

APPROVED

CNPA BOARD MEETING

Minutes of the meeting held on Wednesday 28 January 2015

Orpen Boardroom, Imperial War Museum, Lambeth Road, London SE1 6HZ

Present Sir Philip Trousdell (Chairman)
Ian Abbott
Stephen Barrett
George Beveridge
Gwen Parry-Jones
Mark Rouse (from 11.40 hrs)
Rob Wright
Mike Griffiths, CEO / Chief Constable
Simon Chesterman, Capability Director
Kenneth Kilpatrick, Business Director

Apologies Alan Cooper, Operations Director
Paul Kemaghan

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

Start 11:00 hrs

1 Chairman's Announcements

The Chairman welcomed everyone to the meeting. He updated as follows:

- Congratulations were proffered to EDF industry member Gwen Parry-Jones on her recent award of an OBE in the New Year Honours List.

- [REDACTED]

- A review of DECC's Challenge posed at the CNPA's Strategic Conference in November 2014 on the future of the Civil Nuclear Industry was undertaken by the non-Executives at a Workshop on 6 January 2015. A Report on the outcomes entitled 'Increasing Value for Money and Effectiveness in Armed Protection of the UK's Critical Assets' was forwarded by the Chairman to Richard Westlake, Head of Nuclear Resilience & Assurance at DECC, on 13 January 2015. The Review provided some reasoned principles on the way forward / reshaping of the armed guarding landscape and had presented a range of options for consideration. The co-authors are to meet with Richard Westlake shortly to take him through the paper. The Secretariat was asked to circulate the Review to all members who had not received a copy.

Action PAB280115-01: Secretariat to circulate the non-Executive's Report 'Increasing Value for Money and Effectiveness in Armed Protection of the UK's Critical Assets' to all Board members.

- [REDACTED]



2 Apologies

There were apologies from the Operations Director, who was represented by the Divisional Commander S Division and from Paul Kemaghan.

3 Minutes of the meeting held on 27 November 2014

The Minutes of the Board Meeting held on 27 November 2014 were approved by all present and 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. There was no further discussion.

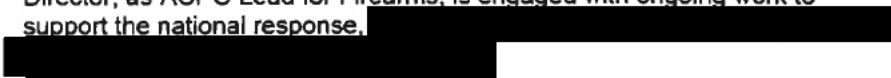
5 Standing Items

5.1 CEO's Business Report:

The CEO introduced his Business Report that covered the period from 21 November 2014 to 21 January 2015 and updated members as follows:

(i) General:

The recent Chief Constables' Council discussed national resilience in the event of a Paris-style multiple attack and search scenario. The Capability Director, as ACPO Lead for Firearms, is engaged with ongoing work to support the national response.



The CNC has been granted a full firearms license until December 2018. The Chief Firearms Instructor who delivered the licence is being officially commended and the Board requested that the Minutes should record its thanks to the Chief Firearms Instructor.

Strategic Escort Group naval gunnery firearms instructors are currently assisting in the delivery of training for Navy personnel



APPROVED

Work with EDF to deliver an optimised operational model from 1 January 2015 resulted in a pragmatic solution that was agreed by ONR and supported by DECC. In the short term, the CEO and Capability Director are due to meet counterparts in Cumbria Constabulary and the first bi-lateral meeting with the Ministry of Defence Police has been arranged.

(ii) **Employment Tribunals (ET):**

Progress in recent Employment Tribunal cases was updated.

(iii) **DSRL and the Exotics:**

[REDACTED]

The new range has been a very welcome addition to the unit, which will realise significant cost and efficiency savings. DSRL has begun to review the longer term implications and planning for the proposed draw down and withdrawal of CNC from Dounreay and to agree a joint strategy for this, cognisant of current and anticipated legacy issues.

The CNC is fully engaged with the DSRL-led review of the current and future capability and requirements of the Police Control Room. The CNC's non-AFOs have been moved into new core roles as control room operators.

