

**Minutes of Meeting:**

<b>Title of Meeting</b>	Civil Nuclear Police Authority Board Meeting	<b>Date(s) Meeting Held &amp; Venue</b>	29 July 2021 Skype teleconference
<b>Meeting Called By</b>	Vic Emery, Chair	<b>Start Time</b>	10.00 hrs
<b>Reference Meeting No.</b>	CNPA 20210729	<b>End Time</b>	12.50 hrs

**MEMBERS:**

Vic Emery	Chair, CNPA	
Pamela Duerden	Industry Representative Member, NDA	
Jerry Haller	Industry Member, EDF	
Sir Craig Mackey	Independent Member	
Mark Rouse	Industry Representative Member, DSRL	
Neelam Sarkaria	Independent Member	
Sue Scane	Independent Member	
Rebecca Weston	Industry Member, Sellafield Limited	

**In ATTENDANCE:**

	Director, Nuclear, BEIS	-
CC Simon Chesterman	Chief Constable/Chief Executive	
T/DCC Louise Harrison	Temporary Deputy Chief Constable	
T/ACC Duncan Worsell	Temporary Assistant Chief Constable	
T/ACC Michael Vance	Temporary Assistant Chief Constable (Operations)	
Richard Cawdron	Director of Governance, Compliance and Legal Services	
Richard Saunders	Director of People & Organisational Development	
Rob Poole	Chief Finance Officer	
	Head of Governance & Assurance	
	Chief of Staff, Executive Office	
	Board & Committee Manager	
	Communications Manager	
	Project Portfolio Lead	
	Strategy & Assurance Manager	
	Board & Committee Secretary	

**APOLOGIES from attendee(s):**

	Head of Engagement and Comms	
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**1. CNPA MEMBERS ONLY SESSION**

A CNPA Members Only Working Session was held prior to the CNPA Board meeting. These meetings are not minuted.

**2. 2.1 WELCOME & CHAIR'S UPDATE (Vic Emery)**

The Chair welcomed everyone to the meeting and advised that the CNPA's Sponsor from the Department for Business, Energy and Industrial Strategy (BEIS), [REDACTED], was scheduled to join the meeting as an observer. The Chair informed Members that [REDACTED] was invited to CNPA Board meetings twice a year and that she was also due to attend the September 2021 meeting at the [REDACTED]

The Chair noted that [REDACTED] would need to be absent from the meeting for a while and that [REDACTED] would also need to leave the meeting early.

## 2.2 APOLOGIES

Apologies for absence were as indicated above.

## 2.3 CONFLICTS OF INTEREST

No conflicts of interest were declared.

### 3. UPDATE OF EVENTS SINCE THE LAST MEETING [REDACTED]

Document Reference: Agenda

A list of events since the last CNPA Board meeting had been detailed on the meeting agenda. No comments were raised regarding this information.

### 4. APPROVAL OF MINUTES OF MEETING HELD 26 MAY 2021 [REDACTED]

Document Reference: PAB(21)R58

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting held on 26 May 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 26 May 2021 were APPROVED as an accurate record of the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### 5. REVIEW OF CNPA ROLLING ACTION LOG (Chair)

Document Reference: PAB(21)R59

The Chair asked Members if they were content for the "Proposed Complete" actions to be closed. At this juncture, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chair asked Members if they felt that there had been any actions raised at CNPA Board level that had been omitted from the Action Log; no items were raised and no additional comments or questions were put forward regarding the Action Log.

#### DECISION:

- (i) Members APPROVED the closure of the actions that had been logged in the CNPA Rolling Action Log as 'Proposed Complete'.
- (ii) [REDACTED].
- (iii) Members NOTED the written and verbal update on 'ongoing' actions.

#### 6. CHIEF CONSTABLE/CHIEF EXECUTIVE'S REPORT [REDACTED])

Document Reference: PAB(21)R60

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 01 June 2021.

[REDACTED] *joined the meeting.*

[REDACTED] outlined the report and clarified that although it had made reference to "spare capacity" at Griffin Park, it was meant in the context of the use of Griffin Park being optimised. Griffin Park had not been constructed with "spare capacity" in mind, however, as the CNC became more conversant with the building, it was anticipated that time in the "live-fire skills house" in particular, could be optimised, as it would not be in use by the CNC 24 hours a day.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chair opened the Chief Constable/Chief Executive's Report up for comments and questions.

