

**Minutes of Meeting:**

<b>Title of Meeting</b>	Civil Nuclear Police Authority Board Meeting	<b>Date(s) Meeting Held &amp; Venue</b>	31 March 2021 Skype teleconference
<b>Meeting Called By</b>	Vic Emery, Chair	<b>Start Time</b>	10.45 hrs
<b>Reference Meeting No.</b>	CNPA 20210331	<b>End Time</b>	15.00 hrs

**MEMBERS:**

Vic Emery	Chair, CNPA	
Mike Calloway	Industry Representative Member, NDA	
Jerry Haller	Industry Member, EDF	
Sir Craig Mackey	Independent Member	
Neelam Sarkaria	Independent Member	
Sue Scane	Independent Member	
Pamela Duerden	Industry Representative Member, NDA	

**In ATTENDANCE:**

CC Simon Chesterman	Chief Constable/Chief Executive	
DCC Chris Armitt	DCC / Capability Director	
ACC Louise Harrison	ACC / Operations Director	
Richard Cawdron	Director of Governance, Compliance and Legal Services	
Richard Saunders	Director of People & Organisational Development	
	Chief Superintendent, BPSS Lead	
	Project Portfolio Lead	
	Head of Engagement and Comms	
	Head of Finance & Business Efficiency	
	Head of Governance & Assurance	
	Head of Risk & Insurance	
	Chief of Staff, Executive Office	
	Board & Committee Manager	
	Strategy & Assurance Manager	
	Board & Committee Secretary	

**APOLOGIES from attendee(s):**

Mark Neate	Industry Representative Member, Sellafield	
Mark Rouse	Industry Representative Member, DSRL	
Patsy Northern	Director of Corporate Services	

**1. CNPA MEMBERS' ONLY SESSION**

CNPA Members' Only Sessions had been held on 30 March 2021 and on 31 March 2021 (immediately prior to the CNPA Board Meeting). Those meetings are not minuted.

**1.1 WELCOME & CHAIR'S UPDATE**

On the meeting agenda, it had been advised that unless there was an objection, the meeting would be recorded to assist with the writing of the meeting minutes and that the recording would be deleted once the minutes had been created. No objections to recording the meeting were raised.

The Chair welcomed everyone to the meeting including [REDACTED], who was attending the meeting as an observer, [REDACTED]  
[REDACTED]

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

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

[REDACTED]  
[REDACTED]  
[REDACTED]

### 1.2 APOLOGIES

Apologies for absence had been submitted by Mark Rouse, Rebecca Weston and Pasty Northern.

### 1.3 CONFLICTS OF INTEREST

No conflicts of interest were declared.

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

Document Reference: Not applicable.

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

[REDACTED]  
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[REDACTED]  
[REDACTED]

## 2. APPROVAL OF MINUTES OF MEETING HELD 27 JANUARY 2021 [REDACTED]

Document Reference: PAB(21)R18a

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting held on 27 January 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 27 January 2021 were APPROVED as an accurate record of the meeting.

[REDACTED] *joined the meeting]*

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

Document Reference: PAB(21)R18b

The Chair asked Members if they were content for “Proposed Complete” actions to be closed. Members responded in the affirmative.

The Chair highlighted that there were a number of outstanding actions. As the topics were also the subject of the CNPA Board meeting agenda items, he proposed moving directly to the agenda items unless Members preferred otherwise. Members concurred with the Chair’s proposal.

No further comments or questions were put forward.

#### DECISION:

- (i) Members APPROVED the closure of the actions that had been logged in the CNPA Rolling Action Log as ‘Proposed Complete’.
- (ii) Members CONCURRED with the Chair’s proposal to move directly to the meeting agenda items, that included the outstanding action topics.

### 4. CHIEF CONSTABLE/CHIEF EXECUTIVE’S REPORT [REDACTED])

Document Reference: PAB(21)R18c

*[The Chief Constable/Chief Executive’s Report was discussed after agenda item 5.1.3. Finance Manual.]*

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 28 January 2021.

CC Simon Chesterman updated highlights from the report, and the Chair opened the item up for comments and questions.

