

CNPA BOARD MEETING

Minutes of the meeting held on Thursday 27 November 2014

Queen's Suite, Holiday Inn, Lynchford Road, Farnborough, Hampshire GU14 6AZ

Present	Sir Philip Trousdell (Chairman) Ian Abbott Stephen Barrett Paul Kernaghan Gwen Parry-Jones Mark Rouse Rob Wright Mike Griffiths, CEO / Chief Constable Simon Chesterman, Capability Director Ally Cook, Business Transformation Director Kenneth Kilpatrick, Business Director
Apologies	Alan Cooper, Operations Director George Beveridge
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 Sheree Owen, Principal Staff Officer Lucy Shirodkar, IT Modernisation Project Manager [in part] Peter Mould, BTP Programme Manager [in part]

Start 11:00 hrs

1 Chairman's Announcements

The Chairman welcomed everyone to the meeting that took place following the CNPA Strategic Conference on 26 November at Bisley Camp and a members' visit to Browning Barracks on 27 November.

2 Apologies

There were apologies from George Beveridge 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 24 September 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 19 September to 21 November 2014 and updated members as follows:

(i) General

[REDACTED]

A letter dated 6 November 2014 to the Chairman from Stephen Lovegrove, Permanent Secretary at DECC, was circulated. This recognised the challenges raised by recent Employment Tribunal cases that are creating a difficult operational and strategic environment for the CNPA.

[REDACTED]

(ii) Employment Tribunals

Activity within key Employment Tribunal cases is updated at Agenda Item 7.5.

(iii) Non-AFOs and Future Site Guardforces

The Profile Security Guarding Service took over the access points to Harwell site on 10 November, allowing CNC officers to refocus the CT Patrol Strategy. DSRL has completed input to CNC Officers on the technical aspects of the Security Control Room at Dounreay. CNC's relationship with the site guard force continues to develop and the CNC / Profile Security Services MOU has been signed.

(iv) DSRL and the Exotics

A major inspection visit by ONR CNS in late September went very well; the CNC / DSRL MOU has been signed and work will continue at an operational level to deliver its requirements.

[REDACTED]

(v) Consolidated Stakeholder Option

The Sellafield Training Facility plans are moving forward in parallel with the NDA / SL, developing the planning proposals for timely delivery whilst the business case moves through the layers of Governmental approvals.

(vi) EDF and the MARSO Programme

[REDACTED]

(vii) Within the Headquarters

Collaborative work with MDP

For some time, it has been clear that the MDP face many of the personnel challenges currently faced by the CNPA [REDACTED]

[REDACTED] A formal meeting is arranged for January 2015 for MDP and CNC to review collaborative working.

Pension decision.

[REDACTED]

Fitness Standards.

A Gold Group continues to manage the implementation of fitness testing into the CNC. Legal advice is being taken on how fitness standards could be implemented for the existing pre-2011 workforce. The Federation has asked for clarity on how the organisation will support those officers who cannot meet the requisite standards.

Firearms Instructors

The College of Policing Report outcomes on CNC Firearms Instructor numbers is discussed at Agenda Item 7.1. Firearms Instructors continue to be recruited into the organisation, and there has been an excellent response from internal candidates for a CNC-run National Firearms Instructor Course, which will be delivered early in 2015.

Capability Review

The CNC Firearms Standing Committee endorsed the recommendations from a Capability (Kit and Equipment) Review. Key to delivering the recommendations is the replacing of officer's body armour with a lighter model - the aspiration is to replace all body armour over the next two/three years; a reduction in the amount of weight that officers carry [REDACTED]

[REDACTED] Further safety assurance will be provided through a review of in-house management processes for clothing and equipment to ensure that it remains within warranty.

Code of Ethics.

Work is ongoing by the Head of Capability Division and the HEC to embed the Code of Ethics into the organisation over the next three months.

HMIC Inspection. The HMIC team has now completed their evidence-gathering phase of the Inspection and all of the site visits are complete. The draft Report is likely to be circulated in December.

