

**CNPA BOARD MEETING****APPROVED Minutes of the meeting held on Wednesday, 28 September 2016****Pall Mall Room, Army & Navy Club, 36 Pall Mall, London SW1Y 5JN**

**Present** Sir Philip Trousdell (Chairman)  
 Paul Kernaghan  
 Kenna Kintrea  
 Mark Neate  
 Gwen Parry-Jones  
 Rob Wright  
 Mike Griffiths, CEO / Chief Constable  
 Christopher Armitt, Operations Director  
 Simon Chesterman, Capability Director  
 Kenneth Kilpatrick, Business Director

**Apologies** Phil Craig  
 Joyce Robertson, People Programme Director

**In Attendance** Richard Cawdron, Head of Executive Office and Legal Advisor  
 Catherine Pepler, Board and Committee Secretary  
 Rosemary Powdrill, Board and Committee Manager  
 Rebecca Webber, Interim Head of Engagement and Communications

**Start: 10:00 hrs approx.****1 Chairman's Announcements**

The Chairman welcomed delegates to the Board meeting. No potential conflicts of interest had been advised.

It was noted that a letter had been received from the USA Department of Energy in Washington, thanking the Constabulary for its assistance in the transit of nuclear material to the USA; a copy of the letter had been forwarded to Richard Westlake, Director Civil Nuclear Resilience Security, Department of Business, Energy and Industrial Strategy (BEIS). The Chairman commended the CNC Operations Team accordingly.

As the Chairman's tenure of office had come to an end, he had written a hand-over letter dated 20 September 2016 to Alex Chisholm, Permanent Secretary, BEIS, a copy of which was circulated at the Meeting.

The Chairman advised that he had met the new Chairman on 27 September 2016 (issue of the contract by the Minister, BEIS, was awaited). Preliminary discussions had included an outline of the functions of the Constabulary and of the Home Office-led Infrastructure Policing review.

**2 Minutes of the Board Meeting held on 27 July 2016**

The Minutes of the Board Meeting held on 27 July 2016 were accepted as a true record of the Meeting.

**3 Standing items****3.1 CEO / Chief Constable's Business Report, August to September 2016**

The CEO's Business Report, details of which had been set out in Report PAB(16)R45, was discussed. The following matters arose:

- Since the report had been written, Constabulary officers had been involved in two additional tactical incidents. [REDACTED]

- The CEO had visited the USA with Richard Westlake, BEIS, to observe a counter-terrorism exercise, which had been very informative. The CEO noted that it was a professional and impressive demonstration and he outlined comparisons with the Constabulary's methods of work / exercises. He had particularly noted that the training for the exercise had been taken very seriously and that all exercise participants were well informed.
- The Head of Executive Office and Legal Services provided an update on an ongoing Employment Tribunal.
- A presentation was given on the Emergency Services Mobile Communications Programme that is reported at Agenda Item 5.2.
- In respect of pensions and terms and conditions of service (TACOS), it was noted that the Chairman had written to Richard Westlake, BEIS, posing five key questions, with a view to his responses enabling the Constabulary to take consultations forward and implement a new pension scheme.

**AGREED:**

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

**3.2 Audit, Risk and Governance Committee (ARGC) Chairman's Report of the ARGC Meeting held on 6 September 2016**

The draft Minutes of the ARGC Meeting held on the 6 September 2016 had been circulated to members.

The ARGC Chair reported that:

The Constabulary's new risk management software ("4Risk") had been demonstrated at the September ARGC Meeting, but as it was a reporting aid rather than a strategic tool, a demonstration had not been considered appropriate at Board level.

The current internal auditor's contract with RSM would expire at the end of the financial year. A new contract for the services of an internal auditor would be required from 1 April 2017.

[REDACTED]

[REDACTED]

The Office for Nuclear Regulation's Cyber Security and Information Assurance Multi-Functional Intervention Consolidation Inspection Report had been formalised in August 2016. The seven areas of regulatory requirements for improvement raised in the Report were being addressed by the Business Director's Team with independent input from an external consultancy regarding cyber security and information assurance intervention.

[REDACTED]



**AGREED:**

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

**4 Items for approval / discussion****4.1 Infrastructure Policing**

In the course of discussions in connection with the Home-Office led Infrastructure Policing (IP) review, it was noted that:

- [REDACTED] In the absence of consensus, it would essentially require a political decision by the Prime Minister to either develop the work undertaken to date or to halt the project;
- the Infrastructure Policing review had created both a degree of uncertainty and an aura of opportunity for the Constabulary;
- any potential changes instigated as a result of the review would undoubtedly impact on TACOS, pensions and deployability issues; and
- discussions on Infrastructure Policing continue but, in the interim, the Constabulary continues to deliver on business as usual.

**AGREED:**

- (i) The Board noted the strategic update on the Infrastructure Policing Review.

