

**APPROVED**

**CNPA BOARD MEETING**

**Minutes of the meeting held on Wednesday 30 July 2014**  
**Babcock International Group, Blue Fin Building, 110 Southwark Street, London SE1 0TA**

**Present** Sir Philip Trousdell (Chairman)  
Ian Abbott  
Stephen Barrett  
George Beveridge  
Paul Kernaghan  
Gwen Parry-Jones  
Mark Rouse  
Rob Wright  
Mike Griffiths, Chief Executive Officer / CC (CEO)  
Alan Cooper, Operations Director / ACC (OD)

**Apologies** Simon Chesterman, Capability Director / DCC (CD)  
Ally Cook, Business Transformation Director (BTD)  
Justin Rees, Corporate Services Director (CSD)

**In Attendance** Richard Cawdron, Head of Executive Office and Legal Services (HEOLS)  
Victoria Bartlett, Head of Engagement and Communications (HEC)  
Kenneth Kilpatrick, Head of Finance, Planning and Performance (HFPP)  
Philip Bishop, Divisional Commander, Capability Division (DCCD)  
Sheree Owen, Principal Staff Officer (PSO)  
Rosemary Powdrill, Board and Committee Manager (BCM)  
Cathy Pepler, Board and Committee Secretary (BCS)

**Start 11:30 hrs**

**1 Chairman's Announcements and apologies**

The Chairman welcomed everyone to the meeting and introduced Gwen Parry-Jones, EDF Industry member, who was attending her first Board meeting.

Apologies were received from the CD and the BTD. The HFPP was in attendance to represent the CSD and the DCCD was representing the CD.

**2 Minutes of the meeting held on 28 May 2014**

The Minutes of the Board Meeting held on 28 May 2014 were approved as an accurate record, subject to amendments to page 5 /6, Paragraph I, under the 2013-14 Finance Outturn Report and the agreed item corresponding.

The Minutes would be formally signed off by the Chairman outwith the meeting.

**3 Matters Arising**

Actions arising had been updated outwith the Board meeting in accordance with the Chairman's preference. There was discussion in relation to Action PA280514-05 that required the Force Medical Officer to benchmark with his counterpart at PSNI in relation to muscular skeletal strain reports. Although contact had been made and the action discharged, members wished to be updated on the outcomes and learning points arising from this exercise. A new action was therefore raised.

**Action PAB300714-01: Force Medical Officer to update the Board on the outcomes and learning points arising from contact with his counterpart at PSNI in relation to muscular skeletal strain reports.**

#### 4 Standing Items

##### 4.1 CEO's Business Report

The CEO introduced his Business Report that covered the period from May to July 2014; he highlighted key areas of the report and asked for questions to be raised.

(i) **General**

Complimentary feedback had been received regarding the armed deployment of the Strategic Escort Group (SEG), which successfully provided security for the defueling of the Imperial College Reactor in Ascot, on time and without incident.

[REDACTED]

On 3 July 2014, Richard Westlake, DECC, visited Culham, Bisley and Browning Barracks and on 11 July 2014, Baroness Verma visited Headquarters. It was helpful to be able to explain the work of the CNPA / CNC first-hand. Positive feedback had been received from Richard Westlake and the Baroness had apparently found her visit useful too.

Police forces across England and Wales have begun implementing the first Code of Ethics for everyone working in policing and ethics 'measurement' will form part of future Her Majesty's Inspector of Constabulary (HMIC) inspections. The Code of Ethics will be taken forward for the CNC in consultation with the Representative bodies, with a view to bringing the issue back to the Board in September. It was noted that, as a Constabulary, it would be indefensible for the CNC to reject the Code and that it was now a requirement that it be included in the Gold Strategy. It was also agreed that the Board should have oversight of the process for it was the Board's role to endorse the adoption of a Code of Ethics relating to CNPA's values.

