

**Minutes of Meeting:**

<b>Title of Meeting</b>	Civil Nuclear Police Authority Board Meeting	<b>Date(s) Meeting Held &amp; Venue</b>	27 July 2022 [REDACTED] [REDACTED]
<b>Meeting Called By</b>	Craig Mackey, Interim Chair	<b>Start Time</b>	11.00 hrs
<b>Reference Meeting No.</b>	CNPA 20220727	<b>End Time</b>	14.40 hrs

**MEMBERS:**

Sir Craig Mackey	Interim Chair, CNPA	[REDACTED]
Andrew Harvey	Independent Member	[REDACTED]
Chris Pilgrim	Independent Member	[REDACTED]
Jerry Haller	Industry Member, EDF	[REDACTED]
Mark Rouse	Industry Representative Member, DSRL	[REDACTED]
Pamela Duerden	Industry Representative Member, NDA	[REDACTED]
Sue Scane	Independent Member	[REDACTED]

**In ATTENDANCE:**

CC Simon Chesterman	Chief Constable/Chief Executive	[REDACTED]
DCC Stephen Martin	Deputy Chief Constable	[REDACTED]
ACC Louise Harrison	Assistant Chief Constable	[REDACTED]
[REDACTED]	Temporary Assistant Chief Constable	[REDACTED]
Richard Cawdron	Director, Governance and Enabling Services	[REDACTED]
[REDACTED]	Head of Governance & Assurance	[REDACTED]
[REDACTED]	Supt, Chief of Staff, Executive Office	[REDACTED]
[REDACTED]	Head of Financial Management	[REDACTED]
[REDACTED]	Stakeholder Engagement Manager	[REDACTED]
[REDACTED]	Strategy and Assurance Manager	[REDACTED]
[REDACTED]	Head of Risk and Insurance	[REDACTED]
[REDACTED]	Board & Committee Secretary	[REDACTED]
[REDACTED]	Board & Committee Manager	[REDACTED]

**OBSERVER:**

[REDACTED]	Director, Nuclear Protection, BEIS	[REDACTED] <a href="#">k</a>
[REDACTED]	Chief Executive Officer, CNPF	[REDACTED]
[REDACTED]	Branch Chair and H&S Rep, Prospect	[REDACTED]
[REDACTED]	Vice Chair & Secretary, Prospect	[REDACTED]
[REDACTED]	Supt. Associations Rep	[REDACTED]

**APOLOGIES from attendee(s):**

Richard Saunders	Director of People & Organisational Development	[REDACTED]
[REDACTED]	Chief Finance Officer	[REDACTED]
[REDACTED]	Head of Engagement & Communications	[REDACTED]

## CIVIL NUCLEAR POLICE AUTHORITY (CNPA) MEMBERS ONLY SESSION

A CNPA Members Only Session took place prior to the CNPA Board meeting.

### 1.1 WELCOME & CHAIR'S UPDATE (Sir Craig Mackey)

Sir Craig Mackey (CM) welcomed all attendees to the meeting. CM welcomed [REDACTED], Director of BEIS who was observing the meeting. CM also welcomed representatives from the Police Federation, Superintendent's Association and Prospect, who were observing the Board meeting.

CM advised there are two new Board Members who had been identified, [REDACTED], Supply Chain Director for Sellafield Ltd and [REDACTED], EDF Finance Director Generation.

CM advised that Board Members held a Members-only session prior to the Board, and some of the issues that were identified would be picked up as wider parts of the agenda.

### 1.2 APOLOGIES

Apologies for absences as indicated above.

### 1.3 CONFLICTS OF INTEREST

No conflicts of interest were declared.

### 2.1 UPDATE OF EVENTS SINCE THE LAST MEETING (Sir Craig Mackey)

Document Reference: Agenda

Sir Craig Mackey (CM) updated on the following events:

E-mail re Chief Constable's Presentation Evening (South) on 27 July 2022

On behalf of the Board Members, CM thanked Simon Chesterman (SC) for the invite to the CC Presentation Evening. CM acknowledged that hard work had been put into organising both the North and South Presentations and passed his thanks on to the wider Executive Team for their involvement.