**4.2 Outline Strategic Plan 2017 - 2020**

The Executive Team had begun its planning cycle for the 2017-2020 Strategic Plan (SP) and the initial draft of the SP was for review and would be re-presented at the November Strategic Conference for confirmation. The impact of the Infrastructure Policing (IP) Review on this SP was unknown, but SP proposals were being taken forward in the knowledge that they were required now and/or in the immediate term.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In the course of discussion, it was noted that the Chairman and the CEO had visited the Training Facility being constructed at Sellafeld on 23 September 2016. The building work was currently ahead of schedule, but it was appreciated that this position could change and that a more accurate assessment of timeline progress would be available by the end of the year. A charging mechanism for the use of the Training Facility by other organisations was currently being looked at.

Cyber policing and the Constabulary's access to intelligence were also discussed, in addition to innovation issues, which Gwen Parry-Jones and the Capability Director would discuss further outside the Meeting.

**AGREED:**

- (i) The Board was broadly content with the outline Strategic Plan 2017 - 2020 and with the key deliverables, output metrics and timelines contained within the four strategic objectives, subject to the inclusion of a Business Continuity focus to Strategic Objective three and a "must do" / "should do" / "could do" rating system for the key deliverables to facilitate priority setting.

**Outline Budget 2017-20**

The outline three-year budget had been prepared to align with the draft 2017-20 SP, incorporating the findings of the horizon scan of financial risks that had been presented to the ARGC meeting on 6 September 2016. This outline provided a basis for discussions on prioritisation, funding and affordability with the Board, SLCs and BEIS.

[REDACTED]

**AGREED:**

- (i) The verbal update on the outline budget for 2017-20 was noted.

#### **4.3 Planning, Performance and Risk Framework**

A progress update was given on the implementation of the Framework. It had been designed to integrate planning, performance and risk management reporting to assist in achieving greater consistency across the Constabulary in relation to the way it developed plans, measured performance and controlled risks. It would also assure the Executive and the Board that the CNC was meeting its strategic objectives and managing its key strategic and operational risks. The Framework had been successfully piloted (in the S Division and Procurement and Estates) and would be rolled out across the Constabulary in due course.

[REDACTED]

It was recognised that the appointment of Finance, Planning and Performance Business Partners would be of significant importance.

**AGREED:**

- (i) The presentation on the Planning, Performance and Risk Framework was noted.

**5 Business Updates**

[REDACTED]

[REDACTED]

[REDACTED]

**5.2 Emergency Services Mobile Communications Programme (EMSCP) - Financial Concern**

*[Discussed under Agenda Item 3.1]*

The Emergency Services Network (ESN) would be replacing the current Airwave emergency communications network for over 300 'blue light' services and organisations via the Home Office-led ESMCP, and had been promoted as a "better, smarter, cheaper" option. Transition to ESN was due from September 2017 through to December 2019. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**AGREED:**

- (i) The ESMCP update was noted.

[REDACTED]



5.3

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**AGREED:**

- (i) The Expenditure Report to 31 August 2016 was noted.

**5.3 Principal Risk Report as at 31 August 2016**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

It was noted that the Constabulary was not due to transfer its payroll to MFSS until October 2017. An MFSS benefits-analysis was requested for the November 2016 Board Meeting.

**AGREED:**

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

**5.4 Health, Safety & Environmental Report to 31 August 2016**

The following matters were raised:

Overall, the number of injury reports and the number of civil liability claims received was lower than at the same point in the reporting year, in the previous five years.

A significant increase had occurred in injury reports relating to the Personal Safety Training Programme and review had commenced. Emerging findings had suggested that the injuries could relate to an increase in the levels of physical contact, as overall intensity levels for the Training Programme had increased.

The ongoing drop in the number of incidents / injuries involving "slips, trips and falls" had continued, with three events in this reporting year, to 31 August 2016.

[REDACTED]

It was queried whether and confirmed that a drugs and alcohol policy was in place.

**AGREED:**

- (i) The Health, Safety and Environmental Report to 31 July 2016 was noted.

**6 AOB**

- **Board Effectiveness Review**

A Board Effectiveness Review and associated outcomes had been presented by RSM at the Board Meeting on 27 July 2016. The Board Secretariat had subsequently extracted the key recommendations and had populated an action plan; progress would be reported to the Board in due course.

- **End of Sir Philip Trousell's tenure as CNPA Chairman**

Sir Philip Trousdell had come to the end of his 5-year tenure as CNPA Chairman (28 September 2016). He thanked Board Members for their support over this period on what he described as an efficient and healthy Board, that operated in a corporate way and advised that he had very much enjoyed his period of service as CNPA Chairman. Board Members thanked the Chairman for all his work on behalf of the CNPA and for his very effective leadership as CNPA Chairman.

There being no further items of business, the meeting closed at approximately 12.15 hrs.