[REDACTED] thanked [REDACTED] for his update. She queried whether modelling was in progress to maximise the current and potential usage of Griffin Park, as this could provide the organisation with an additional funding stream, which would assist in supporting and underpinning the service expansion work that the CNPA/CNC wished to progress. [REDACTED] highlighted that she had a CNPA Board action (**PAB310321-10**) in connection with the establishment of a Griffin Park charging structure. Former [REDACTED] and his team had formulated an optimisation plan and work on this continued. A report on the Griffin Park Charging Structure had been submitted to the July 2021 Chief's Management Meeting to discuss the associated strategic and finance model. Additional work was required to ensure alignment with the 3-Year Strategic Plan, but it was anticipated that the Griffin Park Charging Structure would be presented to the September 2021 CNPA Board meeting. [REDACTED] highlighted the need for the work on the Griffin Park Charging Structure to be undertaken sooner rather than later, in view of its importance in connection with the organisation's strategic ambition.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

No further comments and questions were put forward.

**DECISION:**

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

**Address by [REDACTED]**

At this juncture, the Chair welcomed [REDACTED] to the meeting and asked if she would like to address the CNPA Board. [REDACTED] commented that she was grateful for the opportunity to join the CNPA Board meeting and that she hoped to do so on a more frequent basis going forward.

She advised that BEIS had a very clear mission and set of key priorities. One of the top three priorities was regarding the role of "net zero" and the road to "carbon neutral", in which the nuclear industry played an important part. Nuclear developments were underway. Progress was being made towards hopefully reaching a final investment decision on Sizewell 'C' by 2025.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] also extended her appreciation to the CNC for its impressive response in connection with the Covid-19 pandemic. She was keen to ensure that all the nuclear organisations that had the ability to apply for self-isolation exemptions for their employees were doing so when absolutely necessary, not just as a default action. She nevertheless recognised that the self-isolation exemptions were not taken as a default action by the CNC and she had personally signed-off self-isolation exemption applications for CNC officers.

In summary, [REDACTED] advised that the Spending Review would be the focus of work for BEIS for the next few months and she thanked the CNPA for its continued work regarding governance and oversight of the Constabulary. She felt that there had been a BEIS/CNPA working partnership to support the CNC and hold it accountable and she looked forward to working with the CNPA Board going forward.

The Chair asked CNPA Board Members if they had any questions for [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

No further comments and questions were put forward.

#### **DECISION:**

Members NOTED the verbal update from [REDACTED]

7.

#### **ITEMS FOR DECISION**

##### **7.1 3-YEAR STRATEGY AND DELIVERY PLAN [REDACTED])**

Document Reference: PAB(21)R61

The purpose of this report was to provide Members with an update on project delivery progress against the 2021/24 Strategy, and the continued development of the portfolio capability that supports this activity.

The Chair confirmed that the 3-Year Strategy and Delivery Plan paper was for noting rather than a decision and that he was pleased to see a soft report had been included, in addition to a Level 1 Delivery Plan and high-level Dashboard.

[REDACTED] outlined the 3-Year Strategy and Delivery Plan report and the Chair opened the item up for comments and questions.

[REDACTED] commented that she had found the report very helpful, particularly the revised critical-path format of the Strategic Delivery Plan. She nevertheless suggested that it might be of additional assistance to make it more obvious in where the projects align to strategic goals on the Strategic Delivery Plan.

**ACTION PAB290721-02: With reference to the Strategic Delivery Plan, [REDACTED] to investigate illustrating more clearly the alignment of projects to strategic goals.**

The Chair queried the sequencing on the Strategic Delivery Plan and [REDACTED] confirmed that it set out the projects in order of roll-out and anticipated completion.

[REDACTED] then outlined the current Strategic Delivery Plan failures and threats.

The Chair indicated that it would be helpful if a demonstration of progress regarding the Strategic Delivery Plan, the Balanced Scorecard, Risks etc. could be provided at the September 2021 CNPA Board meeting, together with reporting against the Annual Policing Plan, particularly as there appeared to be some issues that had been awaiting initiation since the commencement of the Strategic Delivery Plan.

[REDACTED]

[REDACTED]

The Chair asked Members if they had any additional comments or questions on the Strategic Delivery Plan graphics.

[REDACTED] advised that the Strategic Delivery Plan graphics had been helpful and [REDACTED] highlighted that he would be very interested to hear the enduring consequences of anything that was not going to plan.

