

Minutes of Meeting:

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| Title of Meeting | Civil Nuclear Police Authority Board Meeting | Date(s) Meeting Held & Venue | 29 September 2021 Skype teleconference |
| Meeting Called By | Vic Emery, Chair | Start Time | 10.00 hrs |
| Reference Meeting No. | CNPA 20210929 | End Time | 13.26 hrs |

MEMBERS:

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

In ATTENDANCE:

| | | |
|----------------------|---|---|
| | Director, Nuclear, BEIS | - |
| | HM Inspector of Constabulary & HM Inspector of Fire and Rescue Services | - |
| CC Simon Chesterman | Chief Constable/Chief Executive | |
| T/ACC Duncan Worsell | Temporary Assistant Chief Constable | |
| Richard Cawdron | Director of Governance, Compliance and Legal Services | |
| Richard Saunders | Director of People & Organisational Development | |
| | Chief Finance Officer | |
| | Chief of Staff, Executive Office | |
| | Head of Engagement and Comms | |
| | Head of Governance & Assurance | |
| | Head of Risk & Insurance | |
| | Board & Committee Manager | |
| | Strategy & Assurance Manager | |
| | Board & Committee Secretary | |

APOLOGIES from attendee(s):

| | | |
|-----------------------|--|--|
| T/DCC Louise Harrison | Temporary Deputy Chief Constable | |
| T/ACC Michael Vance | Temporary Assistant Chief Constable (Operations) | |

CNPA MEMBERS ONLY SESSION

A CNPA Members Only Working Session was held prior to the CNPA Board meeting.

1. 1.1 WELCOME & CHAIR'S UPDATE

The Chair welcomed everyone to the meeting including [REDACTED], Director, Nuclear, Department for Business, Energy and Industrial Strategy (BEIS) and [REDACTED], HM Inspector of Constabulary & HM Inspector of Fire and Rescue Services (HMICFRS).

The Chair also took this opportunity to apologise for the deferral of the in-person meeting at the Griffin

Park Tactical Training Centre (Griffin Park) , due to the current petrol crisis. He hoped that it would be possible to re-arrange the visit in the near future.

██████████ advised that he needed to leave the meeting at approximately 11.30 hrs, to attend another Board meeting.

1.2 APOLOGIES

Apologies for absence were as indicated above.

1.3 CONFLICTS OF INTEREST

No conflicts of interest were declared.

2. UPDATE OF EVENTS SINCE THE LAST MEETING (██████████)

Document Reference: Agenda

The Chair took this opportunity to congratulate ██████████ on her election as a Fellow of the Royal Academy of Engineering. He then highlighted that the CNPA had been engaged in significant activity since the previous CNPA Board meeting and that an associated list of events had been detailed on the agenda.

The Chair advised that it was ██████████ last CNPA Board meeting. He also informed Members that he and ██████████ had made the decision to increase the number of Non-Executive Board Members going forward, to seek to alleviate the business pressures on some of the Industry Members, in respect of their attendance at CNPA sub-committee meetings.

██████████ confirmed that the Secretary of State had approved the appointment of two new CNPA Board Members. She also advised that:

- there had been a ministerial re-shuffle the previous week and ██████████ had been appointed as the new Minister of State at BEIS;
- BEIS had submitted its Spending Review bids, including the CNC capital bids. The negotiation phase with HM Treasury was now on-going, in what was an extremely tight fiscal environment; and
- a bid had been submitted to the Parliamentary Business and Legislation Committee for a slot in the third session Energy Bill, to seek legislative change to support some of the CNPA/CNC's strategic aims and to allow CNC service expansion beyond the nuclear sector. The final list of measures for the Energy Bill would not be confirmed until the New Year.

The Chair raised that at the preceding Members Only Session, Members had expressed concern regarding the nuclear landscape and the role of the CNC moving forward. He indicated that a strategy session with ██████████ would therefore be appreciated. ██████████ opined that a significant proportion of the CNC's activities would remain unchanged for a very long time to come, but she indicated that she would be delighted to participate in a strategy meeting.

The Chair asked Members if they had any questions for ██████████.