The People Programme

A full briefing is given at Agenda Item 6.2.

Command and Control Business Case

The Command and Control project has been renamed the 'Incident Management System (IMS) project'. The contract with Capita was signed on 31 October with an official contract start date of 3 November 2014. [REDACTED]

Emergency Services Mobile Communications Programme [ESMCP]

A Local Impact Assessment meeting took place at HQ on 14 November to formally engage with the Home Office ESMCP delivery team and to articulate CNC's requirements and concerns at both tactical and strategic levels. [REDACTED]

- **Performance Update:**

The CEO introduced the performance report against key deliverables in the Strategy and Business Plan 2014-17 for the 7 months to 31 October 2014. He updated that two change requests had been submitted and approved in respect of Strategic Priority 1 [NNL uplift and the National Common Intelligence Application (APOLLO)]. The following items highlighted in red (*successful delivery appears to be unachievable*) were raised:

[REDACTED]

AGREED:

- (i) The report was noted

- **P7 Financial Report:**

[REDACTED]

[REDACTED]

• [REDACTED]

AGREED:

- (i) The P7 Financial Report and the position in relation to the Q2 Forecast was noted.

- **Strategic Risk Update:**

The CEO updated the Board on recent developments in risk reporting that presented a further step towards aligning finance, planning, performance and risk reporting to the CNPA's Strategy and Business Plan.

Principal risks underpinning CNPA's Strategy and Business Plan 2014-17 had been discussed at a Baker Tilly-led Risk Workshop in May 2014 had been developed into a draft Principal Risk Register. A simplified and practicable draft risk appetite statement had also been developed indicating the level of risk that CNPA is prepared to accept before mitigation through controls or actions is deemed necessary to reduce the level of risk to a tolerable level. The draft Principal Risk Register together with a draft risk appetite statement; had been presented to ARGC on 29 October.

The CEO advised the Board that this was maturing work; that it was being taken forward under the leadership of the Business Director but that it had not been a priority due to other key areas of work that had required delivery during his first weeks in post. The CEO proposed to bring a draft Strategy and Business Plan 2015-18 with underpinning budget and risks to the January 2015 Board meeting.

AGREED:

- (i) The risk update was noted.
- (ii) The CEO to present the draft Strategy and Business Plan 2015-18 with underpinning budget and risks to the January 2015 Board meeting.

Action PAB271114-01: CEO to present the draft Strategy and Business Plan 2015-18 with underpinning budget and risks to the January 2015 Board meeting.

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

The CD introduced the report, which outlined Health, Safety and Environmental performance for the month of October 2014. The quarterly report (Q2) had been considered at ARGC on 29 October.

Emerging issues highlighted were:

- [REDACTED]

[REDACTED]

[REDACTED] rollout of new lighter body armour is in hand together with the issue of guidance to officers on when specific items of equipment must be worn and /or carried.

- [REDACTED] current cases of work-related stress are being investigated and the Stress, Health, Wellbeing and Attendance Management Group has been reconvened to further develop a stress management plan.

- [REDACTED]

- [REDACTED]

AGREED:

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

5.2 Audit and Risk Management Committee Chairman's Report

The ARGC Chairman updated that there had been an ARGC meeting (deferred from September) on 29 October 2014. The Minutes of that meeting had been pre-circulated to members. There was no further discussion.

6 Items for approval / discussion

6.1 IT Modernisation Project Business Case
[Item taken out of order]

The BTD introduced the report that was supplemented by a powerpoint presentation by the IT Modernisation project team on the case for IT change, including a recommended option, its rationale and cost, in order to inform next steps in IT modernisation. He advised that there are critical and mandatory drivers for IT change that will require a new and complex commercial framework to be put in place by April 2016. A decision in principle was required from the Board regarding the options presented.

[REDACTED]

- i. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In discussion, the following matters arose:

There was a fundamental business need for the CNC to determine how its workforce should operate in the future, e.g. in relation to homeworking and mobile working to support the operational functions. The iTECC DECC model would have the advantage of supporting the principle of more mobile and flexible working should that be required. It was also cautioned that Regulator engagement in the proposals at an early stage was essential.

