

Minutes of Meeting:

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	01 December 2021 Skype teleconference
Meeting Called By	Vic Emery, Chair	Start Time	10.00 hrs
Reference Meeting No.	CNPA 20211201	End Time	12.40 hrs

MEMBERS:

Vic Emery	Chair, CNPA	
Jerry Haller	Industry Member, EDF	
Sir Craig Mackey	Independent Member	
Mark Rouse	Industry Representative Member, DSRL	
Sue Scane	Independent Member	

In ATTENDANCE:

	BEIS (observing)	-
	BEIS (observing)	-
CC Simon Chesterman	Chief Constable/Chief Executive	
T/ACC Michael Vance	Temporary Assistant Chief Constable (Operations)	
T/ACC Duncan Worsell	Temporary Assistant Chief Constable	
Richard Cawdron	Director of Governance, Compliance and Legal Services	
Richard Saunders	Director of People & Organisational Development	
	Chief Finance Officer	
	Chief of Staff, Executive Office	
	Head of Engagement and Comms	
	Head of Governance & Assurance	
	Head of Risk & Insurance	
	Board & Committee Manager	
	Strategy & Assurance Manager	
	Board & Committee Secretary	

APOLOGIES from attendee(s):

Pamela Duerden	Industry Representative Member, NDA	
Rebecca Weston	Industry Member, Sellafeld Limited	
T/DCC Louise Harrison	Temporary Deputy Chief Constable	

CNPA MEMBERS ONLY SESSION

A CNPA Members Only Session was held not held prior to the CNPA Board meeting on this occasion.

1. 1.1 WELCOME & CHAIR'S UPDATE

The Chair welcomed everyone to the meeting including Department for Business, Energy and Industrial Strategy (BEIS) who were attending as observers.

1.2 APOLOGIES

Apologies for absence were as indicated above.

appointment and they were currently going through the required security and vetting procedures. Hopefully, they would help to alleviate the difficulties that some of the SLC representatives had in attending the CNPA sub-committee meetings.

No comments or questions were put forward regarding events since the last meeting.

3. **APPROVAL OF MINUTES OF MEETING HELD ON 29 SEPTEMBER 2021** [REDACTED])

Document Reference: PAB(21)R100

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting held on 29 September 2021 represented an accurate record of the meeting.

No comments or amendments were put forward.

DECISION:

The draft minutes of the CNPA Board Meeting held on 29 September 2021 were **APPROVED** as an accurate record of the meeting.

4. **REVIEW OF CNPA ROLLING ACTION LOG** (Chair)

Document Reference: PAB(21)R101

The Chair asked Members if they were content for the “Proposed Closed” actions to be closed and no comments or questions were raised.

The Chair advised that he was also content for **Action PAB310321-10** – Griffin Park Charging Structure – to be closed, as the interim Griffin Park Charging Structure had been approved at the September 2021 CNPA Board meeting. He then highlighted that the remaining “ongoing” actions would be covered by items on the meeting agenda.

The Chair asked if there were any comments, questions or any actions omitted from the Action Log, but none were raised.

DECISION:

- (i) Members **APPROVED** the closure of the actions that had been logged in the CNPA Rolling Action Log as “Proposed Closed” and **Action PAB310321-10** – Griffin Park Charging Structure.
- (ii) Members **NOTED** the written updates on ‘ongoing’ actions.

5. **CHIEF CONSTABLE/CHIEF EXECUTIVE’S REPORT** [REDACTED])

Document Reference: PAB(21)R102

The Chief Constable/Chief Executive’s Report was submitted to update CNPA Board Members on the headlines of routine and new business at an “Official” level since 30 September 2021.

[REDACTED] outlined his report and [REDACTED] briefly advised that via the Candour Gold Group, an independent review of the culture, people-practices and approaches of the CNC had been commissioned in relation to women and their experience of employment within the CNC. [REDACTED] read the review Terms of Reference. He then informed Members that the review was due run for approximately six months, commencing on 10 January 2022. A report on the review was due to be submitted to the CNPA Board meeting at the end of July 2022.