07.06.2022: E-mail attaching a letter from [REDACTED] – CNPA/CNC Priorities 2022-23

CM thanked [REDACTED] for her work on the letter regarding the CNPA/CNC Priorities for 2022-23. SC advised that [REDACTED] had written to him with a list of priorities for CNC going forward and work is ongoing in regard to objectives. SC highlighted that the draft had been refined slightly, as the Chairman had made some comments, and it was now sitting with [REDACTED] for review.

[REDACTED] advised that the priorities should be visible and transparent and thought it would be best to send a letter to set out the priorities clearly. [REDACTED] advised that these are the Board's priorities, and it was for SC to make them into objectives.

11.07.2022 – Chairman approved collaboration agreement for the Commonwealth Games

CM advised that since the last meeting CNC Officers were supporting the Commonwealth Games in Birmingham. SC updated that there were several Officers and Police Dogs (PDs) providing support and there had been positive social media coverage with the PDs.

[REDACTED]

[REDACTED]

There is ongoing work on the future of nuclear, and on the 19<sup>th</sup> of July, BEIS announced that £75million would be invested into the Future Nuclear Enabling Fund, which is intended to invest in, support and preserve the important parts of the nuclear fuel cycle.

[REDACTED] acknowledged the new Board Members, [REDACTED] and [REDACTED], and advised that she would be interviewing for the new CNPA Chairman on Friday 29th June.

[REDACTED]

### 3.1 APPROVAL OF MINUTES OF MEETING HELD ON 25<sup>th</sup> May 2022 (Sir Craig Mackey)

Document Reference: PAB(22)R71

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting that was held on 25 May 2022 represented an accurate record of the meeting.

No comments or amendments were raised.

#### DECISION:

The draft minutes of the CNPA Board Meeting held on 25 May 2022 were **APPROVED** as an accurate record of the meeting.

### 4.1 REVIEW OF CNPA ROLLING ACTION LOG (Chair)

Document Reference: PAB(22)R72

The Chair asked if there were any comments, questions or any actions omitted from the Action Log.

The Board were content to discharge all 'Proposed Closed' actions

**DECISION:** Members **APPROVED** the closure of the actions that had been logged in the CNPA Rolling Action Log as "Proposed Closed."

## 5. CHIEF CONSTABLE/CHIEF EXECUTIVE'S REPORT (CC Simon Chesterman)

Document Reference: PAB(22)R73

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 Sensitive" level since the last Board on 25 May 2022.

SC provided a brief update on the following headlines from the Chief Constable/Chief Executive's Report:

- Conduct
- Efficiency
- [REDACTED]
- [REDACTED]
- Police Officers pay settlement

CM highlighted issues in relation to conduct [REDACTED] and efficiency. [REDACTED] observed that there were a number of misconduct cases which was concerning and asked SC for further clarity on these. SC acknowledged that the impending report from [REDACTED] would provide CNC with some learning which would likely be reflected in the misconduct cases. SC advised he was aware that a small number of cases could have a big impact on the credibility and reputation for CNC's stakeholders and BEIS. SC commented that whilst was not dismissing the problem, he noted that the number of cases represented a small minority of the organisation. SC highlighted that the CC Commendation Evening was a timely reminder that most of CNC employees are of the highest integrity and treat each other with respect.

[REDACTED] questioned if it was typical for a force like CNC to see the amount of misconduct cases and whether there were any other unique situations the Board needed to be made aware of. SC assured CP that it was typical and that fellow Chief Constable's from the CC Council were suffering with the same issues. SC assured the Board that work was ongoing to improve equality, diversity and inclusion.

