# **Minutes of Meeting:**

Title of Meeting	Civil Nuclear Police Authority Board Meeting	Date(s) Meeting Held & Venue	27 September 2022
Meeting Called By	Craig Mackey, Interim Chair	Start Time	09.00 hrs
Reference Meeting No.	CNPA 20220928	End Time	12.00 hrs

MEMBERS:		
Sir Craig Mackey	Interim Chair, CNPA	
Pamela Duerden	Industry Representative Member, NDA	
Andrew Harvey	Independent Member	
Chris Pilgrim	Independent Member	
Mark Rouse	Industry Representative Member, DSRL	
Sue Scane	Independent Member	
In ATTENDANCE:		
CC Simon Chesterman	Chief Constable/Chief Executive	
Richard Cawdron	Director, Governance and Enabling Services	
ACC Louise Harrison	Assistant Chief Constable	
DCC Stephen Martin	Deputy Chief Constable	
Richard Saunders	Director, People & Organisational Development	!
	Temporary Assistant Chief Constable	
	Head of Engagement & Communications	
	Supt, Chief of Staff, Executive Office	
	Chief Finance Officer	
	Head of Governance & Assurance	
	Board & Committee Secretary	
	Board & Committee Manager	
OBSERVER:		
	Head of Legal Services	
	CNC Sponsorship, BEIS	

1.1 WELCOME & CHAIR'S UPDATE (Sir Craig Mackey)
Sir Craig Mackey (CM) welcomed all attendees to the meeting. CM welcomed
CNC Sponsorship for BEIS and Head of Legal Services who were observing the
meeting. CM acknowledged that there had been comments made in relation to the size of the meeting
room at where the Board was taking place. CM advised it was good for the Board Members
and Executive to see the working conditions that CNC Officers are asked to work in.
CM expressed his thanks and appreciation on behalf of the CNPA to all Officers and Staff in relation to
the recent deployment of CNC Officers at the funeral of Queen Elizabeth II. CM acknowledged and
thanked the organisation as a whole had helped in the Operation.
CM advised that the Minister had approved the two new Board Members,
for Sellafield Ltd and processing, EDF . CM was hopeful that the Board Members would be wetted for the Nevember Board.
that the Board Members would be vetted for the November Board.

No apologies were received.

#### 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

The Chair updated on the following events:

- Chair signed S22A agreement for Officers to be deployed under Operation London Bridge
- S22 Collaboration agreement 15/9/22 signed by Chair for 2 explosive dogs and handlers to be deployed to

## 3.1 APPROVAL OF MINUTES OF MEETING HELD ON 27th July 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 27 July 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 27 July 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

CC Simon Chesterman (SC) advised that Operation London Bridge had been in the pipeline for many years
and although , the passing of the Monarch still
came as a shock. SC highlighted that for Operation London Bridge the CNC had deployed the biggest mutual
aid deployment of armed-Officers on record which had impacted not only CNCs front-line Officers, but the
whole organisation which the had been very grateful for and had provided outstanding feedback.
SC noted that this was a good reflection of CNCs capability, and it was good for the government to see that
CNC are a valuable asset. The also requested one Officer who had to be able to march and a female
AFO who is also a military veteran from Sellafield had the honour of marching with the cortege.
) referenced a conversation that had taken place regarding the potential deployment of CNC
Officers at the upcoming Coronation of King Charles III and asked what number of Officers CNC were looking to deploy. SC advised he was uncertain at this stage how many Officers would be deployed but noted that
there would be more time to plan for the Coronation. SC assured that the Officers who had volunteered to
assist with the funeral of Queen Elizabeth II, who were not deployed on this occasion, will be first choice in
the event we are requested to assist with the Coronation.
the event we are requested to assist with the coronation.
asked if there were any lessons learned from the operation and SC advised the only issue
was the transport to and from London, as some of the coaches had broken down.
advised that a full debrief would be carried out to address any lessons learned.

The Chair asked SC if Members were aware how CNC were able to flex Officers in terms of their shift patterns and asked what a typical Officer shift pattern looked like. SC advised that Officers do 12 hour shifts for 4 days and then have 4 rest days. SC reassured Members that the cost for the deployment was done on a full cost recovery basis, and all money would be claimed back.

