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CNPA BOARD MEETING

Minutes of the meeting held on Wednesday 25 March 2015

Trafalgar Room, Arundel House, 13-15 Arundel Street, London WC2R 3DX

Present	Sir Philip Trousdell (Chairman) Ian Abbott George Beveridge [departed 15.00 hrs] Paul Kernaghan Gwen Parry-Jones Mark Rouse Rob Wright Mike Griffiths, CEO / Chief Constable Kenneth Kilpatrick, Business Director
Apologies	Stephen Barrett Alan Cooper, Operations Director Simon Chesterman, Capability Director
In Attendance	Joyce Robertson, Divisional Commander S Division (for Operations Director) Richard Cawdron, Head of Executive Office and Legal Services [in part] Victoria Bartlett, Head of Engagement and Communications [in part] Sheree Owen, Principal Staff Officer Richard Stoneham, Head of Pensions UKAEA [Agenda Item 6.4] Philip Leigh, Head of Human Resources [in part] 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 was pleased to announce that DECC has confirmed an extension of contract for Industry member George Beveridge until 31 March 2016.

The Operations Director would formally leave the organisation on 6 April 2015; the post of Operations Director / ACC is currently being advertised, with interviews scheduled for 29 April 2015.

To facilitate a prompt departure for Mr. Stoneham, UKAEA Pensions Adviser, who was to attend an ongoing Employment Tribunal, Agenda Item 6.4 on the CNC Pension Scheme Reform would be taken before Agenda Item 6.1.

2 Apologies

There were apologies from Stephen Barrett, from the Operations Director (who was represented by the Divisional Commander S Division) and from the Capability Director, who was attending a Federation event in the House of Commons as Executive Team representative.

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3 Minutes of the meeting held on 28 January 2015

The Minutes of the Board Meeting held on 28 January 2015 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 22 January 2015 to 18 March 2015 and he updated members as follows:

(i) General:

An update was given to members on the Capability Director's input to the national armed policing capability / capacity debate that was reported to the January Board.

At a strategic level, focus has been on the challenging work of finalising the Strategy and Business Plan 2014-17 and agreeing the underpinning budget proposals with the SLCs.

At an operational level, the CNC is planning to send SEG officers to assist with British Transport Police routine armed operations in London from April to June, to support the British Transport Police (on a full cost-recovery basis). CNC officers have continued to support local forces;

Stakeholders: The CEO had attended an ONR assurance meeting on MARSO; had observed a training course at Otterburn with INS; and had attended a follow-up meeting on 18 March. He had met with Baroness Verma for the Ministerial meeting with Chief Executives in London and, together with the Chairman, had attended a regular ministerial briefing meeting in DECC.

(ii) Employment Tribunals (ET)

The CEO updated members on the current Employment Tribunal cases.

(iii) DSRL

DSRL highlights:

The CNC continues to support compensatory measures in connection with the broader Nuclear Site Security Plan.

IRT courses have been successfully delivered locally and they have been well received by the Officers. Some real estate issues are being worked through.

A full response capability call-out instigated by ONR was declared to be satisfactory.

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[REDACTED]

(iv) **Exotics.**

[REDACTED]

(v) **Sellafield and the Consolidated Stakeholder Option (CSO)**

CNC received a pass in the ONR-observed exercise on 4 March 2015 for staff from agencies with specific roles in the Sellafield off-Site Emergency Plan.

[REDACTED]

(vi) **EDF and the MARSO Programme**

The MARSO programme remains largely on track, [REDACTED]

[REDACTED]

(vii) **Within the Headquarters**

Collaborative work with MDP: CNC held a successful strategic workshop with the MDP executive in February. Common ground was found in several areas and the CNC has agreed to share information on MOUs, Strategic Threat and Risk Assessments, Crown and Chronicle and fitness standards. The Capability Director is assisting in a review of MDP Culture and will have further meetings with MDP executive members to look at areas of business on which the MDP and CNC can work together more closely. At Dounreay, there has been significant progress on a CNC/MDP Working Together Plan.

Pension decision: [REDACTED]

Fitness Standards: The implementation plan for pre-2011 Officers is being finalised. Once this is complete, the Capability Director will brief the Federation (CNPF) who will be invited to the next Gold Group. The CNPF is advising its Officers to prepare for the arrival of mandated fitness standards.

Firearms Instructors: [REDACTED] internal candidates will commence the CNC's first National Firearms Instructors Course (NFIC) on 30 March 2015.