██████████ highlighted that the Dungeness site had closed early, Hunterston was scheduled to close in the next couple of months and by June 2022, Hinkley Point was scheduled to close. De-fuelling would then take place. ██████████

He also highlighted that the CNC needed to be able to plan in a coherent manner and to look at future business prospects across the wider UK non-nuclear landscape. ██████████ suggested the inclusion of BEIS colleagues from nuclear power generation perspective at the proposed strategy session.

██████████ pointed out that the Office for Nuclear Regulation (ONR) supported the Nuclear Decommissioning Authority's (NDA's) Spending Review submissions by advising of nuclear risks should cuts be considered. He asked if ONR played a similar role regarding the CNC's Spending Review capital bids. ██████████ advised that ONR was not directly involved in discussions on the CNC's capital bids, but it was involved in relation to the risk framework within which the CNC

and Site Licence Companies (SLCs) operated. ONR was more directly involved in respect of the NDA bids and the balance that needed to be sought between budget-setting and the speed of progress/rate of hazard reduction.

██████████ opined that the NDA would be willing to attend the proposed strategy meeting, as it inherited most of the de-fuelling sites from EDF. She also observed that it would be in the NDA's interests to ensure that ██████████ was provided with information on the NDA's intentions beyond that point.

██████████ enquired when the CNC was likely to receive feedback on the Spending Review, as this would impact on the organisation's strategy. ██████████ responded that there would be a political announcement regarding the overall Spending Review levels in October 2021. However, it could be the end of 2021 or early 2022 before budget line details were provided by HM Treasury, at which point there would be what essentially amounted to an internal re-submission of bids for monies from the BEIS allocation. Overall, it would be several months before the result of the entire Spending Review process would be known. She nevertheless highlighted that previously, HM Treasury had provided BEIS with some very specific instructions regarding the CNC and she would not be surprised if this happened again. ██████████ suggested that the proposed strategy session be held once the results of the Spending Review were known, to facilitate an alignment of financial and operational strategy. She nevertheless suspected that the strategy session would be beneficial in looking into the next Spending Review period.

ACTION PAB290921-01: Once the outcome of the Spending Review 2021 was known, ██████████ to arrange for a strategy session with CNPA Members, ██████████ and BEIS colleagues from the nuclear power generation section, and NDA personnel to discuss the role of the CNC moving forward.

Dounreay Site Restoration Limited (DSRL)

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No further comments were put forward regarding the events since the previous CNPA Board meeting.

3. **APPROVAL OF MINUTES OF MEETING HELD ON 29 JULY 2021** (Vic Emery)

Document Reference: PAB(21)R79

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

No comments or amendments were put forward.

DECISION:

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

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

Document Reference: PAB(21)R80

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

No comments or questions were raised.

The Chair observed that the on-going actions were in the main covered by the meeting agenda items that day, but he requested an update from the Executive on action **PAB310321-10** – Griffin Park Charging Structure. [REDACTED] advised that there had been a delay in formulating the Griffin Park Charging Structure, as the CNC was seeking to take a strategic view of income generation and the use of its estate with its Strategic Partner, [REDACTED]

[REDACTED] further explained the CNC gained operationally and from a credibility perspective when training with personnel, for example, from the national Counter Terrorist Specialist Firearms Officer Network. He therefore highlighted that an interim (default) Griffin Park Charging Structure was in place, namely, full cost recovery, with possible discounting at his discretion, as Accounting Officer (depending on the perceived benefits to the CNC).

[REDACTED]

[REDACTED]

The Chair observed that the Griffin Park Charging Structure was mentioned in several of the reports that day, so the matter could be further discussed later in the meeting.

The Chair asked Members if they felt that there were any actions missing from the Action Log; none were raised.

DECISION:

- (i) Members APPROVED the closure of the actions that had been logged in the CNPA Rolling Action Log as 'Proposed Complete'.
- (ii) Members NOTED the written/verbal updates on 'ongoing' actions.

5. HMICFRS Report [REDACTED]) Document Reference: Verbal Briefing

The Chair advised [REDACTED] that Members had seen the written report of the October 2020 HMICFRS inspection of the CNC [*Report Reference PAB(21)R44, which had been submitted to the May 2021 CNPA Board meeting*], but a verbal briefing would be welcome.

