

**Minutes of Meeting:**

<b>Title of Meeting</b>	Civil Nuclear Police Authority Board Meeting	<b>Date(s) Meeting Held &amp; Venue</b>	30 November 2022 [REDACTED] [REDACTED]
<b>Meeting Called By</b>	Susan Johnson, Chair	<b>Start Time</b>	10.15 hrs
<b>Reference Meeting No.</b>	CNPA 20221130	<b>End Time</b>	12.50 hrs

**MEMBERS:**

Susan Johnson	CNPA Chair	[REDACTED]
Andrew Harvey	Independent Member	[REDACTED]
Chris Pilgrim	Independent Member	[REDACTED]
Sir Craig Mackey	Interim Chair, CNPA	[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]
Richard Cawdron	Director, Governance and Enabling Services	[REDACTED]
Richard Saunders	Director, People & Organisational Development	[REDACTED] <a href="#">k</a>
[REDACTED]	Chief Finance Officer	[REDACTED]
[REDACTED]	Head of Governance & Assurance	[REDACTED]
[REDACTED]	Board and Committee Secretary	[REDACTED]
[REDACTED]	Board & Committee Manager	[REDACTED] <a href="#">k</a>
[REDACTED]	Supt, Chief of Staff, Executive Office	[REDACTED]
[REDACTED]	Head of Engagement & Communications	[REDACTED] <a href="#">k</a>

**OBSERVER:**

[REDACTED]	Director, Nuclear Protection Directorate, BEIS	
Susan Lussem	Industry Representative Member, Sellafield Ltd	

**1. 1.1 WELCOME & CHAIR'S UPDATE (Susan Johnson)**

The Chair welcomed all attendees to the meeting as well as [REDACTED] and [REDACTED] who were attending the meeting as observers. The Chair introduced [REDACTED] who was a new Industry Representative Board Member from Sellafield Ltd.

**1.2 APOLOGIES**

There were no apologies for absence.

**1.3 CONFLICTS OF INTEREST**

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

## 2. UPDATE OF EVENTS SINCE THE LAST MEETING (Susan Johnson)

Document Reference: Agenda

The Chair advised that the two new Board Members, [REDACTED] for Sellafeld Ltd and [REDACTED] EDF [REDACTED] Generation, were still awaiting vetting clearance. It was hoped that [REDACTED] would be able to join by January's Board meeting.

The Chair wanted to express her thanks to Sir Craig Mackey for his efforts as the interim Chair and for the support he had given to her as the new Chair.

The Chair asked [REDACTED] if she would provide an update to the Board. [REDACTED] raised the following points:

- [REDACTED] extended her thanks to Sir Craig Mackey for his time as interim Chair
- The Autumn Statement had set out a tight fiscal position which would affect Government spend for everyone for years to come. The Chancellor had reiterated his support for nuclear as part of the energy security and net zero energy mix of the future.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- The Statement also confirmed that the windfall tax, called an electricity generator levy applied not just to oil and gas, but also to electricity generators, i.e., nuclear and renewables. This was a tax essentially on EDF profits because they had been benefiting from the energy increases without an increase in their own generation costs so the tax would be applied until 2028.
- [REDACTED]
- The Energy Bill is to be restarted which contained the clause to enable CNC service expansion plans. Precise timings were unclear at this stage.
- The new Secretary of State for BEIS is Grant Shapps, who is very focused on growth and businesses and particularly energy. The new second permanent Secretary, Clive Maxwell, would be taking the lead and paying close attention to delivery projects and to partner organisations. There may well be an invitation from the Second Secretary in due course to meet members of the CNC.
- [REDACTED] is [REDACTED] new line manager. [REDACTED] spoke of there being an overall uplift in senior attention on partner organisations because of the recent change in personnel.