[REDACTED] commented that it was reassuring to hear that the draft report from HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) had been positive with just seven recommendations. She commended the CNC for this result, particularly as it was achieved whilst also working through the impact of Covid-19. She looked forward to seeing the associated action plan in due course. [REDACTED]

[REDACTED] concurred with [REDACTED] comments, as did also [REDACTED], who further congratulated the Constabulary on its report from the HMICFRS. [REDACTED] echoed these views and [REDACTED]

[REDACTED] also concurred with previous comments and asked for clarification regarding the submission of the HMICFRS report to the CNPA and BEIS. [REDACTED] confirmed that the report would be submitted to the CNPA and BEIS before it was finalised.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

No further comments and questions were put forward.

**DECISION:**  
Members NOTED the Chief Constable/Chief Executive’s Report.

5. *[Item 5.2.1, the Capital Expenditure bid was then discussed.]*

**5.1 ITEMS FOR DECISION**

[REDACTED]

[REDACTED]

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*[There was a five-minute break in proceedings.]*

#### **TERMS OF REFERENCE REVIEW** [REDACTED]

Document Reference: PAB(21)R23

### **5.3**

The purpose of this paper was to consider the annual review of the CNPA Terms of Reference (ToR) for the CNPA Board Meeting, the ARFC, the People Committee and the Senior Appointments Committee, to satisfy the practice of good governance, as well as the expectations and requirements laid out in the BEIS/CNPA Framework.

[REDACTED] introduced the report. She advised that no changes were proposed to the CNPA Board ToR. There were some minor suggested amendments to the ARFC ToR and the People Committee ToR. Both Committees and Chairs had been through the respective ToRs in detail and had approved them for recommendation to the CNPA Board.

The Chair opened the item up for questions and comments.

[REDACTED] (Chair of the ARFC) confirmed that the ARFC ToR had been discussed at the February 2021 ARFC meeting and that there were not any items of significance in the proposed ARFC ToR changes. She had been pleased to see that the ARFC had been satisfying the ARFC ToR criteria.

[REDACTED] (Chair of the People Committee) observed that the ToR Review was a helpful paper that provided evidence of the work of the CNPA and Executive and how well that work was conducted. She confirmed that the People Committee ToR had been discussed at the January 2021 People Committee meeting and she observed that the ToR Review was a timely and healthy process.

[REDACTED] had no comments. [REDACTED] advised that he was supportive of the ToR changes and that the Review represented a good piece of work. [REDACTED] concurred with [REDACTED] points and voiced that the review was evidence of good governance. He had appreciated the feedback on the work of the Committees and how their work could be improved.

No further comments and questions were put forward.

#### **DECISION:**

- (i) Members NOTED the Terms of Reference Review update.
- (ii) Members APPROVED the proposed Terms of Reference for the CNPA Board.
- (iii) Members APPROVED the proposed Terms of Reference for the ARFC.
- (iv) Members APPROVED the proposed Terms of Reference for the People Committee.

- (v) Members APPROVED the proposed Terms of Reference for the Senior Appointments Committee.

#### **GENDER PAY GAP REPORT FOR PUBLICATION [REDACTED]**

Document Reference: PAB(21)R24

#### **5.4**

The purpose of the Gender Pay Gap Report was to advise the CNPA Board of gender pay gap information relating to CNC's police staff (P1 - M3 grades), police officers (Federated and Superintending ranks) and Executive grades, based on actual pay figures as at 31 March 2020.

Approval was being sought from the CNPA Board, to publish the CNC gender pay gap information contained in this report on the CNPA web page (on the Gov.UK website) and the designated government website for Gender Pay Gap reporting. (Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, public authorities listed under Schedule 2, with 250 or more employees were required to publish Gender Pay Gap Information on an annual basis.)

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

[REDACTED] thanked [REDACTED] for this key piece of work. She observed that it was important for the CNPA/CNC to be open and transparent regarding the gender pay gap (and also the ethnicity pay gap). She also noted that the reason for the deterioration in the CNC's mean pay gap reflected the impact of one of a range of measures and variable retention payments, that had been introduced to enhance the CNC's ability to retain its armed officers, at a time when the level of uncertainty over the future of some specific CNC locations had been fuelling increasing rates of attrition. [REDACTED]

[REDACTED] advised that this change would make a minor difference to the figures, but not in the reporting period under discussion, which was up to 31 March 2020. [REDACTED] suggested that the figures be monitored.

[REDACTED] had no comments on the report. [REDACTED] observed that the pay gap reports were blunt tools, but they were important.