[REDACTED] advised that the report had contained seven recommendations, with no causes of concern. The findings were not a surprise to [REDACTED] and [REDACTED] trusted that this was also the case for the CNPA Board Members. He highlighted that the HMICFRS always found issues for consideration and in some cases, [REDACTED], but the report on the CNC was generally very positive. He then advised that:

- with regard to its core mission, the CNC operated in a very professional manner. It was particularly noted that the CNC had a surprisingly low rate of negligent discharges/disciplinary incidents involving firearms, given the routine and predictable nature of some of the work. The CNC's culture of discipline and thoughtfulness in its work, should not be taken for granted;

- the HMICFRS report contained some minor criticisms. For example, there was room for improvement regarding some of the CNC's technology, of some of the command systems, some of the training in management skills and some of the personal development training.
- Delay-free access to the site was required by supporting Home Office Forces. [REDACTED] highlighted that in the event of a post-incident enquiry, it would be difficult to justify why protocols in this respect had not been addressed;
- the HMICFRS was broadly supportive of service expansion work (similar to its current work), as a sensible and pragmatic means of management planning to smooth the troughs and peaks in licensed site policing requirements. Expanding the CNC into a wider degree of cooperation and policing role alongside Home Office Forces was also supported, although with slightly more caution. [REDACTED] understood the enthusiasm amongst some CNC officers for innovation and experimentation, but he highlighted that the CNC's primary and unrelenting focus must be on its core mission. In summary, service expansion was supported, with caution; and
- the effect of the Public Service Pension Act 2013 could potentially present a more significant problem to the CNC than currently anticipated, for which he had not seen an identified and agreed solution going forward. [REDACTED] advised that he would allocate a this matter a fairly high rating on the CNC's Risk Register.

Overall, whilst there was always room for improvement, the CNC was not a Force that the HMICFRS was concerned about. In general, the CNC was seen to be well-led, well-managed and a very competent, niche police service.

[REDACTED] responded that the CNC had an action plan to address the seven recommendations raised by the HMICFRS and that an associated working group was in place, chaired by the Deputy Chief Constable. Good progress was being made. The HMICFRS wanted the CNC to conduct more response model testing and [REDACTED] confirmed that by November 2021, the CNC was scheduled to deliver 33% more hours of response model testing time per officer.

[REDACTED] advised that general police duties beyond the nuclear environment were being looked at, in terms of training requirements for circumstances that the officers might encounter off-site. In addition, professional development was being reviewed to seek to ensure the alignment of training with the CNC Authorised Firearms Officer role requirements. [REDACTED] nevertheless confirmed that the CNC's core mission was sacrosanct. The CNC was looking at service expansion in areas that would require the officers to operate with little difference to their current role. The CNC was looking at service expansion that dovetailed into and supported the organisation's core role and increased efficiency/effectiveness by spreading overhead costs.

[REDACTED]

Protocols in relation to Home Office Force access to the nuclear sites were being progressed and the CNC was working very closely with the SLCs in this regard, although the Home Office Forces had a high number of additional priorities and the CNC's contacts changed frequently.

[REDACTED] also informed Members that an exchange programme was being looked at in connection with the HMICFRS recommendation for the introduction of a structured mentoring/shadowing programme for firearms commanders by Home Office peers. Progress was being made regarding operational learning and the pension age issue was recognised as a substantial challenge.

The Chair reinforced the point underlying the CNPA/CNC's strategy going forward, that the core mission must not be compromised in any way. He highlighted that service expansion and cost reductions for the SLCs, must not be to the detriment of the core mission. The Chair then opened the item up for comments and questions.

[REDACTED] supported the highlighting of pension issues by the HMICFRS. He opined that there

was tight labour market and skills shortage ahead, which could mean that within the next 18 months, the CNC could go from being an attractive employer, to one that faced recruitment difficulties. In addition, achieving a way through issues such as pensions, would not be quick. He suggested that perhaps the CNPA should monitor the pensions situation going forward.

ACTION PAB290921-02: Board and Committee Secretariat to log a requirement for the CNPA Board to monitor the pension/pension age situation on a regular basis going forward.