[REDACTED] asked about

how the new body related to the Atomic Energy Authority and nuclear Laboratories. [REDACTED] explained that National Nuclear Laboratory (NNL) was sponsored by another part of the BEIS's network and was not just for new nuclear but also for the decommissioning of BEIS's plutonium inventory and covered other areas such as space stations and were very much 'part of the family'. [REDACTED] explained that Great British Nuclear (GBN) was about efficient nuclear and Gigawatts and small modular reactors (SMR's) becoming operational as soon as possible. The [REDACTED]

3. **APPROVAL OF MINUTES OF MEETING HELD ON 27 September 2022** (Susan Johnson)  
Document Reference: PAB(22)R106

The Chair asked Members if they were content that the draft minutes of the CNPA Board Meeting held on 27 September 2022 represented an accurate record of the meeting.

No comments or requests for amendments were raised.

**DECISION:** The draft minutes of the CNPA Board Meeting held on 27 September 2022 were **APPROVED** as an accurate record of the meeting.

4. **REVIEW OF CNPA ROLLING ACTION LOG** (Susan Johnson)  
Document Reference: PAB(22)R107

The Chair asked if there were any comments and questions.

Members were content to discharge all the "Proposed Closed" actions. All other updates please refer to the Action log.

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

5. **CHIEF CONSTABLE/CHIEF EXECUTIVE'S REPORT** (CC Simon Chesterman)  
Document Reference: PAB(22)R108

This report was provided to update CNPA Board Members on the headlines of routine and new business at an official level since 27 September 2022.

The CNPA Board was invited to note the contents of the report.

CC Simon Chesterman (SC) outlined the report.

The main focus of the report was around culture and standards which would remain his top priority.

CC raised the following points:

- The Cultural Integrated Action Plan (CIAP) considered several sources such as [REDACTED], HMICFRS, staff surveys, [REDACTED] and cultural surveys. There were around 370 recommendations, the Executive Group had prioritised 5 themes in the report. Those 5 areas would be reviewed and progressed through the existing Candour Gold group structure.
- CNC had received the final report from [REDACTED] attended a People Committee to do a 'questions and answers' session with Independent Authority Members. Overall [REDACTED] was encouraging about CNC's direction of travel with culture and provided CNC with some recommendations which were now incorporated into the CIAP.
- Regarding the HMICFRS report CNC had requested to be included in the inspection. SC had produced a letter outlining the findings that related to CNC and the actions that would be taken and that letter had been sent to [REDACTED] for information. [REDACTED] had also included a report for this Board meeting to give Members a more detailed insight into the case studies. The findings had been incorporated in the CIAP and would be driven through the Candour Group.
- SC spoke of the Angiolini Inquiry and was due to be interviewed by Dame Elish Angiolini in December. He had to produce a statement in advance of the interview which focussed on the issues around vetting. [REDACTED] also noted that the CNPA had been approached to be

interviewed.

- SC gave updates on particular PSD cases. Further details were covered in his report.
- SC and [REDACTED] attended the annual National Police Chiefs Council and Association of Police & Crime Commissioners summit in London on 9th and 10th November. The focus was very much on the professional standards around leadership culture in Policing. The Police Authority were now engaged with the APCC which SC felt was a positive thing.
- SC spoke of it being a busy and challenging time for the force. There had been a lot of communication around standards and was aware that a large majority of the organisation were finding it difficult because they are good people who do not condone inappropriate behaviour. Morale as such was starting to suffer, along with resource levels which [REDACTED] would cover later in the meeting .
- There had been positive feedback about the Bystander Training when SC attended the Federation Conference.
- [REDACTED], the HMIC and the IOPC had all separately complemented CNC on their openness and transparency during reviews.

The Chair asked if there were any comments or questions. [REDACTED] thanked SC for being invited to join the Candour Group and the good link up between BEIS Comms team and CNC's Comms Team. [REDACTED]

[REDACTED] spoke of the financial pressures placed on forces that were spoke about at the Summit and the struggles in recruitment which would result in financial penalties for not achieving the targets. [REDACTED] raised his concern on the bandwidth the senior team had left, given the time and energy going into cultural and HR issues, and the possible impact that was having on the Executive Team. SC felt that the Executive were dealing OK with the extra workload but was very conscious of the amount of pressure they were pushing down through the organisation as well. [REDACTED] wondered whether the time that had been taken up focussing on cultural and HR issues were impacting on operational delivery. SC responded to [REDACTED] and [REDACTED] queries and stated that there needed to be more management around morale issues and the more that was being done around standards the more there was the potential of further suspensions which then causes pressure on other front-line staff to fill those gaps, so it could impact on delivery. [REDACTED] added that the vast amount of officers understand what the leadership team were trying to do but recognised it was challenging.