SC provided a brief overview on the following key highlights from the report:

Culture and Standards SC referenced a meeting that had taken place between all Police Chief Constable's and the new
sc assured that CNCs response to misconduct is very much in line with the misconduct within the organisation.
Care of Police Survivors (COPS) SC updated on the recent Care of Police Survivors COPS) annual service he had had attended which is a remembrance service held at the National Memorial Arboretum. The service is preceded by the police unity tour where teams of Officers cycle from their respective force areas to the Arboretum. Each rider wears a unique wristband bearing the name of a fallen Officer. Retired CNC Assistant Chief Constable Alan Cooper rode in this year's tour and purely by coincidence he was allocated the wristband attributed to a Sellafield officer, who was tragically killed in a road traffic collision on his way home from work in January 2021. SC observed that this was a fitting tribute, and he has since written to widow enclosing the wristband.
The Chair thanked CNC for showing continuous support to the COPS and advised it is important to keep charitable organisations like the COPS going.
<b>DECISION:</b> Members <b>NOTED</b> the Chief Constable/Chief Executive's Report.
ITEMS FOR DECISION
6.1 Medium Term Financial Plan Guidance Document Reference: PAB(22)R88a

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Document Reference: PAB(22)R89

The purpose of the paper is to share with the Board the maturing CNC Technology and Digital Strategy, seeking the Board's contribution and guidance in moving the strategy forward to approval.

It was recommended that the Board considered the CNC Technology and Digital Strategy and define how additional contributions should be incorporated and how full approval of the Strategy should be enacted.

RC provided a brief overview of the paper and asked the Members for questions. The Chair asked for the wider-CNPA Members to provide feedback as several Members had been involved in the earlier of the strategy to try and speed up the consultation process.

noted that the substance of the report touches on training and culture and there is reference to the experimentation culture. questioned whether that was connected to the wider debate about what sort of organisation CNC want and the future culture picture. advised that he would not like to think that IT are disconnected in any way from the wider debate that is ongoing. RC assured that culture had been looked at widely in terms of the overall strategy but acknowledged there could be more work to do in that area.

asked if the IT and digital training was going to form part of the training function for culture. assured that if training is going to be looked at in its entirety, then every area will be reviewed. observed there is a variation within the IT strategy around the specific innovation process within IT. RC acknowledged the points raised by and advised that in the past, CNC invested in programmes but did not have the correct mechanisms in place to carry out thorough training. RC assured this is an area the team will be working on to improve.

In relation to the chart on page 35, asked if the Organisation can consume technical change at the rate IT have projected, and how that would impact the scale of change. also highlighted the discussion on affordability and noted that as the cost had not yet been projected and the strategy is aspirational, to what extent are IT and Finance conjoining in relation to cost.

RC commented on the framework and advised that there were areas within the framework that CNC must take on board in terms of technology. RC advised the strategy was aspirational and can be stopped at various stages if needed. highlighted that the plan is spread across 10 years, which makes it more realistic. commented that the IT Department is looking at the strategic plan from an aspirational point of view and the business plan covers the appetite of the whole department, however there are some suggestions that will never materialise. assured that the first part of the plan includes areas that are already in-sight and have been funded for.

advised he did not like the idea of the organisation investing and spending a large amount of time and effort on something that is not worth the funding and is undeliverable. In noted that IT had previously been under invested and until recently had not been looked at in terms of the digital way of working. In advised that originally the strategy featured a lot more dates, costs and proposals that were not realistic or deliverable. In picked up on the important points in points raised around having a better central control that should be a cost saving for CNC in the long run.

acknowledged that the strategy was important and whilst there was no funding currently associated, it does force out where some of the issues are.

The Chair advised that a conversation had taken place about driving efficiency and suggested the CNPA Members and Executive go away collectively to discuss. The Chair thanked RC and the team for the hard work involved in producing the strategy.

referenced the people and skills element of the strategy, and observed that behaviours need to change, and if they do not then this will result in a large amount of learning. advised that there is a lot of learning that comes with changing systems and processes. RC advised that the CNPA Members had not seen the operational model that sits beneath the strategy which pulls the strategy into the right shape.