[REDACTED] highlighted that as a CNPA and a [REDACTED], he was able to see the current gender issues from two perspectives. Considerable work was being undertaken in this area at the current time and the CNPA/CNC was well-placed. He felt that [REDACTED] was nevertheless right to raise some of the issues regarding vetting. Across the police sector, it was being said that whilst vetting might be of assistance, it could also give a [REDACTED]. [REDACTED] was assured that work on gender issues was being conducted by the CNC (and that its associated command structure was working well), but realistically, the work would take time.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chair asked if there were any further questions on the Chief Constable/Chief Executive's Report.

██████████ noted that ██████████ had been approached by ██████████ Chief Officer Team and the National Police Coordination Centre to support the Force whilst mandatory training for its officers was completed in early 2022. She observed that this was an opportunity for the CNC and asked the scale of the requirement. ██████████ responded that a small number of officers was being sought for three months. He knew that there would be no shortage of CNC volunteers for this work, but the legalities were complex. The CNC was endeavouring to work through these for the placements to go ahead, as they would provide job enrichment and a morale boost, as well as a source of income.

██████████ thanked ██████████ for his positive report and queried who else saw this broader picture of all the different workstreams of the CNC. ██████████ advised that in addition to the dissemination of information in policing circles, the Communications and Engagement Team undertook considerable work via social media and there had been recent BBC programs, in which the CNC appeared to have come across well. ██████████ was also mindful that a ceremony was due to take place, to commend personnel for exceptional work, delivering lifesaving first aid etc., which might provide an opportunity for publicity. The Chair indicated that this would be helpful, as it was good news.

No further comments and questions were put forward.

DECISION:

Members **NOTED** the Chief Constable/Chief Executive's Report.

6. ITEMS FOR DECISION

6.1 CNPA Board Membership, Sub-Committee Membership (Ratification) and Meeting Dates 2022 ██████████)

Document Reference: PAB(21)R103

The purpose of this report was to formally note the appointment of two new Independent Non-Executive Directors, elect the Chair of the CNPA People Sub-Committee, advise on the membership of the CNPA Sub-Committees and provide dates for the CNPA Board and Sub-Committees for 2022.

The CNPA Board Members were invited to:

- (i) Note the appointment of Non-Executive Directors, ██████████ and ██████████, to the CNPA.
- (ii) Endorse the election of ██████████ as Chair of the CNPA People Committee.
- (iii) Endorse the revised membership of the CNPA Audit, Risk & Finance Committee (ARFC), the CNPA People Committee and the CNPA Senior Appointment Committee.
- (iv) Take away and confirm that the dates proposed for the CNPA Board and Sub-Committees for 2022 are suitable.

██████████ introduced the report and the Chair advised that he had requested both ██████████ and ██████████ to sit on the ARFC and they had both agreed. He then opened the item up for comments and questions.

██████████ pointed out that the paper indicated that ██████████ would sit on the ARFC and not ██████████. ██████████ advised that an ARFC Membership of ██████████, ██████████ and ██████████ should be sufficient. She also highlighted that both of the new CNPA Members had each been allocated to two of the CNPA Sub-Committees. ██████████ was due to sit on the ARFC and the People Committee. ██████████ was due to sit on the People Committee and the Senior Appointments Committee.) The Chair concurred with this arrangement.

There were no further comments or questions.

DECISION:

- (i) Members **NOTED** the appointment of Non-Executive Directors [REDACTED] and [REDACTED] to the CNPA.
- (ii) Members **ENDORSED** the election of [REDACTED] as Chair of the CNPA People Committee.
- (iii) Members **ENDORSED** the revised membership of the CNPA Audit, Risk & Finance Committee (ARFC), the CNPA People Committee and the CNPA Senior Appointment Committee.
- (iv) Members **TO TAKE AWAY AND CONFIRM** that the 2022 dates proposed for the CNPA Board and Sub-Committees are suitable.

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

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- [REDACTED]

7. ITEMS FOR DISCUSSION

7.1 Strategic Partner – Update & New Work Packages Brief

Document Reference: PAB(21)R107

CNC was making progress in achieving initiatives identified in the 3-Year Strategy with the support of its Strategic Partner, [REDACTED]. The purpose of this paper was to set out the forward work packages for the forthcoming 12 months of the strategic partnership.

