

CNPA BOARD MEETING

Minutes of the meeting held on Wednesday, 27 January 2016

Library, Army & Navy Club, 36 Pall Mall, London SW1Y 5JN

Present Sir Philip Trousdell (Chairman)
Stephen Barrett
George Beveridge
Paul Kernaghan
Kenna Kintrea
Gwen Parry-Jones
Rob Wright

Mike Griffiths, CEO / Chief Constable
Kenneth Kilpatrick, Business Director
Joyce Robertson, People Programme Director

Apologies Simon Chesterman, Capability Director
Christopher Armitt, Operations Director

In Attendance Richard Cawdron, Head of Executive Office and Legal Advisor
Sheree Owen, Principal Staff Officer
Paul O'Sullivan, Project Manager Shared Services (for Item 4.2 & 4.3),
Richard Saunders, Interim Head of HR
Lucy Shirodkar, Head of IT (for Item 4.2 & 4.3)
Rebecca Webber, Interim Head of Engagement and Communications

Rosemary Powdrill, Board & Committee Manager
Catherine Pepler, Board and Committee Secretary

Start: 11:00 hrs approx.

1 Chairman's Announcements

The Chairman welcomed everyone to the Meeting.

2 Minutes of the meeting held on 29 July 2015

The Minutes of the Board Meeting held on 24 November 2015 were accepted as a true record of the Meeting.

3 Standing items

3.1 Chief Executive Officer's Business Report November 2015 – January 2016

AGREED:

The CEO's Business Report for November 2015 to January 2016 was presented, details of which were set out in Report PAB(16)R01. In the course of discussion, it was observed that:

- A disappointing lack of understanding regarding the Constabulary's constitution and lines of accountability had been noted in certain official bodies;

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

Presentation print-outs of the proposed new Training Facilities / Constabulary Centre of Excellence at Sellafield were shown to Members.

[REDACTED]

AGREED:

- (i) The Chief Executive Officer's Business Report Nov – Jan 2016 was noted.

3.2 Audit, Risk and Governance Committee (ARGC) Chairman's Report

The ARGC Chairman reported that no ARGC Meetings had taken place since the last Board Meeting.

4 Items for approval / discussion

4.1 Draft Strategy & Business Plan 2016-2019 & Draft 3-Year Budget 2016/17 to 2018/19 [taken after Item 4.3]

Draft Strategy & Business Plan 2016-2019

It was felt that the Draft Strategy and Business Plan 2016-2019 had matured and progress had been made regarding alignment with the Budget. [REDACTED]

AGREED:

- (i) The Draft Strategy & Business Plan 2016-19 was noted, with the following changes:
 - the last Priority in Objective 4, i.e. "Develop our leaders and managers" to be re-positioned higher up the list;
 - the Objective 4 Priority entitled "Implement new terms and conditions of employment" to be changed to "Implement appropriate terms and conditions of employment";
 - acronyms to be explained;
 - Strategic Objective 2, Output Metric "Officers exercised and tested" to be changed to "Officers exercised and tested to successful outcomes";
 - Strategic Objective 4, "Achievement of planned recruitment levels" timeline to be changed from "Annually" to "Continuously"; and
 - the Risk section to be brought up-to-date.

[The Strategy and Business Plan to continue to carry a "draft" prefix until funding for the 2016/2017 budget had been agreed by all the SLCs and the budget had been formally approved by the Board.]

Draft 3-Year Budget 2016/17 to 2018/19

The Business Director presented key budget issues. It was observed that:

- [REDACTED]

- [REDACTED];
- the challenge remained to achieve savings targets without compromising operational capability. This work would remain ongoing throughout 2016/17;
- [REDACTED]
- budget bi-lateral meetings are in progress;
- the 2016/17 budget would be presented for approval at the March Board Meeting.

AGREED:

- (i) The Draft 3-Year Budget 2016/17 to 2018/19 was noted.

4.2 IT Modernisation – CNPA Update [taken after Item 3.2]

[Stephen Barrett left the room to avoid a conflict of interest.]

The Business Director introduced Lucy Shirodkar, Head of IT, who then gave a presentation on IT Modernisation.

It was reported that an IT “health-check” had just taken place and that no major risks had been identified. [REDACTED]

[REDACTED] Overall, the IT Department was seen to have taken shape and structure under Lucy Shirodkar’s guidance and now had a strategy for the future.

AGREED:

- (i) The IT Modernisation – CNPA Update - was noted. It provided the Board with sufficient assurance that the CNC IT Modernisation programme remains fit-for-purpose and was on target for delivery.

4.3 Shared Services – CNPA Update

The Business Director introduced Paul O’Sullivan, Project Manager Shared Services, who then gave a presentation on Shared Services. Paul O’Sullivan advised that the proposed Multi-Force Shared Service (MFSS) was a police-force based system to deliver HR, procurement and payroll transaction management with a collaborative “can-do / will do” approach. The implementation of payroll facilities would be deferred until April 2017.

Supervisor training had commenced. An area of challenge was to provide enough information for key personnel. The first three milestones/ deadlines had been met on time. An Internal Audit was due to take place in February and a further audit in March 2016, prior to the “go-live” date of 4 / 5 April 2016.