[REDACTED] questioned how CNC Officers were feeling in relation to the reports on misconduct and did they feel the approach CNC are taking was appropriate. [REDACTED] queried what access CNC had in gaining an understanding from the Officers on their thoughts. SC assured [REDACTED] that engagement with Officers had been through formal and informal engagement forums, and with the Executive spending time across the different OPUs talking to Officers and also through polling workshops and focus group and the general feedback had been positive. It was apparent that none of the Officers wanted to be associated with the kind of bad behaviours that has been reported. SC highlighted that many of the [REDACTED] cases that have come

to surface were due to individuals coming forward and expressing they were uncomfortable.

In relation to EDI, SC advised that these cases were slightly more challenging, however there had been a clear focus on misogyny, racism and homophobia to ensure that it is completely removed. SC observed that if CNC are not careful in terms of messaging being circulated in relation to conduct and EDI, CNC could start to alienate individuals and make them feel as though the messaging CNC are issuing is aimed at them. SC acknowledged that there was mixed feelings across the organisation in relation to how CNC tackles EDI.

██████████ observed that when he joined CNC just under three months ago, there were 4 individuals suspended, and that number had increased to █████. █████ assured the Board that CNC are determined to be intolerant of inappropriate behaviour but noted that this behaviour does exist within a small minority, and predominantly related to misogyny and racism.

██████████ assured that CNC would be intolerant of bad behaviour and would accelerate to get individuals out of the organisation where needed. █████ noted that investments were being made in relation to CNC's Professional Standards Department, and there was an increase in resourcing within PSD with another Temporary Sergeant being put in the department to ensure CNC are performing quality investigations and to expedite the process.

As a result of the governance review, █████ had been asked to establish and Chair the new Ethics and Inclusion Group. █████ advised that a draft Inclusion and Belonging Strategy and an Integrated Cultural Action Plan had been shared with the CNPA and an all-day workshop at █████ in August is due to take place. The Terms of Reference for the group had been drafted and █████ advised that an update would be provided at the September Board, which should satisfy and ensure that the right structures are in place and the activity is linked to progress.

██████████ observed that there were different aspects that were coming together but at slightly different timelines. █████ reflected on the timescales and asked that given the public interest in this topic questioned when the CNC/CNPA are going to plan in another strategy session. █████ commented that it was about getting the right focus and level of clarity together. CM suggested that a timeline be produced with upcoming key dates. █████ advised this would be helpful as CNC may get some learning from what other Forces are doing. Action 001 CM also highlighted that CNPA were now members of the Association of Policing Crime Commissioners and were included on the circulations which would be helpful to feed back into the learning.

██████████) provided an update on the next strategy session and noted that October would be when phase 2 of the strategic business planning process would begin, which would be around the same time everything else was due. █████ assured the Members that the Board & Committee Team would produce a timeline with the list of upcoming key dates. Action 002

**Action 001** – Executive and CNPA Members to have a strategy session in relation to the conduct.

**Action 002** – A timeline to be produced for CNPA Board Members to identify key upcoming dates.

██████████) observed that there was learning to be had and that it would be good to hear the perspectives of other Chief Constable's as that would provide more of an insight. █████ noted that the roles and limitations of the CNPA were not clear and recommended that this piece of work needed to happen relatively quickly. CM agreed and suggested a background paper should be produced for all CNPA members as to why the Police Authority was under the new reformat. Action 003. CM emphasised the need to get clear messaging to Officers and Staff and thanked the CNPF for constantly reinforcing the message but highlighted that all areas needed to work closely on this.

In relation to the Oversight Authority, █████ asked if there was an action that needed to be raised. CM advised that there were procedures about how under the new police format the CNPA would carry out appeals and that some procedural guidance was going to be circulated. █████ assured that a meeting had been set up to look at the work ongoing in this area. CM noted that the legislation was not initially written for CNPA Members, so there needed to be a way of making it work that is legal and ethically compliant.

**Action 003** – █████ to produce a background paper and procedural guidance which highlights the roles and limitations of the CNPA in relation to CNC conduct.

SC added in terms of governance, CNC were treating misconduct as a critical incident area and highlighted the Gold Group meetings which were running fortnightly with representation from the Police Authority and BEIS. █████ advised he had been in discussions with the IOPC on where CNC were going with this and the feedback CNC received was that the approach was refreshing, as they had not been getting

the same openness and transparency from other forces.