[REDACTED] noted that it was necessary to publish the gender pay gap report data no later than 5 October 2021 and she enquired whether it was possible to publish the report now, rather than wait until the autumn. [REDACTED] confirmed that if the CNPA Board approved the gender pay gap report, the intent was to publish the information. There was no need to delay publication.

[REDACTED] noted that the gender pay gap report stated that a "positive % indicates that men in the organisation receive a higher rate than women" and that a "negative % indicates that men in the organisation receive a lower rate than women". He wondered whether the alternative terminology could be used, rather than the words "positive" and "negative". [REDACTED] concurred that it was not the most appropriate way of displaying the data, but that that was the format in which the data was set out in the Government website, although it could be communicated organisationally in a different manner.

No further comments or questions were raised.

#### **DECISION:**

- (i) Members APPROVED the information contained in the Gender Pay Gap Report (Report reference PAB(21)R24) for publication on the designated Government website for Gender Pay Gap reporting.
- (ii) Members APPROVED the information contained in the Gender Pay Gap Report (Report reference PAB(21)R24) for publication on the CNPA web page (on the Gov.UK website), subject to the communication of the terms "positive %" and "negative %" in a different manner.

#### **ETHNICITY PAY GAP REPORT FOR PUBLICATION [REDACTED]**

Document Reference: PAB(21)R25

#### **5.5**

The purpose of the report was to advise the CNPA Board of ethnicity pay gap data in relation to the

CNC's police staff (P1-M3 grades), police officers (Federated and Superintending ranks) and the Executive grades, based on actual figures as at 31 March 2020.

Approval was also sought from the CNPA Board to publish the ethnicity pay gap information in advance of any statutory requirements and in line with best practice on the CNPA web page (on the Gov.UK website) and in the CNPA Annual Report and Accounts.

██████████ introduced the report. He advised that guidance had been received from Government that the term "BAME" should not be used in future and that "Ethnic Minorities" should be used to refer to all ethnic groups except for White, British, so the future report would be amended accordingly.

██████████ further advised that there had been some success in increasing the Constabulary's ethnic minority representation over the last two to three years in that there had been a movement from 1% of the total workforce to 3.08% of the total workforce as at 1 April 2020 (based on disclosed information).

The Chair opened the item up for questions and comments.

██████████ indicated that she was pleased to see that the CNPA/CNC had an ethnicity pay gap report, again from the openness and transparency perspective. Whilst recognising that the report was not currently mandated, she considered that it showed that the CNPA/CNC was forward-thinking organisation. She thanked ██████████ for arranging for the formulation of this report.

██████████ requested that the terms "positive %" and "negative %" in the Ethnicity Pay Gap Report, be communicated organisationally in a different manner.

**Action PAB310321-08:** ██████████ to ensure that the "positive %" and "negative %" terminology in the Gender Pay Gap Report and Ethnicity Pay Gap Report be communicated organisationally in a different manner.

██████████ commented that it was good to see that the CNPA/CNC was pro-active in this area.

██████████ was supportive of the report, whilst ██████████ observed that it was good that there had been an increase in the ethnic minority representation of the total workforce, albeit a small increase. She commented that it would be interesting to ascertain whether the CNPA/CNC's ethnic minority representations reflected those of the local communities in which the CNPA/CNC's sites were placed, bearing in mind that not all areas had an equal ethnicity split. She suggested that the CNPA/CNC should at least aim to reflect the ethnic minority representation in the local area in which its sites were placed. The Chair concurred and observed that an area could be dominated by certain characteristics, a departure from which could be challenging.

No further comments and questions were put forward.

#### **DECISION:**

Members APPROVED the publication of ethnicity pay gap information in advance of any statutory requirements and in line with best practice on the CNPA web page (on the Gov.UK website) and in the CNPA Annual Report and Accounts, subject to the organisational communication of the terms "positive %" and "negative %" in a different manner.

#### **PROCUREMENT/SALES CONTRACT REPORT ██████████)**

Document Reference: PAB(21)R26

#### **5.6**

In accordance with the Financial and Corporate Scheme of Delegation, this paper was submitted to provide an update on the contracts that had been authorised by the Accounting Officer on behalf of the CNPA since the last CNPA Board meeting. ██████████

██████████

██████████ introduced the report and the Chair opened the item up for questions and



comments.