The Chair spoke of the value of the Bystanders training which would help encourage staff to take responsibility to call out inappropriate behaviour and it also demonstrated the efforts that CNC were going taking to address standards. [REDACTED] asked whether there were challenges for CNC to dismiss staff as she was aware that the [REDACTED] had been struggling with this issue. [REDACTED]

No further comments or questions were raised.

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

## 6. ITEMS FOR DECISION

### 6.1 BEIS/CNPA Framework (Richard Cawdron/[REDACTED])

Document Reference: PAB(22)R109

This report was provided to present the finalised BEIS/CNPA Framework.

CNPA Board Members were asked to:

- Review the finalised Framework document noting the one extract for resolution.
- Resolve the matter for resolution, agree any further amendments and agree the finalised

Framework for submission to the Permanent Secretary for sign-off, laying and publication.

Richard Cawdron (RC) introduced the report. The Authority had seen the report previously but there had since been some amendments made.

The Chair asked if there were any comments or questions. [REDACTED] queried that within the document it described a BEIS representative as an Authority Member which was incorrect and the document also stated that the Police Authority would not be able to meet unless the Chief Finance Officer was present at Boards. RC indicated that it appeared that the Members had not received an updated version of the document. [REDACTED] mentioned in Annex B that there is an Estate Strategy, and it should be reviewed fully every 3 years. RC confirmed that it had not happened, but it needs to be going forward. On Annex D it stated that delegations were draft.

**Action 03** – [REDACTED] to circulate the final document version to the Board Members.

No further comments or questions were raised.

#### **DECISION:**

Members:

- (a) **REVIEWED** the finalised BEIS/CNPA Framework document noting the one extract for resolution.
- (b) **RESOLVED** the matter for resolution and **AGREED** the finalised BEIS/CNPA Framework for submission to the Permanent Secretary for sign-off, laying and publication

#### **6.2 Internal Audit contract for endorsement by the CNPA Board following approval-in-principle by the ARFC 01/11/2022 [REDACTED]**

Document Reference: PAB(22)R110

The purpose of this document was to seek approval to award a contract for the provision of Internal Audit and Assurance Services to the CNPA, to replace the existing contract which ends on 31 March 2023.

CNPA members were requested to:

1. Review and note that the process for awarding this contract had been undertaken in accordance with CNC procurement requirements.
2. Note that guidance had been sought by the BEIS Sponsorship Team following concerns raised at the ARFC meeting on 1 November 2022 and the response was recorded in this report.
3. Authorise the award of the contract for Internal Audit and Assurance to RSMUK Limited for the period 1 April 2023 to 31 March 2025, with the option to extend for a further 2 years (1+1), subject to the agreement of both parties. (Maximum 4-Year Term.)

[REDACTED] introduced the report and highlighted that the contract had been presented and debated at length at the ARFC meeting on 1 November 2022. The main point was around whether BEIS's Sponsorship team had been content with the approach that CNC had taken in terms of contract award and the procurement process and whether CNC were required to follow or use the internal government internal audit department. [REDACTED] had received confirmation that the sponsorship team were fully supportive of the steps that CNC followed and there was no requirement to use the internal audit department.

The Chair asked if there were any comments or questions. [REDACTED] added that the ARFC had considered price and of the quality of the proposals and were satisfied that the RSM proposal provided the best value for money.

**DECISION:**

- (a) **REVIEWED** and **NOTED** that the process for awarding the Internal Audit contract had been undertaken in accordance with CNC procurement requirements.
- (b) **NOTED** that guidance had been sought by the BEIS Sponsorship Team following concerns raised at the ARFC meeting on 1 November 2022 and the response was recorded in this report.
- (c) **AUTHORISED** the award of the contract for Internal Audit and Assurance to RSMUK Limited for the period 1 April 2023 to 31 March 2025, with the option to extend for a further 2 years (1+1) subject to the agreement of both parties. (Maximum 4-Year Term.)