[REDACTED]

In relation to the Police Officers Pay Settlement, CM confirmed that CNC's approach had always been for Superintendent's and Federated ranks to mirror the PPRB. CM advised that this was part of a collective agreement that CNC must follow. CM highlighted a crucial issue in regard the funding for the pay settlements, which CNC are partly able to cover for 2022 due to a variety of reasons including efficiencies and underspends. [REDACTED] noted that the Q1FC Finance Report would provide a more detailed update on the funding for the Police Officers pay settlement.

No further comments and questions were put forward.

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

## ITEMS FOR DECISION

### 6.1 Finance Report: Approval of Q1FC [REDACTED]

Document Reference: PAB(22)R74

[REDACTED]

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



█ noted that she would be interested in exploring how items being put through Parliament this year would impact on CNC's mission. In relation to the point on decarbonisation and cyber (third bullet point),

█ agreed with █ comments and reiterated that it was good to see consistency and stability. AH highlighted the word flexibility, which was used in the report, and asked where that flexibility might be.

█ highlighted the emerging planning objectives and advised that the wording 'mitigated against' felt negative and questioned if there was a balance around achieving the emerging objectives through the people's strengths whilst mitigating any downside of the organisational culture that we identify, as the other three points are relatively positive. Action 009

**Action 009 –** █ to review and amend the words 'mitigated against' in relation to the emerging planning objectives.

█ advised that she was in support of the phase 1 output and saw it as a positive step forward. HSQ

█ observed that there will be a significant amount of change in the next 3-5 years, and the CNPA/CNC should not underestimate the amount of time and how much that will take the work through the organisation.

#### DECISION:

- The CNPA **REVIEWED** and **ENDORSED** the assessment of strategic needs for further development in phase 2, which will identify capability requirements and candidate projects.
- Provided additional **DIRECTION** to support the emerging goals and objectives for this cycle of the business planning process.

## 7.2 Corporate Performance Monitoring & Reporting: New Approach (█)

Document Reference: PAB(22)R76

The purpose of this report is to present the CNPA with the proposal on a new approach to corporate performance and monitoring reporting. The CNPA were requested to:

- CONSIDER and APPROVE the format of the presented approach to corporate performance monitoring and reporting at Appendix (A).
- NOTE the range of metrics identified on the Metrics Map at Appendix (B) that support demonstration of efficiency and effectiveness.
- NOTE the SPPRG Terms of Reference at Appendix (C).
- NOTE the updated Performance Framework provided for information at Appendix (D).

█ provided an overview of the Corporate Performance Monitoring & Reporting: New Approach Cover Report. █ advised that there had been comments on the report regarding trending information from CMG which had been incorporated in the report, as well as additional wording on strength versus establishment for Officers, however there was not enough time between CMG comments and CNPA papers being circulated for those changes to appear in the Board papers. RN highlighted the appendices and Terms of Reference for the new Strategic Planning, Performance and Risk Group (SPPRG). █ updated on the purpose of the SPPRG meetings and advised that the meeting would report up to the CMG and CNPA.

█ and █ were supportive of the new approach and noted that the questions and conversations raised previously had been addressed. █ advised she was supportive of the new approach but queried whether the CNPA wanted the Board to have a summary of the detail from the ARFC, and for the Board to feedback on areas that the ARFC should delve into, or did they want ARFC to get the detail and feedback to the Board. █ agreed with all comments but questioned whether the new way of performance monitoring made the organisation better by measuring the right areas and would the performance reporting help manage the plans and make the organisation more effective and efficient. RN advised that the SPPRG would look at actions and solutions, which would then be presented to the Board in order for CNPA Members to get a full picture, and for assurance that CNC are measuring the right areas.



████ acknowledged █████ comment in relation to making the organisation better. █████ noted that the Constabulary Change Board (CCB) should be focused on what as an organisation needed to be done to be fitter and any issues needed to be addressed as part of horizon scanning with a forward look. █████ assured that he would want to make sure that all areas in the organisation are running and working effectively and observed that the relationship between the SPPRG and the ARFC would be critical.