The Board was in agreement that Option 4, the iTECC DECC should be taken forward; it should proceed as a series of milestones with an audit trail of decisions taken and clarity around the risks being incurred. The IT Modernisation Project Manager was to annotate the High Level Plan 2014-17 (slide 15) to demonstrate points in time when key Board decisions would be required and circulate to members. The required timescales effectively precluded consideration of a standalone option.

There is a growing realisation that tablet computers may provide more flexible and efficient ways of working in the future and would underpin the introduction of self-service. The iTECC DECC model will aim to allow tablet computers suitably configured with security enhancements to be used within CNC. A paper proposing a pilot for the introduction of a limited number of devices (5) aligned with the DECC model, with an additional cost of approximately [REDACTED] (to include purchase of the devices, initial set up, security testing etc.) would be submitted to the CNC's Planning and Performance Committee.

AGREED:

- (i) The Board agreed that Option 4, the iTECC DECC Model, should be taken forward in principal and the business case to support this option prepared for submission to Cabinet Office and DECC. In view of the tight project implementation timescales, the Board required the establishment of a series of project milestones, a comprehensive audit trail of relevant decisions taken and clarity around the level of risk being

[REDACTED]

incurred.

(ii) It was acknowledged that Gateway Reviews for the procurement stages of the Business Case are not required, as the CNC is following an existing DECC model and framework, although appropriate assurance arrangements would be put in place for the implementation phases.

(iii) The IT Modernisation Project Manager is to update Slide 15, High Level Plan 2014-17, with milestones and points where key Board decisions will be required and circulate this to members.

Action PAB271114-02: IT Modernisation Project Manager to update Slide 15, High Level Plan 2014-17, with milestones and points where key Board decisions will be required and circulate this to members.

6.2 People Programme

[Item taken out of order]

The CEO introduced the Report, which highlighted many of the people issues that had been discussed at the CNPA Strategic Conference the previous day.

The CD updated members on emerging thinking in relation to the People Programme and requested Board endorsement of the direction of travel and approval of funding for the underpinning People Programme Management structure. He submitted as follows:

- i. The strategic intention of the People Programme is to ensure that the CNC has sufficient, capable and motivated people in the right locations. This requires an integrated approach to organisational development, recruitment, training and equipment and the delivery of cultural change through new terms and conditions of service, pensions, talent and performance management and the development of leadership and management skills. These activities could be delivered most effectively through a People Programme.
- ii. If the proposed People Programme was to deliver the necessary step change in the organisation, it needed a significant investment in programme support over a two-year period to provide the necessary discipline and focus to take the organisation forward. The scale and complexity of the Programme meant that it could not be absorbed into business as usual; a dedicated Programme Team would be required, lead by a People Programme Director operating at Executive level.

In discussion, the following matters arose:

The CD revisited the debate that had taken place at the CNPA Strategic Conference in relation to the '100% AFO force' and clarified that he required agreement in principle from the Board that he could move forward, unconstrained by the Board's previous decision in respect of an all-AFO force, as circumstances had changed since that decision had been taken four years ago and legacy issues were causing deployment issues in the organisation. The Board agreed in principle and authorised the CD to review the current position, outline the current requirement for non-AFO posts in the organisation (what, where, how many) and identify some non-AFO posts that could be 'ringfenced' for redeployment of officers

Members expressed the view that the People Programme Board should develop the options for the People Programme but, due to the complexity of the elements, they agreed that the management team and the Board should retain overall control and would wish to be regularly appraised at key milestones in the Programme.

The concept of a Stakeholder Consultation Group was raised and it was agreed that this could be a good way of involving the Federation / unions and that perhaps DECC should also be represented.

It was raised that there was a need to address the calibre and capabilities of senior management roles to avoid the creation of what is frequently referred to as a 'permafrost layer' in a hierarchical management structure in an organisation. It was acknowledged that these individuals would be key critical to ensuring successful delivery of the People Programme and that their capabilities should therefore reflect organisational requirements.