[REDACTED]

**ACTION PAB290721-04: The Strategic Delivery plan SOFT Report to report progress against the last period and the anticipated key activities for the next period. Any delays or slippages against the plan/activities are to be brought to the attention of the Board.**

#### Portfolio Development Update Presentation

*Building our Portfolio Capability: The CNC portfolio approach* presentation slides had been circulated to CNPA Board attendees that morning. Whilst recognising current work pressures, the Chair indicated that it was unhelpful to have late documents, as this resulted in insufficient reading time in advance of the meeting. [REDACTED] apologised for the short notice circulation of the slides.. He explained that the main content of the presentation would be via a demonstration and it had not been possible to share this in advance of the meeting, as it required a link to the relevant system.

[REDACTED] outlined the building of the CNC portfolio capability and then provided a demonstration of the portfolio system, with particular regard to portfolio project performance management and the management reports that supported Executive decision-making.

[REDACTED] thanked the Chair for the opportunity to give Members the presentation. He advised that the intention of the presentation was to build Members' assurance that [REDACTED] and his colleagues were focussed on doing the right thing in the right way, in an accountable manner, to provide the Executive and CNPA with assurance regarding the activities that were being



driven ahead. [REDACTED] highlighted that the portfolio building activity was concurrent work and he took this opportunity to articulate that how grateful he was for the pivotal support that the Strategic Partner, [REDACTED], had provided to [REDACTED]

The Chair commented that [REDACTED] presentation and demonstration of the portfolio capability had been impressive and he indicated that it was helpful to be able to log onto the Portfolio Hub to check progress of the projects. He asked if it was possible for CNPA Members to be able to log onto the system. [REDACTED] advised that the Portfolio Hub was still under development and some areas were still being tested, but the intention was that anyone with CNC network access would be able to access the system. He also commented that the performance dashboards would be readily available in a pdf format or a Powerpoint presentation. The Chair clarified that he did not wish the CNPA to encroach on Executive work, but he had enquired on access to the Portfolio Hub from an interest perspective only. Overall, the Chair confirmed that the presentation and demonstration had provided him with more confidence that efforts were being made to control the organisation's projects.

The Chair asked Members if they had any feedback on the portfolio capability presentation and demonstration.

[REDACTED] advised that the presentation and demonstration were a very positive indication that the project capability, processes and governance were moving forward, but he asked if the CNC had the right number of experienced project managers to run the projects. [REDACTED] advised that the CNC had some very capable project managers. The scope of the Portfolio Office work had been mapped against job descriptions. Additional personnel were being recruited and by the September 2021 [REDACTED] hoped to be able to reassure the CNPA Board that the Portfolio Office had right people with the right skill sets.

[REDACTED] observed that using the Strategic Partner in relation to the portfolio building capability and other areas of the organisation had been very necessary, but he emphasized the need to build an internal capability rather than a long-term dependency on the Strategic Partner. [REDACTED] confirmed that from the outset, efforts had been made to build a capability that the CNC would own. All the capabilities demonstrated that morning had been documented, information was stored within the CNC's own environment and 95% of the Portfolio Hub was comprised of off-the-shelf capabilities within Sharepoint and Teams. There was nothing unique or special in terms of what had been built, although it had been tailored for the use of the CNC.

The Chair supported [REDACTED] view regarding the Strategic Partner. The Chair advised that use of the Strategic Partner was to put one-off structural elements in place and the capability to deliver those elements, but over the next twelve months, he expected this to be replaced by an in-house capability. The Chair highlighted that he had asked [REDACTED] to take this direction of travel. [REDACTED] confirmed that he had had discussions with the Chair and repeated discussions with the Strategic Partner to this effect. The CNC was building its own in-house capability and making sure that it had the right people in the right place. He agreed that there could not be a long term reliance on the Strategic Partner going forward. The Strategic Partner was assisting in getting the CNC up-to-speed in terms of its business processes and handling of the portfolio projects etc. The Chair acknowledged the need to keep a Strategic Partner available. The Strategic Partner was operating via work packages and the assistance that had been provided by this means had been invaluable, as there had not been the required skills within the Constabulary. The Chair cautioned the need to avoid cutting-off the Strategic Partner completely but use them to support the Constabulary as it develops its own capabilities, as suggested by [REDACTED] concurred with this view.

