

Minutes of Meeting:

APPROVED v2

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	26 May 2021 Skype teleconference
Meeting Called By	Vic Emery, Chair	Start Time	10.00 hrs
Reference Meeting No.	CNPA 20210526	End Time	14.10 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:		
CC Simon Chesterman	Chief Constable/Chief Executive	
ACC Louise Harrison	ACC / Operations Director	
Temp ACC Duncan Worsell	Temp ACC (Corporate Services)	
Richard Cawdron	Director of Governance, Compliance and Legal Services	
Richard Saunders	Director of People & Organisational Development	
	Chief Finance Officer	
	Head of Engagement and Comms	
	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):		
DCC Chris Armitt	DCC / Capability Director	

1. CNPA MEMBERS' ONLY SESSION

No CNPA Members' Only Session was held on this occasion.

2. 2.1 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 and advised that the March 2021 CNPA Board meeting had been scheduled to be [REDACTED] and [REDACTED] last CNPA Board meeting as CNPA Members. However, [REDACTED] had been unable to attend, so he was briefly joining the May 2021 CNPA Board meeting.

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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: Not applicable.

No comments were made on this occasion.

4. APPROVAL OF MINUTES OF MEETING HELD 31 MARCH 2021 [REDACTED]

Document Reference: PAB(21)R38

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting held on 31 March 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 31 March 2021 were APPROVED as an accurate record of the meeting.

5. REVIEW OF CNPA ROLLING ACTION LOG (Chair)

Document Reference: PAB(21)R39

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

No further comments on the “Proposed Closed” actions were raised.

The Chair observed that in relation to ongoing action **PAB310121-10**, an update on the Griffin Park charging structure was scheduled to be submitted to the July 2021 CNPA Board.

The Chair then highlighted action **PAB310321-12** regarding the Balanced Scorecard productivity metrics. Overall, he felt that the Balanced Scorecard had improved, although further refinement would be required in due course. [REDACTED] advised that the primary area of development still taking place was in relation to bringing in the project portfolio performance metrics to the Balanced Scorecard/. [REDACTED] advised that this work is ongoing but that the action could probably be closed. The Chair advised that he viewed the Balanced Scorecard as an indicator of the health of the overall organisation. He considered that the health of the business-as-usual organisation was well represented in the scorecard, but the CNPA Board was yet to see a scorecard of the project portfolio performance and the delivery progress supporting the 3-Year Strategy. [REDACTED] confirmed that additional metrics would continue to be developed as appropriate and she would also be content to close action **PAB310321-12**.

With reference to action **PAB270121-01**, [REDACTED] confirmed that the Collaboration Agreement with Police Scotland had been chased and that communications were ready to be issued once the Agreement had been signed by Police Scotland.

The Chair requested an update on on-going action **PAB251120-06** regarding the need to ensure that the Constabulary's Risk Register included the Constabulary's limited experience of building management in relation to Griffin Park. [REDACTED] explained that, as far as she was aware, when Griffin Park opened, there was concern whether a full risk assessment had been carried out to ascertain if the Constabulary had the qualifications/experience to manage this kind of building, or whether external assistance was required. [REDACTED] further advised that the Constabulary's insurers, RMP, provided the organisation with a number of consultancy days each year (as part of the Constabulary's insurance package), and they had offered to carry out an external risk assessment on this issue for the Constabulary from an insurer's perspective. An associated RMP visit had been planned, but it had not taken place due to the Covid pandemic/staff sickness. [REDACTED] advised that she could now confirm that the scope for this piece of work had been set out, in readiness for a site visit/risk assessment work, the date for which was yet to be confirmed. The Chair indicated that it would be helpful if the action could be closed by the July 2021 CNPA Board meeting and [REDACTED] indicated that she was hopeful that this would be the case.

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 APPROVED the closure of action PAB310321-12 – Balanced Scorecard – Productivity Metrics
- (iii) Members NOTED the written and verbal update on 'ongoing' actions.

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

Document Reference: PAB(21)R40

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 1 April 2021.

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

asked for the proposed date of the Ministerial visit to the Griffin Park Tactical Training Centre (which would represent the formal opening of the building) and confirmed that this was scheduled to take place on 10 June 2021.

raised the possible necessity of an Authority overview of opportunities, should a number of business opportunities occur. The Chair considered that this situation played into the 3-Year Strategy. He summarised by highlighting two points, firstly, the need to ensure that any business opportunities contributed to supporting the Constabulary's core mission and strategic direction and secondly, that the CNPA/CNC's core mission must not be put at risk. highlighted that [at the April 2021 ARFC meeting] a risk had been identified as an opportunity and that the establishment of an opportunities register had been suggested. confirmed that work on an opportunities register was ongoing.

commended the Constabulary for securing the Investors in People (IiP) accreditation, particularly against the backdrop of the current Covid pandemic.

She was also pleased to hear that Griffin Park was due to be formally opened. She considered that this should be

celebrated and that it would be timely and useful to maximise the occasion from a communications perspective.

ACTION PAB260521-02: [REDACTED] to consider maximising the formal opening of Griffin Park from a communications perspective.