[REDACTED] SEG recruitment plans will continue, with the successful officers receiving their initial SEG training. They will remain at their respective units until the SEG Operating Schedule has been re-baselined.

(iv) **Sellafield and the Consolidated Stakeholder Option (CSO):**

CNC officers assisted Cumbria Constabulary on 6 occasions during December and January, providing important job enrichment opportunities for the officers involved. In the Sellafield CT Exercise in November, the 'threat' was neutralised quickly and the ONR debrief on CNC's performance was very positive.

The location of the proposed Sellafield Training Facility has been agreed and the final business case is due for sign off in March 2015. CNC and Sellafield Fire and Rescue are working on an MOU to define a possible shared use of the new facility.

(v) **EDF and the MARSO Programme:**

The CT level 1 Exercise at Torness was successfully delivered at the end of November. All EDF sites have now received their first instalment of On-Site On-Shift training. Interoperability work continues at an operational level. Lancashire Constabulary firearms unit has made a series of visits to Heysham and reciprocal visits have been arranged. CNC officers from Torness were utilised in a Police Scotland exercise.

(vi) **Wylfa:**

The Wylfa CT exercise in December was a success. S Division is fully engaged with Wylfa officers to support them through the drawdown period. ONR and CNC met on 21 January to discuss CNC withdrawal

APPROVED

dates.

(vii) **RSRL:**

The CEO met RSRL in November and is due to return to Harwell in early February for a full test of a radar system. RSRL is currently awaiting a detailed report on the Profile control room operators from Profile Guard Service. The recruitment and bespoke training for the control room operators is likely to take place from March onwards; in the meantime, CNC non-AFOs will continue to provide this function at Harwell.

(viii) **Within the Headquarters:**

Collaborative work with MDP. There will be an ACPO-level workshop with MDP and CNC in early February to discuss potential areas of collaboration on areas of mutual interest. At Dounreay, discussions will take place shortly with the local MDP.

Pension decision. UKAEA, the current pension provider for the CNC, has reached agreement with Cabinet Office and HMT that existing pension schemes will not be changed before 1 April 2017, and the present pension scheme will remain open for current pensioners - both deferred and active 'protected' members.

Fitness Standards. All post-2011 officers are now subject to the national fitness test of 7.6 on the Multi-Stage Fitness Test. [REDACTED]
[REDACTED] Work is ongoing to develop the policy for pre-2011 officers.

Firearms Instructors. The CNC National Firearms Instructors Course will take place at the end of March 2015. This will be the first of 4 NFI courses run by the CNC during 2015 and represents a first step towards self-sufficiency for the firearms training department.

Capability and Equipment Review. [REDACTED]
[REDACTED]

Code of Ethics. This was launched on Monday, 19 January 2015, with an all staff message and details of an NCALT training package. The package will be followed up with briefings, posters, handbooks etc. A Code of Ethics page will also be available on the intranet with links to the College of Policing site, FAQs, and discussion topics.

The People Programme. Discussed at Agenda Item 6.3, ante.

(x) **UAVs and Drones:**

CNC's Special Branch has produced a number of briefing products including a bespoke operational briefing tool for OUC's and stakeholders regarding UAVs and drones.

(xi) **Emergency Services Mobile Communications Programme (ESMCP):**

[REDACTED]
[REDACTED]

(xii) **Ballistically Protected Vehicles (BPVs):**

[REDACTED]
[REDACTED]

APPROVED

AGREED:

- (i) The report was noted
- (ii) The Board wished to thank the Force Firearms Officer for his achievement in delivering a full Firearms Licence for the CNC until December 2018.

5.2 Audit and Risk Management Committee Chairman's Report

The ARGC Chairman advised that there had been no ARGC meeting since the last Board meeting on 27 November 2014; the next meeting would take place on 4 February 2015, when members would be undertaking bespoke Audit Committee training as best practice. There was no further discussion.