Capability and Equipment Review: The funding made available in the 2015-16 budget provides for the purchase of body armour to allow revised carriage arrangements to take place that will reduce the weight carried by AFOs. [REDACTED]

Code of Ethics: The Code of Ethics was launched across the Constabulary in January 2015. Members asked to be provided with the NCALT link so that they could undertake the appropriate training.

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HMIC Inspection: The HMIC Inspection Draft Report has just been published and it contains sixteen recommendations, none of which were unexpected. The next steps are to address the recommendations and ensure that the Report is signed off promptly, preferably prior to the election in May 2015.

The People Programme: [REDACTED] candidates have expressed an interest in the position of People Programme Director and the interviews are scheduled for Friday 10 April.

UAVs and Drones: [REDACTED]

Emergency Services Mobile Communications Programme (ESMCP): [REDACTED]

Ballistically Protected Vehicles (BPVs): BPV1 arrived back at Sellafield on 12 March 2015 to begin initial training with the Firearms Training Unit (FTU). [REDACTED]

ISSC1: Discussed in detail under Agenda Item 6.3 (Shared Services Position).

Financial landscape: The financial landscape within which SLCs are working has led to the most challenging round of budget bi-laterals for many years. [REDACTED]

AGREED:

- (i) The report was noted

Action PAB250315-01: HEC to ensure that Board members are provided with a link to the NCALT training package on the Code of Ethics.

5.2 Audit and Risk Management Committee Chairman's Report

The ARGC Chairman advised that the last ARGC meeting had taken place on 4 February 2015 and had been followed by an excellent Audit Committee Training session, the outcomes of which would feed into the Annual ARGC Report to Board. He highlighted two issues that had been raised:

- Insufficient time was allocated by the Committee to analysing the Annual Accounts.

- [REDACTED]

In discussion, it was updated that a specific session on the Annual Report and Accounts had been arranged by the Secretariat to redress the omission.

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Members discussed the Board's arrangements for discussing health and safety issues and it was proposed that in future, the Executive continues to prepare a summary of strategic health and safety issues for each Board meeting but the report should be strengthened to ensure that it is strategic in content and provides assurance at Board level. The ARGC Chairman and Ian Abbott agreed to re-examine outwith whether, in future, assurance on strategic health and safety issues should continue to come to ARGC prior to Board as this could potentially be a duplication of effort; they would update the next Board meeting accordingly.

AGREED:

- (i) Strategic health and safety issues are a Board responsibility and the report to Board should focus on strategic-level issues in future.
- (ii) The ARGC Chairman and Ian Abbott to review how assurance on strategic health and safety issues should be presented to Board to prevent duplication of effort.

Action PAB250315-02: The ARGC Chairman and Ian Abbott in conjunction with the Health Safety and Environment Manager to re-examine how future assurance on health and safety issues should be addressed to avoid duplication of reporting and then to update the next Board meeting on their proposal.

6 Items for approval / discussion

6.1 Strategy and Business Plan 2015-18

The CEO / Chief Constable introduced the CNPA Strategy and Business Plan for 2015-18 that had been updated following budget discussions held with the NDA on 19 March 2015 (a follow-up meeting took place on 25 March 2015).

It was submitted as follows:

Since the draft Strategy and Business Plan 2015-18 was presented to the January 2015 Board meeting, it had been shared with the SLCs, NDA and DECC. No material amendments to content were raised, but further clarity had been added to output metrics and timelines for delivery. The CEO had challenged budget holders and Executive leads on their plans that support delivery of the Strategy in terms of cost and delivery.

SLCs and the NDA have asked for a 3-year budget that can be aligned to a 3-year funding commitment; work is underway to construct this budget and indicative figures will be included in the final Strategy and Business Plan 2015-18. A budget for 2015/16 (Section 6.2, post) has not yet been agreed with the SLCs and NDA. Delivery of the Strategy is contingent upon having the required financial resources.

In discussion, the following matters arose:

- i. The Board confirmed that it was content with the four strategic objectives and approved the Strategy and Business Plan 2015-18 as submitted but acknowledged that it would be subject to review once the budget matured.
- ii. The CEO updated that a review of the Strategy and Business Plan had taken place to identify where savings could be made should the budget not be approved. [REDACTED]

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[REDACTED]

■ [REDACTED]

■ [REDACTED]

AGREED:

- (i) The report was noted.
- (ii) The Strategy and Business Plan 2015-18 was approved for submission to the Secretary of State in accordance with Schedule 12 to the Energy Act 2004. However, it was acknowledged that the Plan could be subject to review when the 2015-16 Budget matured.
- (iii) The requirement for indicative budget figures to be finalised to support delivery of the Strategy and Business Plan 2015-16 was noted as work in progress. The CEO would confirm the detail to Board once the budget discussions had reached a conclusion.