No comments or questions were raised.

**DECISION:**

(i) Members NOTED the following contracts that had been authorised by the Accounting Officer:

- Wide Area Network: direct award to Vodafone through compliant framework (PAB(21)R26, Section 3.2 (i));
- Job evaluation services: direct award to Korn Ferry through compliant framework (Section 3.2 (ii));
- Insurance brokerage: direct award to Marsh through compliant framework (3.2 (iii));
- Contract for enhanced medical training: awarded through tender to Prometheus Ltd (3.2 (iv));
- BPSS Payroll and Data Specialist: direct award to Interquest Ltd through compliant framework (3.2 (v)); and
- RSM Internal Audit Extension: award via tender extension for two years accepted (3.2 (vi)).

(ii) Members ENDORSED:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

**CNPA AGREEMENT WITH THE POLICE INVESTIGATIONS REVIEW COMMISSIONER**

[REDACTED]

**5.7** Document Reference: PAB(21)R27

This report was submitted to seek the approval of an updated agreement with the Police Investigations Review Commissioner (PIRC), which was responsible for investigating deaths and serious injuries of members of the public following contact with Police Scotland.

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

[REDACTED] observed that an agreement was already in place with the Independent Office for Police Conduct (IOPC) in England and Wales and that the proposed agreement with the PIRC would place the Constabulary in a similar position in Scotland.

[REDACTED] asked if the proposed agreement had implications across the CNC's remit i.e. on and off the Constabulary's sites and [REDACTED] confirmed that this would be the case.

No further comments and questions were put forward.

**DECISION:**

Members APPROVED the updated agreement with the Police Investigations Review Commissioner as detailed in report PAB(21)R27.

## ITEMS FOR DISCUSSION

### 6. STAFF ENGAGEMENT SURVEY 2020/21: FINDINGS & ANALYSIS ( )

Document Reference: PAB(21)R28

#### 6.1

This report was submitted to set out the initial high-level analysis of the Staff Engagement Survey 2020/21 and drew on the impact of the Staff Engagement Working Groups (formed as a response to the 2019 survey through the development of corporate and local action plans to address the key findings). These groups and their proactive response following the 2019 survey had been instrumental in achieving the positive improvements in the results of the 2020/21 survey.

The CNPA Board was invited to:

- note the contents of this report and the improvements in staff engagement achieved; and
- consider the details of the Staff Engagement Survey report and identify any specific areas of focus for corporate or local action plans.

introduced the report.

The Chair observed that the Staff Engagement Survey 2020/21 was due to be submitted to the People Committee meeting on 14 April 2021. He considered that this was an appropriate course of action, particularly with a view to closing the 2019 Staff Engagement Survey action plan and discussing ways to encourage/facilitate better survey participation going forward. He nevertheless noted that overall, the Staff Engagement Survey 2020/21 had produced a good result. The Chair then opened the item up for comments and questions.

(Chair of the People Committee) highlighted that the Staff Engagement Survey 2020/21 had produced a good result, especially considering the Covid circumstances in which the Constabulary had been operating. There were of course areas for improvement, some of which were related to issues regarding job enrichment, training and leadership, that would be raised at the People Committee meetings. She highlighted that she had always been very keen to view the Staff Engagement Survey separately from the Investors in People plan and that the 2020/21 Survey had represented a snapshot of how personnel had felt during the Covid circumstances. thanked for the report and advised that it was very helpful at this moment in time.

The Chair asked if the 2020/21 Survey would assist in the focus of the People Strategy and associated action plans and concurred that this would be the case. The 2019 Survey had been taken into account in the drafting of the People Strategy and a number of the items that the Constabulary was seeking to develop, directly addressed some of these negative issues. Interestingly, the 2020/21 Survey had not brought any fundamentally different elements of feedback to light. There appeared to have been a continuation of some issues, with a general movement in the right direction. Clearly, more work was required in certain areas, some of which would have been worked on further, had it not been for the impact of the Covid pandemic.