[REDACTED] introduced the report.

The Chair commented that at present, the Strategic Partner was required to put systems, processes and structures in place, but personnel needed to be trained, to avoid an ongoing dependency situation. He highlighted that he had given a commitment to BEIS that the CNC would wean itself off [REDACTED] over the next year to 18 Months. [REDACTED] responded that the CNC had a call-off contract with [REDACTED] for individual work packages over a period of time and that [REDACTED] was expected to embed skill sets for long term organisational resilience.

The Chair highlighted the new consultancy and professional services spending controls being imposed across Government. [REDACTED] informed Members that advice had indicated that as the [REDACTED] contract was let some time ago, the CNC might not be subject to the new approval process. The controls were nevertheless a subject for reflection going forward.

The Chair opened the item up for questions and comments.

[REDACTED] recognised that the CNPA required a Strategic Partner and he noted the value of [REDACTED] work thus far. He nevertheless suggested that there might be an additional need for resource enhancement in less strategic areas, whilst the change and efficiency programme for the years ahead would benefit from [REDACTED] strategic expertise. [REDACTED] concurred with [REDACTED] view regarding the use of [REDACTED] and recognised the danger of asking [REDACTED] to fulfil less strategic roles. He confirmed that this would need to be watched closely, with a view to perhaps moving [REDACTED] further into a strategic consultancy role. [REDACTED] advised that some skill sets were difficult to recruit to, but the CNC treated [REDACTED] as a last resort when it came to filling a resource gap.

No further questions or comments were raised.

DECISION:

Members **NOTED** the Strategic Partner – Update & New Work Packages Brief.

[There was no agenda Item 7.2.]

7.3 Draft Strategic Business Efficiency Plan [REDACTED]

Document Reference: PAB(21)R108

This report was provided to inform the CNPA Board of the CNC's progress in addressing short term financial pressures and developing a Business Efficiency Plan to support the CNPA and CNC in delivering good "public best value" without compromising effectiveness.

[REDACTED] introduced the report.

The Chair highlighted that during the ARFC discussions on this paper, the use of a methodology and the “LEAN” process had been raised. [REDACTED] confirmed that methodology would form part of discussions with [REDACTED] over the next few weeks. It was a complex area and there was a need to identify the right methodology for the CNC’s circumstances.

The Chair opened the item up for comments and questions.

[REDACTED]

No further comments and questions were raised.

DECISION:

Members **NOTED** the Draft Strategic Business Efficiency Plan.

7.4 Briefing – Strategic Business Planning Process and next Steps [REDACTED]

Document Reference: PAB(21)R109

This report was submitted to brief the CNPA that the Strategic Partner, [REDACTED], had completed a work package to support and guide the CNC in developing and improving coherence across the business planning process, including strategic planning, capability planning and financial planning. The report set out key points in relation to this work and proposed next steps (endorsed at the Chief’s Management Group on 18 October 2021), including the business planning process for implementation, which described some of the projected changes in responsibility, ownership and process sequencing.

The business planning process and work to date had been developed in collaboration with other functions of the CNC, including Finance, Capability and the Portfolio Delivery Office. The BEIS Sponsorship Team had also been engaged throughout the development of this approach.

[REDACTED] introduced the report.

The Chair asked if the business planning process would be informed by the SLCs, BEIS and Office for Nuclear Regulation (ONR). He also highlighted the need to avoid “silo” planning, as transparency and collaboration was required. [REDACTED] advised that the Strategy approved two years ago, meant that the CNC was now driven to review how it operated and how it conducted its business. Its movement away from a sole focus on its core mission, would also drive more integrated working, which would assist in the breaking down of “silos”.

The Chair opened the item up for comments and questions. No further comments or questions were raised.

DECISION:

Members **NOTED** the briefing on the Strategic Business Planning Process and next Steps.