[REDACTED]

The Chair queried the Constabulary's aspirations regarding liP.

[REDACTED] indicated that the Constabulary was grateful to receive liP accreditation, as a few years ago the organisation had been struggling with liP requirements. The current achievement of the basic liP standard, the staff survey and the recent HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report had indicated that the Constabulary was making progress in the right direction.

[REDACTED] explained that liP had three levels above the standard achieved by the Constabulary. There was an assessment against the baseline standard, which was the starting point for liP accreditation. There were then liP silver, gold and platinum levels beyond that. At each level there were further degrees of assessment against indicators. The indicators effectively remained the same, but an increased level of activity/evidence was required to show the embedded nature of the standards.

[REDACTED] further highlighted that the Constabulary had been accredited against the new liP standard, which was considered to be more exacting than the original standard and this represented a significant step-change forward. A substantial amount of the work for that step-change had flowed from staff engagement activity. Work driven through the CNPA Strategy, the People Strategy and the action plans associated with the staff engagement work had generated significant organisational effort into some of the key areas that the Constabulary had been looking to improve.

[REDACTED] opined that the Constabulary was on the trajectory set out in its Strategic Plan and in his view, the liP standard should be used as a benchmarking exercise to monitor the Constabulary's progress. There were a number of key pieces of work in train at present, that the Constabulary needed to complete and embed, for example, the Police Staff Pay and Grading review, that would look at areas in the context of the reward and recognition elements of the liP standard. Similarly, the Leadership Development Programme was currently being implemented and as that also started to embed,

[REDACTED] also advised that he expected to see a significant rise in outcomes that would also play into liP accreditation going forward. Overall, he felt that once the critical pieces of work were more mature, the Constabulary should have the commitment to pursue liP, which would provide a benchmarking process against other organisations. It was not something to rush into, but certainly something that the Constabulary should plan to progress in the future.

The Chair asked if pursuing liP further would form part of the People Strategy underpinning the 3-Year Strategy. [REDACTED] confirmed that pursuing liP standards needed to be part of the People Strategy, as so doing, a benchmark would be provided against the 3-Year Strategy.

The Chair then queried the Constabulary's proposed New Ways of Working. He advised that most personnel he had spoken to had mentioned a hybrid model going forward, but he asked whether the Constabulary had developed a model to meet business requirements.

[REDACTED] advised that a survey had provided an indication of staff preferences. Direct role assessment work was currently in progress using best practice guidance/assessment tools, to look at the suitability for the business of those roles being optimally delivered either fully remotely, partially remotely or in the workplace. This work was due to be completed by the week of 17 June 2021, when there would then be an opportunity to collate and moderate outcomes via an Executive

Panel, that would provide the final position in terms of the organisational justification for those roles being operated remotely, via a hybrid method of working or 100% in the office.

No further comments and questions were put forward.

DECISION:

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

7. ITEMS FOR DECISION

7.1 CNPA THREE-YEAR STRATEGIC PLAN: 2021-24 REFRESH AND ANNUAL POLICING PLAN 2021/22

Document Reference: PAB(21)R41

The Chair highlighted that a CNPA Board Working Group session had taken place on 17 May 2021 regarding the CNPA Three-Year Strategic Plan: 2021-24 and the CNC Annual Policing Plan 2021/22 to allow the Authority to review and feed into the development of the strategy refresh.

The CNPA Three-Year Strategic Plan: 2021-24 Refresh V0.3 and CNC Annual Policing Plan 2021/22 had been submitted to this meeting for final review and approval. [REDACTED] apologised for the late submission of the papers but if Members required further time for the consideration of the documents, the decisions could be deferred and determined by email. Members advised they were content to proceed as they had reviewed the documents.

CNPA Three-Year Strategic Plan: 2021-24

[REDACTED] outlined the Strategic Plan refresh and changes as a result of the feedback received from Members on 17 May 2021 and the Chair opened the item up for comments and questions.

[REDACTED] indicated that they supported the approval of the CNPA Three-Year Strategic Plan: 2021-24 Refresh V0.3.

[REDACTED] was supportive of the document, although she wondered whether the Constabulary wished to consider switching Goal 3 - *Improve effectiveness and efficiency of our enabling services* - and Goal 4 - *Maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic*, as people were such a central part of the organisation. [REDACTED] was content to approve the Strategic Plan and pointed out that it was a "living document" and that there would be an opportunity to review and revisit it next year. She felt that it was now timely to publish the document.

[REDACTED] advised that he was happy to approve the Strategic Plan, although Goal 3 - *Improve effectiveness and efficiency of our enabling services* – felt weaker than the other Goals, perhaps in relation to the application/delivery of intent. The Chair responded that the efficiency of the organisation and more importantly, how that reflected back on the costs to the SLCs, was a valid point to pick up as the organisation moved forward. [REDACTED] noted and agreed with the Chair. [REDACTED] concurred that the Strategic Delivery Plan now needed to be progressed. She was also very pleased that diversity and inclusion comments had been incorporated in the document. [REDACTED] supported the approval of the Strategic Plan and indicated that she was content to accept the CNC response in relation to her suggestion at the Working Group meeting

regarding the tightening up of wording regarding the funding model.