6 Items for approval / discussion

6.1 Draft Strategy and Business Plan 2015-18

The CEO / Chief Constable introduced the draft Strategy and Business Plan for 2015-18. Members were asked to provide feedback on the strategic context, the form and content of the four strategic objectives and the completeness of the key deliverables underpinning each of the four strategic priorities.

It was submitted as follows:

The Strategy had been moved forward one year and extended out to 2017-18. 2014/15 deliverables completed or on course for delivery by the end of the financial year had been removed.

The strategic context had been updated to accentuate strategic drivers behind potential increased collaboration and interoperability with other counter-terrorist agencies, the Emergency Services Mobile Communications Programme [ESMCP] and the People Programme.

Strategic Priorities 1 (prevention and deterrence) and 2 (capability to respond) remained fit-for-purpose. Strategic Priority 3 (stakeholder confidence) and 4 (effectiveness and efficiency) had been consolidated into a new priority 3 'to optimise the efficiency and effectiveness with which services are delivered and to earn the confidence of stakeholders.'

A new strategic objective 4 had been included to support the People Programme and to give it prominence within the Strategy.

In discussion, the following matters arose:

- i. Members supported the style and format of the draft Strategy and Business Plan but cautioned that the Plan focussed on '*this is what we do*' and challenged whether the Strategy should align more with the ambition. The CEO advised that there are no resources for delivering to this aspiration at present and recommended that this proposal should be addressed separately.
- ii. There was a request for the language used in the risk section of the Plan to be reviewed.
- iii. Members highlighted the importance of financial forecasting and the

APPROVED

CEO recommended that the timetable for budget setting and discussions with SLCs should be brought forward to the November Strategic Conference this year to better inform the Strategy. The Strategic Workforce Plan, once in a mature state, would also feed into those discussions.

AGREED:

- (i) The report was noted and the draft Strategy and Business Plan 2015-18 format was endorsed.
- (ii) Subject to the matters raised above, the Board was content that the Plan was progressed for resubmission to the March 2015 Board meeting.

6.2 Draft Budget Report 2015-16

The CEO / Chief Constable introduced the Report on the draft revenue and capital expenditure budgets for 2015-16, prior to a presentation by the Business Director.

Key headlines were:

The budget report followed a different format to that of previous years. The driver for change was an ambition to improve the clarity of financial communications to the Board and key stakeholders; to facilitate engagement on the 'big issues' facing the organisation; and to link the delivery of strategic objectives and strategic priorities with resource requirements.



Internal budget challenge meetings are scheduled for February 2015. Budget holders, together with an Executive lead, will present and defend their 2015/16 delivery plans and budget bids/ unbudgeted high ticket items.

A detailed budget by Site Licence Company (SLC) has been prepared and will be presented to key stakeholders at budget bilateral meetings in February to seek feedback and funding approval.

The final SLC approved budget would be presented to Board in March 2015 for approval.

In discussion, the following matters arose:

- i. Members endorsed the new format of the budget report, which they found clear and very informative. They requested inclusion of a context for the 2015-16 budget that would indicate CNC's profile over the next three years and indicate whether it is now operating at peak expenditure level and, if not, set out options for meeting the peak. The funding aspect of the budget should set out the options and consequences (scenarios) and link these back to the strategic objectives and the risk log. The Business Director would work up the options to present to the budget bi-lateral meetings.

APPROVED



AGREED:

- (i) The report was noted and the new budget format endorsed.
- (ii) Funding Members would find it helpful for the budget to include costed options linked to the strategic objectives and the risk log before it is presented at budget bi-lateral meetings.

Action PAB280115- 02: Business Director to ensure that the funding aspect of the budget sets out the options and consequences (scenarios) and links these back to the strategic objectives and the risk log before it is presented at budget bi-lateral meetings.