**DECISION:** The Board **CONSIDERED** the CNC Technology and Digital Strategy and **NOTED** how additional contributions should be incorporated and how full approval of the Strategy should be enacted.

#### **6.3 Armed Policing Model** (Richard Saunders)

Document Reference: PAB(22)R90

The purpose of this report was to provide members of the CNPA with an update on the Armed Policing Model (APM) and the recent decisions taken at the Chiefs Management Group in July 2022, after providing the committee with an update on the approved changes to the APM establishment. This report also provided the Director of People and Organisational Change the ability to deliver his commitment to ensure that the CNPA Board (and CMG) are periodically updated on changes to the original APM establishment.

This report will aim to provide the CNPA (as it did the CMG) the assurance that the People Management Group or the CNC Executive have robustly managed any increases to the original APM establishment agreed in 2016. The CMG were provided with assurance that any increase in the APM establishment since 2016 has been considered against the following methodology:

- Business case and endorsement by the People Management Group (in line with the terms of reference for the PMG and Redeployment Panel) or the Executive to increase the APM establishment on the above grounds.
- Legitimate reason for considering an APM role
- Assessment against the APM criteria and any impact on Police Staff Opportunities

RS provided an overview of the APM and noted the key decision was to not cap the APM, but to review those roles as and when they are identified through the APM process. SC added that the roles are genuine and if an individual within the APM did not take on the role, then an AFO would need to.

. CM advised that the Union were strict in making sure the roles genuinely need to be carried out by AFOs. RS assured that the roles are managed carefully with the Union involved and there is a genuine requirement for a policing skillset.
detailed BPSS in which there are two individuals from the APM carrying out roles in which role needed AFO representation, and the second role was administrative and was initially a Police Staff role, however no one within the organisation put themselves forward, which resulted in the BPSS using an APM Officer. In one of that the Officer in question took on the role and has been extraordinarily good and as a result they are transferring from Police Officer to Police Staff.
acknowledged the APM was about how CNC manage AFOs who are no longer capable of carrying out firearms duties due to injury or medical issues, but the CNC do not want to exit them from the Organisation. RS advised that there needed to be a balance and the key is to make sure that CNC are utilising the skillsets of an AFO who is non-deployable through the APM to ensure Officers are not being taken off the front line. RS assured that the APM was being managed carefully through the Trade Union.
acknowledged the need to manage these issues and commented on the model that states that sites will do the contract guide posts and the basics and now this has been moved back to CNC. asked what the other side of the equation is considering the overall business is more expensive. SC advised that this had not been looked at in detail yet,
asked what the impact would be if APM Officers were put in a post temporarily only to be exited later on due to their being no money left in the APM budget. advised it would be useful to see a paper that demonstrates how putting individuals into the APM roles is beneficial as we have not had to go to market for those individuals. Action 006
RS acknowledged that the current APM was not perfect, and it comes with challenges. RS highlighted a problem around the development opportunities being limited due to the skillsets in relation to the specific nature of the role. RS assured that CNC can show that we are not recruiting to some of the roles such as the
commented that this issue is he same for all forces, and this was not unique to the CNC. observed that there are many jobs within policing that an organisation like CNC will not necessarily be AFO related but are necessary to the functioning of the organisation. advised that many of those roles will benefit from someone who has AFO experience and skillset. advised that the challenge for CNC is to ensure that any Officers that fall under the APM on a temporary basis, are managed effectively to ensure they can return to their normal policing duties as an AFO as quickly as possible.
was supportive of the APM being a sensible and pragmatic approach. advised she could see why CNC would want to have Officers roles that are non-AFO, due to the experience and skillset of an AFO and could not see why this would be an issue. The Chair advised that a decision was made in the past for CNC to be 100% AFO force, which was impossible, as a result the APM was created. The Chair noted that there was a longer-term debate which needed to take place around whether the APM needed to be brought to the Board every time there is a change to the APM.
RS observed that the decision for CNC to be 100% AFO force, had implications which were not properly foreseen at the time the decision was taken. RS assured the APM was the mechanism to try and manage that decision and to address the fact that there are legitimate roles that need to be undertaken that require a policing skillset. RS confirmed that the APM would be brought back into the Board for approval in light of any changes. advised it would be good to have an insight as to when the APM is coming back to Board for review.