No further comments and questions were put forward regarding the CNPA Three-Year Strategic Plan: 2021-24 Refresh V0.3.

CNC Annual Policing Plan 2021/22

██████████ outlined the CNC Annual Policing Plan 2021/22 that had been updated following the CNPA Board Working Group meeting on 17 May 2021. ██████████ highlighted that the Performance and Governance section had been moved to improve the flow of the document. She also advised that if the CNPA Board approved the document, the HMICFRS would be contacted to check that it was content for its recommendations regarding the CNC to be published, as it had informed the CNC on 25 May 2021, that it was not publishing the full report. If the HMICFRS was not content for the CNC to publish the recommendations, the CNC Annual Policing Plan 2021/22 would become an internal document and another edition, excluding those metrics would be produced for an external audience.

The Chair noted the CNC HMICFRS Critical Success Factors in the CNC Annual Policing Plan 2021/22. He highlighted that he was pleased to see some targets and performance indicators for monitoring purposes. He then opened the item up for comments and questions.

██████████ commented that the CNC Annual Policing Plan 2021/22 was a very good, usable document in simple language, that had been helpfully laid out.

There were no further comments or questions.

DECISION:

- (i) Members APPROVED the CNPA Three-Year Strategic Plan: 2021-24 Refresh V0.3 for formal presentation to the Secretary of State.
- (ii) Members APPROVED the CNC Annual Policing Plan 2021/22 for formal presentation to the Secretary of State, on the basis that if the HMICFRS was not content for its recommendations on the CNC to be published, a separate edition of the CNC Annual Policing Plan 2021/22 would be published, excluding these metrics, for an external audience.

██████████ advised that he was conscious that diversity, inclusion and belonging was significantly embedded in the People Strategy that was submitted to the CNPA Board in 2020. He offered to provide new CNPA Board members with an outline of this document, to assist in bringing them up-to-date with work that underpinned the CNPA Three-Year Strategic Plan: 2021-24.

ACTION PAB260521-04: ██████████ to ensure that copies of the Strategies underpinning the Three-Year Strategic Plan were circulated to new Board Members.

ACTION PAB260521-05: ██████████ to arrange a meeting with ██████████ to discuss the People Strategy.

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8.1 HMICFRS INSPECTION OF CNC 2020

This report was submitted to present the 2020 report of findings by HMICFRS regarding the CNC.

ACTION PAB260521-17: CNPA Board Secretariat to invite [REDACTED], HM Inspector of Constabulary and HM Inspector of Fire and Rescue Services to the July 2021 CNPA Board meeting to discuss the 2020 report of findings by HMICFRS regarding the CNC.

[illegible]

[REDACTED]

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██████████ noted that the HMICFRS report was positive and that the recommendations/areas of improvement had been picked up well, but he indicated that he would be interested to know if the report had raised any surprises for the CNC. ██████████ responded in the negative. A fairly detailed self-assessment had been undertaken prior to the HMICFRS inspection, so the Constabulary already had a good idea of its gaps and these had been pointed out to the HMICFRS in the spirit of transparency. She felt that it was fair to say that there were always a few comments from Constabulary personnel that were somewhat disappointing. ██████████

[illegible]

_____ had any additional questions on the HMICFRS report.

commented that the positive HMICFRS report had shown that the Constabulary had undertaken preparatory work in advance of the inspection and she congratulated the Constabulary on the result.

No further comments and questions were put forward.

DECISION:

- (i) Members NOTED the contents of the 2020 report of findings by HM Inspectorate of Constabulary,
- (ii) Fire and Rescue Services regarding the CNC.

9.

STANDING ITEMS

9.1 BALANCED SCORECARD PERFORMANCE REPORT)

Document Reference: PAB(21)R45

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 report invited Members to:

- consider this report and particularly the Balanced Scorecard at Appendix A that showed a range of strategic performance metrics;
- consider the reporting by exception which identified where performance did not meet the expected target or was showing significant negative trends [Section 3.3]
- note the proposed new metrics in relation to procurement (to support the demonstration of the business effectiveness goal) and to consider whether they were the appropriate metrics to report to the Chief's Management Group and the CNPA Board going forward. [Section 3.4]
- note that the Scorecard would continue to be refined in terms of content and presentation as other metrics become available.

outlined the report. The Chair opined that the Balanced Scorecard was a good document, whilst recognising that it would be the subject of fine adjustments going forward.

The Chair advised that he should like to know what work was undertaken by the Procurement Team and what the performance was. He stated he was aware that a procurement review was in progress but after receipt of this review and from a Balanced Scorecard perspective, he wished to ensure that performance at the Supply Chain/Procurement level was captured and monitored.

confirmed that the Balanced Scorecard already included details on the payment of suppliers. A means of tracking the timely procurement of items required by the Constabulary would need to be developed.

ACTION PAB260521-19: With reference to the Balanced Scorecard to investigate the incorporation of procurement performance metrics.