7.5 Draft BEIS/CNPA Framework [REDACTED]

Document Reference: PAB(21)R110

This report was submitted to provide an update on progress with the revision of the current BEIS/CNPA Framework, which sets out how the CNPA operates, identifies core elements of the relationship between BEIS and the CNPA, and details the CNPA’s role in exercising good accountability and governance over the CNC.

[REDACTED] introduced the report and advised that the draft Framework was currently due to be issued to the CNC Executive and CNPA Board Members for review (circa 17 December

2021). [REDACTED] confirmed that the publication of the BEIS/CNPA Framework was proposed by the end of the financial year.

The Chair commented that he was looking forward to seeing the revised Framework, which was an important document. He then opened the item up for comments and questions, but none were raised.

DECISION:

Members **NOTED** the draft BEIS/CNPA Framework and **ENDORSED** the associated next steps.

7.6 SIRO Report – Cyber Security Strategy [REDACTED]

Document Reference: PAB(21)R110a

This report was submitted to provide the CNPA Board with an update on the work underway to improve the CNC's cyber security posture and summarise progress made, to inform Members of the target state, the extent of the work required to reach that state, the resourcing risks, and the proposed timeframe for delivery.

The report invited the CNPA to:

- a. Note "the work underway to ensure alignment with the NPIRMT (National Policing Information Risk Management Team) offering (the NMC – National Management Centre)".
- b. Note that feedback was being collated as a result of the circulation of the approved Official Cyber Security Strategy Booklet.

[REDACTED], the Senior Information Risk Owner (SIRO), introduced the report. [REDACTED]

The Chair opened the item up for comments and questions.

[REDACTED] asked if the CNPA/CNC benefited from learning as a member of broader working groups, in what was a rapidly developing area. [REDACTED] confirmed that the CNC was linked to a number of groups, including BEIS-driven groups, nuclear energy sector groups and policing groups. The CNC was seeking to gather all the learning it could, to make the right cyber-related strategic decisions. For example, in going out to tender for the Sopra Steria replacement and the Security Operating Centre (SOC), the SOC would be required for 12 months, as it was thought that other offerings might emerge during the next year that might come from national policing, the nuclear industry and the collaboration with BEIS in this area etc. [REDACTED] highlighted the importance of aligning with an organisation doing broadly similar work and having broadly similar problems.

[REDACTED] was of the opinion that the CNPA Board should support the focus on correcting the resource issue and monitor the situation closely at future CNPA Board meetings.

ACTION PAB011221-02: [REDACTED] to ensure the continuity of progress regarding the Cyber Strategy and the re-tender for the replacement of Sopra Steria.

No further comments or questions were raised.

DECISION:

Members **NOTED** “the work underway to ensure alignment with the NPIRMT (National Policing Information Risk Management Team) offering (the NMC – National Management Centre)” and **NOTED** that feedback was being collated as a result of the circulation of the approved Official Cyber Security Strategy Booklet.

8. STANDING ITEMS

The Chair advised that he assumed that all the standing item reports had been read.

8.1 Health and Safety Report [REDACTED]

Document Reference: PAB(21)R111

The purpose of this report was to illustrate how the Health, Safety and Environment Policy Statement of Intent objectives were being met.

The Chair asked if there were any comments or questions for [REDACTED] regarding the Health and Safety Report.

[REDACTED] commented on the notable difference between the 2020 and 2021 Class of Injury Reports in respect of vehicle incidents. [REDACTED] responded that the higher vehicle injuries in 2021 were the result of a combination of factors, including new vehicles, new vehicle gun boxes and an issue with the way the fire extinguishers had been stored in the boots of those vehicles. The matters had been addressed and no further reports had been received on these matters to date.

The Chair commented that [REDACTED] had queried the accident statistics in relation to training and that [REDACTED] had invited her to watch training being conducted at the Griffin Park Tactical Training Centre (Griffin Park). The Chair requested that this invitation be opened to the other CNPA Board Members as well, and to the two new CNPA Board Members (as part of their induction). This would allow Members to see the dynamic nature of the Authorised Firearms Officer (AFO) training and to gain an understanding of the reasons behind training injuries.