The Chair asked if some of the work required could be incorporated in performance reviews and agreed. advised that the Performance Development Review (PDR) process had been updated and implemented for officers with effect from September 2020 and that work might need to embed further. He also highlighted that the Personal Career Development (PCD) process was under review via the Pay and Grading Review for Police Staff.

observed the improvements indicated by the Survey 2020/21 results. He also queried the reason for the 27.35% survey response rate by CNC officers and the 55.48% survey response rate by CNC police staff. advised that the overwhelming majority of police staff were working from home with individual, guaranteed access to a computer to complete the survey. This was not the case for most operational officers, who needed availability and accessibility to the computer system in order to complete the survey electronically and very often, would only be able to carry out the survey during a refreshment break, which was frequently also the time they used to undertake fitness training. The survey response rate from officers was disappointing, but perhaps not surprising.

advised that she had wondered whether carrying out another staff survey so quickly

after the Staff Engagement Survey of 2019 would lower the response rate, but she was of the opinion that if personnel were particularly unhappy, they would make this known again. She also highlighted the middle-management/leadership issues that had been identified in the report.

No further comments and questions were put forward.

The Chair thanked [REDACTED] for bringing the report to the attention of the CNPA Board.

#### **DECISION:**

- (i) Members NOTED the contents of the Staff Engagement Survey 2020/21: Findings and Analysis report and the improvements in staff engagement that had been achieved.
- (ii) Members CONSIDERED the details of the Staff Engagement Survey. No additional specific areas of focus for corporate or local action plans were identified.

*[Craig Mackey left the meeting.]*

#### **STANDING ITEMS**

### **7. 7.1 3-YEAR STRATEGY REFRESH AND ANNUAL POLICING PLAN 2021**

7.1 Document Reference: N/A

[REDACTED] advised that the 2020-2023 3-Year Strategic Plan had now been endorsed by the Secretary of State. [REDACTED] also highlighted that he was attending the CNPA Board meeting from Griffin Park, which was the best tactical training facility in Europe and one of the best in the world. He considered that opening Griffin Park had been a positive move in terms of the Strategy and way forward. He further advised that:

- Compelling business cases had been presented to BEIS in terms of service expansion/operational diversification;
  - The portfolio management structure was being created around [REDACTED], as the SRO;
  - The Constabulary was one of the leading forces in the country in terms of counter-drone activity and equipment was being trialled at present;
  - In the next 12 months, Griffin Park was likely to become the national centre of excellence for live fire firearms training and various organisations were visiting the premises;
  - The Constabulary's credibility was growing nationally; [REDACTED]
- [REDACTED]
- On a daily basis, [REDACTED] was being informed of ways in which the CNC's officers were not only protecting civil nuclear material, but also assisting to protect the local communities during Covid circumstances, which probably represented the biggest challenge the country had faced since World War II;
  - There had been a good HMICFRS audit result; and
  - A good Staff Engagement Survey result.

[REDACTED] was mindful that in examining accountability issues (which was right), it was possible to focus on negative matters. He nevertheless observed there were areas of the CNPA/CNC's work to be celebrated.

As far as challenges for the Constabulary were concerned with regard to the 3-Year Strategy, [REDACTED] referred to legislation issues, [REDACTED]. A service expansion working group had been set up with BEIS and the change in legislation was at the top of the agenda.

The way the Constabulary was funded also represented an additional challenge.

[REDACTED] informed Members that the Portfolio Management Structure was in

progress in terms of recruitment etc. The Constabulary was aware that it needed to improve its planning processes, but he opined that the CNC's governance and assurance was starting to work well. [REDACTED] further observed that the Constabulary continued in its core mission to protect civil nuclear material, which was the essence of the Strategy, and that it sought to ride out the fluctuations in demand from the nuclear industry, as economically and efficiently as possible. The 2020-23 Strategy, included the Annual Policing Plan, was in the process of being refreshed and would be brought to the CNPA Board for approval, although major changes were not anticipated. In summary, there were some challenges for the Constabulary, but there were a number of positive areas of work as well.

The Chair opened the item up for questions and comments.

[REDACTED] suggested that now the 2020-23 CNPA 3-Year Strategy had been published, it would be helpful if this could be published on the CNPA website as soon as possible.

**Action PAB310321-09:** [REDACTED] to ensure that the 2020-23 CNPA 3-Year Strategy is published on the CNPA website as soon as possible.

[REDACTED] remarked that new legislation was always a challenge, but it was good to hear that a working group would be observing associated progress.

[REDACTED]

The Chair remarked that the CNPA/CNC [REDACTED] [REDACTED] that some of the positive matters that had been mentioned needed to be reflected in the refresh of the 3-Year Strategy/Annual Policing Plan as funding was required for them. A structured plan for funding would be of significant assistance to the BEIS Sponsoring Department.