**DECISION:** The CNPA **NOTED** the update on the Armed Policing Model

6.4 Engagement and Communications Strategy

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Document Reference: PAB(22)R91

development of the comms channels.

The purpose of the latest version of the Communications and Engagement Strategy (C&ES) is to outline what the Communications department aim to deliver between 2022 and 2025. The C&ES will be updated annually with a revised delivery plan to cover the upcoming year. The delivery plan in the current version covers the 2022/23 financial year and details the aims and objectives of how the Constabulary and Authority intends to communicate effectively, both internally and externally and how Corporate Communications will utilise and improve existing communications channels to enable this strategy to be effective.

The CNPA Board were invited to review the Communications and Engagement Strategy 2022/25. updated on the key areas of prioritisation from the C&ES. advised she was happy to take any questions and offered to hold 1-2-1 sessions outside of the meeting with the Board Members to talk through the CNPA position and to discuss any detailed feedback. CM advised that 1-2-1 sessions would be very helpful. Acton 007 highlighted the following areas: asked if could include something in the C&ES around the approach to effectiveness measurements, as the C&ES details a lot of data around viewing rates etc. but does not detail how the landing of messages in its external environment are received. would like to hear more about personal focus in recent times. observed that the C&ES included 34 deliverables which seemed a lot for a relatively small Comms team. asked for more detail around stakeholder engagement in terms of the Communications team role in talking to and other partners. advised that when she joined CNC, Communications did not have any communication channels and so the first part of the strategy was to build those in. assured that CNC are now on par with the majority of the stakeholder organisations in terms of operating channels and the effectiveness of these channels are now being evaluated by using technology to monitor CNCs internal measurement statistics to see how messages are being read and to ensure they are landing internally. In terms of the intranet sites, the Comms team monitor the number of views on intranet posts and had recently included a poll on the Chief Constable calls to check that people understood the messaging. highlighted the CNC Weekly Brief which was launched 6 months ago and advised that a poll went out recently to ask the Organisation whether they thought the messaging was right and to find out what information and updates the Organisation are wanting to see. advised that the next stage is to spend time evaluating and drawing out the statistics. ■ observed that the C&ES felt more like a communications plan which was a huge improvement due to the

SC expressed his thanks to the Communications team and highlighted the hard-work and support in the day-to-day business of CNC and acknowledged the experience both and bring to the team.

thanked for her work on the C&ES and advised the strategy was very clear and a lot of good work has been done.

The Chair echoed the comments of the CNPA Members and noted that the work around the communication channels had been improved drastically. The Chair acknowledged the hard work that and and had been involved in regarding the critical incident work and how impactive the advice and guidance

they had been.

**DECISION:** Members **NOTED** the update on the Communications and Engagement Strategy.

#### 7. ITEMS FOR DISCUSSION

### 7.1 Professional Standards (DCC Stephen Martin)

Document Reference: Verbal update

SM advised that his update on Professional Standards would be fully covered in the Deep Dive session following the CNPA Board.

**DECISION:** Members **NOTED** that a detailed update on Professional Standards would be provided in the Deep Dive session following the Board.

#### 8. STANDING ITEMS

### 8.1 Corporate Performance Monitoring Report (DCC Stephen Martin)

Document Reference PAB(22)R93

The report presented corporate performance and monitoring reporting in the format agreed by the CNPA Board on 27<sup>th</sup> July 2022 covering performance and risk across the strategic goals, the Annual Policing Plan and projects.

The Board were invited to:

- NOTE the corporate performance recorded at Appendix A for each of the 4 goals
- NOTE the additional commentary for the exceptions under each goal area

SM provided an overview of the report and appendices A and B. SM asked if anyone had any comments or questions and advised that would be grateful for any feedback to ensure the reporting is relevant and provides the level of detail CNPA want to see.