Document Reference: PAB(22)R111

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

[REDACTED]

[illegible]



- b) An update against the actions that followed the hot debrief (previously brought to the May 2022 CNPA meeting)
- c) An update as to the Constabulary's current position against the new recommendations
- d) An update from the Candour gold group to take forward the new recommendations.

The CNPA Board was invited to:

- a) Note the HMICFRS report.
- b) Note the updates against the hot debrief actions.
- c) Note the current position against the new recommendations.
- d) Note the review of the vetting files highlighted by HMICFRS.
- e) Endorse the proposed actions to consider the recommendations and their impact on CNC.

LH introduced the report and highlighted that CNC put themselves forward to be inspected alongside a small cohort of other forces. She outlined that the hot debrief which she previously reported on to the Board in May had been fairly positive. There had been a couple of issues that they picked up on which was mainly around being over ambitious with on-boarding. She explained that the report was to provide more context to the inspection and endorse the proposed actions going forward. LH felt that the CNC were very transparent through the process and intentionally provided some files which were likely to attract some criticism. The area that needed to improve was related to the quality of recording rationales for decisions being made in certain cases. CNC had now adopted the Authorised Professional Practice (APP) which had given the organisation a tight and robust framework to work against and all vetting staff involved in the decision-making process had been fully trained. She added that all transferred staff were fully re-vetted. Vetting was going to sit under the Deputy Chief Constable's remit.

The Chair asked if there were any comments or questions. [REDACTED] stated that a lot of the issues with PSD cases had come to light through other criminal activity and asked whether these new processes would pick up this activity more. LH spoke of utilising policies, training and processes to set out clearly the expectations of behaviour but stressed that all of those elements may not eradicate it completely. The Social Media Policy had been revised in time for Christmas as and the revised policy was there to remind them of CNC expectations. SC spoke of this area falling into one of the five priorities, and work was taking place to look at how it would be monitored and tracked for progress. The plan was to design metrics against targets and present them in future Board Meetings.

[REDACTED]

**Action 04** – [REDACTED] and his team to add in the budget that is given to the Board, the overhead costs of the extra work taking place to address the 5 priorities.

**Action 05** – [REDACTED]

No further comments or questions were raised.

#### DECISION:

Members:

- a) **NOTED** the HMICFRS report.
- b) **NOTED** the updates against the hot debrief actions.



7. c) **NOTED** the current position against the new recommendations.  
 d) **NOTED** the review of the vetting files highlighted by HMICFRS.  
 e) **ENDORSED** the proposed actions to consider the recommendations and their impact on CNC.

## ITEMS FOR DISCUSSION

### 7.1 CNC Decarbonisation Strategy (Draft) (Richard Cawdron)

Document Reference: PAB(22)R112

The purpose of this paper was to present the draft CNC Decarbonisation Roadmap and to provide a high-level summary of recommendations.

The CNPA Board were invited to review the Draft Decarbonisation Strategy and to provide feedback and direction around implementation of the recommendations.

Richard Cawdron introduced the report. RC thanked [REDACTED] for their support in preparing this strategy. He explained that it had been stress tested at various stages with the group and led by [REDACTED]. RC explained that it had not been an easy piece of work because CNC did not have all of the control levers so the challenge had been identifying what was proportionate in terms of what CNC could actually influence. It had been consulted widely across the organisation and supported by the Executive. It was not funded currently, and there was a recognition that it would potentially be a priority soon. The intention was to seek feedback on the quality of its current status as there was still work to do on costings and delivery times.