[REDACTED]

The Chair was pleased to hear of organisations visiting Griffin Park, but he asked if there was a danger in allowing other bodies to use the premises and possible challenge that the facility had been built exceeding CNC requirements. [REDACTED] advised that the Training Centre Manager had recently sent him a Griffin Park Optimisation Strategy, which had three distinct limbs. Firstly, that CNC training would always be put first. Secondly, if there was spare capacity, there would be a commercial focus on allowing other organisations to use the facilities, but at cost to them. Thirdly, a reaching out to the community was suggested, which would assist in the promotion of the CNC's reputation, recruitment etc. It was a very detailed document and at some point, could be presented to the CNPA Board. The Chair opined that he did not object to building community relations, but he asked if there was a charging structure for the use of different facilities at Griffin Park. [REDACTED] confirmed that use of the live fire areas would involve hire costs, as the CNC instructors would be the range safety officers. The Chair reiterated the necessity of a charging structure. [REDACTED]

**Action PAB310321-10:** [REDACTED] to ensure the establishment of a Griffin Park charging structure.

No further comments and questions were put forward.

#### DECISION:

Members NOTED the verbal update regarding the 3-Year Strategy and Annual Policing Plan.

#### 7.2 BALANCED SCORECARD PERFORMANCE REPORT ([REDACTED])

Document Reference: PAB(21)R29

## 7.2

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.

(The Scorecard was still evolving, but it was primarily designed to report on a suite of metrics to demonstrate performance of the CNC at a strategic level.)

██████████ outlined the report and the Chair opened the item up to Members for questions and comments.

██████████ observed that the Balanced Scorecard needed to be presented as an A3 document in the pack for readability, but that it was now a better “story-board” and he assumed that it would continue to evolve in time.

**Action PAB310321-11:** Board and Committee Secretariat to look into the presentation of the Balanced Scorecard within the CNPA Board pack as an A3 document.

With reference to financial challenges over coming years, ██████ asked if there were any Balanced Scorecard measures or metrics regarding improving productivity i.e. the Constabulary conducting its work more economically. ██████ commented that she was not aware of current Balanced Scorecard metrics regarding productivity, but that she would look for suitable metrics.

**Action PAB310321-12:** [REDACTED] to seek metrics to show improvements in productivity on the Balanced Scorecard i.e. metrics to show that the Constabulary was conducting its work more economically.

[illegible]

[REDACTED]

\_\_\_\_\_.

██████████ advised that she thought that the CNPA would want to look at performance trends in future, particularly in instances where there was a deterioration, so it could be ascertained whether there was a temporary problem or a more serious issue. ██████████ ██████████ confirmed that the Balanced Scorecard currently indicated the trends in performance since the previous meeting.

The Chair observed that graphs told a thousand words.

██████████ advised that the Balanced Scorecard was developing in the right direction and that an indication of emerging trends would be helpful to show where further action might be required.

**Action PAB310321-13:** With reference to the Balanced Scorecard, [REDACTED] to investigate the presentation of the time interval of trends, so when there was a deterioration, it could be ascertained whether there was a temporary problem or a more serious issue.

The Chair asked if there was a read-across between the Balanced Scorecard and the Risk Register. [REDACTED] advised that risks did not necessarily align with individual performance metrics, although the Strategic Goals and relevant risks were displayed at the top of the Balanced Scorecard. She highlighted that when she was aware of an area of poor performance, she looked at the significant risks in that area. There was an evolving process to join planning, performance and risk and the Balanced Scorecard represented the first stage of the embedding of the relatively new Planning, Performance and Risk Framework. Development that she had undertaken in respect of the Risk Register represented further movement in the joining up of planning, performance and risk. The current situation was not perfect, but there was movement in the right direction.

No further comments and questions were put forward.

#### **DECISION:**

- (i) Members CONSIDERED the Balanced Scorecard Performance Report (Document Reference PAB(21)R29), particularly the Balanced Scorecard supplied as Appendix A.
- (ii) Members NOTED that this report included two additional metrics (Section 3.4) relating to:
  - [REDACTED]
  - [REDACTED].
- (iii) Members CONSIDERED the reporting by exception in Section 3.5, which identified where performance did not meet the expected target or was showing significant negative trends.
- (iv) Members NOTED that the Balanced Scorecard would continue to be refined in terms of content and presentation as other metrics become available.