[REDACTED] commented that the portfolio presentation and demonstration were positive and he was pleased to see that the Constabulary was endeavouring to address the associated challenges. He opined that all companies were battling with the challenge to endlessly improve, together with the difficulty in matching this approach with daily realities. He recommended looking at not just how to stop the arrival of new initiatives, but the stopping of ongoing initiatives to make room for higher priority items. With regard to the presentation slide on critical success factors, [REDACTED] observed that reference had been made to commitment from the organisation and buy-in from stakeholders and he asked whether the organisation was receiving this in a tangible way. [REDACTED] responded that the CNC had had a challenge in terms of bringing together a

consistent and standardised method of operating in that it was always going to require most of the organisation to change, but he was happy to say that the time taken to review organisational best practice and incorporate that with regard to the projects, had ensured that there had been an internal buy-in. Hopefully, the confidence generated by improved governance would be taken forward when engaging with partner organisations, Central Government and the BEIS Sponsorship Team in respect of the funding of some of these initiatives.

██████████ thanked ██████████ and ██████████ for all the work that had been carried out which was now moving in the right direction. She saw the portfolio management capability as critical in assessing not only financial and value for money aspects, but also the prioritisation of projects. She observed that this capability would link into the work on the Strategic Ambition. She acknowledged that it was a living process, but she was pleased to see the work that had been undertaken with ██████████ in this area.

██████████ thanked ██████████ and ██████████ for the 3-Year Strategy and Delivery Plan report and the assistance that it provided to the CNPA Board. ██████████ responded that there was still a considerable amount of work that needed to be undertaken, but that ██████████ and the Executive had been keen to show the progress made regarding the portfolio capability to date.

There were no further comments or questions. The Chair indicated that if Members had the opportunity to further read the presentation slides, it would be appreciated if they could submit any additional feedback to [REDACTED].

**DECISION:**

Members NOTED the contents of the 3-Year Strategy and Delivery Plan report and PROVIDED FEEDBACK on the revised format Delivery Plan (PAB(21)R61, Appendix 6.1), and the portfolio capability improvements that were being developed.

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[REDACTED]

[REDACTED]

**7.3 POLICE STAFF PAY AND GRADING REVIEW PROJECT - OUTLINE BUSINESS CASE / NEGOTIATING PARAMETERS [REDACTED])**

Document Reference: PAB(21)R63

The purpose of this paper was to provide the proposed key outline negotiating parameters borne out of the Police Staff Pay and Grading Review Outline Business Case (OBC) version 3.6.

The CNPA was invited to:

- (i) Note the progress within the OBC's development and internal assurance approvals, including a Gate 2 review, and approval in principle of the proposed Negotiating Parameters by the People Committee on 7 July 2021.
- (ii) Approve the proposed Negotiating Parameters, including variables, informed by the recommended option for change, around which to formally engage Prospect.

██████████, Chair of the People Committee, advised that the Police Staff Pay and Grading Review paper had been presented to the previous couple of People Committee meetings. A significant amount of work had been involved and the People Committee had been pressing the Executive Team to work in the timescales required for its completion. The People Committee had seen the OBC evolve and felt it was now in a position of readiness to be presented to the CNPA Board. ██████████ (People Committee Member) confirmed that the People Committee had seen a number of iterations of the OBC, which was now submitted to the CNPA Board with the People Committee's support in terms of what it needed to do. There might be debate in relation to affordability, but the rationale for why the Police Staff Pay and Grading Review was being put forward at this time was clear and hopefully straightforward.

██████████ outlined the report. The Chair noted that there had been discussions with the Staff Associations regarding the Police Staff Pay and Grading Review and he queried the Staff Associations' mindfulness of wider public sector cost pressures. ██████████ confirmed that there was a realistic understanding of the situation. One of the national Prospect representatives had been working with the Constabulary for some time and although he had moved to a different area of business, he had remained in contact in relation to this particular case. He would be part of the Prospect negotiating team and he was alive to the pressures and the practicalities of implementing the Police Staff Pay and Grading Review. Prospect was seeking to work in partnership with the Constabulary and ██████████ thought that it could see significant benefits for its members within the proposals outlined at concept level, which were primarily pay policy matters, rather than financial matters.

The Chair opened the item up for comments and questions.

██████████ commented that the report was very useful. She noted the anticipated £31.5k to £203k total costs and asked whether there had been any discussions on costs with the Site Licence Companies at this stage. ██████████ responded that there had not been direct engagement with the Site Licence Companies to date, primarily as the financial implications depended on the negotiated position. As the Full Business Case was developed and the situation became clearer, the Constabulary would engage with the Site Licence Companies. ██████████ asked when that might occur and ██████████ responded that if the CNPA Board approved the Negotiating Parameters, it was hoped that most of the work would be conducted in the remainder of the summer, so a September 2021 deadline was sought, if possible.

The Chair asked if the Police Staff Pay and Grading Review had been through a Gate 2 Review in addition to the People Committee and ██████████ responded in the affirmative.