A key target of the system’s “book-on / book-off” system would be to make savings on overtime / Time off in Lieu (TOIL).

AGREED:

- (i) The Shared Services Update was noted. It provided the Board with sufficient assurance that Shared Services via MFSS was fit-for-purpose and was on target for delivery in April 2016.

[Stephen Barrett re-joined the Board Meeting.]

5 Items for approval / discussion

5.1 Performance Report to 31 December 2015

Overall, an improving performance against key deliverables in the Strategy and Business Plan 2015-18 was presented, with the following Performance Report changes (that had received prior approval of the CNC's Planning and Performance Committee):

- Key Deliverable 2.13, Transition to Emergency Services Network – the delivery date had been changed from January 2017 to January 2018;
- Key Deliverable 2.17, Ballistic protected vehicles (BPV) capability – the on-site delivery date had been changed from September 2015 to March 2016 (final delivery date);
- Key Deliverable 3.3, Efficient and effective organisational structures and capabilities – the delivery date had been changed from December 2015 to September 2016 to coincide with changes due to implementation of the shared services model;
- Key Deliverable 4.8, Talent management and 4.9, Leadership and management development – output metrics and timeline changed to 'Approved programme design' September 2016 and 'Delivery of programme' 2016-19 (to be consistent with the Strategy and Business Plan 2016-19);and
- Key Deliverable 4.11, Occupational Health Provision – Implementation of in-house medical records system – the delivery date had been changed from April 2016 to November 2016.

AGREED:

- (i) The Performance Report to 31 December 2015 was noted.
- (ii) Members deemed it inappropriate to approve Performance Report change requests, but they wished to continue to be made aware of them (together with periodic "deep-dive" updates) for assurance purposes, particularly in view of the potential impact on the Constabulary's budget.

5.2

[REDACTED]

AGREED:

- (i) The Monthly Finance Report to 31 December 2015 was noted.

5.3

[REDACTED]

AGREED:

- (i) The Principal Risk Report as at 31 December 2015 was noted.

5.4 Health, Safety & Environmental Report to 14 January 2016

Overall, the number of reported injury events had dropped during the reporting year. An increase had occurred in the number of RIDDOR reportable incidents relating to “lost time incidents” (primarily muscular skeletal injuries during dynamic / realistic firearms training). The number of civil claims had also increased, but no trends were present.

AGREED:

- (i) The Health, Safety and Environmental Report to 14 January 2016 was noted.

5.5 Wellbeing Survey Action Plan

The Wellbeing Survey had been approached from a Health and Safety perspective. There was the need to ensure leadership of the health and wellbeing strategy and its integration into business as usual.

Current areas of development included a People Management Strategy, action plans, focus groups, training, the promotion of an Employee Assistance Programme, the promotion of Occupational Health facilities, additional mentoring support and a communications strategy.

AGREED:

- (i) A written update on Wellbeing Survey developments to be submitted to the May Board Meeting.


(It was requested that reports submitted to the Board include reasons for the submission, and (under the recommendation section) what the Board was requested to do, i.e. to note and/or to make a decision.)

5.6 People Programme Update

The People Programme update had been submitted:

- to raise awareness of the complexities within the People Programme;
- to discharge action PAB300916-07, which requested the provision of an “update on the implementation of fitness standards...”; and
- to highlight the need for Board approval in relation to the new pension scheme provision by July 2016 at the very latest, in order to meet legislative deadlines.

It was reported that:

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- an alternative test to the Multi Stage Fitness Test (MSFT) would be available in exceptional circumstances to officers who for medical reasons were unable to undertake the MSFT;
- the revised Performance and Career Development (PCD) process for police officers remains on track for delivery alongside the launch of MFSS;
- work has commenced on the wider talent management and leadership areas, following the successful recruitment to the Organisational Development Management post; and
- progress continues to be made, although complex interdependencies, employee relations and legislative challenges combined with the need to track and adapt plans to national developments and reviews continue to impact on the ability to deliver the People Programme.

AGREED:

- (i) The People Programme update was noted.

5.7 HMIC Inspection

Recommendation 10 of Her Majesty's Inspector of Constabulary (HMIC) Inspection Report stated "*Within 3 months the constabulary and the Civil Nuclear Police Authority should critically examine the benefits of installing Automated Number Plate Recognition systems at sites and fully assess the risks of not installing such systems*".

The Briefing Note on the Automated Number Plate Recognition Capability (attached to the HMIC Inspection report submitted to the Board) was discussed.

DECISION:

It was decided that Automated Number Plate Recognition systems should not be further explored at present, as the associated costs would not produce significant benefits to the organisation.

Action PAB270116-03: The Chairman to advise the Secretary of State for Energy and Climate Change that, with regard to HMIC Inspection Report Recommendation 10, the Board had decided that Automated Number Plate Recognition systems should not be further explored at present, due to a cost benefit analysis outcome.

6 AOB

- 6.1** It was confirmed that the alleged instances of bullying that had been reported via the Wellbeing Survey would be followed through via continuing work flowing from the Survey results. It was noted that calls to Safecall (the Constabulary's confidential helpline for personnel with concerns over wrongdoing at work) did not support the figures in the Wellbeing Survey. It was agreed that there could be many reasons for this discrepancy.

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