The Chair opened the item up for questions and comments.

highlighted that derogations had been reported to the ARFC for approximately a year and some proposals and changes to the report had been actioned. She advised that there had been concern regarding the amount of work derogated, although there had been an artificial inflation of the number of derogations due to the inclusion of items for which there was no choice of supplier, for example, for National Audit Office work. These items were now separately identified.

observed that many of the Balanced Scorecard key performance indicators were

very clear and that overall, the document was very good, but the challenges did not always stand out. The Chair considered that this was a good point and he asked [REDACTED] if deviations from the norm could be identified in the Balanced Scorecard covering report. [REDACTED] advised that these were flagged by exception as standard practice within report section 3.3, but there were none to draw to the attention of the CNPA Board on this occasion.

[REDACTED] highlighted that the capture of the trajectory of issues over time would be helpful, but she considered that the Balanced Scorecard was an excellent piece of work and easy to use. She thanked [REDACTED] for all her efforts in relation to the document.

ACTION PAB260521-20: [REDACTED] to investigate the capture of the trajectory of issues in the Balanced Scorecard.

[REDACTED] observed that in looking at the people section of the Balanced Scorecard, he did not see any worrying trends, but he asked if deployability, sickness and attrition were built into the forecasts and budgets. [REDACTED] advised that the Workforce Plan was assumption-based on establishment and strength numbers and that the impact in relation to sickness data etc. was all used to inform financial planning. [REDACTED] further informed Members that a piece of work had just been completed to help the Constabulary look at the calculation of overtime requirements in greater detail. The Constabulary was also looking to undertake work to establish more accurate forecast data from the Duty Planning Team. In summary, attrition etc. was built into the forecasts and budgets and the Constabulary was seeking to make improvements in this area.

[REDACTED] liked the Balanced Scorecard and he highlighted the need to revise it as matters progressed.

[REDACTED] felt that value for money, efficiency and cost reduction metrics were missing from the Balanced Scorecard, particularly regarding non-frontline services. He also asked if there was an ongoing programme of work “to simplify and take costs out” of the business.

[REDACTED] advised that work was on-going to develop those metrics. A business planning review process was underway and she hoped that metrics would flow from this, for example, with regard to how back office and support services could deliver a more efficient and effective use of their resources, particularly as there was likely to be a medium and long-term general public sector funding squeeze. [REDACTED] advised that efficiency and value-for-money issues were becoming increasingly important and it was only right that the Constabulary should measure progress against these. A good metric was the cost of deploying an Authorised Firearms Officer (AFO). This cost had been measured by the Constabulary in the past and benchmarking had been undertaken. More recent developments had nevertheless meant that the Constabulary now had a more expensive per unit (AFO) cost.

[REDACTED] was of the opinion that the Constabulary could set itself some targets with a view to reducing the per unit cost and that associated metrics could be incorporated in the Balanced Scorecard. The Chair highlighted that the review on procurement was looking at what and why items were being purchased by the Constabulary, the cost of processing orders etc., so the Constabulary could establish whether its procurement team was the right size for the business. [REDACTED] indicated that per unit (AFO) costs would be helpful, together with the ability to be able to see cost movements over time.

ACTION PAB260521-21: [REDACTED] [REDACTED] to incorporate value-for-money/efficiency and cost reduction metrics in the Balanced Scorecard, including metrics associated with the reduction of per unit (AFO) costs and cost movements over time.

[REDACTED] found the Balanced Scorecard very informative, but she highlighted that it would be of assistance if the Balanced Scorecard could incorporate workforce safety metrics, as safety affected resource deployability. [REDACTED] responded that a new Health and Safety Manager had been appointed and that he had discussed with her, the possibility of introducing International Organization for Standardization (ISO) certification within the next 12 to 18 months. The Health and Safety Manager had also advised that he would also like to adopt the Corrective and Preventative Actions (CAPA) system of reporting on corrective actions, preventative actions

and non-compliance. Discussions were currently on-going with the individual Constabulary units in this respect, but [REDACTED] anticipated the presentation of proposed future reporting metrics to the CNPA Board in due course. [REDACTED] advised she would be very interested to see the proposed details.

ACTION PAB260521-22: [REDACTED] to incorporate workforce safety metrics in the Balanced Scorecard.

No further comments and questions were put forward.

DECISION:

- (i) Members CONSIDERED the Balanced Scorecard Performance Report and particularly the Balanced Scorecard at Appendix A that showed a range of strategic performance metrics.
- (ii) Members CONSIDERED the reporting by exception, which identified where performance did not meet the expected target or was showing significant negative trends [*Report PAB(21)R45 Section 3.3*].
- (iii) Members NOTED the proposed new metrics in relation to procurement (to support the demonstration of the business effectiveness goal) and CONSIDERED the appropriateness of the metrics for reporting purposes to the Chief's Management Group and the CNPA Board going forward. [*Section 3.4*].
- (iv) Members NOTED that the Scorecard would continue to be refined in terms of content and presentation as other metrics become available.