(ii) **Employment Tribunals**

See Agenda Item 7.4

(iii) **Non AFOs and Future Site Guardforces**

At Dounreay, the roll out of the civilian guard force (CGF) was due to commence on 14 July 2014 but has been delayed, although a small number of the Profile CGF staff are deployed to the main access gate. The CNC command team at Dounreay has given the Profile guard service full support throughout their training / mentoring process. The CNC will continue the guarding functions until the end of August when the Profile guard service is expected to be in a position to take over.

[REDACTED]

The expected date for handover was mid-August, but this is now unlikely to be before November 2014.

(iv) **DSRL and the Exotics**

The Dounreay Range facility was opened in late June by Baroness Verma and it should be in use from early August. A tactical training facility is still required.

As far as the Exotics are concerned, all CNC planning activities remain on

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schedule to deliver the first DECP operation. ONR-led rehearsals are scheduled to take place.

There have been significant upgrades to the security fencing at Dounreay and the increased security effect is now tangible. [REDACTED]

There was discussion about the way in which information about critical and major incidents across the Constabulary should be circulated to members. The HEC proposed the use of a Protocol that she is currently drafting and she will circulate this to members for comment when complete. She will also establish via DECC what level of incident triggers a Ministerial interest.

**AGREED:**

- (i) The HEC to circulate a draft Protocol about the way in which information about critical and major incidents across the Constabulary is circulated to members for comment.

**Action PAB300714 – 02: HEC to circulate a draft protocol about the way in which information about critical and major incidents across the Constabulary is circulated to members for comment.**

**(v) The Consolidated Stakeholder Option (CSO)**

The case for the Sellafield Training Facility was presented to the NDA challenge Panel in July. Present at the Panel were representatives from HM Treasury, DECC, Home Office, College of Policing, HMIC, the Metropolitan Police Service, NDA and Sellafield Limited (SL). There was general agreement that the scope [REDACTED] was right. SL is now leading on the Strategic Outline Business Case with the CNC in support, providing detail on usage etc.

It was observed that the Risk Register needs to reflect reality and, whilst training requirements should be investigated in the short term, stakeholder funding needs to be examined in the long term. [REDACTED]

**AGREED:**

- (i) [REDACTED]

[REDACTED]

[REDACTED]

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

The uplift at EDF sites continues at great pace. All EDF sites (as well as Harwell and Wylfa) have completed their Design and Validation Testing (DVT) successfully, and now have an Initial Operating Capability. The next step is to deliver more on-site training.

The EDF uplift of officers continues but the challenge is to deliver the facilities to support the uplift, [REDACTED]. This project issue is being addressed at the highest levels in EDF and temporary accommodation is being provided.

**(vii) Within the Headquarters**

• **Fitness Assessments across the CNC**

A Gold Group has been established to take the Fitness Assessment issue forward. Legal advice is being obtained from Counsel prior to implementation across the CNC for pre-2011 officers. These procedures have been implemented for post-2011 officers but must be supported by the correct infrastructure, i.e. equipment, training time etc.

• **Firearms Instructors**

[REDACTED]  
Recruitment is ongoing. There is an aspiration to deliver an internal, nationally accredited firearms instructors course within this financial year. Meanwhile, the College of Policing is to confirm the number of firearms instructors required by the CNC.

• **Equality Impact Assessment**

The College of Policing was asked to do an Equality Impact Assessment on firearms used by CNC officers, [REDACTED] as part of its broader response to Employment Tribunal findings. A formal response will be brought to the Board once the final report has been submitted. [REDACTED].

• **Capability Review**

The current AFO role profile is fit-for-purpose. The Capability Review identified a small number of general training gaps that will be managed within existing arrangements. [REDACTED]

[REDACTED]

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**(viii) Ballistic Protected Vehicles**

The test programme is two weeks behind schedule but this will not impact on a Stakeholder Day due to be held on 15 August. At the Stakeholder Day, Intervention Recovery Teams will take part in three scenarios that highlight the capabilities of the vehicle. The trial vehicle is being used as part of a pilot programme involving the integration of training, patrols, tactics etc.

**(ix) NATO Summit 4-5 September 2014**

Approximately 25 CNC officers - drawn from volunteers from SEG and the Divisions - will be deploying to the NATO Summit in Cardiff. There is full cost recovery in place with no impact on CNC operational duties.