No further comments and questions were put forward.

#### **DECISION:**

- (i) Members NOTED the progress within the Police Staff Pay and Grading Review Outline Business Case version 3.6's development and internal assurance approvals, including a Gate 2 review, and approval in principle of the proposed Negotiating Parameters by the People Committee on 7 July 2021.
- (ii) Members APPROVED the proposed Negotiating Parameters, including variables, informed by the recommended option for change, around which to formally engage Prospect.

**8.**

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[REDACTED]

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[illegible]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**DECISION:**

(i) [REDACTED].

**8.2 CYBER SECURITY: UPDATE AGAINST ONGOING ACTIVITIES [REDACTED]**

Document Reference: PAB(21)R64

The purpose of this paper was to provide an overview of the activity undertaken to improve the CNC's cyber security posture and three key pieces of work, namely:

- a Cyber Security Maturity Assessment against the National Institute of Standards and Technology (NIST) Framework, showing the CNC's current position and scoring (completed);
- a full Threat and Risk assessment tailored to CNC using IRAM2 methodology, identifying the CNC's critical information assets and potential threat actors, allowing for clarification of the CNC's Security Operating Centre (SOC) requirements (completed); and
- a Cyber Strategy with a timetabled 3-year delivery plan, as recommended by the CNPA/CNC's Strategic Partner.

The intention was to provide a summary of progress made, to facilitate an understanding of the target state, the extent of the work required to reach that state, the resourcing risks, and the proposed timeframe for delivery.

Members were invited to:

- Note the current maturity assessment and target state (Appendix 1); and
- Note the high-level timetable for delivery of prioritised actions leading to improved NIST scores (Appendix 2).

██████████ introduced the report and advised that on 28 July 2021, he had seen the draft Cyber Strategy and 3-year delivery plan, which was split into two documents, a delivery plan and also a front-facing document, which he hoped to bring to the Executive and the September 2021 CNPA Board meeting.

The Chair opened the item up for comments and questions.

██████████ commented that the Cyber Security paper was a model report in that it was very clear, precise, simple to understand and it had an associated strategy and plan.

The Chair asked if it was being suggested that the CNPA/CNC should combine its SOC with for example, the Nuclear Decommissioning Agency's SOC or any SOC that BEIS might have. ██████████ suggested in the negative at the current time, although this might change in the future. At this juncture, ██████████ thanked ██████████ for setting-up a very useful session between CNC colleagues and Magnox's Chief Information Security Officer (CISO) and the NDA's CISO, which had been most informative. ██████████ suggested that the direction of travel was such that there was going to be a BEIS cyber strategy. He also thought it was on only a matter of time before the Constabulary started to practically think about how it delivered its own SOC requirements. ██████████ observed that ██████████ was quite right in thinking that there might be push for a central SOC, but it would not appear to be happening at present. An NDA SOC was being discussed, rather than SOC's for the Site Licence Companies. She complimented ██████████ on the Cyber Security paper, which set out the huge amount of work that was to be conducted. She noted that in the meeting with ██████████ colleagues, it was event that they had a grasp of that and that they were now progressing in the right direction.

██████████ queried the level of ambition in relation to the NIST scoring and whether that ambition was limiting the Constabulary. She also asked regarding the Information Technology Digital Strategy that should sit alongside the Cyber Strategy. ██████████ advised that the Constabulary's ambition in relation to the NIST scoring had been discussed at length with ██████████ and it was believed to be the right ambition for the Constabulary at the present time, without requesting for considerably more resources. In the context of the current resources and capabilities, the Constabularies ambition was believed to be achievable. An increase in ambition would require further resources and ██████████ opined that the Constabulary was not in the position to make that requirement at the current time. He advised that the Constabulary was about to engage with ██████████ for assistance to help shape the Information Technology Digital Strategy. ██████████ highlighted that in the meantime, there was a need to keep the associated level of risk high on risk registers and agendas and a need to ensure that the CNPA Board understood its current appetite for cyber risk, even if it meant that at some point additional resources were required. ██████████ indicated that she would arrange another meeting with ██████████ team, to continue discussions. She also advised that there had been an offer to bring the team closer to the NDA cyber meetings, so learning could be shared with the Constabulary. ██████████ thanked ██████████ for her assistance and reiterated that his

team had found the meeting with the Magnox and NDA CISOs most helpful.

commented that the Scottish Environmental Protection Agency had experienced a cyber security incident in Christmas 2020 and he asked to arrange for checks to be carried out to ensure that the Constabulary was not carrying the same risk.