9.2 PROJECT PORTFOLIO DELIVERY PROGRESS REPORT [REDACTED]

Document Reference: PAB(21)R46

The purpose of the report and its appendices was to provide a high-level update on the successes, opportunities, failures and threats to the project portfolio.

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

[REDACTED] and [REDACTED] were content with the report.

[REDACTED] wondered if there was anything that might have a potential impact on the Constabulary's ability to deliver its projects, particularly bearing in mind that the over-running of some projects had greater consequences than others. [REDACTED] indicated that the Constabulary's significant strategic issues were its ability to source capital and obtain clarity from Government as to how the Constabulary should progress some of these projects. For example, an Invitation to Tender had been issued in respect of Body-Worn Video, but the money for Body-Worn Video had not yet been received and the route to securing that funding remained unclear. [REDACTED]

[REDACTED] highlighted that Body-Worn Video held a considerable risk of failure for the Constabulary, but hopefully the associated funding would be a short-term issue.

[REDACTED] further advised that the Constabulary needed to be mature enough as an organisation to prioritise, to ensure that it was doing the right things at the right time. The Constabulary also needed to ensure that it was not working on too many projects and therefore conducting them badly. In summary, funding and prioritisation represented key issues for the Constabulary. [REDACTED] supported the points made by [REDACTED] and encouraged the flow of information on items that could not be delivered. [REDACTED] advised that the Constabulary owed the CNPA an "order of work" prioritisation list and this was work ongoing. An element of optimism and ambition was needed to lead the Constabulary forward, but the Executive needed to be very clear as to what work should be undertaken first.

The Chair advised that the CNPA needed to be able to look at "the Delivery Plan against the 3-Year Strategy, a Soft Report to show the high level status and appropriate underpinning performance metrics to support the Soft Report and the overall portfolio performance. Progress against the Annual Policing Plan should also be provided at the appropriate points. It was important the Board had visibility of progress regarding the delivery of the individual items and therefore the

Strategy could be monitored. [REDACTED] advised that he also would like to see a report containing this information and this was being worked on with the Strategic Partner. He was aware that he repeatedly said that the Constabulary was working on the provision of this report and he advised that the Constabulary would do its best to produce this for the CNPA as soon as possible. The Chair observed that considerable work needed to go into the delivery of the Strategy, as other work fed off these documents.

[REDACTED] advised that his area of interest was in respect of the foundations of project management and obtaining a level of assurance on the maturity of those arrangements. He highlighted that it sounded as though the Constabulary was maturing the supply and demand, the basic gated processes of project management, the skills and experience of the portfolio lead and the governance arrangement details. He was nevertheless unclear on exactly how mature the Constabulary was in these areas and he would appreciate a deep dive to establish the situation.

[REDACTED] advised that historically, assurance had been applied to a greater or lesser degree, probably depending on the project manager at that time. There had been a significant push in the past 18 months to establish a much more robust Assurance Framework. The Project Portfolio Lead was also in the process of formulating a more robust project assurance approach, which would be internal to the management of each project.

She further highlighted that from a corporate perspective, she was working on a broader piece of work to ensure that Gate Reviews were in place and adhered to and that they were meaningful processes. [REDACTED] further advised that the Gate Review process was beginning to mature. For example, there was a Gate Review Log and actions were subsequently followed up.

[REDACTED] commented that the development of the Portfolio Project Delivery aspects was still in its infancy, but support was being provided via a Strategic Partner work package and a lot of good work was being done. From about the beginning of July 2021 onwards, some of the output of that work should start to flow out regarding the project management, in terms of systems, processes, metrics and reporting. She opined that this would provide the CNPA with more assurance that there was a bandwidth of grip on project management from CNC Executive level through to project level. She further confirmed that there was significant management effort to ensure a more structured and transparent approach project management.

[REDACTED] indicated that this information was very reassuring. He advised that whilst there could be extensive discussion on individual projects, making sure that the project management foundations were maturing was the way to ensure that more work could be put through the system.

[REDACTED]

[REDACTED] asked if [REDACTED] departure (although not immediately imminent), would be used by [REDACTED] as an opportunity to review senior leadership within the Constabulary. She also suggested that it would be disappointing to lose the drive of a senior role in connection with the project portfolio. [REDACTED] responded that the Constabulary was very mindful of the situation. Work was being conducted in the background to review the Executive portfolios and he was confident that there would be no break in delivery. [REDACTED] reiterated her concern that programme and project management should have senior leadership drive going forward. [REDACTED] then confirmed that a plan was being worked on in terms of interim arrangements until such a time as there was a replacement [REDACTED].

[REDACTED] advised that he looked forward to seeing the development of project management maturity in due course.

[REDACTED] was pleased to hear that prioritisation was being progressed and she found the Project Portfolio Delivery Progress Report very helpful. She suggested that it might be of benefit for the report to include a list of projects in prioritisation order.

ACTION PAB260521-23: [REDACTED] to consider including a list of projects in prioritisation order in the Project Portfolio Delivery Progress Reports to the CNPA Board.

No further comments or questions were raised.

DECISION: Members NOTED the identified successes, opportunities, failures and threats to the project portfolio.