████ observed that the approach is classed as being new but highlighted that this had been an area of growth in way of risk and performance management for some time. █████ highlighted █████ point in that the CNC need to ensure that corporate performance monitoring and reporting does not end up in every area. █████ raised an issue around how do we get the focus and drive right. █████ noted that the ARFC would likely want to see more than the Board sees, but it still needed to be decided what the ARFC would or would not be getting updated on.

████ advised that the structure was layered so that █████ as the SPPRG Chair and SC as the overall Accounting Officer have a duty and obligation to ensure that the organisation is healthy and delivering and running against its framework, objectives, and strategy. The Committees have an obligation and responsibility to look at the detail and to feel assured that through the different reporting mechanisms, metrics and deep dives, that what is being reported is a true reflection, and then the Board is responsible for taking an overall view. █████ highlighted that the CNPA Board would be looking at reporting by exception. █████ assured that between █████ and herself, they would ensure that SC is alerted to these stories and covers them in his CC reports. █████ added that from a performance perspective CNC operate well, particularly in its core mission, however this becomes a challenge when it is moved into a change in environment, because there is a lot more uncertainty due to deadlines moving. █████ advised that the commentary within the one-page reports is what is going to be most important over the RAG status, and █████ and █████ will ensure that individuals are reporting on their actions. █████ added that she would be asking the CNPA Board to make sure they are satisfied with the commentary being provided.

#### DECISION:

- The CNPA **CONSIDERED** and **APPROVED** the format of the presented approach to corporate performance monitoring and reporting at Appendix (A).
- **NOTED** the range of metrics identified on the Metrics Map at Appendix (B) that support demonstration of the efficiency and effectiveness.
- **NOTED** the SPPRG Terms of Reference at Appendix (C).
- **NOTED** the updated Performance Framework provided for information at Appendix (D).

#### STANDING ITEMS

##### 8.4 Health and Safety Report (Simon Chesterman)

Document Reference: PAB(22)R76

The purpose of the report was to provide a summary of Health, Safety and Environment related matters in compliance with the Health, Safety and Environment Policy Statement of Intent; from 1<sup>st</sup> April – 30<sup>th</sup> June 2022. (1<sup>st</sup> reporting period for the year 2022/2023). The CNPA members were invited to note the content of this report.

SC advised he was presenting the paper on behalf of █████. SC highlighted the following updates from the report:

- SC highlighted the injury count and advised that the figure was what CNC would expect to see this time of year, as there is an increase in training etc.
- SC observed the figures in the graph on page 1 of the report, particularly for the month of June which looks slightly higher than previous months for 2022. SC advised that when compared to 2019 and to date, the figures are consistent and there is no discernible pattern there.
- There have been 3 RIDDORs, 2 of the RIDDORs were due to █████, which will both be subject to full investigations.
- █████ had previously asked about the relationship between RIDDORs and Covid. SC advised that work had been done to investigate this and the specialist advice is that Covid does not link to RIDDOR issues.
- Near-misses – SC advised there were no discernible trends.

████ highlighted an update from the Operations paper in relation to an Officer at █████ who was classed as being a medical emergency and queried why this case was not classed as a RIDDOR. SC advised that this was not reported under the H&S RIDDOR update as this was not a work-related injury and therefore did not need to be recorded under H&S.

████ noted that there was an outstanding action on █████ in relation to carrying out a



review on H&S reporting. [REDACTED] advised that she catch up with [REDACTED] separately in order to see what needs to be included in future reports and how much detail was needed. Action 010

**Action 010** – [REDACTED] and [REDACTED] to discuss the future reporting of Health & Safety.

[REDACTED] advised in his opinion if the RIDDOR report was published in the public domain it would do CNC a disservice as it suggests CNC are normalising the level of accidents and advised that the word ‘normalising’ should be changed. Action 011

**Action 011** – [REDACTED] to amend the word ‘normalising’ in the RIDDOR reporting.

**DECISION:** Members **NOTED** the Health and Safety Report.

## 8.5 Operations Report

Document Reference: PAB(22)R77

The purpose of this report is to provide Board members with information in respect of CNC operations. The CNPA members were invited to note the content of this report.