The Chair welcomed the new corporate performance monitoring report and advised it was very helpful. He asked how the team had decided on what metrics and targets to include. SM advised that a mixture of different factors had helped to determine what details to include and highlighted that there were still some areas for development such as risk. SM commented that he did not believe that risks were being scored accurately as the risks are scored from individuals around the organisation from different ranks and grades. SM assured that the SPPRG are working to try and streamline the number of risks as there are currently and the SPPRG are looking to identify and highlight the killer risks. SM assured that work is ongoing to improve the content and accuracy of the reports. requested that if the Board are not happy with the reports and the narrative behind them, then work will be done to amend and improve those areas to make them more meaningful.

advised that the ARFC see all the detail behind the corporate performance monitoring report as part of the papers and they are given the opportunity to challenge in on some of those scores and other risks and performance areas.

was supportive of the new format and how it provides the detail the CNPA need to focus on at the Board meetings. highlighted the sickness levels across both Officers and Staff and noted that health-related support within CNC was very good, however the figures were starting to drift marginally. saked if that was an issue to do with leadership and how sickness levels are being managed. SM reported that there were variable reasons for the increase in sickness and a discussion had taken place with to determine who owns that policy as it is a leading policy for SM, but it sits within directorate and needs to be locally owned and managed by Sergeants and Inspectors. SM and have agreed there is a training gap currently with the first line supervisor's course. Going forward, the course will focus on attendance levels and how to have difficult conversations around welfare from a supportive and organisational point of view. Trends, cultural and leadership issues will also be looked at. SM thanked

was very s	suppor	tive of th	ne ne	ew form	nat ai	nd a	dvised i	t was	fantasti	ic.					
															also
highlighted go	al 3 in	n relatio	n to	BPSS	and	the	overall	RAG	status	which	is	currently	trending	down	

In relation to BPSS showing as amber, assured that CNC are on schedule with BPSS and there would be around in capital which would go back into BEIS. noted that the Enterprise Planning Mode (EPM) module had been paused at one point, which may be the reason for the amber RAG status. slighlighted that some areas within BPSS had been re-baselined due to movement within the Programme which had flagged on the performance metrics as amber. assured that the amber RAG status was likely due to a reporting timeline issue, and the system had not caught up.
The CNPA welcomed the change in reporting and the way it has been presented. The Chair acknowledged that a lot of hard work had gone into the new reporting.
<b>DECISION:</b> The CNPA <b>NOTED</b> the corporate performance recorded at Appendix A for each of the 4 goals and the additional commentary for the exceptions under each goal area.
<b>8.2 Operation Report</b> (ACC Louise Harrison) Document Reference: PAB(22)R94
The purpose of this report was to provide Board members with information in respect of CNC operations. The CNPA members are invited to note the content of this report.
LH provided a detailed overview of the report and asked for any questions.
The Chair thanked LH and team for their ongoing work and observed that the report was short and concise which helped update on the large amount of work taking place within operations.
asked are CNC performing in terms of transferring Officers on a more permanent basis. assured that CNC are limited in terms of movements, and CNC tend to see more people move at higher ranks. advised there was a temporary transfer process and a full transfer process, however the number of those moving on a permanent basis was low.
queried whether work was being done to target and improve the transfer process. highlighted that CNC had a Public Interest Transfer process which is a full move transfer and would usually be applied for Officers impacted by site closures. advised it would be helpful for the Board to have a briefing on the Public Interest Transfer to get an understanding of the costs associated etc. Action 012
The Chair advised it would be useful to talk through the public interest transfers and have a wider debate around the challenges for CNC.
<b>DECISION:</b> Members <b>NOTED</b> the content of this report.
<b>8.3 Health and Safety Report</b> (Richard Saunders) Document Reference: PAB(22)R95
The purpose of the paper was to provide the CNPA with a summary of Health, Safety and Environment related matters in compliance with the Health, Safety and Environment Policy Statement of Intent; from $1^{st}$ July $-31^{st}$ August 2022.
RS provided a brief overview of the key updates from the paper and asked for any questions.