6.3 Redefining CNC's 100% AFO Force

The Board debated at its November Strategic Conference and agreed at the November CNPA Board meeting that the 'All-AFO' force was a redundant term for the organisation due to workforce changes that had taken place in the four years since the original decision was taken by the Board to commit to an '100%-AFO' force. There are important legal considerations as follows:

- 
- 
- The CNPA is not obliged to create posts where none currently exist or there is not a need for such posts in the future.

The Board agreed that there remained no sound business need to be bound by the earlier decision as legacy issues were causing deployment issues in the organisation. The CD was authorised to review the current deployment requirements for police officers at the rank of PC and Sergeant who did not undertake AFO duties.



In discussion, the following matters arose:

- i. A query was raised in relation to the mobility clause in police officer's contracts and whether this could require them to move to sites where non-AFO posts existed and it was confirmed that this was the case. Members also debated and agreed that there should be full job descriptions for each of the identified posts.
- ii. Members accepted that the prior direction of the Board in relation to '100% AFO' status had been dispensed with, but queried whether the phrase

APPROVED

'armed police service' should be adopted, as it is not currently referred to in the mission, ambition etc. of the organisation. The CD felt that this clarification was essential to support the culture of the organisation. It was agreed therefore that the CD and Stephen Barrett would jointly work on a definition, clarify when it was to be used and revise the CNPA prescribed taxonomy accordingly.

- iii. The CD was tasked to develop a business case for the proposal that would justify the principle of recognising a pool [REDACTED] of posts for police officers undertaking non-AFO activities. The business case should clearly state the options for officers who can no longer undertake AFO activities; it should also demonstrate graphically how the various contractual terms in existence impact on the business case.

AGREED:

- (i) To allow the Constabulary to recognise its legal obligations in seeking to consider alternative roles when dealing with its non-deployable attested employees. This, however, must be employment which is suitable for a police officer to undertake.
- (ii) The term '100% AFO' should be dispensed with and replaced with the term 'armed police service' or a suitable equivalent.
- (iii) The CD to prepare a business case as itemised above to justify the retention of posts for non-AFO positions and then to prepare a further iteration of PAB(15)R04 to define how the proposal would be implemented, define a timeline and obtain input from HEOLS on the legal considerations.

Action PAB280115-03: CD and Stephen Barrett to jointly agree on a definition for an 'armed police service' or equivalent terminology; clarify when the term should be used and revise the CNPA prescribed taxonomy accordingly.

Action PAB280115-04: CD to prepare a business case to justify the principle of retaining a pool of posts for non-deployable AFOs in the organisation and then to prepare a further iteration of PAB(15)R04 to define how the proposal will be implemented, define a timeline and incorporate input from the HEOLS on the legal considerations.

7

Business Updates

7.1 Performance Report to 31 December 2014

The CEO introduced the performance report against key deliverables in the Strategy and Business Plan 2014-17 for the 9 months to 31 December 2014. He updated that two change requests had been submitted and approved in respect of:

- Intervention and Recovery Team (IRT) Capability: request to change the timeline and outcome stated.
- Fighting in a Contaminated Environment (FACE) Capability: revised operational requirements based on national changes – key deliverable divided into two phases.

The following items highlighted in red (*successful delivery appears to be unachievable*) were raised:

Strategic Priority 1: Prevention and Deterrence

Recruitment of Firearms Instructors (1.8) is proceeding, with [REDACTED] internal applicants being appointed in March 2015. [REDACTED]

APPROVED

[REDACTED]

Strategic Priority 2: Capability to Respond

FACE capability (2.10) has been reviewed in terms of capability/cost/value for money and the delivery element reassessed to [REDACTED]

Strategic Priority 3: Stakeholder Confidence

MOUs and SLAs (3.5) CEO to consider bringing the SLCs into MOUs /SLAs between local Home Office forces and the CNPA.

The Board requested an update on liP accreditation (3.5)

Strategic Priority 4: Effectiveness and Efficiency

No specific discussion.

AGREED:

- (i) The performance update as at 31 December 2014 was noted.