6.2 Budget Report 2015-16

The Business Director introduced the CNPA Budget Report for 2015-16. The report resulted from budget discussions held with the NDA on 19 March 2015. Members were asked to approve a temporary budget based on the 2014/15 final quarter spend profile as the budget for 2015/16.

It was submitted as follows:

[REDACTED]

[REDACTED]

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[REDACTED]

In discussion, the following matters arose:

i. [REDACTED]

ii. In respect of the 2015 – 18 Strategy and Business Plan, issue was required before the end of the Financial Year (Energy Act 2004, Schedule 12). The Strategy would therefore be issued as approved, [REDACTED] In the interim, the CEO would ensure that the Strategy and Business Plan was revisited to identify areas where adjustments could be made.

AGREED:

- (i) The budget report was noted
- (ii) [REDACTED]
- (v) The Strategy and Business Plan 2015-18 to be issued before the end of the Financial Year in accordance with Schedule 12 of the Energy Act [REDACTED]

Action PAB250315-03: The CEO as Accounting Officer to ensure that all new spend on 2015/16 initiatives is suspended until such time as a 2015-16 budget is agreed.

Action PAB250315-04: Business Director to re-present the agreed budget for 2015-16 to Board for approval, potentially at Q1 (July).

6.3 Shared Services Position Statement

The Business Director introduced the position statement on the Cabinet Office sponsored Shared Services Programme, ISSC1. Approval was sought from the Board on two counts:

- (i) [REDACTED]

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(ii)

[REDACTED]

It was submitted as follows:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In discussion, the following matters arose:

i. [REDACTED]

■ [REDACTED]

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iii.

[REDACTED]

AGREED:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.4 CNC Pension Scheme Reform
[Item taken before 6.1]

The Head of Pensions UKAEA, Mr Stoneham, introduced the Report that set out the options for the introduction of a new CNPA pension scheme required under the provisions of the Public Service Pensions Act 2013.

[REDACTED]

The following matters were submitted:

The CNPA is a participating employer in the UK Atomic Energy Authority

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(UKAEA) Combined Pension Scheme (CPS). This is an unfunded final salary contributory public service pension scheme. [REDACTED]

The Public Service Pensions Act (2013) requires that the UKAEA pension scheme should close for future accrual to a specific group of members - those under the age of 50 at 1 April 2012 (1,268) and new recruits from a future date (yet to be agreed). Members of the CNPA scheme over the age of 50 on 1 April 2012 (230) are not affected by the changes. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In discussion, the following matters arose:

i. [REDACTED]

ii. Members endorsed the synergy of the proposed pension provision with MDP and BTP schemes, both of whom have embraced the Civil Service pension arrangements, but questioned whether the apparent cursory dismissal of a Police-based scheme was appropriate. This issue had also been raised by the Federation recently and Mr. Stoneham is currently investigating [REDACTED]

iii. Reassurance was sought on the consultation carried out to date and it was clarified that separate meetings had been held with the Federation, the Superintendent's Association and Prospect. [REDACTED]

[REDACTED]

iv. [REDACTED]

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[REDACTED]

AGREED:

[REDACTED]

Action PAB250315-08: The HEOLS and Mr. Stoneham to review and clarify Treasury Solicitor's advice in relation to the provisions of the Schedule 8 of the Energy Act 2004 and the Public Service Pensions Act (2013).

7 Business Updates

7.1 Performance Report to 28 February 2015

The CEO introduced the performance report against key deliverables in the 2014-17 Strategy and Business Plan for the 11 months to 28 February 2015. He updated members on performance in relation to the four Strategic Priorities

[REDACTED]

In discussion, the following items were raised:

Strategic Priority 2: Capability to Respond

[REDACTED]

Strategic Priority 3: Stakeholder Confidence

A query was raised in relation to the Investors in People accreditation (3.6) and it was updated that initiatives were in hand and being progressed to gain reaccreditation. This was part of a fuller update to Board at Agenda Item 7.6.

AGREED:

- (i) The performance update as at 28 February 2015 was noted.