██████████ advised that ██████████ comments had led him to think more positively than had perhaps previously been the case, which made him to feel somewhat unsighted on the CNC's mission performance. He noted that the Balanced Scorecard referred to RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) events and Reg 10s, but he wondered where details of the CNC's excellent performance were reported in the CNPA Board documentation. The Chair advised that exercises (witnessed by ONR and others) were carried out to demonstrate the CNC's performance. ██████████ commented that there was perhaps a degree of complacency in that the CNC knew it was good at undertaking its core role. He confirmed that it was correct that the organisation held regular independently assessed exercises. Technology was used to measure the CNC's performance. The CNC was also assessed by the HMICFRS and it was subject to a College of Policing licensing process. Overall, this pointed to an organisation that was carrying out its function to a very high standard, but perhaps this needed to be drawn together and reported to the CNPA Board. The Chair suggested the formulation of a score sheet in respect of the exercise results. At this juncture, ██████████ observed that although the defeat aspect of the CNC exercises usually went spectacularly well, there were lessons to be learned, particularly from a command and control perspective.

██████████ noted that good performance was not achieved by accident and she asked ██████████ whether he thought that there might be benefits from the sharing of lessons learned with other Forces, especially as safety and security performance was difficult to maintain. ██████████ commented that regarding the work of the CNC officers, good practice was more likely to go to the other Forces, than to the CNC. He also suspected that Forces with similarities to the CNC would think they had nothing to learn from the CNC. He advised that accidents etc. occurred and it was a relentless and never-ending process to motivate personnel and focus their attention on the importance of their work, when carrying firearms on a static task. ██████████ felt that this situation was understood by the senior leaders of the CNC and that shift lengths, shift patterns, keeping personnel interested, aware of training and advancement etc. were concentrated at the right level by the CNC. ██████████

██████████. It was not his area of business, but he observed that it would be in the nation's interest to encourage the use of this facility. ██████████ responded that Griffin Park was in the best place in the country as far as she was concerned ██████████. The Chair also advised that Sellafeld and Dounreay were the CNPA/CNC's most crucial sites.

██████████ welcomed the HMICFRS report from ██████████ and assured Members that the importance of the pensions issue had been recognised. Extensive work had been undertaken on this matter over an extended period of time. It was a complex issue, as changes for one organisation could have significant consequences elsewhere. Work was being undertaken with the CNC, the Civil Nuclear Police Federation, Cabinet Office, HM Treasury etc. and the HMICFRS was being kept informed of the situation. She hoped to be able to formally update the CNPA on the pensions issue later in 2021 or early in the New Year. ██████████ commented that he had had no wish to imply that there was an easy answer to the pension situation.

In returning to the query regarding performance data, the Chair highlighted that details were provided in the Balanced Scorecard Performance Report, but he suggested that this be made more explicit to provide a better picture of the situation. ██████████ concurred and indicated that she and ██████████ would be content to be involved in off-line conversations on the Balanced Scorecard Performance Report.

ACTION PAB290921-03: ██████████ discuss with ██████████ and ██████████ the provision of a better picture of mission performance in the Balanced Scorecard Performance Report.

No further comments or questions were raised.

DECISION:

Members NOTED the verbal briefing by [REDACTED] on the October 2020 inspection of the CNC by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

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

Document Reference: PAB(21)R82

The Chief Constable/Chief Executive's Report was submitted to update CNPA Board Members on the headlines of routine and new business at an "Official" level since 01 August 2021.

There was a briefing based on events in the news. [REDACTED] then outlined his report. He also advised that the national fuel issues were being monitored, but there were no major operational problems at present and it was hoped that the situation would start to alleviate in the next few days.

[REDACTED]

[REDACTED]

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

[REDACTED] She also highlighted that although the Sellafield Ltd site tour that day had been cancelled, the invitation still stood, including a visit to the Sellafield Ltd Main Site Command Facility. Partly as [REDACTED] was attending the meeting, she observed that there might be potential for wider command and control learning, for example, from outside agencies, as the Main Site Command Facility had had a long history in terms of the journey to bring it into commission. She opined that an earlier understanding the complexities involved might have facilitated its delivery. The Chair advised that he hoped it would be possible for the CNPA to visit Sellafield Ltd and Griffin Park at a future date. He considered it pertinent that the CNPA Members understood the functions of the CNC and these were best demonstrated via site visits.

The Chair again reinforced that commercial opportunities might arise from the proposed visit to Griffin Park by the [REDACTED].

No further comments and questions were put forward.