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

- [REDACTED]
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[REDACTED]

[illegible]

██████████

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- A horizontal bar chart titled 'U.S. should take action to address climate change' showing the percentage of respondents who believe the U.S. should take action to address climate change, broken down by age group. The y-axis lists four age groups: 18-29, 30-49, 50-69, and 70+. The x-axis represents the percentage, ranging from 0 to 100. The bars are colored in a light blue shade. The data shows that the majority of respondents in all age groups believe the U.S. should take action to address climate change, with the highest percentage in the 18-29 age group.
- | Age Group | Percentage |
|-----------|------------|
| 18-29 | 95% |
| 30-49 | 93% |
| 50-69 | 88% |
| 70+ | 85% |

Document Reference: PAB(21)R48

The CNPA Board was invited to:

- Note risk management arrangements (section 3.1 and 3.2);
- 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 provided further evidence that the two controls shown as having limited assurance were being effectively monitored (section 3.3); and to
- Note the reporting arrangements of strategic risks to BEIS as per Appendix A (section 3.5).

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

[REDACTED] had no comments or questions

on the Strategic Risk Report.

The Chair asked if the Strategic Risk Register could incorporate visual trend indicators. [REDACTED] clarified that trend details were displayed in Current Risk Score columns of the Strategic Risk Report appendices. The Chair then queried the Target Risk Score up arrow in relation to risk GR2.2 - *Unable to develop an appropriate integrated protection offering of armed and non-armed protection*. [REDACTED] explained that in this instance, the target score for the risk had been increased slightly. It was currently on the Risk Register as a risk that had been allocated a medium risk appetite, as it related to innovation and change rather than an issue requiring compliance with legislation. It represented an opportunity and would probably be transferred to the proposed Opportunities Register.

[REDACTED] observed that the Strategic Risk Report had been evolving and that she was pleased to see the reporting of the Strategic Risks to BEIS, as this represented a mechanism for highlighting CNPA/CNC project challenges to BEIS.

[REDACTED] mentioned that he did not have any comments on the report itself, but he noted that a huge amount of data was provided to CNPA Board Members and he struggled to see the bigger picture and patterns in these details. [REDACTED] advised that the goal and strategic risks were also displayed as part of the Balanced Scorecard, the formatting of which was going to be looked at, to make it easier to read. [REDACTED] reiterated that he was somewhat surprised at the amount of data supplied to him as a CNPA Board member. [REDACTED] confirmed that he had also felt the same i.e. that the overall volume of information was potentially obscuring or could obscure important issues. The Chair commented that the driver behind the Balanced Scorecard was to provide a concise snapshot of the health of the organisation but he would take onboard that feedback.

ACTION PAB260521-24: [REDACTED] to reflect on the comment that the overall volume of CNPA Board pack information was potentially obscuring or could obscure important issues.

No further comments and questions were put forward.

DECISION:

- (i) Members NOTED the risk management arrangements (PAB(21)R48 section 3.1 and 3.2);
- (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 provided further evidence that the two controls shown as having limited assurance, were being effectively monitored (section 3.3).
- (iii) Members NOTED the reporting arrangements of strategic risks to BEIS as per Appendix A (section 3.5).

9.5 SENIOR INFORMATION RISK OWNER'S UPDATE [REDACTED]

Document Reference: PAB(21)R49

This report was prepared to provide the CNPA Board with an overview of the CNC's compliance journey regarding Information Governance (IG) and Security, including Cyber Security, the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The intention was to inform Members of progress, to promote their understanding of the extent of the work outstanding, which included the development and embedding of an effective Information Governance Framework and

██████████ provided a brief against the paper. The Chair opened the item up for comments and questions.

██████████ advised that the NDA estate had just been through a very similar exercise and was measuring itself against the NIST criteria. Strategies, plans and objectives were being put in place, so there was a potential opportunity to work together with the CNC. She was sure that the NDA Group Central Cyber Team would be content to discuss the situation and ██████████ indicated that this would be very helpful. ██████████ and ██████████ would reach out in due course, to see if the CNC could learn lessons from the NDA. ██████████ also observed that a commonality of approach and standards was being driven by Government and that in one sense the CNC was in a strong position, as it had already assessed the situation and could see where its gaps were.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

██████████ commented that she was pleased to see that the Constabulary was being assessed against the NIST framework.

DECISION:

- (i) Members NOTED the Senior Information Risk Owner's Update on the work being carried out with the Strategic Partner with a view to developing a fully informed Security Operations Centre (SOC) requirement and a cyber security strategic document set including a fully timetabled directional plan.
- (ii) Members NOTED the changes to the Information Governance department and the incorporation of the Security and Cyber Security managers.

Document Reference: PAB(21)R50

The purpose of the Health and Safety 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.

████████████████████ and ██████████ had no comments on the report.

██████████ indicated that the Health and Safety Year End Report was good and that it was helpful to see where there had been reductions in figures.