[REDACTED]

7.2 P11 Financial Report, February 2015

The CEO introduced the P11 Financial Report and asked the Board to note that CNPA's P11 financial performance against budget was:

- [REDACTED]

- [REDACTED]

It was noted that the source of funds / cost recovery from SLCs in the report and the associated underspends highlighted the message from Brian Cowell, Director of Nuclear Operations at EDF, referred to in the budget discussions at Agenda Item 6.1, ante.

AGREED:

- (i) The update was noted

7.3 Principal Risk Report

The CEO presented the principal risk report that reported progress in managing the key risks to achieving CNPA's strategic objectives as at 28 February 2015.

He updated members as follows:

The format for the risk report was considered at ARGC in February 2015 when it was agreed that it should be settled for a least a year. The focus now is on populating the report more effectively; this is work in progress and the content will be cross-referenced to the performance report to ensure consistency. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

AGREED:

[REDACTED]

7.4 Health, Safety and Environmental Update Report, February 2015

The CEO introduced the report, which outlined Health, Safety and Environmental performance for February 2015. The quarterly report would be considered at ARGC on 15 April 2015.

Emerging issues highlighted were:

[REDACTED]

The key piece of work undertaken during February 2015 related to the development of a stress survey and a stress awareness training programme, to be rolled out during the 2015-16 reporting year. 6 focus groups were held on stress awareness, covering staff / officers and managers at Culham and Sellafield and there was a further session involving senior managers. The Stress Management Society gave a presentation to the CNC Strategic Conference in March to launch a stress / wellbeing survey.

In discussion, the following matters arose:

In the light of the discussions that had taken place in relation to the ARGC Chairman's update at Agenda Item 5.2, members agreed that they would wish future health and safety reports to Board to be more strategic. The report should include all significant developments up to the date of issue of the Report; it would draw the Board's specific attention to any incidents or near misses that have potentially major consequences and to any incidents or near misses which pointed to potentially significant systemic failures, including those where the responsibility for the incident falls primarily to an SLC rather than to the CNC.

AGREED:

- (i) The Health, Safety and Environmental update was noted.
- (ii) Future health and safety reports to Board to be more strategic in content and to focus on highlighting the key issues rather than the underpinning detail as itemised above.

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Afternote: The ARGC Chairman proposed on 26 March that the Executive continues to provide a summary of health and safety issues for each Board meeting, drawing the Board's specific attention to incidents or near misses that have potentially significant systemic failures, including those where the responsibility is to an SLC rather than to the CNC. Incidents would be monitored as an action tracker attached to the Board report. On this basis, the health and safety report would no longer be presented to ARGC. This proposal would be presented as the way forward at the next ARGC meeting on 15 April 2015.

7.5 Workforce Planning and Forecasting Update

The CEO gave an oral update to members on developments in workforce planning. He submitted as follows:

Workforce Planning and Forecasting was ongoing work; the uplift was on track for delivery

Current work is focussed on rebuilding the model with 'as is' strength and deployability defined

A Workforce Planning Strategy document is in preparation and will be available by the end of April; this will set out key long-term workforce planning assumptions.

AGREED:

- (i) The update was noted.

7.6 Investors in People Update

The CEO updated the Board on developments in the CNC Investors in People re-accreditation and the activities undertaken to support the process as requested by Members at the January 2015 Board meeting. He outlined the key interventions:

Initiatives that have been developed to support the IiP re-accreditation process include the introduction of Engagement Forums; the development of a new Awards and Recognition policy; the adoption and rollout of the College of Policing Code of Ethics and a focus on cultural improvement through various mediums. Whilst all indications show that motivation and engagement is high at EDF sites North and South, it is less certain that this is the case at HQ and the larger sites.

The focus for the coming months will be on three high impact corporate initiatives: a corporate focus on stress management; a celebration of 10 years of CNC through a series of events and initiatives; and a partial rollout of talent management through piloting a new appraisals system.

AGREED:

- (i) The update was noted

8 AOB

An update Report on Professional Standards was requested for the next Board meeting.

Action PAB250315 - 10: Secretariat to add a Professional Standards update Report to the May 2015 Board Agenda.

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There being no further items of business, the meeting closed at 15.00 hrs

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Actions arising from CNPA Board Meeting 25 March 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]

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[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]

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]

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[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]

Actions arising from CNPA Board Meeting 27 November 2014

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

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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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Actions arising from CNPA Board Meeting 28 May 2014

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