ACTION PAB011221-03: [REDACTED] to invite CNPA Members (including the new Members, Andrew Harvey and Chris Pilgrim) to view training at the Griffin Park Tactical Training Centre, Sellafield, Cumbria.

[REDACTED] indicated that he would welcome the opportunity to observe training at Griffin Park, as there had almost been an excuse that injuries occurred during training. He also queried the lack of training events on the statistics submitted to the meeting. [REDACTED] responded that training events had been impacted by the Covid situation and that the increase in training courses in 2021 accounted for the increase in injuries for this period.

The Chair asked if non-CNC personnel undertaking training with the CNC were asked to sign an indemnity agreement, so the CNC was covered in respect of any injuries that they might incur on CNC premises. [REDACTED] indicated that there was a risk assessment process.

ACTION PAB011221-04: [REDACTED] [REDACTED] to check whether non-CNC personnel undertaking training with the CNC were asked to sign an indemnity agreement, so the CNC was covered in respect of any injuries that they might incur.

[REDACTED] observed that there appeared to have been more Firearms-related injuries in 2020 than in 2021 and she wondered whether the figures were the wrong way round.

ACTION PAB011221-05: With reference to Health and Safety Report PAB(21)R111 T/ACC [REDACTED] to check the numbers of “F Training (Firearms) injuries in 2021 and advise CNPA Board Members accordingly via an out-of-Committee note.

No further comments and questions were put forward.

DECISION:

(i) Members **NOTED** the Health and Safety Report.

8.2 Strategic Performance Report [REDACTED]) **Document Reference:** PAB(21)R112

This report was to provide strategic-level information and explanation on the Corporate Balanced Scorecard for CNC Performance and to invite discussion and comments on any areas of underperformance.

The CNPA was invited to:

- consider this report and particularly the Balanced Scorecard at Appendix A;
- consider the reporting by exception in Section 3.4, which identified where performance did not meet the expected target or was showing significant negative trends; and to
- note that the Scorecard would continue to be refined in terms of content and presentation as other metrics become available.

[REDACTED] thanked the Chair and members for offering views on how the Strategic Performance Report could be improved. Work would be undertaken in this respect moving forward. He then introduced the report and the Chair asked if there were any comments or questions.

[REDACTED] observed the slight dip in the percentage of invoices paid within 30 days [REDACTED]

[REDACTED] The Chair advised that this would be picked up at a Multi-Force Shared Service Management Committee meeting later in the week. [REDACTED] advised that there had been a backlog, but that the Multi-Force Shared Service had moved resources and undertaken considerable work to address the situation. He indicated that more Multi-Force Shared Service personnel were now on short-term contracts or were agency staff and that some very good Multi-Force Shared Service core staff had opted for redundancy. Budget-holder training had just finished and there had been a re-enforcement of various matters regarding requisitions. The new travel management system was due to “go live” that day and there would now be one consolidated hotel booking invoice going forward, which should be of assistance. In summary, there would be pressures and challenges in connection with the Multi-Force Shared Service, as was to be expected [REDACTED]

[REDACTED] The situation would be monitored. He also advised that additional staff were being recruited to the CNC Finance Team.

The Chair observed the red status of officers’ short-term sickness and that sickness levels were likely to deteriorate with winter approaching, so the situation needed to be watched closely. He also highlighted that a metric had yet to be approved regarding stakeholder satisfaction

(BEIS/Site Operators) and suggested “responsiveness on programme” and adherence “to budget”. [REDACTED] responded that there were some Balanced Scorecard items with metrics that were pending approval, as the value of these metrics and their benefits were currently being evaluated. The Chair opined that the CNPA/CNC provided a service, so stakeholder satisfaction was important, and he did not think that any associated survey questions need be difficult. [REDACTED] concurred with the Chair, particularly in view of service expansion.

[REDACTED] noted that baselines were to be determined regarding carbon zero and improved recycling facilities. She indicated that the sooner a baseline was set, the more chance there was of demonstrating an improvement. [REDACTED] advised that the Balance Scorecard contained a considerable number of metrics, but whether the right things were being measured was another matter. [REDACTED] was due to commence a piece of work in January 2022, with a view to establishing the key metrics required. This work would be brought to the CNPA Board in due course.