The Chair asked if there were any comments or questions. [REDACTED] wanted more clarity about the Electric Vehicles (EV) as her understanding was, they were not going to be suitable for most roles. RC confirmed there was an issue in terms of the availability of the type of electric vehicle which the organisation needs from an operational perspective. There had been discussions as there were other uses for vehicles in the organisation and other operational vehicles which CNC could perhaps consider electrifying earlier than the vehicles that CNC needed for armed response. He added it was a piece of work to take away and take a closer look at. [REDACTED] added the challenge of this was whether it was affordable and doable. [REDACTED] commented that there would be some learning as the [REDACTED] would be financially contributing and doing similar work to achieve net-zero emissions. [REDACTED] felt it was important to get expert energy advice as part of the next stage. [REDACTED]

[REDACTED] indicated that all of the SLC's operating companies would resource their own carbon reduction sustainability plans and encouraged RC to think about how that was phased into the road map going forward. [REDACTED] asked whether this strategy would be built into an Estates Strategy, which RC confirm it would be.

The Chair highlighted that the paper referenced the Public Sector Decarbonisation Scheme and wondered whether somebody was looking into that area as there was the possibility of grant funding that could be accessed to help fund some of the priorities. RC confirmed that this had not yet happened but had plans to work on this further with the support of an M3 level manager. The Chair spoke of seeing an update of the progress at the next Board Meeting which would set out in more detail what CNC could do in the near term and what is going to have to go into the long term.

**Action 06** – Richard Cawdron to provide an update on the near and long-term actions required to progress the CNC Decarbonisation Strategy.

No further comments or questions were raised.

8. **DECISION:** Members **REVIEWED** the Draft Decarbonisation Strategy and **PROVIDED FEEDBACK AND DIRECTION** regarding the implementation of the recommendations.

*[There was a 5-minute break in proceedings.]*

## STANDING ITEMS

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

Document Reference PAB(22)R113

This report was provided to present corporate performance and monitoring information in the format agreed by the CNPA Board on 27 July 2022, including performance and risk across the strategic goals, the Annual Policing Plan and projects.

The CNPA Board was invited to:

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

The Chair spoke of the report being a work in progress and getting it to the stage where it was more digestible and clear. The Chair raised that the Executive had requested to change the way that CNC report on Reg 10's going forward and wanted more clarity about this. [REDACTED] explained that Regulatory 10 notices were compliance notices that the SLC's inform the regulator (ONR) of. There are criteria on those issues that require notification to the SLC eg. notifying them of a shortfall of staff and if that shortfall comprises of a core capability. [REDACTED]

The Chair asked if there were any comments or questions. [REDACTED] praised the revised performance format and felt there were no surprises within the report. [REDACTED]

[REDACTED]. There were a number of officers in the pipeline who were currently on IFC and due to start at those units which would raise the establishment up, but at the moment those sites were being supported as much as possible.

No further comments or questions were raised.

### DECISION:

Members:

- a) NOTED the corporate performance recorded at Appendix A for each of the 4 goals.
- b) NOTED the additional commentary for the exceptions under each goal area.

## 8.2 Operation Report (ACC Louise Harrison)

Document Reference: PAB(22)R114

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

LH provided an overview of the report and highlighted the 'Raising the Bar' which was an Ops wide initiative that would be launched, following the Ops Performance meeting on 29<sup>th</sup> November. This was another response to increasing standards and values, it was a supportive tool to raise the standards of personal leadership. There was a deployability review taking place to get a better understanding of the wider picture around deployability, and to assess whether there was any scope to take some of the pressure out of the system. LH explained that there was limited influence in terms of officers on the ground but they were reviewing processes to ensure they were robust in enabling staff to return to work where appropriate. LH was happy to bring an update to the Board once the review was completed. LH had chaired the first Vehicle Governance group which looked at vehicle driver compliance and standards and ensuring when purchasing new cars they were fit for purpose using a strategic risk assessment. She added that driver training was becoming more heavily regulated, work was taking place to ensure that CNC were aligned with other Home Office forces in this area.

The Chair asked if there were any comments or questions. [REDACTED] raised there was a typo in the



No further comments or questions were raised.

**DECISION:** Members

#### **8.4 Finance Report P7**

Document Reference: PAB(22)R116

The purpose of the report was to:

- Present the year-to-date Civil Nuclear Police Authority's (CNPA's) financial performance as at the end of October 2022, Period 7 (P7) (Appendix 1, 2 and 3).
- Present the assumptions for building and reviewing the Q3FC (Section 4.2).