The proposed structure of the People Programme Board (Appendix A, PAB(14)R34) was reviewed; the structure was agreed in principle subject to further relevant details on the proposed posts being briefed to Board. It was raised that, should the Programme Director have a dual role of ACC as indicated, then this would require DECC authorisation in line with the requirements of the Energy Act.

AGREED:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.3 BTD Account of Two-year tenure

The BTD updated the Board on key achievements delivered during his two-year tenure (ending January 2015). A summary of progress made in implementing the Business Transformation Programme agenda and key learning points had been pre-circulated. He updated that the challenge had been larger than he had anticipated; good progress had been made but there remained much to do – some of which would be a cultural challenge.

It was clarified that the Business Transformation Programme would be managed at a strategic level by the Business Director moving forwards and that a relevant consideration to the speed at which it moved to a conclusion was the prioritisation of resources. Delivery would also require the development of the capability of senior management at HQ as a priority. Regular updates would come back to Board.

AGREED:

[REDACTED]

7 Business Updates

7.1 College of Policing Review outcomes

The CD introduced the Report that provided an update to members on the key recommendations arising from the College of Policing (CoP) Three-Strand Review of weapon and equipment carriage and firearms instructor numbers. The review had validated the extant CNC policy regarding AFO's weapon systems and provided further validation [REDACTED]

[REDACTED] The observations associated with firearms instructor numbers would feature within a forthcoming Training, Learning & Development (TLD) scoping review.

AGREED:

- (i) The update was noted.

7.2 Communications Strategy Progress

The CEO introduced the report and updated the Board on the Communications Strategy 2014-17 and the work in progress to build and improve existing communications channels to enable the Strategy to be effective. The Strategy, approved by the Executive in March 2014, had been developed to support the CNC / CNPA in communicating and engaging coherently both internally and externally with its workforce and its stakeholders. It supports strategic messaging to help deliver a consistent message across all written, digital and spoken channels. Members endorsed the embedding of the Communications Strategy that they considered to be reassuring,

[REDACTED]

In discussion, the following matters arose:

The Board was reminded of its earlier decision that there should be one website for the CNC / CNPA, as it is one organisation under the provisions of the Energy Act. The Chairman, the CEO and the HEC undertook to review the current structure as set up on 'Gov.uk' outwith and to make a comparison with the NCA website in this respect.

AGREED:

[REDACTED]

[REDACTED]

7.3 Sellafield Training Issues

The CD introduced the report that highlighted a response to an action from the last Board meeting (PAB240914-03) to provide fuller details of the core strategic issues and costings relevant to the delivery of coherent firearms training at Sellafield.

[REDACTED] Several training streams are being delivered at external or alternate venues with associated costs and operational impact will continue until new facilities are on-line.

AGREED:

- (i) The update was noted

7.4 Pension Update

This item had been dealt with at Agenda Item 5.1, ante, in the CEO's Business Report. No further discussion ensued.

7.5 Employment Tribunals

The HEOLS updated the meeting on the current status and developments in key current employment tribunals in the organisation

[REDACTED]

7.6 Drones

[REDACTED]

[REDACTED]

8 AOB

- The challenge raised at the CNPA Strategic Conference the previous day by Richard Westlake, Head of Nuclear Resilience and Assurance at DECC, in relation to the CNC becoming 'thought leaders' on an emerging policing structure

[REDACTED]

- Civil Nuclear Industry / CNI (including BTP/MDP) was revisited and it was agreed that an offsite discussion would take place in January 2015, a week or so prior to Board. Some first thoughts would be prepared and circulated prior to the meeting.

AGREED:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

There being no further items of business, the meeting closed at 13:45 hrs

Actions arising from CNPA Board Meeting 27 November 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]	

Actions arising from CNPA Board Meeting 24 September 2014

Number	Who	Action	Status

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

Actions arising from CNPA Board Meeting 30 July 2014

Number	Who	Action	Status
[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]

[REDACTED]