No further comments or questions were raised.

DECISION:

Members **CONSIDERED** and **NOTED** the Balanced Scorecard Performance Report.

8.3 Portfolio Delivery Report [REDACTED]

Document Reference PAB(21)R113

The purpose of this paper was to provide CNPA Board Members with an update on those activities that would contribute to the overall achievement of the CNPA 2021/24 Strategy. The format of the report had been developed as a Strategic Delivery Report, combining:

- the Project Portfolio Delivery Report;
- a progress report against those activities that are at the “Concept Identification” stage of the Constabulary’s business planning process, and are therefore not yet approved by the Constabulary Change Board as change initiatives;
- an audit of activity against the Strategy, including the identification of those areas that are being delivered as business-as-usual activity; and
- exception reporting against those elements of the Strategy that were not currently being delivered by projects or through business-as-usual, and which were not in the pipeline for approval as such.

Members were invited to note the contents of the report and to consider its merits as a holistic reporting format against the CNPA 2021/24 Strategy.

The Chair asked if there were any comments or questions.

[REDACTED]

[REDACTED] commented that he usually expected to see milestones, the cost performance and an assessment of risk for projects, but he struggled to understand from the Portfolio Delivery Report whether items were meeting performance schedules. He therefore queried the methodology used in the report [REDACTED]

[REDACTED] responded that the report allocated a Red/Amber/Green (RAG) status to each of the 10 active areas that reflected their overall health i.e. against the risks, the costs and also delivery against the schedule. There would therefore be a disconnect between the RAG status in report and the RAG status allocated to these projects in the Strategic Risk Report. In

[REDACTED]

The Chair reiterated [REDACTED] comment that a standard project report should provide the reader with information on the performance against the budget, progress against the schedule, delivery against the timelines and whether the quality of production was of the required standard. This was not immediately obvious from the Portfolio Delivery Report. He further highlighted the need for consistency across the CNPA Board papers or an explanation of any differences between the Portfolio Delivery Report, the Finance Report and the Strategic Risk report.

[REDACTED]

[REDACTED] highlighted that Authority Members' knowledge was largely based on what was presented in the CNPA Board papers. He requested that this be borne in mind when the papers were being written and that an indicated that the contextual details were helpful.

[REDACTED] noted the need for consistency across the CNPA Board papers/an explanation of differences. He also suggested the development of the Portfolio Delivery Report to include a RAG status for cost, schedule and risk for each of the activity areas, with exception details, if required. The Chair responded that the CNPA Board did not wish to encroach on the work of the Executive and it did not require too much detail – in industry, the required report would be called a Level 1 Plan. He suggested that [REDACTED] and [REDACTED] discuss the Portfolio Delivery Report off-line.

[REDACTED] highlighted that a Level 1 Plan-style of Portfolio Delivery Report had been provided in the past, but it had proved too high level.

[REDACTED] advised that efforts had been made in the Portfolio Delivery Report to expand it beyond the 10 projects that were in delivery, to provide a more holistic picture against the overall 3-Year Strategy. He recommended that this format be continued, as a Strategic Delivery Report and he requested feedback from Members. The Chair observed that there was considerable ongoing activity. The CNPA was interested in the Strategy, but not all the elements of the Strategy were covered by the Portfolio. [REDACTED] suggested that he and [REDACTED] should support [REDACTED] in re-shaping the report and the Chair concurred. [REDACTED] suggested the possible automation of the Report using the portal developed by [REDACTED] with perhaps a dashboard to avoid excessive detail.

ACTION PAB011221-06: [REDACTED] to contact [REDACTED] to discuss the details required in the Strategic Delivery Report (which

No further comments and questions were raised.

Members **NOTED** the contents of the Portfolio Delivery Report and **CONSIDERED** the holistic reporting format against the CNPA 2021/24 Strategy

[illegible]

[REDACTED]

[REDACTED]

[REDACTED] [REDACTED]

[REDACTED]

[REDACTED]

██████████

Document Reference: PAB(21)R116

The purpose of this report was to provide an update to the CNPA Board on risk management arrangements, assurances regarding the Strategic and Goal Risks, and the Armed Policing Strategic Threat Risk Assessment (APSTRA) risks since the last reporting period (6 September 2021).