DECISION:

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

7. ITEMS FOR DECISION

[REDACTED]

[REDACTED]

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

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- [REDACTED]
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- [REDACTED]

[REDACTED]

7.2 SIRO REPORT – Cyber Security Strategy [REDACTED]

Document Reference: PAB(21)R84

This report was submitted to provide the Board with an update on the work underway to improve the CNC's cyber security posture and to present the final Cyber Security Strategy for approval prior to publication. The intention was to summarise progress made, to inform Members of the target state, the extent of the work required to reach that state, the resourcing risks, and the proposed timeframe for delivery.

The report invited the CNPA to:

- (i) Note again, the following three key pieces of work that had been undertaken:
 - A Cyber Security Maturity Assessment against the National Institute of Standards and Technology (NIST) framework, showing the CNC's current position and scoring (completed).
 - A full Threat and Risk Assessment tailored to the CNC using IRAM2 methodology, identifying the CNC's critical information assets and potential threat actors, allowing for clarification of its Security Operating Centre (SOC) requirements (completed).
 - A Cyber Strategy with a timetabled three-year delivery plan as recommended by the CNPA/CNC's Strategic Partners.
- (ii) Approve the CNC's Cyber Security Strategy in both the full Official-Sensitive and Official Booklet for wider dissemination (Appendices 1 and 2).

[REDACTED], the Senior Information Risk Owner (SIRO), introduced the report and the Chair opened the item up for comments and questions.

commented that it was good to see the amount of progress that was being made regarding cyber security. She reported that there had been two sharing sessions between NDA/Magnox Group Chief Information Security Officers and CNC personnel, which had involved helpful conversations. Additional meetings would be arranged.

queried whether the CNC's NIST target score was sufficiently ambitious. also raised concern regarding the timescales for putting the SOC and elements of the delivery plan in place. She asked whether he had the right support to progress these areas as quickly as necessary. advised that the timetable had been fixed in discussion with the Strategic Partner, . It was felt to be realistic, but if improvements could be made earlier, they would be progressed. There were slight constraints due to the specialised resource requirements, but an IT Security Officer would be brought in as soon as possible and resource challenges in the IT Department were being worked through. also highlighted that it was intended to place project management work into the portfolio, to manage it against clear project management principles, together with assurance activity. This should allow the CNC to identify its position and what it needed to do to push forward the main deliverables. had undertaken work to establish the standards necessary/services that should be provided by the SOC. The CNC had gone out to tender for the SOC and the response to date was very, very positive in terms of closing the identified gaps. His view was that the sooner the SOC provider was in place, the better, but the CNC had a grip on the situation and was clear where the gaps were.

In the light of the cyber problems experienced by some external organisations, for example, the Scottish Environment Protection Agency (SEPA) cyber-attack in Christmas 2020 and the associated IT system re-building necessary, asked whether he was satisfied that cyber security was a top-level risk for the organisation. responded in the affirmative. He also advised that the exercises that the CNC ran and the education that it disseminated across the organisation should result in an avoidance of SEPA-type situation. He reiterated that the view had been taken that the delivery of the Cyber Security Strategy should be managed against clear project management principles and clear assurance activity, it ensure that it was driven forward. indicated that as much support as possible would be provided by the NDA. confirmed that this would be appreciated. He further advised that discussions on cyber security were also being conducted with BEIS. Positive collaborative opportunities were emerging.

thanked for his report, noting the work that had taken place to get the CNC to its current position. She also observed that the CNC had joined some of the government networks, which she considered that this was a step in the right direction, although there was the continued need to ensure a cognisance of the external environment and emerging threats. acknowledged that this was a point well-made; the CNC was alive to the fact that the monitoring of emerging threats was an on-going activity that needed to be built into the way that the organisation operated on a day-to-day basis. The Chair confirmed the on-going need to develop cyber security.

welcomed the cyber security work that was being undertaken and advised that she and the Chief Executive of the NDA, jointly chaired a Cyber Security Oversight Group (which was also attended by). The Group promoted collaboration and enhanced cyber security across the entirety of the nuclear sector. In the previous week, the Group had discussed and reviewed a new cyber security strategy for the nuclear industry (as a whole). It was owned by the industry and supported by BEIS and the National Cyber Security Centre. The sponsorship team in BEIS were in close contact with and his team to seek to ensure CNC alignment with the overarching cyber strategy.