Action PAB280115-05: CEO to consider bringing the Site Licenced Companies (SLCs) into the MOUs and SLAs between local Home Office forces and the CNPA.

Action PAB280115-06: Secretariat to ensure an update on the liP accreditation is placed on the Agenda for the next Board meeting.

7.2 P9 Financial Report

The CEO introduced the P9 Financial Report and advised the Board that CNPA's P9 financial performance against budget was:

- [REDACTED]

In discussion, the following matters arose:

- i. [REDACTED]

AGREED:

- (i) The update was noted

[REDACTED]

7.3 Principal Risk Report

The Business Director presented CNPA's draft principal risk report (Appendix 1) that underpins the Strategy and Business Plan 2014-17. The revised principal risk register was presented to the November 2014 Board meeting and a commitment was given to develop a Board-level report to monitor progress in managing CNPA's principal risks. The Report also represented a further step in aligning strategic planning, performance and risk management. Board members were asked to review and provide feedback on the format of the draft principal risk report, noting that two principal risks (PR2 and PR7) had been worked up end-to-end to demonstrate the reporting format.

In discussion, the following matters arose:

- i. Members discussed and agreed that in future risk reports to Board, an assessment of areas of most concern to the Executive at a strategic level would be helpful – perhaps in the format of a 'heat map.' The ARGC Chairman added that he would expect a full report on developments in risk reporting to be considered at ARGC on 5 February.


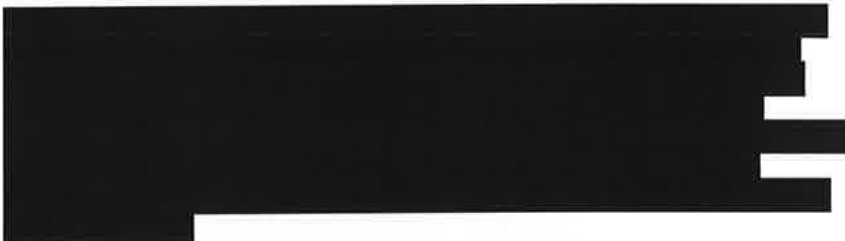
AGREED:

- (i) The update was noted.
- (ii) Future risk reports to Board to contain an assessment of what aspects of principal risk are of most concern to the Executive – perhaps in the format of a 'heat map.'

7.4 Health, Safety and Environmental Update report

The CD introduced the report, which outlined Health, Safety and Environmental performance for the month of November 2014. The quarterly report (Q3) would be considered at ARGC on 5 February 2015.

Emerging issues highlighted were:

- 
- 
- Following a number of alleged work-related stress cases, the Health, Safety and Environment Manager conducted a review of the cases to ascertain common lessons learnt. The review also compared the current CNC arrangements for the management of stress with the latest guidance from the Health and Safety Executive and best practice examples / benchmarking from Home Office Police Forces. The review has made a number of recommendations.

AGREED:

- (i) The update was noted


APPROVED

Action PAB280115- 08: Secretariat to review with the Health Safety and Environment Manager the protective marking on the Health Safety and Environmental Report.

7.5 People Programme Update

The Capability Director gave an oral update to members on progress in relation to the People Programme. It had been agreed at the last Board meeting that the People Programme Board would develop the options for the People Programme but, due to the complexity of the elements, the management team and the Board would retain overall control and would be fully briefed at key milestones. It was agreed that the issues had been dealt with elsewhere in the meeting and therefore no further discussion was required.

7.6 Workforce Planning and Forecasting update

The CEO / Chief Constable updated the Board on developments in Strategic Workforce Planning and Forecasting and on the direction of travel. 



AGREED:

- (i) The update was noted

8 AOB

It was raised whether the Board is visible enough and it was agreed that this should be a matter for consideration by members in due course.

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

APPROVED

Actions arising from CNPA Board Meeting 28 January 2015

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]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

APPROVED

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Actions arising from CNPA Board Meeting 28 May 2014

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