Louise Harrison (LH) provided an update on the key highlights from the Ops Report. A discussion took place around the attrition issue at [REDACTED] and how CNC are looking to be innovative to reduce the loss of staff at the OPU. LH advised that work was ongoing to introduce monthly retention payments, final/terminal payments, and potential ‘passports’ to work for other Home Office (HO) forces. [REDACTED] asked for clarity in relation to the passport’s opportunity. LH advised that CNC were exploring the option of a passport process, where serving CNC Officers could transfer over to another HO force. LH highlighted that CNC needed to explore the different options and advised it was about facilitating what our serving Officers want by trying to keep them employed by CNC for as long as possible.

**DECISION:** Members **NOTED** the content of this report.

## 8.4 Project Portfolio Delivery Report

Document Reference PAB(22)R79

The purpose of this report is to provide CNPA Board Members with an update on those projects that are in active delivery in furtherance of the CNPA 2021/24 Strategy. The CNPA members were invited to note the content of this report.

RC introduced the paper which was submitted for noting. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED].

**Action 012** - CM to circulate the Minutes from the APCC.

[REDACTED]

IT future services are mainly on track; however, the RAG status is showing as red as CNC are still in discussions with [REDACTED] regarding a start date. RC assured that CNC are due to enter a contract with [REDACTED] by the end of August which should then turn that area amber.

RC advised there was a scheduling issue in relation to the Police Pay and Grading. RC noted that there is a change request being submitted to the next Constabulary Change Board (CCB) which will seek to bring that project out of exception and it will then be baselined and rescheduled.

**DECISION:** Members **NOTED** the content of this report.

## **ITEMS FOR READING**

### **9.1 Audit, Risk and Finance Committee (ARFC)**

#### **9.1.1 Acting Chair's Report of ARFC (Telecon) Meeting held on 29 June 2022 regarding the 2021/22 CNPA Annual Report and Accounts**

Document Reference: PAB(22)R80

The report highlights issues raised at the ARFC Meeting held on 29 June 2022, that the Acting Chair wishes to bring to the attention of the Authority in line with CNPA governance matters. The CNPA members were invited to note the update.

■ advised the purpose of the meeting had been to sign off the ARA for consideration by the Authority and the Chief Constable. In the light of changes that were needed, that approval had been postponed to a later date. ■ highlighted that the team had worked hard to ensure that CNC have a new programme in place which will get us between parliamentary return and the conferences.

■ noted that the ARFC had asked for a review of any learning in respect of the preparatory audit work for the ARA, the context being that there will be changes to the accounting standards every year.

**DECISION:** Members **NOTED** the content of this report.

#### **9.1.2 Draft Minutes of ARFC (Telecon) Meeting held on 29 June 2022**

Document Reference: PAB(22)R81

The minutes from the ARFC were circulated prior to the meeting as a READING item.

### **9.2 People Committee**

#### **9.2.1 Chair's Report of People Committee Meeting held on 6 July 2022**

Document Reference: PAB(22)R82

The report highlights issues raised at the ARFC Meeting held on 29 June 2022, that the Acting Chair wishes to bring to the attention of the Authority in line with CNPA governance matters. The CNPA members were invited to note the update.

■ noted that the People Committee were still on a journey of refining and clarifying the new ways of reporting on a more focussed set of priorities.

■ advised that the report references material from the integrated cultural change action plan, which will enable more effective tracking of progress and will be reported into the Board. ■ highlighted that work was ongoing with ■ and the department to refine the key updates for the People Committee.

■ recognised an area of achievement in relation to the adoption of the new pay and grading review process which has been supported by two thirds of colleagues. ■ thanked ■ and his team and colleagues at Prospect for their hard work.

