulary had engaged risk management consultants, RSM, to design a framework that integrated finance, planning, performance and risk, to ensure consistency across the Constabulary in the way that it developed and resourced its plans, measured performance and controlled risks. The framework would also strengthen assurance to the Executive Term, ARGC and the CNPA Board that the Constabulary would meet its strategic objectives and manage its key strategic and operational risks. The framework had been largely completed and the Programme Office would be invited to conduct a post-implementation benefits review in 12 months' time, to assess how the planned benefits had been delivered.



AGREED:

- (i) The report on the Planning, Performance and Risk Framework was noted; and
- (ii) Once work on the Planning, Performance and Risk Framework (PPRF) manual had been completed, a consolidated report would be presented to the ARGC and then the Board, with a view to advising what the change to the PPRF would mean for the Board.

4.4 MFSS Benefits Report

Interim post-project key findings had been submitted for the Board's consideration following the Constabulary's transition to the Multi-Force Shared Service (MFSS) in April 2016.

The MFSS project had been delivered on time and under budget; however, the full scope of the planned changes and improvements to functionality and services stated in the full business case had not been delivered. This had been due to the deferral of the MFSS payroll and HR options, which had meant that not all the planned costs had been incurred and not all planned benefits had been

realised.

[Redacted]

An unexpected benefit had been the hosting of the Constabulary's annual appraisal reporting process, which had not been included in the original case for change.

The timing of the planned benefits from the reduction in staff numbers and associated costs assumed in the full business case had been approximately six months earlier than was achieved.

[Redacted]

[Kenna Kintrea left the meeting at approximately 14.30 hrs.]

AGREED:

- (i) The MFSS Benefits Report was noted. A further post-project review would be performed in 12 months' time and the Board looked forward to receiving further updates, particularly on benefits from the migration to MFSS payroll and HR case management.

4.5 TACOS

A presentation on TACOS had been given to Board Members as part of the strategic focus meeting, prior to the Board Meeting. Options had been set out in the presentation dated 23 November 2016 entitled 'CNC Police Officer TACOS Modernisation Business Case.' The preferred option was then brought to the Board meeting for ratification.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

5 Business Updates

The reports in this section were presented as read, with an opportunity for questions to be addressed to the Executive

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

- (i) The Performance Report to 31 October 2016 and change requests approved at the November Planning and Performance Committee meeting were noted.

[REDACTED]

AGREED:

- (i) The expenditure report to 31 October 2016 was noted.

[REDACTED]

[REDACTED]

(ONR) recommendations, the risk score had been increased.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AGREED:

(i) The Principal Risk Report to 31 October 2016 was noted.

5.4 Health, Safety & Environmental Report to 30 October 2016

It had been reported that:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- the total number of injury reports to this point in the reporting year was the lowest number for the five years that data had been recorded using the Home Office Police Force methodology. This reduction was also reflected in the reduced number of firearms training and muscular skeletal injury reports; and
- six RIDDOR reportable events had occurred since the last report, bringing the total to seventeen in this reporting year, which was the highest number to this date in the five years that data had been recorded using the Home Office Police Force methodology. It was observed that the dynamic nature of the police officers' training had had a bearing on the number of RIDDOR reports.

One civil liability claim had been received since the last report. Overall, the seven claims had been made to date this reporting year, which was the lowest number of claims to this point of the year for the five years that the CNC data had been recording in this format.

AGREED:

- (i) The Health, Safety and Environmental Report to 30 October 2016 was noted.

6 AOB**6.1 Relationship between CNPA and the sponsoring Department / ONR / SLCs**

The transformation in the relationship of CNPA with its sponsoring Department / ONR / SLCs over the past five years was raised and reflected on, following the BEIS presentation to the Strategic Focus meeting prior to the Board meeting and the Chairman requested that this be noted in the Minutes.

6.2 Dispatch of Board reports and presentations

It was confirmed that the dispatch of Board reports seven days [*five working days*] in advance of Board meetings was acceptable, with the dispatch of presentations as soon as they become available/on the day of the Board Meeting.

6.3 Next Meeting

The next Board Meeting was scheduled to be held on 25 January 2017, at Milton Hill House, Milton Hill, Steventon, Oxfordshire OX13 6AF.

There being no further items of business, the meeting closed at approximately 15.15 hrs.