**(x) Emergency Services Mobile Communications Programme**

The CNC is likely to be in the first tranche of forces to 'go live' in January 2017, instead of the original date of 2019; [REDACTED]

**(xi) Command and Control Business Case**

See Agenda Item 6.3.

**(xii) Southern Ranges**

[REDACTED]

An [REDACTED] presentation on this proposal is to be arranged and the DCCD is to establish a Gold Group to examine the [REDACTED] and other Southern Range Facility proposals.

**(xiii) The People Programme**

A great deal of work is being progressed on the People Programme under five key areas, namely, Leadership and Management Development, Talent and Performance Management, Culture and IiP, Occupational Health Review and Recruitment.

It was suggested that the CNC might wish to look at collaboration with other Forces etc. with similar needs regarding issues like Leadership and Management Development. The CEO confirmed that the Training Manager had been in contact with the Home Office Police, Thames Valley Police and the Civil Service regarding Leadership and Management Development.

**(xiv) Pensions and Future Terms and Conditions (FTACOS)**

[REDACTED]

**AGREED:**

- (i) The report was noted.

- **Performance Report to 30 June 2014:**

The CEO introduced the performance report against key deliverables in the

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Strategy and Business Plan 2014-17 for the first quarter of the reporting year. Reporting is at a strategic level with the emphasis on the RAG status. Members' attention was drawn to the Q1 change requests to the Plan approved by the Executive Team at its July Planning and Performance Committee meeting.

The CEO took questions.

- [REDACTED]

**AGREED:**

- (i) The new format of the performance report was welcomed and endorsed by members
- (ii) In future, the performance report will align with the finance report and both will be driven by the Strategy and Business Plan 2014-17
- (iii) Currently, work is ongoing in relation to developing strategic risk reporting and aligning this to the performance report and the Strategy and Business Plan.

- **P3 Financial Report**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**AGREED:**

- (i) The report was noted.
- (ii) [REDACTED]

- **Strategic Risk Update**

The CEO introduced the report, which provided an update on CNPA's strategic risks as at June 2014, noting that this had remained unchanged since it was last reported at year end.

The following matters were raised:

This was the last report in the current format; the new format will align risk, performance and finance reporting with the strategic priorities and will tell a consistent story. It will highlight those matters that are essentially Board business to the Board.

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An issue was raised in relation to where the risk regarding injuries to officers sits, as it did not apparently form part of a strategic risk but could potentially comprise an underpinning risk. It was debated that the Health and Safety report to Board advises on specific injuries and is considered at every Board and at ARGC. The Risk Register is more strategic and relates to delivering on the mission. The CEO is to obtain assurance from the Risk Manager and report back to Board in September.

### AGREED:

- (i) The report was noted.
- (ii) The CEO to obtain assurance from the Risk Manager on where the risk regarding injuries to officers sits and to report back to Board.

**Action PAB300714-04: CEO to obtain assurance from the Risk Manager on where the risk regarding injuries to officers sits and to report back to Board.**

### • Q1 Health, Safety and Environmental Report

The CEO introduced the report, which outlined the Health, Safety and Environmental performance for the reporting period 1 April 2014 to 30 June 2014. Whilst the number of injury incidents has gone up over the reporting period, when the multiple reports for muscular skeletal injuries are discounted, overall Health, Safety and Environmental performance trends continue to show a reduction in incidents and injuries to CNC employees.

In discussion, the following matters arose:

- i. Members were concerned to ensure that CNC trends were benchmarked with Stakeholder operator's data to compare trends. Ian Abbott, Mark Rouse, the Health and Safety Manager and Dr. Fernandes are to meet to carry out a benchmarking exercise. The Executive was asked to reassure Members in due course that the trend issues raised in the health and safety report had been addressed.
- ii. Members noted that the importance of health and safety was recognised by the Strategy being reviewed annually and by it being an agenda item at every Board meeting. This reflected the fact that it was seen as being a primary and fundamental responsibility of the Board, as distinct from a major strategic risk. Only the most significant residual risks, after action to mitigate them, would normally be addressed by the Board on a regular basis. The present arrangement meant that health and safety was always high on the Board's Agenda

### AGREED:

- (i) The report was noted.
- (ii) CNC trends highlighted in the quarterly CNC Health, Safety and Environmental Report to be benchmarked with Stakeholder / site operator data to compare trends.