**DECISION:** Members **NOTED** the content of this report.

#### **9.2.2 Draft minutes of People Committee Meeting held on 6 July 2022**

Document Reference: PAB(22)R82

The draft Minutes from the People Committee were circulated prior to the meeting as a READING item.

### 9.3 CNPA Board Action/Decision Log

Document Reference: PAB(22)R84

Craig Mackey (CM) advised the CNPA Board Action/Decision Log was there for the reading.

#### 10.1 September 2022 CNPA Board Meeting arrangements

CM advised [REDACTED] had offered [REDACTED] as the location for the September CNPA Board. CM advised that from a practical point of view, not every CNPA Board attendee would be travelling and attending the meeting from [REDACTED]

#### 10.2 CNC Cyber and Constabulary's Digital Direction

Paper reference: PAB(22)R85

The purpose of the Bitesize Session is to update the Board on the Constabulary's Digital Direction and activities to enhance our cyber resilience.

RC introduced the paper and advised that this was the first of these "Bitesize Sessions". RC advised that the slide pack being presented to the CNPA Board had been circulated to all attendees prior to the meeting for reading. RC highlighted slide 1 regarding the background and wider partnership context and advised that there were mixed views as to whether the external contractor had been delivering which was hard to account against what CNC needed.

In terms of the IT future, CNC took the opportunity with the strategic partners, [REDACTED], to look at the various areas including structure and the future IT model, and the balance had been set in terms of the in-house team and the service provider. RC advised that more work was needed regarding CNC's cyber positions. RC assured that CNC are very much dependent on working closely with the new provider in due course to ensure the right level of protection in this area. RC advised that work was ongoing with the digital strategy, which underpins all the work that is being done currently on the future of technology within the organisation by bringing in a centralised technology model across the organisation. RC noted that the extent and depth of that needed to be discussed as there is quite a lot of investment within that model.

In relation to the digital strategy, RC advised that a session was scheduled for August involving Board Members where they would see the latest updates on the strategy, which will then be submitted to the CMG and September CNPA Board.

RC highlighted the key areas CNC have been working on, which includes, visualising and managing the IT load, business partnership and engagement, and roles and expectations. RC noted that these areas felt like they had lost their place within the organisation. RC assured that those areas were moving forward with a much clearer definition of the roles and responsibilities.

[REDACTED] provided a detailed overview of all of the slides.

[REDACTED] highlighted the demand management idea and challenged that there will undoubtedly be areas that need to be worked on before other priorities within the existing plan and there needed to be sufficient flexibility. [REDACTED] highlighted her nervousness regarding changing priorities. [REDACTED]

[REDACTED] RC assured that when CNC move to the new provider and target operating model, CNC will be in a better position to service what the organisation needs moving forward. [REDACTED] added that the prioritisation process framework has some safeguards, so for example, if the work is mandatory or if there are time constraints, it will move to the top of the priority list. [REDACTED] advised there were two aspects to be considered, which are the value the work adds to the organisation and the ease of delivery. [REDACTED] agreed that having agility and flexibility to respond to changes in demand is key. [REDACTED] advised that she was supportive of the centralised model and highlighted that resilience was key.

[REDACTED] thanked [REDACTED] for the presentation and noted that she was fully supportive of the centralisation strategy. [REDACTED] noted that [REDACTED], and other parts of the estate had launched their own digital IT strategy – [REDACTED] questioned about the benchmarking for the CNC IT strategy, as it was significantly different to some of the choices [REDACTED] etc. had made. [REDACTED] acknowledged that this may be entirely appropriate for CNC for

different reasons but asked if benchmarking had been looked at for CNC. ■■■ advised that work had not been done to look at benchmarking but assured that the team had looked at the context of CNC and whereabouts CNC are in the market and what the wider industry is doing in terms of both nuclear and policing and taking guidance and advice from ■■■ in terms of that direction of travel. ■■■ advised it would be useful to have a further discussion with ■■■ in terms of benchmarking and their direction of travel. Action 013

■■■ asked how much of the team strength would be devoted to making sure that CNC get what they need from the IT provider. ■■■ advised that there is going to be significant emphasis on benchmarking and focusing CNC's ability to manage change and also supplier management, which is key.