RP outlined the report and stated that there was a close correlation of P7 to Q2 and the forecast was on track. He added the Q3 forecast had already been done via CMG and asked if the Board were happy to endorse the Q3 assumptions.

The Chair asked if there were any comments or questions. No comments or questions were raised.

**DECISION:**

Members:

- NOTED the content of the Finance Report P7.
- ENDORSED the Q3FC assumptions agreed by the chief's Management Group (CMG) (Section 4.2).

#### **8.5 SIRO (Senior Information Risk Owner) Report** (Richard Cawdron)

Document Reference: PAB(22)R117

The purpose of this report was to provide CNPA Board members with updated information in respect of Cyber Strategy, related workstreams and the transition to the Constabulary's new IT service provider. The CNPA Board were invited to note the contents of the report.

RC highlighted that progress was being made across the board with an ITSO joining the organisation and that the migration to the new IT provider had started with the official start date being tomorrow. asked whether there was an update on the vetting of staff. RC confirmed that the vetting issues were improving due to vetting being taken inhouse. The Chair asked whether there was an online training for Board Members on Information Security and Information governance. RC spoke of there being a number of NCLAT packages which could be good to take the Members through, and there were in-house packages which had been developed. RC was happy to take an action and speak with about it. also suggested that RC should speak with as he had put together this kind of package already.

**Action 09** – Richard Cawdron to speak with about online training for Board Members on Information Security and Information governance.

No further comments or questions were raised.

**DECISION:**

Members **NOTED** the SIRO 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 1 November 2022**

Document Reference: PAB(22)R118

#### **9.1.2 Draft Minutes of ARFC Meeting held on 1 November 2022**

Document Reference: PAB(22)R119

The Chair asked if there were any comments or questions on the Chair's Report and/or Draft Minutes of the ARFC Meeting held on 1 November 2022.

No further comments or questions were raised.

## **9.2 People Committee (Chris Pilgrim)**

### **9.2.1 Chair's Report of Extraordinary People Committee Meeting held on 23 September 2022 and People Committee Meeting held on 5 October 2022**

Document Reference: PAB(22)R120

### **9.2.2 Minutes of Extraordinary People Committee Meeting held on 23 September 2022**

Document Reference: PAB(22)R121

### **9.2.3 Draft Minutes of People Committee Meeting held on 5 October 2022**

Document Reference: PAB(22)R122

The Chair asked if there were any comments or questions on the Chair's Report, the minutes of the Extraordinary People Committee Meeting held on 23 September 2022 and/or the Draft Minutes of the People Committee Meeting held on 5 October 2022.

No further comments or questions were raised.

## **9.2 CNPA Board Decision Log**

Document Reference: PAB(22)R123

The Chair asked if there were any comments or questions on the CNPA Decision Log and none were raised.

10.

## **ANY OTHER BUSINESS**

### **10.1 CNPA Board and Committee Meeting dates 2023/24 (Susan Johnson)**

Document Reference: PAB(22)R124

The Chair asked if there were any comments or questions on the CNPA Board and Committee schedule of meetings 2023/24. She apologised for changing two dates, but they clashed with other commitments. She spoke of having discussions on the two-day visit in March but would be grateful for Members views and preferences. SC suggested [REDACTED], it was a training site, and would be good for Board Members to see that contrast between that site and [REDACTED]. Everyone was happy with that location.

**Action 10** – Board and Committee Team to make arrangements for the Board in March to take place at [REDACTED]

### **10.2 January 2023 CNPA Board Meeting arrangements (Susan Johnson)**

Document Reference: Verbal

The Chair highlighted that the Board in January would be taking place at [REDACTED]. Another strategy meeting may be added if there were outstanding items from the afternoon session, or it may take place over teams in February to finalise the strategy going forward.

**Meeting concluded at approximately 12.45hrs.**

## **CNPA Strategy & Risk Workshop**

A CNPA Strategy and Risk Workshop took place following the CNPA Board meeting.

<b>Distribution:</b> CNPA Board Members, CNC Executive
<b>Next Meeting Date:</b> 30 January 2023 at 12.15 hrs