██████████ noted the third quarter spike in facilities injury reports in 2020, that ██████████ had advised were in connection with infrastructure issues at Griffin Park and air conditioning. ██████████ probed as to whether the injuries related to legionnaires' disease. ██████████ advised that this was not the case. She had checked and had been reliably informed that the injury reports had not related to "injuries" as such, but personnel overheating etc. ██████████ queried whether there were therefore maintenance issues. ██████████ responded that Griffin Park was still a relatively new building and last year there had been issues with the air conditioning there and in Culham, but there was nothing of significance to report in this respect.

██████████ observed that the report detailed the number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents, but not the rates. She found the rates more helpful as they provided an indication per employee and over a period of time.

ACTION PAB260521-26: ██████████ to look into the possibility of providing RIDDOR incident rates per employee and over a period of time in the Health and Safety reports to the CNPA Board going forward.

██████████ noted that ██████████ had asked about the air conditioning issues, as she had been concerned that these had related to heat exhaustion rather than just an element of overheating. She then queried the third quarter spike in firearms training injuries and whether there were any particular issues that need to be the focus of attention. ██████████ advised that there were no specific issues. The injuries would have ranged from a hot casing falling down an officer's cowl to a trip or fall during training. She further advised that the CNPA Board received a high-level report, but she also received a detailed weekly report on any issues, which were largely resolved in a week.

No further comments and questions were put forward.

DECISION:

(i) Members NOTED the Health and Safety Year End Report.

9.7 ENVIRONMENTAL AND SUSTAINABILITY REPORT ██████████)

Document Reference PAB(21)R51

The purpose of this report was to provide CNPA Board Members with a substantive update on the CNC Sustainability Strategic Plan.

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

██████████ highlighted that the report provided a significant amount of data. He also observed that sustainability represented an important picture, the development of which he would watch. He further commented that it might need to be raised higher up the CNPA Board agenda in due course.

██████████ welcomed the report and noted that the "mobilization" of Griffin Park Tactical Training Centre continued to significantly impact the data.

██████████ highlighted BEIS' focus on sustainability. She anticipated that within the next year or so, the Constabulary would be challenged regarding the establishment of a sustainability baseline and credible forward plan.

The Chair observed that most capital spend was likely to be linked to a sustainability agenda going forward. [REDACTED] was somewhat concerned that some areas for which the CNPA/CNC was awaiting the approval of capital spend, could be caught up in sustainable procurement process.

The Chair advised that Public Procurement was ensuring that sustainability contract conditions were being built into its procurement processes. [REDACTED] then reiterated that she would not want the CNPA/CNC to take Business Cases to BEIS, only to receive challenge on sustainability input. [REDACTED] advised that her recent experience was that any investment case taken to BEIS could expect to be asked on sustainability, for example, "how are you demonstrating the sustainability of this building/this equipment that you are seeking to purchase". [REDACTED] advised that the CNPA/CNC was following the BEIS procurement process, but enquiries could be made regarding the inclusion of sustainability details within Outline and Business Cases.

ACTION PAB260521-27: [REDACTED] to check with BEIS regarding sustainability requirements in respect of the CNPA/CNC's Outline and Full Business Cases.

[REDACTED] highlighted that the BEIS guidance was following somewhat behind its questioning. [REDACTED] confirmed that this disparity had also been noted by Magnox.

[REDACTED] welcomed the report and echoed [REDACTED] comment that at some point sustainability might need to be raised further up the CNPA Board agenda for more extensive discussion purposes.

[REDACTED] asked what the benefits would be of introducing the New Ways of Working and the impact in relation to sustainability issues. The Chair opined that the New Ways of Working were relevant to the CNPA/CNC's carbon footprint and that as a service organisation, travel would be the biggest contributor to this. Avoiding travel where possible or travelling in a more economic/environmentally friendly way, was therefore likely to be the focus of attention. The Chair also highlighted importance of the net consumption metric as opposed to a concentration on the net-zero metric, as a significant amount of imports were from countries with high carbon profiles. [REDACTED] advised that the New Ways of Working were referenced in the CNC Sustainability Strategic Plan. [REDACTED]

10. [REDACTED]

DECISION:

(i) [REDACTED].

ANY OTHER BUSINESS

10.1 JULY 2021 CNPA BOARD MEETING ARRANGEMENTS IN VIEW OF THE COVID-19 SITUATION (Chair)

Document Reference N/A

The Chair advised that, if possible (depending on Covid restrictions at that time), he would like to conduct the July 2021 CNPA Board meeting with [REDACTED] on a face-to-face basis at the [REDACTED] and all CNPA Board attendees who felt confident to travel would be welcome to join them. Conferencing facilities would also be set up to accommodate everyone who preferred to join the meeting remotely.

[REDACTED] indicated that whilst she would welcome a face-to-face meeting, she anticipated that some form of restrictions would be in place, for example in terms of the number of delegates permitted in the meeting room. It might therefore be necessary to have two groups of delegates in different locations to balance out potential Covid risks. (She did not anticipate the release of all Covid controls by SLCs by the time of the July CNPA Board meeting.)

[REDACTED] cautioned on the use of blended meetings as he felt that they were not as effective as face-to-face meetings.