*[The Finance Report standing item had been discussed under Item 5.1 above.]*

### **7.3 STRATEGIC RISK REPORT [REDACTED]**

**Document Reference:** PAB(21)R30

#### **7.3**

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, to allow senior management oversight of the strategic and important mission-supporting risks.

The CNPA Board was invited to note:

- the update to risk management arrangements, including the launch of a dedicated intranet page with useful guidance (Section 3.1)
- the inclusion of additional information in relation to risk score changes and the risk appetite following a request by the CNPA (Section 3.2)
- 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. This narrative provided further evidence that the three controls shown with limited assurance were being effectively monitored (Section 3.3)
- links between the APSTRA risks and Goal Risk GR1.1 and Strategic Goal 1 as shown in Appendix C, in response to the Chief's Management Group action 20210118-CMG-012 (Section 3.4).

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

[REDACTED] confirmed that there had been work at the ARFC level, regarding changing and updating the Strategic Risk Report and reviewing those changes. Additional risk details were seen at the ARFC level, but she was content that the CNPA Board Strategic Risk Report was developing into a useful tool to highlight key matters.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] informed Members that she assisted the risk control owners in monitoring their risks, and scrutinised/challenged risk data, including the risk scoring at meetings, for example, the Firearms Standing Committee.

[REDACTED] advised that in addition to the tactical-level assurance outlined by [REDACTED], there was a corporate-level assurance framework that was currently being drawn-up, which would be underpinned by a review by the internal auditors (RSM), that would look at assurance mapping. Assurance would then become a “vertical” and “horizontal” activity across the whole organisation. The corporate ownership of assurance as in the first, second and third lines of defence, was owned by her and [REDACTED], but there would be responsibilities from CNPA Board level, through the Executive and into middle-management and downwards. The idea being that in the event of challenge, it would be possible to report that assurance had been undertaken at these different levels. The assurance framework was scheduled to be tabled at the April 2021 ARFC meeting, together with the RSM assurance mapping work. [REDACTED] advised that this information was helpful.

[REDACTED] highlighted that it was good see the Strategic Risks and where they sat in relation to the corporate risk appetite. He raised that there were a number of risk comments that had been written in the first person and he queried who these comments had been written by. [REDACTED] confirmed that the risk comments were almost always written by the risk owner. She also advised that the writing of the risk comments in the first person represented a risk training issue and that some of the risk owners were not necessarily aware that the details that they wrote would automatically appear in the Strategic Risk Report. She was in the process of working through the report details to ensure that information was being submitted in a suitable format.

[REDACTED] asked what form of Risk Report was submitted to BEIS and [REDACTED] confirmed that the Strategic Risk Report was submitted to BEIS. [REDACTED] further enquired as to the CNPA/CNC’s risk scoring in the context of BEIS’ consolidated risk profile. [REDACTED] advised that the CNPA/CNC had aligned its risk scoring to the way in which BEIS scored its risks. The terminology used by BEIS was not always exactly the same, but BEIS used a five by five matrix as did the CNPA/CNC. The CNPA/CNC’s scores correlated to the BEIS scores for the same categories in terms of impact and likelihood. She was not aware how the CNPA/CNC’s risk information was used by BEIS. Her involvement in the situation to date had related to the provision of the required information via BEIS’ online reporting platform, following sign-off of the Strategic Risk Report by [REDACTED].

**DECISION:**

- update to risk management arrangements, including the launch of a dedicated intranet page with useful guidance (Report PAB(21)R30, Section 3.1)
- the inclusion of additional information in relation to risk score changes and the risk appetite following a request by the CNPA (Section 3.2)
- 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. This narrative provided further evidence that the three controls shown with limited assurance were being effectively monitored (Section 3.3)
- links between the APSTRA risks and Goal Risk GR1.1 and Strategic Goal 1 as shown in Appendix C, in response the Chief's Management Group action 20210118-CMG-012 (Section 3.4).

## 7.4

The purpose of the Health and Safety Report was to illustrate how the Health and Safety Policy Statement of Intent objectives were being met.