**ACTION PAB290721-06:** to arrange for checks to be carried out to ensure that the Constabulary was not carrying the same risk as the Scottish Environmental Protection Agency, when it experienced a cyber security incident in Christmas 2020.

asked how the Constabulary linked into the national policing SOC, to pick up on police-specific risks (as opposed to sector-specific risks), as the Constabulary would not wish to be in a position in which it was effectively paying for a service twice.

**ACTION PAB290721-07:** to arrange for consideration to be given to how the Constabulary linked into the national policing Security Operating Centre (SOC), to pick up on police-specific risks (as opposed to sector-specific risks), as the Constabulary would not wish to be in a position in which it was effectively paying for a service twice.

No further comments and questions were put forward.

#### DECISION:

- (i) Members NOTED the current Cyber Security Maturity Assessment and target state (PAB(21)R64, Appendix 1); and
- (ii) Members NOTED the high-level timetable for delivery of prioritised actions leading to improved National Institute of Standards and Technology (NIST) scores (Appendix 2).

## 9. STANDING ITEMS

### 9.1 HEALTH, SAFETY AND ENVIRONMENT REPORT

Document Reference: PAB(21)R65

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

introduced the report and the Chair opened the item up for comments and questions.

observed that there appeared to be at least a couple of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) events per quarter and she would like to know cause details, as a similar level of incidents across the Site Licence Companies would require significant challenge in terms of what was driving the figures. She also indicated that she would also like to discuss the radiological/dose data.

**ACTION PAB290721-08:** to arrange a meeting with to discuss the Health, Safety and Environment Report data, with particular reference to Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) events and radiological/dose data.

The Chair highlighted the impact of the Constabulary's dynamic, realistic training on its accident figures. confirmed that the majority of the injury accidents were caused by the kinetic nature of the Constabulary's training.

No further comments and questions were put forward.

#### DECISION:

- (i) Members NOTED the Health, Safety and Environment Report.



## 9.2 ENVIRONMENTAL AND SUSTAINABILITY REPORT

Document Reference PAB(21)R66

The purpose of this paper was to provide an annual report on Constabulary's carbon consumption and the use of other resources, as a benchmark for the achievement of further improvements through the CNC Sustainability Strategic Plan.

Members were invited to note the contents of the Environmental and Sustainability Report, and to accept the proposal that this format be replicated as an annual report of sustainability performance.

introduced the report. He highlighted that in addition to the CNPA/CNC's efforts towards "net zero", the organisation also contributed to the national strategic agenda by assisting to maintain public confidence in the security of the nuclear industry i.e. clean energy. He therefore suggested that the CNPA/CNC should continue to recognise its position as a national "net zero" contributor. further advised that the CNC's Sustainability Strategic Plan complemented the BEIS 4-Year Sustainability Strategy.

The Chair requested an offline discussion with regarding the Environmental and Sustainability Report and the CNPA/CNC's associated activity. requested to join these discussions as she had a query regarding the targets. She felt there was a challenge for the Site Licence Companies, in that the report referred to limitations to the CNPA/CNC's ability to record data, as many of its operating locations and services were shared. suggested the need to approach the Site Licence Companies to ask if it was possible to provide the facilities to allow the CNPA/CNC to set objective targets for resource usage.

advised that the Site Licence Companies had local sustainability plans. She also reiterated that it would be beneficial to organise conversations between the Constabulary and the Site Licence Companies on sustainability in respect of buildings occupied by the Constabulary and run by the Site Licence Companies.

**ACTION PAB290721-09:** to arrange a meeting with the Chair and to discuss the Environmental and Sustainability Report and the CNPA/CNC's associated activity.

The Chair observed need to establish the current sustainability position. pointed out that it was a particularly difficult year to set a baseline. For example, travel had been reduced in view of the Covid situation, but the associated data was likely to look worse as there was a return towards the pre-pandemic situation.

The Chair opened the item up for further comments and questions. commented that the Environmental and Sustainability Report represented a very helpful starting point. She suggested consideration of the possible inclusion of a sustainability and environmental impact assessment in respect of future projects.

**ACTION PAB290721-10:** to consider the possible inclusion of a sustainability and environmental impact assessment in respect of future projects.

No further comments and questions were raised.

### DECISION:

- (i) Members NOTED the Environmental and Sustainability Report and ACCEPTED the proposal that this format be replicated as an annual report of sustainability performance.