**Action PAB300714-05: Ian Abbott, Mark Rouse, the Health and Safety Manager and Force Medical Officer to attend a health and safety workshop to carry out a meaningful benchmarking exercise for key site health and safety indicators.**

**5.2 Audit and Risk Management Committee Chairman's Report  
(ARGC 11 June 2014)**

The key outcomes of the ARGC meeting that had taken place on 11 June were outlined by the ARGC Chairman:

The meeting had been a short telecom meeting, primarily for members to consider and recommend to the Authority the approval of the final draft of the Annual Report and Accounts 2013-14. The Chairman had circulated an Email out-of-Committee to that effect and had reminded members of their collective responsibility in relation to disclosure of information to the Auditor.

The Chairman has asked new Authority member Gwen Parry-Jones to sit on the ARGC from September in place of Matt Sykes and Ian Abbott has agreed to take on Matt Sykes' role as Health and Safety Advisor. Mark Babington, NAO, who previously attended the Committee, has also moved on and will be replaced by James Ferris; an appropriate professional relationship will be developed.

**6 Items for approval / discussion**

**6.1 Culham HQ Lease Break**

The CEO introduced the Report. In May 2014, after submitting a Lease Exception Request to DECC / Cabinet Office, CNPA was granted approval to remain at Culham until the end of the current lease (August 2021). He updated as follows:

The Executive can see no sound business reason for leaving Culham Science Centre and finding new HQ accommodation elsewhere by August 2016. Significant resources / cost would be required to relocate HQ by that date and it is believed that this would be neither a worthwhile or cost effective exercise, particularly as the ongoing Business Transformation Programme may have an impact on future floorspace requirements.

It is apparent that, although the Culham HQ building should remain fit-for-purpose until 2021, as it is tired looking and not energy efficient, relocation following this date may be an appropriate course of action.

**AGREED:**

- (i) Members noted the report and the recommendations of the CEO in respect of the extension of the Culham HQ lease extension to 2021.

**6.2 Strategic Workforce Plan**

The CEO introduced the Report, and noted that the Workforce Plan was work in progress and would be brought in fuller draft (to include long-term costings) to the September Board meeting and to the November Strategic Conference. He submitted as follows:

[REDACTED]

[REDACTED]



In discussion, the following matters arose:

- i. Members requested that in future projections, a ten year period was adopted (to 2025) to enable the 'bigger picture' to be addressed. The 'cliff edge' in 2019/20 would undoubtedly have a knock-on effect on overhead costs particularly at the smaller sites and this should be addressed to reassure site operator members.

**AGREED:**

- (i) The report was noted.
- (ii) Future Workforce Plan reports to Board to adopt a ten-year forecast and to consider the 'knock-on effect' of overhead costs at smaller sites when the 'cliff edge' takes place in 2019/20.
- (iii) Operator members to keep the CNC fully informed regarding any changes in withdrawal dates.

**Action PAB300714-06: CD to ensure future Workforce Plan reports to Board address a ten-year forecast position and consider the knock-on effect of overhead costs at smaller sites at the 'cliff edge' in 2019/20.**

### 6.3 Command and Control

The CEO introduced the item. The report provided an update on the Command and Control (C2) project and engagement with SLCs to secure funding for the project delivery. He submitted as follows:

Members had approved the full business case for the project in November 2013, following which engagement had taken place with SLCs as directed. A new business case is currently being prepared based on a revised set of figures that removes all but essential expenditure.



Members were asked to approve in principal the placement of the contract with Capita for the supply of the C2 system and associated project delivery costs once the implementation plan has been agreed. No contract would be placed until approval was received from the SLCs to the figures in the revised business case.