The Chair observed that the Cyber Security Strategy report had referred to working with the British Transport Police (BTP). confirmed that the CNC had reached out to BTP cyber security personnel. A meeting was yet to take place, but it would be pursued.

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DECISION:

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9.1 HEALTH, SAFETY AND ENVIRONMENT REPORT

CNC Performance and to invite discussion and comments on any areas of underperformance.

The CNPA was invited to:

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

The Chair observed that apart from the increase in Reg 10s and short-term sickness, the report indicated a satisfactory position.

██████████ introduced the report and noted the earlier request for the provision of a better picture of mission performance (**Action PAB290921-03**). ██████████

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The Chair opened the item up for further comments and questions, but none were raised.

DECISION:

Members NOTED the Balanced Scorecard Performance Report.

9.3 PORTFOLIO DELIVERY REPORT ██████████

Document Reference PAB(21)R91

The purpose of this paper was to provide CNPA Board Members with an update on project delivery progress against the CNPA 2021/24 Strategy. The paper would be further supported by a Portfolio Risk Report, which was scheduled to be provided to the ARFC on 27 October 2021, and subject to its approval, it would become a standing item.

██████████ introduced the report and advised that a live presentation of the Portfolio Portal had been planned. As there had been the subsequent necessity to conduct the meeting virtually rather than in person and time was of essence, the Chair requested that this be deferred to a separate Members Only Session.

ACTION PAB290921-08: Board and Committee Secretariat to arrange a separate Members Only Session for the presentation of the Portfolio Portal, preferably before the December 2021 CNPA Board meeting.

The Chair opened the item up for comments and questions.

██████████ advised that it was helpful to see the projects and associated timescales, but she suggested that it would be beneficial to be able to see project dependencies/interdependencies to facilitate sequencing.

The Chair indicated that he would like to know the interim status details of the projects, for example, what progress was being made, what stage the CNC reached in obtaining the relevant approvals, when the approvals were scheduled to be obtained and what the consequences were.

██████████ advised that he had endeavoured to identify key planned activities for each project, with a view to reporting progress against them to them at the December 2021 CNPA Board meeting.

██████████
 ██████████

[REDACTED]

The Chair commented that it might be self-explanatory when viewing the Portfolio Portal, but the Gantt chart in the report laid out the projects over time, but he was used to seeing a line down the page that indicated the current day, with details as to whether the project was on track or not. [REDACTED] advised that the chart area shaded red indicated the past and the red triangles represented milestones. Projects shown in green were currently on track to meet their milestones.

[REDACTED] requested to see the status of the projects in terms of cost and schedule against the project plan for the individual projects and for the portfolio, so the that it was possible to see a picture of performance; he nevertheless acknowledged that this was not easy. The current soft report was helpful, but it was not a picture of performance.

[REDACTED] suggested that an action be taken offline in respect of the Project Portfolio Delivery Report. She was conscious that it was often difficult to achieve an appropriate balance of Board level details on project performance and she observed that reporting was often conducted by exception. The Chair was content for an action to be taken offline, but he advised that he did not wish to assume a project was progressing satisfactorily, just because details had not been highlighted. He suggested a visual means of demonstrating projects that were on track, plus details by exception of the projects that were not on track.

[REDACTED]

No further comments and questions were raised.

DECISION:

Members NOTED the Portfolio Delivery Report.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

9.5 STRATEGIC RISK AND EMERGING RISKS REPORT AND OPPORTUNITIES REGISTER

11/8/21 – 5/9/21 [REDACTED]

Document Reference: PAB(21)R93

The purpose of this report was to provide an update to the CNPA Board on assurances regarding the Strategic and Goal Risks, and the Armed Policing Strategic Threat Risk Assessment (APSTRA) risks since the last period (9 July – 10 August 2021).

The CNPA Board was invited to:

- note the risk management arrangements;
- note the status of risks shown in Appendix A (strategic and goal risks) and Appendix B APSTRA risks. (Additional narrative on controls identified with limited assurance had been included in the report. This narrative provided evidence that the four controls shown with limited assurance, were being effectively monitored (3.3)); and to
- note the Opportunity Register (Appendix C)].

[REDACTED] introduced the report.

Chair opened the item up for comments and questions, but none were raised.