## 9.3 BALANCED SCORECARD PERFORMANCE REPORT

Document Reference: PAB(21)R68

This report had been submitted to provide information and explanation for the corporate Balanced Scorecard for Performance and it invited discussion and comments on any areas of underperformance.

- (i) consider this report and particularly the Balanced Scorecard (Appendix A);
- (ii) 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
- (iii) note that the Scorecard would continue to be refined in terms of content and presentation as other metrics become available.

No comments and questions were put forward.

- (i) Members CONSIDERED the Balanced Scorecard Report (Document Reference PAB(21)R68) and particularly the Balanced Scorecard (Appendix A).
- (ii) Members CONSIDERED the reporting by exception in Section 3.4, which identified where performance did not meet the expected target or was showing significant negative trends.
- (iii) Members NOTED that the Scorecard would continue to be refined in terms of content and presentation as other metrics become available.

## Document Reference: PAB(21)R69

The purpose of this report was to provide an update to the CNPA Board of the assurances regarding Strategic, Goal and the Armed Policing Strategic Threat Risk Assessment (APSTRA) risks 17 May 2021 to 17 June 2021.

- (i) note risk management arrangements including the closure of Strategic Risk SR5 relating to BREXIT (Section 3.1);
- (ii) note the status of risks shown in Appendix A (strategic and goal risks) and Appendix B (APSTRA risks), including additional narrative on those controls identified with limited assurance or overdue actions, which evidenced that the four risks shown as having limited assurance were being effectively monitored (Section 3.3); and
- (iii) note the draft Opportunity Register under development (Appendix C).

The Chair queried whether there were stockpiles that needed to be used as BREXIT-related delays had not materialised. [REDACTED] advised that additional levels of uniform stocks would be phased into the Constabulary's recruitment programme. He explained that the uniform stocks were held by Cooneen rather than the Constabulary and the Constabulary would not normally pay for the items until the individual items were released to officers. The Chair then asked regarding ammunition levels. [REDACTED] advised that the Constabulary had checked that its ammunition procurement pipeline was clear. There had not been a significant stockpiling of ammunition and the Constabulary now had an Ammunition Governance Group, which ensured the effective utilisation of these assets. She advised that the Constabulary now had no more than normal levels of ammunition.

[illegible]

No further comments and questions were put forward.

#### **DECISION:**

- (i) Members NOTED the risk management arrangements in the Strategic Risk Report (PAB(21)R69) including the closure of Strategic Risk SR5 relating to BREXIT (Section 3.1).
- (ii) Members NOTED the status of risks shown in Appendix A (strategic and goal risks) and Appendix B (Armed Policing Strategic Threat Risk Assessment risks), including additional narrative on those controls identified with limited assurance or overdue actions, which evidenced that the four risks shown as having limited assurance were being effectively monitored (Section 3.3).
- (iii) Members NOTED the draft Opportunity Register under development (Appendix C).

## **10. ITEMS FOR READING**

### **10.1 AUDIT, RISK AND FINANCE COMMITTEE (ARFC)**

#### **10.1.1 CHAIR'S REPORT OF ARFC ANNUAL REPORT AND ACCOUNTS (ARA) SCRUTINY PANEL MEETING HELD ON 30 JUNE 2021**

Document Reference: PAB(21)R70

#### **10.1.2 DRAFT MINUTES OF ARFC ANNUAL REPORT AND ACCOUNTS (ARA) SCRUTINY PANEL MEETING HELD ON 30 JUNE 2021**

Document Reference: PAB(21)R71

#### **10.1.3 GOVS 013 – COUNTER FRAUD – SELF-ASSESSMENT**

Document Reference: PAB(21)R72

The ARFC Chair's Report had been submitted to provide a summary of the ARFC ARA Scrutiny Panel meeting held on 30 June 2021, together with a copy of the draft minutes and the Government Functional Standard 013 – Counter Fraud self-assessment.

The Chair asked (the ARFC Chair) whether there were any items that she wished to raise in relation to the meeting on 30 June 2021. apologised for omitting to advise that although the meeting had been primarily for the scrutiny of the ARA, the Government Functional Standard 013 – Counter Fraud self-assessment had also been discussed and was viewed as a positive step forward.

The Chair took this opportunity to thank for continuing to support the organisation by chairing the ARFC, he then opened the item up for comments and questions.

No questions or comments were raised by the other CNPA Board Members.