The Chair observed that there were less stress-related injury reports in 2020/21 than in 2019/20, and that seven stress-related injury reports appeared to have been submitted in the first quarter of 2020/21, although the figure had dropped to three in the fourth quarter. He asked for details regarding the first quarter spikes in 2019/20 and 2020/21. [REDACTED] was not aware of a particular problem, although some of the 2020/21 stress-related injuries had been a direct result of the Covid pandemic. The Chair did not require further investigations on this subject.

██████████ observed that the it was a good Health and Safety Report and that it was good to see the progress that was being made.

**DECISION:**

## 7.5



25

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## 8. ITEMS FOR READING

### 8.1.1 AUDIT, RISK AND FINANCE COMMITTEE (ARFC) [REDACTED] CHAIR'S REPORT OF ARFC MEETING HELD ON 24 FEBRUARY 2021

Document Reference: PAB(21)R35

### 8.1.2 DRAFT MINUTES OF ARFC MEETING HELD ON 24 FEBRUARY 2021

Document Reference: PAB(21)R36

The ARFC Chair's Report had been submitted to provide a summary of the ARFC meeting held on 24 February 2021, together with a copy of the draft minutes.

The Chair asked [REDACTED] (the ARFC Chair) whether there were any items that she wished to raise in relation to the meeting on 24 February 2021. [REDACTED] advised that there had been a very full meeting that day, with healthy debate and that she had endeavoured to highlight key issues in her cover report.

The Chair thanked [REDACTED] for the cover report and the meeting minutes and indicated that he had found these documents very helpful. The Chair then asked the other Members whether they had any questions relating to the meeting of 24 February 2021.

No questions or comments were raised.

## CNPA BOARD DECISION LOG

Document Reference: PAB(21)R37

## 8.2

## ANY OTHER BUSINESS

## 9.

### MAY 2021 CNPA BOARD MEETING ARRANGEMENTS IN VIEW OF COVID-19 SITUATION

#### 9.1 (Chair) Document Reference N/A

The Chair advised that in view of the Covid-19 situation, it was anticipated that the May 2021 CNPA Board meeting would be held virtually.

## 9.2

### CNPA MEMBERS

The Chair took this opportunity to formally convey his sincere appreciation to [REDACTED] and [REDACTED] for their input as very active, pro-active CNPA Board Members, who would be missed. Both [REDACTED] and [REDACTED] had made their mark on the progress of the CNPA/CNC, which had not been insignificant over recent years. On behalf of the CNPA Board, the Chair wished them success going forward.

[REDACTED] had been unable to attend the CNPA Board meeting, but [REDACTED] thanked the Chair and advised that the last couple of years had been interesting and that he had really enjoyed working as a CNPA Member, which had provided him with different perspective on his work in the nuclear industry.

As mentioned at the commencement of the meeting, [REDACTED] and [REDACTED]

were/would be welcomed as new CNPA Board Members [from 25 March 2021 and 9 April 2021 respectively].

### **CNPA BOARD SELF-ASSESSMENT**

#### **9.3 (Chair) Document Reference: N/A**

The Chair asked Members if they all felt that they had been given appropriate opportunities to raise their comments and views, and that the meeting papers had provided the necessary information.

██████████ advised that the papers had been excellent, but she had struggled with using the new Egress system, due to logging out issues. ██████████ advised that she had e-mailed guidance to ██████████ for addressing this issue.

██████████ advised that she preferred having a pack containing all the meeting documentation, rather than having to work through individual reports that were not listed sequentially. She had also experienced connectivity issues.

██████████ considered that the meeting had been chaired well. The quality of the papers was good, although he suggested that the volume of paperwork be contained. Overall, he felt that it had been a good meeting.

██████████ advised that he had previously welcomed the consolidated pack of meeting documents. He also suggested more frequent or longer meeting breaks when there was such a substantial agenda. The Chair indicated that he took responsibility for the brevity of breaks.

The Chair thanked Members for their contributions to the meeting and he advised that he looked forward to ██████████ attendance as a CNPA Member at future CNPA Board meetings.

██████████ indicated that she was pleased to be joining the CNPA Board at what appeared to be an exciting time for the CNPA/CNC and she looked forward to working with the other Members.

**Meeting concluded at approximately 15.00 hrs.**

<b>Distribution:</b> CNPA Board Members, CNC Executive
<b>Next Meeting Date:</b> 26 May 2021 CNPA Board Meeting at 10.00am