DECISION:

- (i) Members NOTED the risk management arrangements.
- (ii) Members NOTED the status of risks shown in Report Reference PAB(21)R93 Appendix A (strategic and goal risks) and Appendix B APSTRA risks, including the narrative on the four controls identified with limited assurance.
- (iii) Members NOTED the Opportunity Register (Appendix C).

10. ITEMS FOR READING

10.1 AUDIT, RISK AND FINANCE COMMITTEE (ARFC) [REDACTED]

10.1.1 CHAIR'S REPORT OF ARFC ANNUAL REPORT AND ACCOUNTS (ARA) MEETING HELD ON 31 AUGUST 2021

Document Reference: PAB(21)R94

10.1.2 DRAFT MINUTES OF ARFC ANNUAL REPORT AND ACCOUNTS (ARA) MEETING HELD ON 31 AUGUST 2021

Document Reference: PAB(21)R95

The Chair asked the ARFC Chair [REDACTED] if she wished to bring any items to the attention of the CNPA Board. [REDACTED] responded that she had no items to raise, in addition to those that had already been highlighted, or that were in her Chair's Report. She commented that the ARFC meeting on 31 August 2021 had been a good meeting with good discussion on a number of items. The Chair acknowledged that it had appeared to be a lively meeting, from just reading the minutes.

No further questions or comments were raised.

10.2 PEOPLE COMMITTEE [REDACTED]

10.2.1 CHAIR'S REPORT OF PEOPLE COMMITTEE MEETING HELD ON 1 SEPTEMBER 2021

Document Reference: PAB(21)R96

10.2.2 DRAFT MINUTES OF PEOPLE COMMITTEE MEETING HELD ON 1 SEPTEMBER 2021

Document Reference: PAB(21)R97

The Chair asked the People Committee Chair [REDACTED] if she wished to bring any matters to the attention of the CNPA Board. [REDACTED] highlighted that there had been a Protected Interest Disclosure. An associated independent investigation had been conducted, recommendations from which had been captured in an action plan, which clearly linked into work already being taken forward across the organisation by [REDACTED] and his Directorate.

No questions or comments were raised.

10.3 BUDGET SETTING GUIDANCE 2022/23 [REDACTED]

Document Reference: PAB(21)R98

No questions or comments were raised on the Budget Setting Guidance 2022/23.

10.4 CNPA BOARD DECISION LOG

Document Reference: PAB(21)R99

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

11. ANY OTHER BUSINESS

The Chair asked if there were any other items of business that anyone wished to bring forward to

the meeting, but none were raised.

On behalf of the CNPA Board, the Chair took this opportunity to thank [REDACTED] for her input, which had become stronger over the years and which had been very valuable and much appreciated. He also thanked her for the time and effort that she had put into supporting the CNPA and wished her every success in the future. [REDACTED] thanked the Chair for his comments and indicated that she would be watching the organisation with keen interest, particularly in relation to diversity. She advised that it had been a pleasure to see the organisation evolve, which was a testament to the Executive Team in place. The Chair thanked [REDACTED] for the significant part she had played in that change.

11.1 CNPA BOARD SELF-ASSESSMENT (Chair)

Document Reference: N/A

The Chair asked Members if they were content with the way in which the meeting had been conducted and content that they had all had the opportunity to express their views. He advised that he personally, was of the opinion that the reports were improving (especially the Balanced Scorecard).

[REDACTED] also felt that there was an improvement in the papers. He opined that the strategic context discussion that morning had been useful. He also felt that the suggestion of a strategy meeting would be beneficial (perhaps in January 2022), when the picture ahead would be clearer.

The Chair then thanked [REDACTED] and [REDACTED] for attending the meeting and for their input, which was valued.

11.2 DECEMBER 2021 CNPA BOARD MEETING ARRANGEMENTS (Chair)

Document Reference N/A

The Chair announced that the next CNPA Board Meeting was due to be held on 1 December 2021 and that it would be advised in due course, as to whether the meeting would be via Teams or in-person, and if in-person, what venue would be used.

The Chair thanked everyone for attending the meeting.

Meeting concluded at approximately 13.26 hrs.

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| Distribution: CNPA Board Members, CNC Executive |
| Next Meeting Date: 01 December 2021 CNPA Board Meeting at 10.00 hrs |