**Action 013** – ■■■ to arrange a meeting between ■■■ and CNC around benchmarking in relation to the Digital IT Strategy.

■■■ advised he welcomed the paper and acknowledged ■■■ comments relating to the digitalisation journey and drawing it all together. ■■■ highlighted his role was to deliver assured services where the customer base needed it, including terms of insurance, confidentiality, and integrity. ■■■ provided assurance that IT had a good knowledge of risks and highlighted that risk was always at the forefront of CNC's mind. ■■■ thanked ■■■ for his update and observed that it was about the realism that everybody is on the journey together in relation to capacity being limited and funding being strained.

■■■ noted the risk issue and highlighted two areas of concerns. The first was in relation to the transition into ■■■ and the second was challenging the market, particularly in terms of recruiting cyber skill sets.

■■■ advised in terms of transition, ■■■ have agreed with the transition timeline and assurance had been confirmed by three reference clients in relation to how the transition went and how long it took, in which all three reference clients were complementary. ■■■ highlighted that the plan is indicative of ■■■ completing the transition by the end of January 2023. ■■■ noted that there was a contingency plan to extend service with ■■■ until the end of March 2023 if needed. ■■■ advised that the high-level plan was being worked on and agreement was being sought between CNC, ■■■ and ■■■ in regards the transition.

RC stated that CNC have a full programme in a visual format as well as support from CNC's strategic partners in terms of some of the areas needed to be cognisant of in terms of transitioning. ■■■ assured that both internally and externally, CNC were in a good position. ■■■ highlighted that CNC have built out the transition team and exploited the skill sets developed under BPSS in terms of internal change capacity and capability, which would be good to use in terms of supporting the transition to ■■■ moving forward.

■■■ introduced the Cyber Roadmap presentation and provided a detailed update on the slides featured.

■■■ acknowledged that work was moving forward across the cyber work and that it was positive to see the slide on additional targets as it demonstrates the movement and the strategy moving forward. ■■■ advised she would encourage that the remediation work is a programme within that area.. ■■■ observed that the IT digital strategy would need independent cyber security oversight from ■■■ and queried if the resources would be dedicated to the oversight to the strategy, as well as managing the improvement of the score. ■■■ asked if ■■■ had a view to share back.

■■■ highlighted the collaboration that there had been with CNCs strategic partners, including ■■■, who had kindly shared their structure which had been helpful for CNC in gaining an understanding of the different structures. ■■■ noted that there is still ongoing work in regard to the structure given the limited resources CNC have. ■■■ thanked ■■■ for her update and advised that she would continue to support and share any learning. ■■■ thanked ■■■ for her help and support.

RC updated that ■■■ had linked CNC to the ■■■ as part of the ■■■ so that we start to access the progress around the centre of excellence and share resources in that area. ■■■ advised that the Chief Executive of the ■■■ and ■■■ were able to align the Nuclear Sector Cyber Strategy with the CNC strategy which was positive.

█████ advised the centre of excellence could produce a good feed for all organisations within the nuclear sector, and work is being done with the █████ team to make that happen.

█████ highlighted that CNC had seconded an individual from █████ until December 2022 and to help draft the CNC Personnel Security Strategy as well as the inside risk piece of work. █████ assured that this was at no cost to CNC.

RC assured that a full programme would be completed so any risks associated are recognised, but overall CNC are in a reasonable place.

CM thanked █████ and █████ and the team for the hard work in relation to the cyber and digital strategy. CM assured that the deep-dive session had been helpful and hoped that the contribution of CNPA Members would help move the strategy forward. CM advised that the CNPA looked forward to seeing the progress.

**DECISION:** The CNPA **NOTED** the contents of the paper and provided feedback and direction.

**Meeting concluded at approximately 14.35 hrs.**

<b>Distribution:</b> CNPA Board Members, CNC Executive
<b>Next Meeting Date:</b> 27 September 2022 CNPA Board Meeting at 10.00 hrs █████ )