## **10.2 PEOPLE COMMITTEE**

### **10.2.1 CHAIR'S REPORT OF PEOPLE COMMITTEE MEETING HELD ON 7 JULY 2021**

Document Reference: PAB(21)R73

### **10.2.2 DRAFT MINUTES OF PEOPLE COMMITTEE MEETING HELD ON 7 JULY 2021**

Document Reference: PAB(21)R74

The People Committee Chair's Report of the People Committee meeting held on 7 July 2021 had been submitted together with a copy of the associated draft minutes, to highlight the issues and pertinent points raised.

The Chair asked [REDACTED] (the Chair of the People Committee) whether there were any items that she wished to bring to the attention of Members. She advised that in addition to the item on Police Staff Pay and Grading, it had been evident in the People Committee meeting discussions that the New Ways of Working involved strategic work. The People Committee had therefore asked for the New Ways of Working paper to be brought back to People Committee meeting in September 2021, to provide an overview of how the New Ways of Working would underpin different areas of the Constabulary's business, particularly in relation to people. Neelam Sarkaria also highlighted that considerable work had been conducted in the "people" field in the last twelve months and focussed discussions had indicated that the People Committee was moving in the right direction. [REDACTED] concurred that the People Committee was moving in the right direction and that it had evolved over time.

No further questions or comments were raised.

## **10.3 DRAFT CNPA ANNUAL REPORT AND ACCOUNTS 2020-21 [REDACTED]**

Document Reference: PAB(21)75

[REDACTED] advised that the draft CNPA Annual Report and Accounts 2020-21 (ARA) had been submitted in order to provide Members with adequate time to read the document, as there was currently scheduled to be only 24 hrs (approx.) between the ARFC sign-off of the ARA on 31 August 2021 and the final sign-off by CNPA Members. He confirmed that the draft ARA had been discussed by the ARFC, but he would welcome any further feedback. The Chair reiterated [REDACTED] comment that additional feedback would be welcome.

No further questions or comments were raised.

## **10.4 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) ACTION PLAN [REDACTED]**

Document Reference: PAB(21)R76

The HMICFRS Action Plan had been produced to outline progress against the recommendations in the HMICFRS inspection report on the Constabulary, that was published in April 2021.

The Chair asked if there were any comments or questions on the HMICFRS Action Plan, but none were raised.

## **10.5 CNPA BOARD DECISION LOG**

Document Reference: PAB(21)R77

The Chair asked if there were any comments or questions on the CNPA Board Decision Log, but none were raised.

## **ANY OTHER BUSINESS**

11.

The Chair asked if there were any other items of business that anyone wished to bring forward to the meeting, but none were raised.

## 11.1 SEPTEMBER 2021 CNPA BOARD MEETING ARRANGEMENTS (Chair)

Document Reference N/A

For the consideration of Members, the Chair advised that the CNPA Board Meeting on 29 September 2021 was scheduled to take place in conjunction with a site visit to [REDACTED], for those Members who were able to attend in person. [REDACTED] had kindly offered to arrange for a presentation of the [REDACTED] and there would also be an informal Board dinner.

## 11.2 CNPA BOARD SELF-ASSESSMENT (Chair)

Document Reference: N/A

The Chair highlighted that the meeting had involved interesting debate and it had been the first time that new Members had attended a CNPA Members Only Session before the CNPA Board meeting. He asked if everyone was content that they had had an opportunity to speak at the meeting. He also highlighted that some of the CNPA Board papers were not as good as some Members would have liked, but they were informative and had covered the main issues. He asked if there were any additional comments on the meeting.

[REDACTED] highlighted that she thought it had been an effective CNPA Board meeting. She had liked the fact that the papers had been taken as read with brief summaries, before moving straight to questions. She opined that this method was more helpful in terms of maximising understanding and advice on the items. [REDACTED] additionally advised that she welcomed the CNPA Board Members Only Session, which had involved valuable conversation.

The Chair informed Members that he had been in contact with [REDACTED] and [REDACTED], with a view to ensuring that CNPA Board information was covered in the report cover papers, with details in the attachments. He also highlighted that the CNPA Board was charged with ensuring that the details of papers and Outline and (more importantly) Full Business Cases did not hide the important issues, as BEIS would quite rightly hold the CNPA Board to account for approving Business Cases going forward.

[REDACTED] indicated that he thought that the meeting had been much better and that the useful conversation in the CNPA Board Members Only Session had been most welcome.

The Chair thanked everyone for attending the meeting and advised that the next meeting date was 29 September 2021 at 10.00 hrs.

**Meeting concluded at approximately 12.50 hrs.**

<b>Distribution:</b> CNPA Board Members, CNC Executive
<b>Next Meeting Date:</b> 29 September 2021 CNPA Board Meeting at 10.00 hrs