**AGREED:**

- (i) The report was noted.
- (ii) The CEO was empowered to place the contract for the Command and Control project with Capita once approval was received from the SLC's to the revised costings.

**7 Business Updates**

**7.1 BTP Update**

The CEO updated members on key business transformation programme developments and noted the good progress that has been made on a significant and demanding programme of work. Considerable work remains to complete the Programme, however, and this would be updated to the September Board meeting. Members requested that this update included a graphical representation of the delivery timelines for the six strands of the programme to assist them in their understanding of the sequence of work outstanding.

**Shared Services**

The Government Programme of outsourcing HR, Procurement and Finance transaction processing services was mandated by Cabinet Office in July 2013. The service provider is arvato (part of the Bertelsman group) who will be utilising Agresso ERP software.

[REDACTED]

[REDACTED]

**HQ Restructure**

[REDACTED]

**IT Modernisation**

The programme of work majors on transition to a new commercial provision of IT, to comply with new Cabinet Office policies such as disaggregation and use of SME's, shift to public services network and use of G-Cloud.

[REDACTED]

**AGREED:**

- (i) The report was noted.
- (ii) The BTD to update the Board in September on the work remaining to complete the Business Transformation Programme and to illustrate this with the timelines for the six strands graphically.

**Action PAB300714 – 07: BTD to update the Board in September on the work remaining to complete the Business Transformation Programme and to illustrate this with the timelines for the six strands graphically.**

## 7.2 Website Development

The HEC updated the Board on actions taken to date in taking forward the transition of the current CNPA and CNC websites to the gov.uk domain, that went live on 15 July 2014. An illustrative presentation on the journey was provided to members.

Work is ongoing to ensure regular and timely news stories are updated to both sites and officers, staff and stakeholders are being encouraged to proactively promote events. Criteria for including information is:

- It meets a user need
- There is a statutory obligation to publish
- It is guidance that helps people comply with the law
- It explains the purpose of the organisation

The benefits of moving to 'gov.uk' are that it provides value for money; there is a potential to attract more unique visitors who are looking at other NDPBs hosted on the gov.uk domain (5,000 daily visitors received); it provides time to widen digital communication via social media channels (YouTube and Twitter) and to improve internal communications.

In discussion, the following matters were raised:

- i. A member raised a concern that there were still three apparent 'separate' websites with conflicting logos, mottos etc. that appeared to go against what had been expressed by the Board previously as a preference for a composite site. The HEC assured that the websites remained work in progress and that the first step in delivery had been to make the migration. Now this could be further refined and in say, two years' time, the concept of a separate site could be revisited.

### AGREED:

- (i) The report was noted.
- (ii) The HEC and her Team were to be congratulated on achievements to date in migrating the website to the gov.uk domain.

## 7.3 HMIC Inspection Update

The CEO updated members on the forthcoming HMIC inspection due to take place in Q3/4 of the 2014-15 financial year. The purpose of the inspection is to inspect the effectiveness and efficiency of CNC's operational arrangements to include an assessment of interoperability with host forces; critical incident management; operational decision making; post incident management and senior leadership / management. A Gold Group has been established to co-ordinate activity.

### AGREED:

- (i) The report was noted.
- (ii) With regard to the Inspection's assessment of interoperability with host forces, it would be important to ensure that this was a two-way process with the assessment also considering how host forces interact with the CNC.

## 7.4 Employment Tribunal Update

The CEO and the HEOLS updated members on recent employment tribunal developments and the lessons learned by the organisation.

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**AGREED:**

- (i) The update was noted.

**8 AOB**

Gwen Parry-Jones offered to feed back her first impressions on the Board meeting to the Chairman.

There being no further items of business, the meeting came to a close at 15.00 hours.

**Date of next meeting:** [REDACTED]

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Actions arising from CNPA Board Meeting 30 July 2014

Number	Who	Action	Status
[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]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED] ctice.

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

Actions arising from CNPA Board Meeting 12 March 2014

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

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Actions arising from CNPA Board Meeting 22 January 2014

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

Actions arising from CNPA Board Meeting 8 November 2013

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