The CNPA Board was invited to:

- note the report and risk management arrangements;
- note the status of risks shown in Appendix A (strategic and goal risks) and Appendix B APSTRA risks, with further details in Appendix E for red APSTRA risks;
- note the Opportunity Register (Appendix C) and the request for input on its development;
- note the results of the Risk Maturity self-assessment (Appendix D);
- note and comment on the Portfolio project risk reporting (Appendix F).

introduced the report.

Chair opened the item up for comments and questions.

observed that risk management was now more embedded in the organisation.

The Chair raised that from his perspective, the report was incomplete and he would welcome details on

DECISION:

- (i) Members **NOTED** the report and risk management arrangements.
- (ii) Members **NOTED** the status of risks shown in Appendix A (strategic and goal risks) and Appendix B APSTRA risks, with further details in Appendix E for red APSTRA risks.
- (iii) Members **NOTED** the Opportunity Register (Appendix C).
- (iv) Members **NOTED** the results of the Risk Maturity self-assessment (Appendix D).
- (v) Members **NOTED** the Portfolio project risk reporting (Appendix F).

9. ITEMS FOR READING

9.1 AUDIT, RISK AND FINANCE COMMITTEE (ARFC)

9.1.1 Chair's Report of ARFC Meeting held on 27 October 2021

Document Reference: PAB(21)R117

9.1.2 Draft Minutes of ARFC Meeting held on 27 October 2021

Document Reference: PAB(21)R118

The Chair asked the ARFC Chair () if she wished to bring any items to the attention of the CNPA Board. She responded that a further ARFC Meeting had taken place on Monday, 29 November 2021. Most of the key issues had been covered in the CNPA Board meeting and a formal report would be provided at the January 2022 CNPA Board meeting.

No further questions or comments were raised.

9.2 PEOPLE COMMITTEE ()

9.2.1 Chair's Report of People Committee Meeting held on 18 November 2021

Document Reference: PAB(21)R119

9.2.2 Draft Minutes of People Committee Meeting held on 18 November 2021

Document Reference: PAB(21)R120

The Chair thanked () for stepping in as the interim People Committee Chair and asked him if he wished to bring any matters to the attention of the CNPA Board. () thanked () for attending the meeting, to ensure quoracy. He then highlighted that ()' team had limited capacity and the volume of work requested for the meeting exceeded the value that could be added by the People Committee. He did not wish to instigate

changes before the new Member joined. He nevertheless raised the need to narrow the focus of the meeting, to ensure that the People Committee was adding value and providing assurance, without stepping into the Executive space. This would seek to avoid over-working some very hard-working personnel. [REDACTED] summarised by saying that some very good work was being progressed and that he would work with the new Chair in due course,

No questions or comments were raised.

9.3 CNPA Board Decision Log

Document Reference: PAB(21)R121

No questions or comments were raised on the CNPA Board Decision Log.

10. ANY OTHER BUSINESS

10.1 CNPA Board Meeting Arrangements (Chair)

Document Reference N/A

The Chair hoped that it would be possible to hold the January 2022 CNPA Board Meeting in person, but this would depend on the Covid situation at that stage. The Chair asked if there were any associated comments, but none were raised.

10.2 CNPA BOARD SELF-ASSESSMENT (Chair)

Document Reference: N/A

The Chair opined that the papers for the meeting had been more succinct that day and he asked Members if they were content that a satisfactory pack of documentation had been provided. He also hoped that Members felt they had had the opportunity to contribute their views and that they had received responses to their questions. No comments were raised. The Chair therefore deemed the meeting to have been satisfactory.

The Chair thanked Members for attending the meeting. He wished them an enjoyable Christmas and advised that he looked forward to seeing them again in the New Year.

Meeting concluded at approximately 12.40 hrs.

Distribution: CNPA Board Members, CNC Executive
Next Meeting Date: 26 January 2021 CNPA Board Meeting at 10.00 hrs