██████████ advised that she planned to be at ██████████ for the July 2021 CNPA Board meeting if possible and if not, she would attend the meeting online. She hoped that the CNPA Board could return to face-to-face meetings as soon as feasible.

The Chair asked if the CNPA Board Secretariat could investigate the possibility of arranging the July 2021 CNPA Board meeting at ██████████.

ACTION PAB260521-28: The CNPA Board Secretariat to investigate the possibility of arranging the July 2021 CNPA Board meeting at ██████████.

10.2 CNPA MEETINGS

██████████ asked if the CNPA Members had any Member only meetings planned. He commented that the May 2021 CNPA Board meeting had been very busy with twenty-one participants, which was not quite what he was expecting. He explained that in non-Covid circumstances, at least one or two CNPA Board meetings would be held on-site during the year, with a dinner in conjunction with each event, at which ideas etc. could be exchanged. The Chair also advised that a formal Members' Only Session can be arranged, if required, and that is open to any Member to request one. A Members' Only Session had been listed on that day's agenda, but it had not taken place as no items for discussion had been put forward.

██████████ advised that other Boards had Member discussions without the Executive so this meeting was unusual for him and he had never been to a Board meeting with twenty-one attendees before. He commented that he had been somewhat surprised by this and had felt somewhat constrained in his role as a CNPA Member. The Chair responded that he would ask the CNPA Board Secretariat to consider these issues.

ACTION PAB260521-29: The CNPA Board Secretariat to consider reducing the number of CNPA Board meeting attendees and an increased use of Members' Only Sessions.

10.3 CNPA BOARD SELF-ASSESSMENT

(Chair) Document Reference: N/A

The Chair asked Members for feedback on the day's meeting.

██████████ thought that the meeting had started well, but that the CNPA Board had delved into details, such that there had seemed to be a focus on the reports, rather than the "pictures" of the reports. This had meant that overall, he had lost the "big picture" and he needed to reflect on the situation, hence his desire to have a discussion with the Chair offline.

██████████ felt that the meeting had been good, although he empathised with ██████████ comments, as it had taken him a couple of CNPA Board meetings to ascertain the "picture". He felt that simplification should be a CNPA Board theme. He also suggested that as a means of improvement, the CNPA Board should be clear that the meeting was starting with the most important issues and that it should also clearly identify the most material issues.

██████████ highlighted that it was her first full CNPA Board meeting. She indicated that the details supplied were helpful. She nevertheless felt that there might be a need to trim down the number of items for presentation at the July 2021 meeting, ██████████

██████████ had all been mentioned as potential items for the July agenda, in addition to hosting ██████████

██████████ also requested that acronyms were spelt out the first time they were used in the reports. ██████████ responded that there was a desire in the Executive to try to streamline CNPA Board business, for example, by the increased circulation of items for reading, to help to reduce the CNPA Board documentation levels. ██████████ recognised that tailoring down CNPA Board issues was a challenge, but she also recognised that some significant decisions were

required going forward.

██████████ was of the opinion that some of the meeting issues were a result of not being able to meet face-to-face and that a face-to-face meeting would help the July 2021 CNPA Board meeting process. ██████████

11.

██████████ observed that the new CNPA Board Members had made some good comments and that significant ground had been covered in the meeting.

ITEMS FOR READING

11.1 AUDIT, RISK AND FINANCE COMMITTEE (ARFC) ██████████

11.1.1 CHAIR'S REPORT OF ARFC MEETING HELD ON 28 APRIL 2021

Document Reference: PAB(21)R52

11.1.2 DRAFT MINUTES OF ARFC MEETING HELD ON 28 APRIL 2021

Document Reference: PAB(21)R53

The ARFC Chair's Report had been submitted to provide a summary of the ARFC meeting held on 28 April 2021, together with a copy of the draft minutes.

The Chair asked ██████████ (the ARFC Chair) whether there were any items that she wished to raise in relation to the meeting on 28 April 2021. ██████████ responded that she had no particular items to raise.

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

11.2 PEOPLE COMMITTEE

11.2.1 CHAIR'S REPORT OF PEOPLE COMMITTEE MEETING HELD ON 14 APRIL 2021

Document Reference: PAB(21)R54

11.2.2 DRAFT MINUTES OF PEOPLE COMMITTEE MEETING HELD ON 14 APRIL 2021

Document Reference: PAB(21)R55

The People Committee Chair's Report had been submitted to provide a summary of the People Committee meeting held on 14 April 2021, together with a copy of the draft minutes.

The Chair asked ██████████ (the People Committee Chair) whether there were any items that she wished to raise. ██████████ advised that going forward, the People Committee would take place every two months, two or three weeks before the CNPA Board meetings, to provide better synchronisation with the CNPA Board meetings.

The Chair then asked the other Members whether they had any questions relating to the People Committee meeting of 14 April 2021.

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

11.3 CNPA BOARD DECISION LOG

Document Reference: PAB(21)R56

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

The Chair thanked everyone for attending the meeting.

Meeting concluded at approximately 14.10 hrs.

Distribution: CNPA Board Members, CNC Executive
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Next Meeting Date:

29 July 2021 CNPA Board Meeting at 10.00am