highlighted the positive reduction in the number of injuries and advised it would be good to know why CNC are seeing a reduced number. Action 013

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

# 8.4 Finance Report ( PAR(32)R0

Document Reference: PAB(22)R96

This purpose of the report was to present to the CNPA the year-to-date Civil Nuclear Police Authority's (CNPA) financial performance at the end of August 2022 Period 5 (P5) (appendix 1, 2 & 3) in a new format for comments and the assumptions for building and reviewing the Q2FC (Section 3.2)

The CNPA are requested to consider the finance report and provide comments. (Section 3.1 and Appendix 1,2 and 3) and note the Q2FC assumptions (Section 3.2)

shared the Period 5 – Financial Year 2022/23 slides with the Board and highlighted the key updates. advised she would share a copy of the slides outside of the Board. **Action 014** 

asked for feedback and questioned whether the graphical information provided is what the Board would like to see.

advised it was very useful to see the level of detail provided, but in terms of data, would like to see significant variants. was supportive of the format and advised the projections provided were useful for the Board. observed that the reporting looked comfortable which caused some concern recommended that the reporting should include some more detail and show how the Finance team are managing to keep within budgets and the different variants.

The Chair welcomed the new format and agreed with the comments raised by and advised that Finance would look at the challenges and work on the level of detail and graphics the Board would like to see which will provide more detail. noted that a covering report would be included which would pick up on the information and graphics in more detail.

recommended that keep the level of detail for the Board as is and suggested that ARFC would be the right meeting to pick up on the informational requirements as Finance is looked at in more detail in ARFC.

agreed with and noted that the ARFC could then pick up on the key points that needed to filter into the CNPA Board. Action 015

Action 015 – to produce a more detailed covering report and graph for the ARFC meetings

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

# 8.5 SIRO Report (Richard Cawdron)

Document Reference: PAB(22)R97

The purpose of this report was to provide CNPA Board members with updated information in respect of Cyber Strategy and related workstreams. The CNPA Board were invited to note the contents of the report.

The Chair asked if there were any additional updates RC would like to highlight. RC assured there were no risks to identify from the report.

RC updated on the position CNC were in a few months ago and observed the hard work that has been done with to push work forward. RC highlighted that CNC are happy with the new service provider

observed that the Board had been unhappy with the previous service provider and had challenged on the position with supported the direction of travel and advised it was good to see the transition working so well.

The Chair noted that the CNPA were supportive of the direction of travel.

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

#### 9. ITEMS FOR READING

### 9.1 Audit, Risk and Finance Committee (ARFC) (Sue Scane)

9.1.1 Chair's Report of ARFC Meeting held on 7 September 2022

Document Reference: PAB(22)R98

The report highlighted issues raised at the ARFC Meeting held on 7 September 2022 that the Chair wished to bring to the attention of the Authority in line with CNPA governance matters. The Authority is invited to note the update.
Positive feedback was received from the auditors in relation to mental health and wellbeing. highlighted that the report recognises mental health as being an area that CNC had heavily invested in which was seen as a positive.
A copy of the DRAFT Minutes from the meeting held on $7^{th}$ September 2022 were circulated for reading, as well as the APPROVED Minutes from the meeting held on $25^{th}$ July 2022.
<b>DECISION:</b> Members <b>NOTED</b> the content of this report.
9.2 CNPA Board Action/Decision Log Document Reference: PAB(22)R104
The Chair advised the CNPA Board Action/Decision Log was there for the reading.
10.1 September 2022 CNPA Board Meeting arrangements
The Chair thanked for taking the CNPA Members and Executive on a tour of He advised going forward, the CNPA Board would continue to take place twice a year from different sites, as this gives Board Members the chance to get a different view and feel of the different areas and to see the different working conditions across the organisation.
Meeting concluded at approximately 12.00 hrs.
CIVIL NUCLEAR POLICE AUTHORITY (CNPA) MEMBERS AND EXECUTIVE ONLY SESSION
A CNPA Members and Executive Only Session took place following the CNPA Board meeting.
Distribution: CNPA Board Members, CNC Executive
Next Meeting Date: 30 November 2022 CNPA Board Meeting at 10.00 hrs